

Human Resource Management (HRM) Practices And Employees' Adaptive Performance: The Moderating Role Of Transformational Leadership

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Abstract

Despite the relevance of adaptive performance in improving organisational efficiency, the function of organisational human resource management (HRM) practises as predictors of adaptive performance has received little attention. Using resource-based view (RBV) theory, this study examining the relationship between HRM practices (performance appraisal, training, job enrichment, job enlargement, and employee involvement) and employees' adaptive performance. The research also looked at the influence of transformative leadership in moderating these relationships. The survey approach was used in the research, which included 233 respondents from the Sultanate of Oman's Ministry of Health. The respondents were chosen using a random sampling procedure. PLS-SEM (partial least square structural equation modelling) was used to analyse the collected data. According to the findings, performance appraisal, training, job enrichment, and job enlargement all have a substantial impact on employees' adaptive performance. Further, transformational leadership moderates the relationship between employee involvement and employees' adaptive performance. Therefore, the more attention paid to these HR practices in the company, the better their adaptive performance. HR practises were found as major determinants of workers' adaptable performance, which managers and practitioners should consider when fostering more adaptive behaviours in the business. This article discusses the study's implications limitation and future research on HRM practices and adaptive performance.

Keywords: HRM practices, adaptive performance, performance appraisal, training, job enrichment, job enlargement

1.1 Introduction

Employees' ability to manage crises, learn rapidly, and solve new challenges become necessary competencies when the environment grows more tumultuous (Charbonnier-Voirin & Roussel, 2012). In unpredictable and complex systems, previous views on work performance have not reflected the entire spectrum of human actions that contribute to job effectiveness. As a consequence, adaptive performance, defined as workers' capacity to adjust to quickly changing work settings (Huntsman, Greer, Murphy, & Haynes, 2021; Park, & Park, 2019)) has gotten a lot of attention as a means to better understand the dynamic nature of employee performance in today's fast-paced corporate environment. The requirement to explicitly address workers' flexibility to changes in the work environment is shown in adaptive performance. Adaptive performance may lead to good results such as improved performance capabilities and professional success on an individual level (Mc Loughlin, & Priyadarshini, 2021; Shoss, Witt, & Vera, 2012). Adaptive performance among employees may also lead to organisational outcomes such as change management, organisational learning, and meeting changing consumer expectations (Dorsey, Cortina, & Luchman, 2010). It has the potential to help organizations innovate, exploit existing capabilities, and respond to environmental changes (Shoss, Kueny, & Jundt, 2020).

Despite the fact that the number of research on the subject from diverse disciplines of study has expanded over the past decade, there is a need to combine earlier results based on divergent views. For example, readers may be confused by the terminology used to describe workers' adaptive performance (e.g., agility, flexibility, adaptability, and adaptive conduct). Furthermore, many research in various countries have looked at the link between HRM practises and subjective and financial indicators of organisational success (Moideenkutty, ALLamki, & Murthy, 2011). However, the link between HRM practises and employee adaptive performance, as well as the moderating influence of transformational leadership, has not been explored in Arabian Gulf nations such as the Sultanate of Oman, to our knowledge. In this research, we evaluate the association between HRM practises and employee adaptive performance in the Sultanate of Oman, with the moderating function of transformational leadership.

As HRD has identified performance as a critical area (Swanson & Holton, 2009), Adaptive performance of employees should be a major focus. Organizations must monitor and develop workers' adaptable performance in addition to their normal job performance since their capacity to adjust has become increasingly important. HRD researchers must also include adaptive performance as an extension of conventional performance, which reflects the present changing corporate environment. Only a few studies, however, have looked at the prospect of improving workers' adaptable performance (Huntsman, Greer, Murphy, & Haynes, 2021; Joung, Hesketh, & Neal, 2006). As a result, the authors of this research feel that HRD may help uncover factors and provide a process and tactics for developing workers' adaptability. HRD's emphasis on building capabilities and enhancing performance may assist firms in identifying methods to increase workers' adaptive performance by offering learning and development opportunities as

well as modifying corporate culture and practises. As a result, more HRD research is required to better understand workers' adaptable performance and to aid businesses in improving their employees' adaptive performance in order to assure their survival and success (Park, & Park, 2019). As a result, according to Tabiu, Pangil, & Othman, (2020), despite the importance of adaptive performance in improving performance, as evidenced by the "Strategic HR" literature, where authors consistently found relationships between bundles of HR practises and various indices of firm performance, the role of organisational human resource management (HRM) practises as predictors of adaptive performance remains unexplored. As a result, using the impact of performance appraisal, training, job enrichment, job enlargement, and employee involvement on employees' adaptive performance, as well as the effect of transformational leadership on these important linkages, is investigated in this study.

The primary goal of this research is to add to the body of knowledge on adaptive performance by looking at the role of HRM practises (performance appraisal, training, job enrichment, job enlargement, and employee involvement) in predicting employees' adaptive performance. This research aims to add to understanding the determinants of the under-researched adaptive performance, particularly in developing nations, in accordance with Krijgsheld, Tummers, and Scheepers, (2022) remark about the scarcity of HRM studies from developing countries like Oman. As a result, the research is divided into five areas. Apart from the introduction, the second section is devoted to a literature review on performance appraisal, training, job enrichment, job enlargement, and employee involvement, as well as their probable linkages to adaptive performance. The approach used to perform the study is described in detail in the next section. This contains the people that took part, as well as the processes and measurements that were employed. The fourth part contains the results and commentary. Finally, the study reached a conclusion with ramifications and pointed out some limits.

1.2 The Resource-Based view (RBV) as Underpinning Theory of the Study

Previous studies have shown that the firm's RBV is a good explanation for the adoption of effective HR practises. (Newman, & Sheikh, 2014). As noted earlier that "the resource-based view suggests that human resource systems can contribute to sustained competitive advantage through facilitating the development of competencies that are firm specific, produce complex social relationships, are embedded in a firm's history and culture, and generate tacit organizational knowledge" (Lado & Wilson, 1994, p. 699). The RBV method promises to offer a solid theoretical platform for study into organisational performance differences, particularly in terms of human resources. This is due to the fact that HR practises may help to develop talents and knowledge that boost competitiveness and performance (Morris et al., 2006). In the discussion over strategic HRM and how human resources and associated HR practises might affect corporate performance, the theory has become the prevailing theory. The RBV considers not just human capital but also other factors such as intellectual capital, human resource strategies, and performance in organisations. RBV has made a substantial contribution to the constantly expanding area of HRM (Barpanda, & Bontis, 2021) As a result, both practitioners and scholars in the HRM profession have embraced it wholeheartedly (Whitfield, 2019).

2. Literature Review and Hypotheses Development

2.1 Performance appraisal and adaptive performance

Employees are a crucial investment for businesses (Schraeder & Jordan, 2011), since they have the ability to influence organisational performance (Sundaray, 2011). They are expected to perform higher and better in order to keep up with the growing competition. Organizations are progressively investing in different development activities such as coaching, developmental centres, and career planning for performance enhancement, as the significance of employee performance for organisational success and competitive advantage grows (Hameed and Waheed, 2011). Employees' performance improvement and effectiveness are proven to be influenced significantly by their performance assessments during performance appraisals. The practise of evaluating an employee's individual performance over a period of time is known as performance appraisal (De Nisi, & Smith, 2014). It is defined as “activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards. It sometimes becomes a part of a wider approach to integrating HRM strategies known as performance management” (Fletcher 2001). Although the performance appraisal system is regarded as the most important of all human resource activities (Shrivastava and Purang, 2011), there is little research on how it might assist enhance employee performance (DeNisi and Pritchard, 2006). This might be one of the reasons why most organisations simply report on the overall efficacy and efficiency of their performance assessment system, rather than the impact on employee performance (Longenecker, & Fink, L. (2017)). One of the most difficult problems for HR professionals in terms of performance development is establishing an efficient performance evaluation system (Harrington and Lee, 2015). As a result, there is a pressing need for study into how performance assessment systems might be made more acceptable to workers and how they affect employee performance (Sharma, & Sharma, 2017).

Organizations invest in their personnel in order to boost their human resources and get a competitive advantage. They also assess their human resources to discover staff development requirements and performance improvement opportunities. Organizations utilise performance evaluation or employee assessment tools to offer feedback to workers and identify future growth requirements in order to get the best results. Employees must have their work reviewed in order for them to be recognised and rewarded (Levy, Silverman, & Cavanaugh, 2015). Employees who are happy with their performance reviews are more likely to engage in development initiatives, which may help them enhance their overall performance. Furthermore, a fair and effective performance evaluation may increase employee performance as well as the quality of healthcare (Majidi, Daneshkohan, Zarei, & Ashktorab, 2021). One of the key purposes of performance evaluation, according to Kuvaas (2007) and Van Woerkom & Kroon (2020), is to inspire people to achieve better levels of performance. As a result, we anticipate that a performance assessment that assists workers in identifying, developing, and using the qualities that enable them to operate at their best will have a favourable impact on their adaptive performance. Therefore, we hypothesized:

Hypothesis 1: Performance appraisal positively affects adaptive performance.

2.2 Training and adaptive performance

Organizations must teach people to be adaptable to workplace changes due to dynamic adjustments in the work process and the global competitive environment (Tumi, Hasan, & Khalid, 2021). To share the essential skills and information, organisations must offer adequate and advanced training. For a business to develop its workers' skills, training is the most suitable source of incentive. Individuals' overall self-efficacy is influenced through training, which leads to improved motivation and confidence (Tai, 2006). Training, according to Mathis and Jackson (2002), is a process where employees develop a certain competence to aid in the achievement of desired corporate objectives. While Davis and Werther (2010, p. 164) underlined that “training prepares people to do reviews their present jobs and development prepares employees needed knowledge, skills, and attitude”. To put it another way, training is a critical tool for a business to meet the growing need for current knowledge and skills among its personnel. HR managers aid people in doing their responsibilities without stress by increasing their confidence in their talents via efficient training (Mangkunegara & Waris, 2015).

A good and significant association between training and employee incentive to perform has been scientifically proved in certain prior research (e.g., Hughes, Zajac, Spencer, & Salas, 2018; Jaworski, Ravichandran, Karpinski, & Singh, 2018). Training, according to (Tumi, Hasan, & Khalid, 2021), consists of a variety of activities aimed at improving workers' knowledge, abilities, and competences, resulting in greater motivation and, as a consequence, major beneficial results. Effective training programmes are seen to be a way to change workers' attitudes and behaviour. Research conducted in a Jordanian military hospital found that structured training had a significant influence on nurse performance (Al-Ali, Al Faouri, & Al-Niarat 2015). They indicated that teaching nurses the necessary skills and expertise to cope with patients will boost hospital productivity.

Employee training is one of the most common HR strategies since it improves employee skills and experiences, allowing them to participate in more positive behaviours (Nasurdin, Ahmad, & Tan, 2015). Karatepe, Yavas, and Babakus (2007) agreed that staff training is essential since it decides whether a firm succeeds or fails. Han and Williams (2008) argue that training may aid adaptive performance by providing workers with not just the necessary skills and information that extend beyond their present occupations, but also by assisting them in adapting to unpredictable conditions. Similarly, Chen et al. (2005) found that training programmes aimed at improving employee adaptability assist employees to gain the necessary skills, experience, and knowledge to function adaptively in the workplace. For example, if an individual is exposed to conditions that need organisational adaptations, he or she will be able to perform well in a future scenario that demands comparable adaptation (Şahin & Gürbüz, 2014). As a result, having prior experience with comparable scenarios may help to improve adaptive performance (Pulakos, Dorsey, & White, 2006). Thus, we hypothesize that:
H2: Training positively affects adaptive performance.

2.3 Job enrichment and adaptive performance

Job enrichment may be defined as a larger variety of job content in the workplace accomplished via employee autonomy. Employees will feel more responsibility for their job-related behaviour and results if they are included in the decision-making process. Employees' capacity to juggle various activities helps to a more fulfilling work experience and inspires them to improve their performance (Garg & Rastogi, 2006). Job enrichment refers to the incorporation of elements into job performance that favour the variety of tasks to be performed, the freedom to make decisions about the work to be done, greater involvement in decision-making, increased responsibility, performance feedback, and participation in change initiatives (Curtis and O'Connell, 2011). Employees with job enrichment may plan their timetables and be in command of their duties while at work. Employee autonomy may help to lessen work-related family issues while also increasing job satisfaction. Employees who have the ability to set their own working hours and procedures have a higher degree of motivation, according to studies (Baral & Bhargava, 2010). The importance of autonomy may also be evident in group performance. Team members who have the freedom to pick team members with the necessary knowledge and abilities may be more creative and productive in achieving the organization's objectives (Yang & Choi, 2009). Employees' motivation and job dedication are improved by enhancing their work experience, according to several research. Furthermore, job enrichment improves self-control, self-actualization, and self-respect greatly (Dost & Khan, 2012).

According to Azeez (2016) job enrichment is a major predictor of employee contentment, motivation, and performance in a research of work-related attitudes, employee satisfaction, motivation, and performance at selected public universities in Lagos State. According to the study, job enrichment can benefit employees in a variety of ways, including providing a variety of skills, a sense of job identity, being recognised and appreciated by others, increased responsibility, challenge, participation in decision-making, and a sense of accomplishment, all of which contribute to internal motivation, satisfaction, and high performance. Surprisingly, people want autonomy at work because they need to make their own decisions on how to complete their tasks. Employees need job enrichment, according to several studies, in order to motivate them to accomplish assigned duties and achieve good job performance (Yperen, Wortler & Jonge, 2016). Additionally, job enrichment allows individuals to arrange their work processes and time. This may assist in reducing job-related stress and motivating staff to perform successfully (Tumi et al., 2021). The ability to vary activities plays a significant part in increasing employee motivation by exposing them to a diversity of tasks. Structured and well-organized employment allow workers to feel like human beings rather than manufacturing robots (Wood, 2018). Employees who feel that the company owns them put out their best efforts toward accomplishing organisational objectives when they are given job enrichment opportunities. Employee performance is strongly contingent on an organization's job enrichment strategy, according to Saleem, Shaheen, and Saleem (2012). Hence this study hypothesized that:

H3: Job enrichment positively affects Adaptive performance.

2.4 Job Enlargement and Adaptive Performance

The job enlargement component emphasised the breadth of professional tasks available to organisational workers. Employees nowadays demand a highly varied and challenging position in the workplace that will help them strengthen their professional credentials and advance in their careers. As a result, employment expansion is seen to be good in terms of motivating workers by expanding their exposure and efforts toward the organization's goals (Tumi et al., 2021). Increasing the number of diverse duties in a work is referred to as job enlargement. The basic premise behind work expansion is that expanding the variety of jobs done would reduce weariness and monotony, as well as inspire people to perform at greater levels (Hadidi, & Abzakh, 2021).

Employee empowerment necessitates the expansion of employee positions so that more authority, and responsibilities may be given to the shop floor, hence increasing the number of activities to be accomplished (Raza & Nawaz, 2011). Similarly, Saleem et al. (2012) defined job enlargement as a situation in which workers in circled roles have been given a greater responsibility to carry out during their day. This means that the task expansion is limited to the same level as the present position and entails a comparable work. Employees will benefit from job expansion because they will be able to better their capabilities and responsibilities by increasing their skills and knowledge by learning new extra duties.

Many studies show that work enlargement aided employees in maximising their talents and capacities in performing difficult jobs. It allows workers to arrange their work processes and time on their own terms. This may assist in reducing job-related stress and motivating staff to perform successfully (Tumi et al., 2021). The ability to vary activities plays a significant part in increasing employee motivation by exposing them to a diversity of tasks. Employees who feel that the company owns them are more likely to put up their best efforts toward accomplishing organisational objectives as a result of job enlargement. Hence the study hypothesised that:

H4: Job enlargement positively affects employee adaptive performance

2.5 Employee Involvement and adaptive performance

When it comes to employee engagement, organisational leaders should make a deliberate effort to encourage it by providing visible extra-role or role-expanding opportunities for people or groups at all levels of the business to have a stronger voice. (Prieto, Phipps, & Kungu, 2020). Employees are a critical source of innovation, since they are responsible for generating, disseminating, and implementing new ideas throughout the firm (Busch-Casler, Haubner, & Pinkwart, 2020). Employee involvement has been defined as “the participation of the entire firm’s workforce to improve the working environment, product quality, equipment productivity, and eventually, company competitiveness” (Owusu, 1999). Employee involvement was emphasised in the early studies owing to their critical role in service delivery and the formulation of customer experience. (e.g. Normann, 1991). Further, recent studies have also advocated for the importance of workers, emphasising how employees' understanding of users, combined with a grasp of organisational (work) practises, makes them valuable actors

(e.g., Akesson, Skalen, Edvardsson, & Stalhammar, 2016; Karlsson & Skalen, 2015; Mu, Bossink, & Vinig, 2018; Santos-Vijande, Lopez-Sanchez, & Rudd., 2016).

In both the commercial and governmental sectors, employee participation has been shown to contribute to improved performance. Employee participation, according to the cognitive model, is directly linked to performance, which is strongly linked to human capital theory. The notion is that front-line employees have a better understanding of their jobs than supervisors. This information may be used to make better choices and increase product quality and efficiency by including employees in management. Employees' problem-solving abilities and job-related knowledge may be strengthened by engaging in management and talking with co-workers on a regular basis. Knowledge and skills are valuable human capital assets that may provide businesses with a competitive advantage that is difficult to duplicate. involvement has beneficial and direct effects on productivity, according to certain empirical research and meta-analyses (Guthrie et al., 2009).

Despite the progress gained in understanding the impact of employee involvement on performance, little study has been done to investigate additional aspects that support this critical link. Furthermore, despite its relevance for healthcare organisations, it has not been fully explored in the healthcare sector, to our knowledge. Employee engagement aims to improve members' input into choices that influence employee performance and well-being, according to Glew, Leary-Kelly, Griffin, and Van Fleet (1995). Therefore, the study hypothesized that:

H5: Employee involvement positively affects adaptive performance

2.6 Transformational leadership as Moderator

Transformational leadership is a style of leadership that is well suited to today's networked, interdependent, and culturally diverse business environment. The reliance on transactional leadership conduct, on the other hand, falls short of the leadership difficulties that most businesses face today' (Lord et al., 2017). Accordingly, transformational leadership style appropriately supports the process of turning ideas and initiatives into action, which in turn encourages better communication and enhances various good employee outcomes, and is critical for reaching greater performance results (Slagter, & Wilderom, 2018).

Leadership has a significant influence on staff performance, well-being, and motivation, according to a large body of literature (Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2018; Oreg & Berson, 2019). The emphasis of this research is on transformative leadership. Transformational leadership has shown greater potential as a solo leadership style, capable of helping leadership scholars and practitioners better explain a broad variety of outcomes, due to its uniqueness from other leadership approaches. As a result, mounting data has connected transformational leadership to a variety of outcomes, including increased trust, organisational commitment, job satisfaction, and fewer inclinations to leave. Hence, research on transformational leadership has the potential to bring fresh insights into how to build meaningful workplaces that are not just high performing but also sustainable.

Furthermore, transformational leadership has been found as a major variable (i.e., antecedent and moderator) that impacts adaptive capability among various kinds of leadership styles. This is because transformational leadership fosters the awareness of new, potentially valuable external information and emphasises the importance of knowledge transformation and exploitation, (Shafique and Kalyar, 2018). As a result, transformational leadership is used as a moderator in this research to explain the link between HR practises and adaptive performance. In addition, the research selected transformational leadership over follower-centric (shared) leadership because it is more leader-centric. In Oman's cultural milieu, which is characterised by significant power distance, transformational leadership is more likely to develop. People in Oman, where the current research is set, tend to accept unequally distributed authority and expect leaders to offer precise guidance (Hofstede, 2001), therefore they may be hesitant to take on leadership duties. As a consequence, follower-centric leadership is far less likely to evolve spontaneously in Omani work groups.

Existing research has shown important details about how transformational leadership may lead to positive organisational outcomes, such as increased task-specific proficiency behaviours, or job and task performance (Eva et al., 2019). While task performance is critical for organisational success, it does not adequately capture the whole spectrum of human performance at work. This is particularly true in today's workplace, when organisational structures, team makeup, and the subject of one's job are constantly changing, necessitating adaptation. Understanding how to encourage workers' capacity to adjust their actions to suit the needs of changing surroundings, or adaptable performance, is critical for both businesses and people (Kaya, & Karatepe, 2020). This research adds to the growing body of evidence that shows how transformational leadership behaviours can help employees not only perform better in their jobs, but also manage stress, take effective action, generate new ideas, and think about others when adapting to changing organisational circumstances (Charbonnier-Voirin et al., 2010).

In recent years, transformational leadership has gotten a lot of attention. It has been proven to impact subordinates' task performance, as well as contextual performance and organisational citizenship behaviour (Judge & Piccolo, 2004). (Wang, Law, Hackett, Wang, & Chen, 2005). The significance of transformational leadership in encouraging followers' adaptive performance, which studies have discovered to be a separate component of work performance (e.g., Allworth & Hesketh, 1999; Pulakos), has, on the other hand, been generally ignored. This is striking since it seems that transformative leadership and the creation of adaptive behaviours are inextricably linked (Moss, Dowling, & Callanan, 2009). Adaptive performance includes the ability to work creatively and acquire new abilities, as well as the ability to handle stressful circumstances and accommodate a variety of social environments (Han & Williams, 2008; Rosen, Harris, & Kacmar, 2011). Transformational leaders should pay special attention to these abilities. Indeed, such leaders have been found to improve outcomes closely related to adaptive performance by presenting challenging future visions that instil commitment, favour the emergence of empowerment in teams, and present challenging future visions that instil commitment, favour the emergence of empowerment in teams. Furthermore, transformational

leadership may help subordinates find new methods to handle issues, manage with change, perform beyond expectations, and put-up additional effort in difficult conditions, resulting in adaptive performance (Charbonnier-Voirin, El Akremi, & Vandenberghe, 2010). Transformational leadership fosters a conducive team atmosphere for adaptive performance by displaying the vision, sharing norms, and cultivating desired behaviours (Charbonnier-Voirin et al., 2010; Park, & Park, 2019).

Researchers have given the perception of the effects of transformational leadership on the relationship between Hr practices and adaptive performance little prominence (Afriyie, Du, & Musah, 2019). According to Bass, Avolio, Jung, & Berson, (2003), a transformative leader is the kind of leader he promotes by creating a vision that gives meaning and motivation. The theory of transformational leadership also predicts that effective leaders can adjust their leadership behavior in a more or less transformational way to meet the dynamic demands of the situation (Hannah, & Avolio, 2011). Bass et al. (2003) suggested that transformational leadership was more effective because transformational leaders empowered employees by turning them into individuals and teams with strong commitment, focused on service, quality, profitability, and high returns. Thus, the practice and behavior of transformational leadership should have a significant impact on innovation and marketing performance. As a result, different intrinsic characteristics of each style of transformational leadership, one style can be expected to have a more significant positive impact on adaptive performance.

The impression of the impacts of transformational leadership on the link between HR practises and adaptive performance has received minimal attention from researchers (Afriyie, Du, & Musah, 2019). A transformational leader, according to Bass, Avolio, Jung, and Berson (2003), is one who advocates a vision that provides purpose and drive. Effective leaders may modify their leadership style in a more or less transformative fashion to meet the dynamic needs of the circumstance, according to the notion of transformational leadership (Hannah, & Avolio, 2011). According to Bass et al. (2003), transformational leadership is more successful because it empowers people by transforming them into individuals and teams who are committed to service, quality, profitability, and high returns. As a result, transformational leadership's practise and conduct should have a major influence on adaptive performance. As a consequence of the various fundamental qualities of each leadership style, transformational leadership may be predicted to have a more beneficial influence on adaptive performance than the others. Therefore, this study posits:

H6: Transformational leadership positively moderates the relationship between Performance Appraisal (PA) and employee's adaptive performance.

H7: Transformational leadership positively moderates the relationship between training and employee's adaptive performance.

H8: Transformational leadership positively moderates the relationship between job enlargement and employee's adaptive performance.

H9: Transformational leadership positively moderates the relationship between job enrichment and employee's adaptive performance.

H10: Transformational leadership positively moderates the relationship between employee involvement and employee's adaptive performance.

From the above literature and hypotheses development, the following conceptual framework is proposed for the current study;

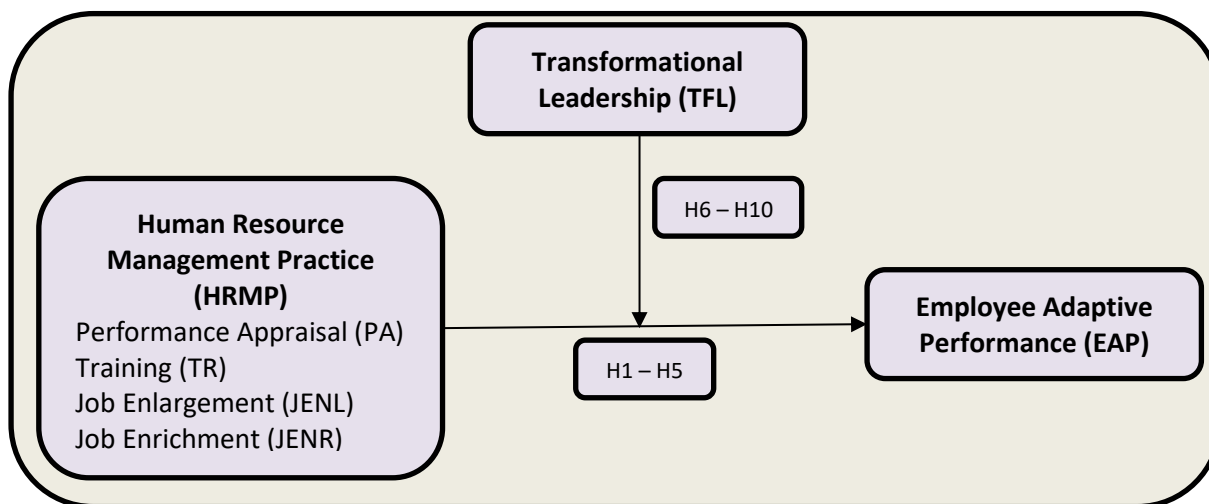


Figure. 1 Conceptual model

Figure. 1 Proposed conceptual framework

3. Data, Measurement and Methods

In order to obtain data in 2020, this research questioned employees of the Sultanate of Oman's Ministry of Health. All of these people work for the ministry as civil servants at various levels. After the surveys were given to the respondents, 233 completed and returned questionnaires were received. To safeguard respondents' privacy and prevent social desirability bias, it was made clear to them that the study was exclusively for academic purposes, and that all surveys were anonymous and could not be connected to any person.

For the measurement of the variable under consideration, the study used already developed and validated items from previous studies. For (1) Performance appraisal 6 items were adopted from (Othman, 2014), the sample of the items is “with my performance now, overall I am fully satisfied with my current pay” (2) Training 8 items were adopted from Tahir et al., (2014), the sample of the items is “My supervisors in this health ministry have been trained on how to treat subordinates with respect”. (3) Job enlargement, 7 items were adopted from Mwihaki, (2017) the sample of the items is “employees are motivated to perform their work in our ministry of health” (4) Job enrichment 6 items were adopted from (Keir, 2016) the sample of the items is “employees’ contributions are valued and recognized by our ministry' of health”. (5) employee involvement 6 items were adopted from Tahir et al., (2014), the sample of the items is “my manager motivates employees to be team players in our ministry”. (6) Transformational leadership 6 items were adapted from Lan et al., (2019), the sample of the items is “my manager inspires others with his future plans” and lastly, (7) adaptive performance measures 7 items

were adapted from (Pradhan & Jena, 2017) the sample of the items is “I always accept criticism positively if it comes from my team members”. Further, all the items were anchored by 5-point likert scale form 1 – strongly disagree to 5 – strongly agree.

3.1 Preliminary Examination of the Data

We checked the data for multivariate normality before assessing the model. Using Mardia's coefficient technique, the skewness coefficient ($\beta = 23.535$) and kurtosis coefficient ($\beta = 98.65766$) were both higher above the threshold scores of 2 and 20, indicating non-normally distributed data (Byrne 2013; Kline 2011). As a result, PLS-SEM, which employs the non-parametric inferential approach (bootstrapping), is more suited (Sarstedt, Ringle, & Hair 2017). Missing values were treated using expectation maximization. Further, data has shown no outlier using Mahalanobis distance.

3.2 Common Method Variance (CMV)

Because all of the answers came from the same place, the CMV is known to exaggerate the strength of the correlations between the variables in the model. Harman's Single Factor (Podsakoff, Mac Kenzie, Lee, & Podsakoff, 2003) may be used to uncover this possible bias. The findings showed that the maximum variable explained by an individual component was 33.60 percent (<50 percent), as recommended by Podsakoff et al. (2003). As a consequence, the findings show that CMV is not a risk in the current investigation.

3.3 Demographic Information of the Respondents

For the demographic characteristics of the respondents (see Table 1), 57.1% of the respondents were female while 42.9% were male, majority 106 (45%) of the respondents were below 30 years of age. 68.2 were single while 31.8 were married. For the general work experience, the most participated are those between 5 to 10 years (47.6%) followed by less than 5 years (35.6) and 11 to 15 years (16.7). For their educational level, those with diploma participated most in this study 111 (47.6)

4. Statistical Techniques

The current study used the Partial Least Square-Structural Equation Modelling (PLS-SEM) approach using Smart-PLS 3.3 was used to analyse the research model. PLS-SEM has been described as an effective analytical tool to assess model by reducing type II errors and can handle formative dimensions as well as a complex model (Chin, 1998). The path modelling experts such as Hair, Hult, Ringle, Sarstedt (2017) and Sarstedt et al. (2017) explain the enormous additional benefit of PLS-SEM as being that it is non-parametric, such as relaxing the requirement for normally distributed data, and the technique can be used to analyse data in research with reasonably low sample size and exploratory research. It helps the investigator to analyse structural models that embrace multiple-item constructs with direct and indirect paths. The PLS-SEM approach was executed by assessing the measurement and the structural model.

4.1 Measurement Model

The internal consistency reliability, convergent validity, and discriminant validity of the construct measures in the measurement model were examined. Reliability of the constructs was inspected using Cronbach's Alpha, composite reliability and rho-A. Table 2 shows the thresholds of Cronbach's Alpha, composite reliability and rho-A are all exceeded the benchmark of 0.70 (Hair et al., 2017), suggesting satisfactory reliability among the measures.

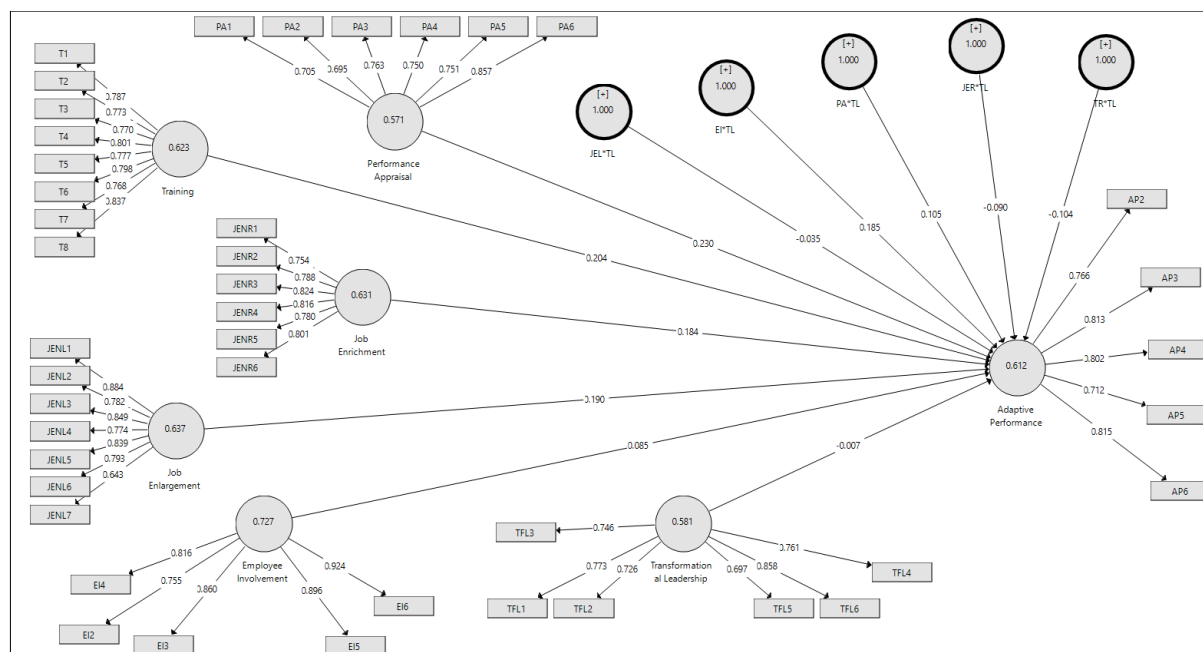


Figure 2: Measurement model with outer loadings and AVE extracted from PLS Algorithm

Convergent validity was assessed using indicator loadings, composite reliability (CR), and average variance extracted (AVE). In this study, as shown in table 2 the convergent validity was achieved as the indicator loadings go beyond the threshold of 0.70, the composite reliability exceeds 0.70, and the AVE are above 0.50 (Hair et al., 2017). To achieve the required convergent validity, two items (AP1 and EI1) were deleted as they fall short of threshold.

Table 1: Constructs validity and reliability

| Constructs | Items | FL | CA | CR | AVE |
|----------------------|----------------------|-------|-------|-------|-------|
| Adaptive Performance | AP2 | 0.766 | | | |
| | AP3 | 0.813 | | | |
| | AP4 | 0.802 | 0.841 | 0.887 | 0.612 |
| | AP5 | 0.712 | | | |
| | AP6 | 0.815 | | | |
| | Employee Involvement | EI2 | 0.755 | | |
| EI3 | | 0.860 | | | |
| EI4 | | 0.816 | 0.904 | 0.930 | 0.727 |
| EI5 | | 0.896 | | | |
| EI6 | | 0.924 | | | |
| JENL1 | | 0.884 | 0.904 | 0.924 | 0.637 |

| | | | | | |
|--------------------------------|-------|-------|-------|-------|-------|
| | JENL2 | 0.782 | | | |
| | JENL3 | 0.849 | | | |
| Job Enlargement | JENL4 | 0.774 | | | |
| | JENL5 | 0.839 | | | |
| | JENL6 | 0.793 | | | |
| | JENL7 | 0.643 | | | |
| | <hr/> | | | | |
| | JENR1 | 0.754 | | | |
| | JENR2 | 0.788 | | | |
| Job Enrichment | JENR3 | 0.824 | 0.883 | 0.911 | 0.631 |
| | JENR4 | 0.816 | | | |
| | JENR5 | 0.780 | | | |
| | JENR6 | 0.801 | | | |
| <hr/> | | | | | |
| | PA1 | 0.705 | | | |
| | PA2 | 0.695 | | | |
| Performance Appraisal | PA3 | 0.763 | 0.850 | 0.888 | 0.571 |
| | PA4 | 0.750 | | | |
| | PA5 | 0.751 | | | |
| | PA6 | 0.857 | | | |
| <hr/> | | | | | |
| | T1 | 0.787 | | | |
| | T2 | 0.773 | | | |
| | T3 | 0.770 | | | |
| Training | T4 | 0.801 | 0.914 | 0.930 | 0.623 |
| | T5 | 0.777 | | | |
| | T6 | 0.798 | | | |
| | T7 | 0.768 | | | |
| | T8 | 0.837 | | | |
| <hr/> | | | | | |
| | TFL1 | 0.773 | | | |
| | TFL2 | 0.726 | | | |
| Transformational Leadership | TFL3 | 0.746 | 0.855 | 0.892 | 0.581 |
| | TFL4 | 0.761 | | | |
| | TFL5 | 0.697 | | | |
| | TFL6 | 0.858 | | | |

Notes: CR: Composite Reliability; AVE: Average Variance Extracted; CA: Cronbach's Alpha

Discriminant validity was assessed using the heterotrait-monotrait (HTMT) ratio with thresholds of 0.85 and Fornell & Larcker criterion (Henseler, Ringle, & Sarstedt, 2015). Table 3 demonstrates that the correlation among all the factors was below the value of 0.90 (HTMT) and it also shows diagonal values (**bold**) are larger than the off diagonal (Fornell & Larcker criterion). These confirmed the evidence of satisfactory discriminant validity. Further, Table 4 shows all constructs had variance inflation factor (VIF) values are less than the benchmark value of (Becker et al. 2015; Hair et al., 2017), concluding that there was no multicollinearity concern among the predictor constructs.

Table 2: Discriminant Validity: Fornell Larcker

| Constructs | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------|-----------------------------|-------|-------|-------|-------|-------|-------|-------|
| 1 | Adaptive Performance | 0.783 | | | | | | |
| 2 | Employee Involvement | 0.463 | 0.852 | | | | | |
| 3 | Job Enlargement | 0.475 | 0.440 | 0.798 | | | | |
| 4 | Job Enrichment | 0.520 | 0.623 | 0.555 | 0.794 | | | |
| 5 | Performance Appraisal | 0.472 | 0.480 | 0.403 | 0.508 | 0.756 | | |
| 6 | Training | 0.516 | 0.483 | 0.474 | 0.519 | 0.417 | 0.789 | |
| 7 | Transformational Leadership | 0.402 | 0.372 | 0.370 | 0.390 | 0.594 | 0.467 | 0.762 |

The off-diagonal values are the correlations between latent variables, and the diagonal is the square root of AVE.

Table 3: Discriminant Validity: HTMT

| Constructs | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------|-----------------------------|-------|-------|-------|-------|-------|-------|---|
| 1 | Adaptive Performance | | | | | | | |
| 2 | Employee Involvement | 0.532 | | | | | | |
| 3 | Job Enlargement | 0.538 | 0.482 | | | | | |
| 4 | Job Enrichment | 0.602 | 0.696 | 0.611 | | | | |
| 5 | Performance Appraisal | 0.541 | 0.530 | 0.458 | 0.573 | | | |
| 6 | Training | 0.578 | 0.536 | 0.519 | 0.575 | 0.465 | | |
| 7 | Transformational Leadership | 0.465 | 0.418 | 0.420 | 0.440 | 0.697 | 0.529 | |

4.2 Structural Model: Hypotheses Testing

The structural model is evaluated using five-steps First, the variance inflation factor (VIF) was investigated to cross-check on the lateral collinearity issue. Table 4 shows that VIF values were below the cut-off score of (Becker et al. 2015; Hair et al., 2017), indicating the problem of multicollinearity issue is not a concern. Second, the significance of path coefficients in the structural model was evaluated via t-values, p-values and the confidence intervals (95% bias-corrected and accelerated). In this study, the hypotheses in the structural model were tested by using a bootstrap re-sample technique with an iteration of 5000 sub-sample. Table 4 and Figure 4 presents the results of the relationships of performance appraisal, job enlargement, job enrichment and training have significant relationship with adaptive performance (H1: $\beta = 0.230$, $p = 0.017$) (H2: $\beta = 0.190$, $p = 0.009$), (H3: $\beta = 0.184$, $p = 0.048$) and (H4: $\beta = 0.204$, p

= 0.040) respectively and therefore they were all supported. Further, the relationship between Employee Involvement and adaptive performance was not significant (H4: $\beta = 0.085$, $p = 0.375$) and hence not supported.

The third step involved examining in-sample predictive power (coefficient of determination, R^2). The results revealed that 45% of the variance in adaptive performance was explained by exogenous variables (performance appraisal, job enlargement, job enrichment, training, employee involvement and transformational leadership) (refer Table 4).

Forth, the effect size of the construct was assessed using Cohen's f^2 (Cohen, 1988). Likewise, the effect size (f^2) values above 0.02, 0.15, and 0.35 represent small, medium, and large effect, respectively (Cohen 1988). By looking at the f^2 values in Table 4, it can be observed that, all the exogenous variables demonstrated small effect size in generating R^2 for the endogenous variables.

Fifth, the structural model's prediction accuracy may be evaluated by computing Q^2 values using a blindfolding technique (Geisser 1975; Stone 1977). The endogenous variables (i.e., adaptive performance = 0.415) showed predictive accuracy of the model (with Q^2 value >0), as shown in Table 4. The model's predictive accuracy was further investigated by concentrating on "a unique technique for measuring a model's out-of-sample prediction" (PLS predict) (Hair et al. 2019; Shmueli et al. .2019; Shmueli, et al., 2016).

Table 4: Proposed hypothesis results

| Relationships | Std. Beta | t-values | p-values | C. Intervals | | Inner VIF | R^2 | F^2 | Q^2 | Decision |
|------------------|-----------|----------|----------|----------------|-------|-----------|-------|-------|-------|---------------|
| | | | | 95% | | | | | | |
| | | | | bias Corrected | | | | | | |
| LLC | ULC | | | | | | | | | |
| H1: PA-> AP | 0.23 | 2.42 | 0.017 | 0.048 | 0.407 | 2.248 | 0.451 | 0.043 | 0.415 | Supported |
| H2: JENL -> AP | 0.19 | 2.684 | 0.009 | 0.017 | 0.298 | 1.832 | | 0.036 | | Supported |
| H3: JENR -> AP | 0.184 | 2.006 | 0.048 | 0.02 | 0.342 | 2.196 | | 0.028 | | Supported |
| H4: TR -> AP | 0.204 | 2.079 | 0.04 | 0.009 | 0.37 | 1.715 | | 0.044 | | Supported |
| H5: EI -> AP | 0.085 | 0.892 | 0.375 | - | 0.269 | 1.921 | | 0.007 | | Not Supported |
| H6: PA*TL -> AP | 0.105 | 1.152 | 0.252 | - | 0.263 | | | | | Not Supported |
| H7: JEL*TL -> AP | -0.035 | 0.418 | 0.677 | - | 0.128 | | | | | Not Supported |

| | | | | | | |
|------------|--------|------|-------|-------|------|---------------|
| H8: JER*TL | -0.09 | 0.88 | 0.377 | - | 0.10 | Not Supported |
| -> AP | | 8 | | 0.231 | 5 | |
| H9: TR*TL | -0.104 | 0.92 | 0.359 | - | 0.06 | Not Supported |
| -> AP | | 1 | | 0.308 | 3 | |
| H10: EI*TL | 0.185 | 1.99 | 0.049 | 0.031 | 0.37 | Supported |
| -> AP | | 5 | | | 3 | |

Note: AP – Adaptive Performance, PA – Performance Appraisal, JENL – Job Enlargement, JENR - Job Enrichment, TR-Training, EI- Employee Involvement, TL - Transformational Leadership

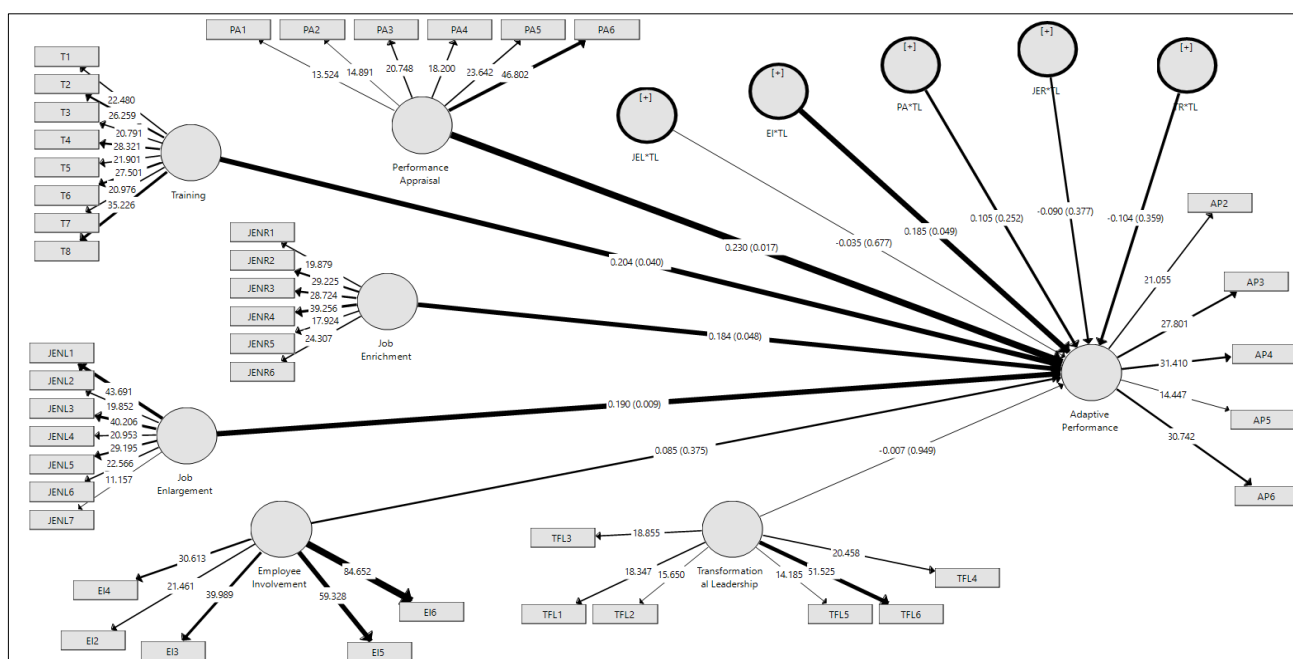


Figure 4: Structural model with inner model Beta and p values

According to the results of the PLSpredict evaluation in Table 5, part of the Q2 value provided by the PLS-SEM estimate is greater than the LM model, indicating that the model's predictive capacity is supported. Following the recommendations outlined by Shmueli et al. (2019), the predictive findings show that several endogenous variables in the PLS model produced low predictive error when compared to the LM model, suggesting that the model has medium predictive potential. Finally, the research used the standardised root mean square residual to evaluate model fit (SRMR). The composite factor model fits the data in this article since the SRMR is 0.066, which is less than 0.08 (Hu, & Bentler, 1999).

Table 5: Result for PLSpredict

| | PLS | | | LM | | | PLS-LM | | |
|-----------------|-------|-------|-------------------------|-------|-------|-------------------------|--------|-------|-------------------------|
| | RMS E | MA E | Q ² _predict | RMS E | MA E | Q ² _predict | RMS E | MA E | Q ² _predict |
| AP ₆ | 0.896 | 0.688 | 0.227 | 0.918 | 0.676 | 0.189 | -0.022 | 0.012 | 0.038 |

| | | | | | | | | | |
|---------|-------|-----------|-------|-------|-----------|-------|--------|-----------|-------|
| AP 3 | 0.958 | 0.74 0 | 0.183 | 0.979 | 0.73 0 | 0.147 | -0.021 | 0.01 0 | 0.036 |
| AP 5 | 0.939 | 0.75 1 | 0.190 | 0.965 | 0.73 1 | 0.144 | -0.026 | 0.02 0 | 0.046 |
| AP 2 | 1.010 | 0.81 4 | 0.192 | 1.010 | 0.78 8 | 0.192 | 0.000 | 0.02 6 | 0.000 |
| AP 4 | 0.955 | 0.74 9 | 0.163 | 1.004 | 0.74 7 | 0.074 | -0.049 | 0.00 2 | 0.089 |

4.3 Moderating Analysis

To test H6-H10, the moderation analysis was conducted by taking into account the interaction effect of transformational leadership (see Table 4, figure 4). The bootstrap results presented that only one hypothesis was supported, that is transformational leadership moderate the path between employee involvement and adaptive performance (H10: $\beta = 0.185$, $p = 0.049$), but did not moderate the relationship between the other exogenous variables (performance appraisal, job enlargement, job enrichment, training and adaptive performance (H6: $\beta = 0.105$, $p = 0.252$) and (H7: $\beta = -0.035$, $p = 0.418$), (H8: $\beta = -0.090$, $p = 0.888$), and (H9: $\beta = -0.104$, $p = 0.921$) respectively. Hence, H6 – H9 were not supported. Further, interaction has been graphed to enable important interpretation, hence, figure 4 show the plots of the two-way interactions. It illustrates that the relationship between employee involvement and the adaptive performance was moderated by transformational leadership.

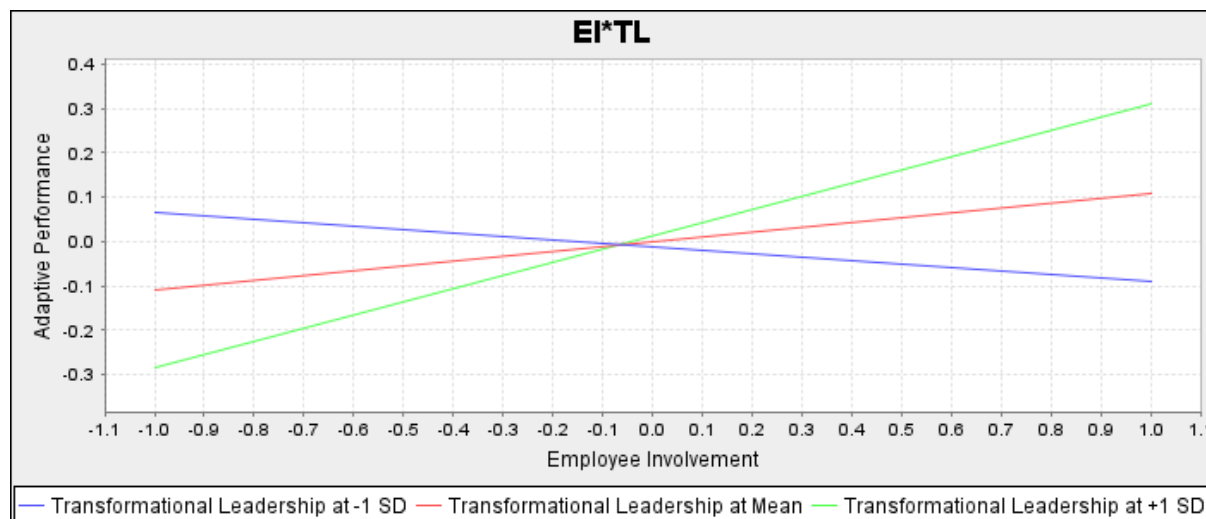


Figure 3: Moderation Graph

5. Discussion

The current research on adaptive performance was examined in depth in this study, which looked at the idea and factors of adaptive performance at the individual level. Most crucially, the moderating influence of transformational leadership on the link between HR practises and adaptive performance was investigated in this study, which built on earlier research. As a result, we added to the literature by include transformational leadership as a moderator to better understand how a third variable strengthens correlations between HR practises and adaptive

performance (transformational leadership). Successful HR practises are effective in influencing individual behaviour such as performance, according to research and HR practises (De Nisi, & Smith, 2014). As a result, performance assessment, job enlargement, work enrichment, and training were shown to be favourably connected to adaptive performance in the current research. Previous research (e.g., Ali, Mahmood, & Mehreen, 2019; Baird, Tung, & Su, 2020; Bhatia, & Arora, 2021; DeNisi, & Smith, 2014; Iberahim, Shamsul, Azhar, & Aminuddin, 2020; Sabiu, Kura, Mei, Raihan Joarder, & Umrani, 2018; Van Woerkom, Despite the fact that the association between employee involvement and adaptive performance was shown to be insignificant, transformational leadership enhanced it. Transformational leadership, on the other hand, has no effect on the link between job enlargement, job enrichment, training, performance appraisal, and adaptive performance.

The findings suggested that businesses should invest in their employees in order to improve their human resources and gain a competitive advantage. They also assess their human resources to discover staff development requirements and performance improvement opportunities (Lira, 2015). Organizations use (1) performance appraisal or employee assessment tools that can provide feedback to employees and identify future development needs to achieve best performance. Employees must have their work reviewed in order for them to be recognised and rewarded (Levy, Silverman, & Cavanaugh, 2015). Employees who are happy with their performance reviews are more likely to participate in development activities, which can help them improve their own performance (Nikpeyma, Saeedi, Azargashb, & Majd, 2013). (2) Employee training as a means of improving their skills, expertise, and knowledge of their jobs, resulting in improved adaptability. (3) Job enrichment enables employees to plan their workdays and take charge of their responsibilities. Employee autonomy can help to reduce work-related family conflicts while also increasing job performance. An "enriched" job, according to job enrichment theory, produces high levels of three psychological states: knowledge, meaning, and responsibility (Hackman et al., 1975). As a result of this finding, the employee's knowledge, meaning, and responsibility have been instilled, and their performance has improved. (4) The job enlargement component focused on the range of professional responsibilities that organisational employees were given. Employees nowadays demand a highly varied and challenging position in the workplace that will help them strengthen their professional credentials and advance in their careers. As a result, job expansion is thought to be beneficial in terms of motivating employees by increasing their exposure and efforts to achieve the desired results.

5.1 Theoretical implications

This research focuses on the adaptable aspect of job role performance, which is a key measure of workers' success in a changing environment. According to the findings, adaptive performance is not only a significant performance indicator in a changing environment, but it may also predict individual task performance, contextual performance, and the organization's long-term efficiency to a great degree (Cortina and Luchman, 2012). Individual talents and personality qualities (such as emotional stability, ambition, and the big five) have been employed as antecedent factors of adaptive performance in previous studies (Judge and

Kammeyer-Mueller, 2012). However, this research focuses on the job-related aspects of workers and examines the impact of transformational leadership style on the relationship between HR practises and employee adaptive performance.

5.2 Managerial Implications

Adaptive performance is fundamental to the professionalization of HR practitioners as their jobs are influential to the creation and recreation of individual expertise and organizational efficiency (Waight, & Greer, 2021). Hence, the current study's results have a number of major implications for practitioners. From a practical standpoint, our results suggest that organizations can obtain substantial (but different) benefits when investing in different dimensions of HR practices. First, the findings add to the existing literature by demonstrating that HRM practises (job enlargement, job enrichment, training, performance appraisal, and employee involvement) have a significant and positive impact on adaptive performance, revealing that HRM practises are also important predictors of adaptive performance in the organisation. Second, the findings add to our understanding of organisational predictors of adaptive performance beyond individual factors like personality (Pulakos et al., 2002), cognitive ability (Allworth & Hesketh, 1999), and so on, implying that organisations can improve employee adaptive performance by focusing on implementing appropriate HRM practises that encourage adaptive performance. Furthermore, the research gives information to health ministry management and other government agencies, that HRM practises are significant aspects to consider in fostering greater adaptive performance.

5.3 Limitations and future research directions

First, this research expands on the antecedents of adaptive performance by factoring in HR practises. However, as previously said, adaptive performance is influenced by a variety of variables, including individual and organisational characteristics. Individual qualities and job/group/organizational variables are likely to combine to provide adaptive performance (Park and Park, 2019). The available study does not take into account all of the variables. Future study should take into account the common effect of several levels of determinants on adaptive performance (Chaurasia and Shukla, 2014), such as aligning organisational environment to workers' needs and attributes and understanding ways to influence employee adaptive performance.

Second, we used the same approach to acquire all of our data from a single source, which raises the possibility of common method bias. We used repeated measures design across multiple contextual settings to reduce this hotly discussed danger, and the survey instructions stressed the secrecy of the replies. While self-report measures are necessary for measuring attitudes, future research might benefit from using performance indicators from other sources, such as supervisor evaluations or objective data. We did not have access to such performance data due to the difficulty of constructing objective measures of performance for the analysed occupational categories (e.g., social and health care services).

The research also conducted a single-level analysis. If the investigation is done on a multi-level, the phenomena will be better comprehended. Fourth, no aspects of adaptive performance were measured in the research (e.g. interpersonal adaptability and cultural adaptability). Future research should look on how interpersonal and cultural flexibility might help sustain workplace difficulties.

Fifth, we hope that future research will offer insight on the situational elements that may affect adaptive performance. For example, if workers are not equipped with the essential equipment and objectives to perform successfully, the work environment may limit the good influence of HR practices on performance. More research is needed to uncover the possible moderators or mediators of HR practises' influence on adaptive performance. Finally, additional aspects of HRM practises, including as recruiting and selection, employee interactions, job design, and incentive techniques, as well as pay policies, should be included in future study models.

5.4 Conclusions

Researchers have discovered a variety of ways for improving contextual and task performance; however, workers' adaptable performance has yet to be examined. The present study contributes to the existing body of knowledge by proposing HR practises as a fresh paradigm for improving workers' adaptable performance. HR practises, according to the study's conclusions, are a solution for a variety of shifting needs, including a source of adaptable performance. Furthermore, this research revealed fresh information on the relevance of promoting transformational leadership in firms that are through change. According to the results, transformational leadership helps not only workers by supporting workplace performance, but also companies by enhancing employee performance. We also learned more about the factors that influence adaptive performance.

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