

The Effect of Job Description on Employee Performance of Omani Public Sector: Mediating Role of Organizational Justice

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Abstract. Employee performance (EP) is critical for organizations and individuals. Prior literature focused on EP in the context of the private sector while few examined EP in the context of the public sector in emerging economies. The purpose of this study is to examine the effect of the job description (JD) on organizational justice (OJ) and EP in the context of public sector organizations in Oman. The population of this study includes five ministries in Oman. A stratified random sampling was deployed. A total of 420 public sector employees participated in this study. The findings showed that JD affected positively the EP and OJ. In addition, OJ has a positive impact on EP and mediated the effect of JD on EP. A clear and specified JD helps in improving the OJ and EP while establishing a culture of justice will positively lead to a better EP and enhance the explanation of the relationship between JD and EP. Decision makers are recommended to create clear JD and to improve the OJ to increase the EP of employees in the public sector.

Keywords: Job description, Employee performance, Public sector, Organizational justice

1. Introduction

Organizations' present and futures depend on the performance of their employees. The value of these employees' efforts is seen in the increased output they provide to their employer [1]. Employee performance (EP) is the quality and amount of output expected from them in the course of doing their job [2]. Nevertheless, EP is varied among countries and sectors. Employees in the public sector serve the public with vital services like education and healthcare, it is imperative that these employees perform well [3]. Consequently, the success of the public sector depends on the efforts of its workers, who provide vital services to the country's residents and other stakeholders [4].

Despite this, most prior research on EP has focused on the private sector, while only a small number of studies have looked at this topic in the public sector [5], [6]. Companies in a production-based economy often provide incentives to their employees to improve their efficiency and output. As a consequence, workers are putting in more time at the office, yet

they are less satisfied with their jobs than ever before. This has a domino effect on productivity, absenteeism, and the likelihood of workers quitting [7], [8].

Increasing employees feel dissatisfied with their work and this could be related to the inadequate job description (JD) which makes performance assessment harder, which in turn increases employee dissatisfaction [9]. When jobs are not clearly defined, employees' responsibilities begin to blend together, and interpersonal tensions rise, both of which have a negative impact on productivity [10]. A clear, precise, and explicit JD may help businesses avoid these problems by letting employees know what they are expected to do and how they will be evaluated [11].

JD is useful for both managers and employees because they spell out in detail the duties and responsibilities of each position and the skillsets required of workers to carry them out successfully [12]. Certain aspects of one's job may have a significant effect on one's level of productivity [13]. A well-defined JD outlining public servants' roles and responsibilities is essential for raising productivity. The job characteristic model proposes that positive outcomes like motivation, contentment, and performance result from employees having a clear understanding of their roles and responsibilities on the job [14]. In contrast, some studies found no correlation between JD and performance, leading to a mix of results when looking at the impact of JD on performance in the workplace [15].

EP is a function of several factors, one of which is organizational justice (OJ). According to proponents of the theory of OJ, employees are more invested in their jobs and produce better results when they feel that their efforts are being fairly rewarded [16]. Multiple studies have shown that a fair work environment improves performance [17]. Employee outcomes like engagement in the workplace are significantly impacted by OJ [18]. There was a favourable correlation between OJ and a lack of cynicism in the workplace [19]. Nonetheless, there is a dearth of research on the impact of OJ on EP in the setting of the public sector in developing countries [20]. In contrast to the private sector, the public sector is typically slow to change and is often inflexible [21]. Low levels of productivity may be attributed to the widespread belief that public sector employees are less driven and engaged than their private sector counterparts [22].

Oman is one of the Arab nations experiencing problems in the public sector due to underperforming public sector employees. There is a gap between the performance of employees in the Omani public sector and their counterparts in other countries such as the United States and Canada or other emerging economies such as South Korea, or regional countries such as Saudi Arabia and the United Arab Emirates [23]. As a counterpoint, Oman 2040's vision prioritizes improving public sector employees' skills and productivity [23]. One of Oman 2040's stated goals is to improve government workers' skill sets and output [23]. This is because the country needs to maximize EP in order to effectively manage ever-decreasing available resources as a result of falling oil earnings and rising competition for available jobs among its own citizens [24]. Many public sector workers in Oman are leaving for the private sector because they feel their workload, pay, and advancement chances are not being fairly distributed [25]. Accordingly, this study is examining the effect of the JD and its impact on EP in the Omani public sector. The study also examines the mediating role of OJ between JD and EP. In the following sections, the literature is reviewed as well as the methodology, findings, discussion, implication, and conclusion.

2. Literature Review

This section reviews the literature related to the theoretical framework as well as the variables of this study such as EP, JD, and OJ.

2.1 Theoretical Framework

This study examines the effect of the JD on OJ and EP. One of the theories that linked the JD to employee outcome is the job characteristic model (JCM). Hackman and Oldham [26] developed the JCM and indicated that three crucial psychological states—perceived meaningfulness, experienced responsibility for outcomes, and awareness of the actual results—are impacted by five basic work characteristics: skill diversity, task identity, task importance, autonomy, and feedback. Few studies deployed JCM in the context of the public sector. Nduta [27] found that the influence of JD on EP was studied using the JCM. It has been demonstrated that the JD affects performance. Österberg and Rydstedt [28] referred to the notion that the JD came from the work of JCM and examined the use of this model in explaining the satisfaction of newly employed employees and their work satisfaction. The model was able to explain the variation in the employee's outcome. Accordingly, this study expects that the effect of the JD on OJ and EP can be explained using JCM.

Another theory that has the potential to explain the mediation role of OJ is the OJ theory which derived from the equity theory of Adams in 1963. Equity theory suggests workers compare their input (effort and accomplishment) with their output (rewards and benefits) [16]. Employees are sensitive to everyday organizational decisions made by their employers or superiors. Fair judgment leads to greater organizational and individual performance, whereas unfair judgment leads to less dedication, productivity, and work intention [29]. OJ theory was deployed to explain OJ effect on job performance [30], [31]. This study deploys OJ as a mediating variable between JD and EP. Few studies examine the role of OJ as a mediator.

2.2 Employee performance

One of the most crucial factors in management and human resource management (HRM) is EP. It is very important to both individuals and organizations. For employees, it may be used in a variety of ways to determine awards, pay, and promotions [32], [33]. Any organization must prioritize EP since it affects overall performance [34]. EP is the sum of all the objectives and tasks that an individual employee has completed [34]. This performance is the consequence of the employee's talent and effort in fulfilling the organization's goals [34]. This study examines the EP of public sector employees. Several researchers have used multidimensional measurement to measure performance [35]–[37]. In this study, the performance of employees in the public sector is multidimensional to capture the EP from several aspects and this is in line with previous studies that have used multi-dimensions to measure the performance. The measurement of EP in this study was adopted from [35]–[37].

2.3 Job description

JD, in general, contain information about individual jobs within an organization. A JD is defined as "a document or a posting on any job search engine that defines the position's primary duties, obligations, and liabilities" [38]. JD can be viewed as a checklist that can be used in performance evaluations and assist individual employees in self-evaluation and

development. The JD also aids managers in avoiding misunderstandings that could otherwise jeopardize the public organization's performance [39]. Managers can determine when a worker is due for promotion based on job performance or when their experience is best utilized elsewhere by employing compelling JD [10]. JD aid the recruitment and orientation processes. As a result, it is possible to argue that JD can improve recruiting policies and consequently the employer's image. JD is commonly used for job advertisements and for comparing candidates' qualifications during the recruiting process [39]. However, by changing JD details into interview questions, the JD can be leveraged even further in the interview process. The public organization can see the candidate's talents, abilities, knowledge, and behaviours based on these questions and judge the candidate's fit for the job [10].

In this study, the JD of Oman's public sector is examined. JD in this sector can explain the civil servant's responsibility and what is expected of them [40]. Completing an accurate JD is an essential first step in the selection process. The JD gives potential civil servant candidates a clear description of the position's main objectives and helps them determine if they can perform those tasks [41]. The effect of the JD on OJ and EP is examined in this study.

2.4 Organizational justice

OJ is seen as equity by many people. OJ is defined as employees' perception of the workplace, the processes being created, as well as their interactions with others and the consequence of their job to be fair and just [29], [42]. Employees are more driven and productive when they believe they have been treated fairly, which increases their motivation. Additionally, it will improve their positive attitude, professional conduct, and output [43]. Most academics believe that OJ has three dimensions, and that any additional dimensions can fit inside the three dimensions [42], [44]. The three dimensions which are used in this study to measure OJ are the distributive, procedural, and interactional justice. In this study, the mediating role of OJ and its effect on EP are discussed.

2.5 Conceptual Framework and Hypotheses Development

The review of the literature indicated that prior studies related to JD focused on several industries and sectors such as the manufacturing, SMEs, and service sectors such as hotels and banks, and business organizations [27], [45] while limited studies were found on the public sector in developing countries and in particular in Oman. Therefore, based on the JCM, this study proposes that JD will have a positive effect on the EP of public sector employees in Oman. The study also proposed that JD will affect OJ. Few of the previous studies examined the mediating role of OJ. This study proposes that OJ will affect EP and mediates the effect of JD on EP. Figure 1 shows the conceptual framework of this study.

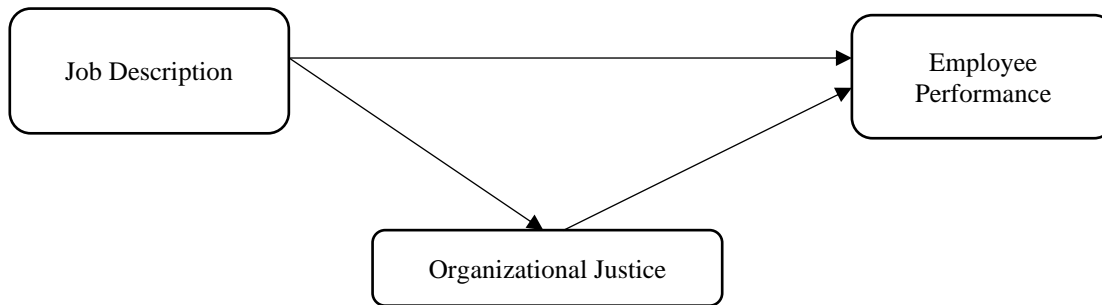


Figure 1: Conceptual Framework

2.5.1 Job Description and Employee Performance

JD is an important tool for increasing EP. However, few previous studies have examined the effect of JD on EP. The findings of studies that are related to JD are mixed. Raju and Banerjee [9] found that poor JD reduces EP. Other positive effects of JD on EP were found in the literature [15]. Nduta [27] found that JD affected positively EP in the public sector. On the other hand, [45] found that JD has a negative effect on employee satisfaction in multinational companies in Mauritius. Komara and Anisah [46] investigated that JD has no significant effect on EP. Therefore, this study aims to examine the effect of JD on EP in the Omani public sector. The findings of previous studies discussed above are mixed. It can be seen from the above discussion that the effect of JD on EP could be positive or negative. It was also noted from the discussed studies above that most of the studies were conducted in business organizations while studies in public sectors are limited. This study predicts that accurate JD will have a positive effect on employees' performance in the public sector in Oman. Accordingly, the following is hypothesized:

H1: JD has a significant positive effect on EP in the public sector in Oman.

2.5.2 Job Description and Organizational Justice

A JD is a tool that can be used by the organization to ensure a fair workload and to ensure that the responsibility and duties of employees are clear and understood by the employees [47]. One aspect of achieving OJ is the work design and JD [48]. Few studies examined the link between JD and OJ. For example, [49] examined the effect of job analysis which includes the JD and job specification on procedural justice among employees working in industrial estates and found that the effect of job analysis and its dimension JD and job specification on justice is significant. Yusuf et al. [50] concluded that the JD can be a tool to achieve justice in organizations. Studies also linked the JD and job design as well as job characteristics with OJ in terms of providing rewards, salaries, promotion, and performance appraisal [15], [51]. This study expects that the JD of the employees in the Omani public sector has a positive impact on OJ in the public sector. Accordingly, the following is hypothesized:

H2: JD has a positive effect on the OJ of employees in the Omani public sector.

2.5.3 Organizational Justice and Employee Performance

OJ is one of the critical factors in an organizational context, and it has several outcomes for individuals and organizations. Studies that have examined the effect of OJ on EP indicated a positive relationship between OJ and EP. For example, [52] suggested that one of the important antecedents of EP is OJ. In a similar approach, [53] found that OJ has a significant effect on job satisfaction and EP. Khan et al. [54] found that the effect of OJ on the performance of employees is significant. Hidayah and Harnoto [55] derived similar findings. This study believes that spreading OJ among employees will have a positive change in their behavior and attitude. When the organizations in the public sector in Oman improve the OJ in terms of the procedures, distribution, and interaction, it is expected that the effect of OJ on EP of the public sector in Oman to be positive and significant. Accordingly, the following is hypothesized:

H3: OJ has a positive effect on EP in the Omani public sector.

2.5.4 Mediating Role of Organizational Justice

Few studies examine the mediating effect of OJ. For instance, [56] conducted a sequential mediation analysis in which the mediating role of OJ was examined between mindfulness and EP. The findings showed that OJ played a mediating role between mindfulness and EP. In the UK also, the effect of the performance working system on job satisfaction, affective commitment, and work pressure was mediated by OJ [57]. Prior literature found that OJ can mediate between employee silence and employee engagement [58] [59]. In the study of [60], OJ mediated the effect of HRM practices on job satisfaction and stress.

OJ also mediated the effect of psychological entitlement on cyberloafing [61]. Sora et al. [62] also found that OJ mediated the effect of job insecurity on citizenship behavior and EP. OJ also mediated the effect of employees' perception of EP in small and medium enterprises [63]. The mediating effect of OJ between job analysis, including JD, and job specification with EP was confirmed in the study of [49]. The author examined the mediating effect of OJ and concluded that it mediated the effect of JD and job specification on employees working in industrial estates in Jordan. Hidayah and Harnoto [55] examined the mediating effect of OJ between organizational citizenship behavior and EP. The findings showed that OJ mediated the effect of organizational citizenship behavior on EP. In this study, it is expected that OJ mediates the effect of the JD on the EP of the public sector in Oman. Therefore, the following is hypothesized:

H4: OJ mediates the effect of JD on the EP of the Omani public sector.

3. Research Methodology

This study is quantitative in nature that deploys positivism as a paradigm and deductive reasoning as an approach. The population of this study is the employees who are working in public sector organizations in Oman. Public organizations included ministries, public entities, and public institutions. The civil service umbrella covers 19 ministries entities that are overseen and monitored by the Ministry of Labour. However, due to the time and cost consideration, the study focuses on five ministries: health, housing, education, labour, commerce, and industrial. The target population in this research is the 106,102 employees working in the five ministries in Oman. The study applies stratified sampling techniques to choose a representative sample size from each ministry. Each ministry is represented by a sufficient number based on its population. Based on the Slovin method [64], the sample size for 106,102 is 399 respondents.

However, to avoid a low response rate, the sample size was doubled and this is in line with the suggestion of [65]. This has made the sample size 798.

The study collected that data using a questionnaire. The measurement of the variables was adopted from prior literature. Measurement of JD consists of four dimensions (Job content (JC), Job Identification (JI), Delegation Authority (DA), and Job Suitability (JS) with 20 items and it was adopted from [66] [9] [27]. The measurement of EP consists of four dimensions that are Efficiency of the Work (EW), Planning the Work (PW), Creativity and Innovation (CI), and Making Efforts (ME). EP is measured by 20 items that are adopted from [35]–[37]. Lastly, the OJ is measured using three dimensions (distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ). These dimensions are measured using 17 items adopted from [67].

The questionnaire was translated into Arabic using back-to-back translations. In addition, seven experts validated the measurement of the variables and a pilot study was conducted. A total of 50 respondents working in the public sector participated in the pilot study. The Cronbach’s Alpha (CA) for all the variables was assessed. CA in some variables was less than 0.60. therefore, to enhance the reliability, some items were removed. This has reduced the number of items of JD to 17, the number of items of EP to 19, and the number of items of OJ to 14. After removing the items, the reliability for all the variables was higher than 0.70 and this deemed that they are suitable based on the suggestions of [68].

To collect the data, a total of 798 questionnaires were distributed to the five ministries based on their sample size. Only 432 questionnaires were answered by the respondents. These data were checked for missing values and there is no missing value was found due to the use of the function “required” in the online questionnaire. The data were checked for outliers, and it was found that 12 responses were identified as outliers and removed accordingly. Therefore, the complete and usable responses were 420 making the response rate 52.6%. The data were further checked for normality and multicollinearity. As shown in Table 1, the data is normally distributed because the value of skewness and kurtosis were less than two (2) and this meets the assumption of normality based on [69]. The data is free from multicollinearity because the value of the variation inflation factor (VIF) is less than 10 and the tolerance is greater than 0.10 as shown in Table 1.

Table 1: Result of Normality and Multicollinearity

Construct	Sub-construct	Code	Skewness	Kurtosis	Tolerance	VIF
JD	Job content	JC	-.526	-.343	.447	2.238
	Job Identification	JI	-.340	-.322	.364	2.747
	Delegation Authority	AD	-.614	.096	.431	2.319
	Job Suitability	JS	-.468	-.312	.381	2.624
EP	Efficiency of The Work	EW	-1.370	2.050	-	-
	Planning The Work	PW	-1.539	2.349	-	-
	Creativity And Innovation	CI	-1.017	1.558	-	-
	Making Efforts	ME	-.527	.356	-	-
OJ	Procedural Justice	PJ	-.458	-.280	.469	2.132
	Distributive Justice	DJ	.398	-.386	.760	1.315
	Interactional Justice	IJ	-.458	-.212	.386	2.590

*EP is the dependent variable

4. Findings

The findings of this study are presented in this section. It includes the profile of respondents as well as the analysis of measurement and structural model using AMOS.

4.1 Profile of respondents

A total of 420 public sector employees participated in this study. As shown in Table 2, the employees are distributed based on gender between males (n=190; %=45.2%) and females (n=230; 54.8%) and they are holders of bachelor's degrees (n=239; 56.9%) working for the Ministry of Education (n=266; 63.3%) with a job title as staff or ordinary employees (n=293; 69.8%), and work experience of 17 years (n=196; 46.7%), followed by those who had work experience between 11 and 16 years (n=124; 29.5%). Table 2 shows the demographic information of the respondents.

Table 2: Demographic information of respondents

Characteristic	Category	Frequency	Percentage
Gender	Male	190	45.2
	Female	230	54.8
	Total	420	100
Level Education	High school or less	27	6.4
	Diploma	47	11.2
	Bachelor	239	56.9
	Master	85	20.3
	PhD	22	5.2
	Total	420	100
Workplace	Ministry of Labour	19	4.5
	Ministry of Education	264	62.9
	Ministry of Health	110	26.2
	Ministry of Housing and Urban Planning	18	4.3
	Ministry of Commerce and Industry	9	2.1
	Total	420	100
Job Title	Manager	27	6.4
	Assistant Manager	19	4.5
	Head of Department	81	19.3
	Staff	293	69.8
	Total	420	100
Experience	Less than 5 years	27	6.4
	5 – 10 years	73	17.4
	11 – 16 years	124	29.5
	17 years and above	196	46.7
	Total	420	100

4.2 Measurement Model

The assessment of a model using AMOS goes through three levels. The confirmatory factor analysis (CFA), measurement model, and structural model. The CFA was conducted to

assess the acceptance of indices as well as the factor loading. Some items were having a factor loading of less than 0.60. Therefore, these items were removed. For instance, one item from JD was removed, and three items from EP were removed as well. All the indices were achieved. The pooled measurement model was assessed. Hair et al. [70] and Awang [71] suggested that the measurement model can be assessed by checking the factor loading, which is expected to be greater than 0.50, and the composite reliability (CR) which is expected to be greater than 0.70. The convergent validity is achieved if the value of the average variance extracted (AVE) is greater than 0.50. As can be seen in Table 3, all the values were achieved indicating that the measurement model is valid for this study.

Table 3: Results of Measurement Model Assessment

Variable	Items	Loadings	CR	AVE
JD	-	-	0.935	0.784
Job content	JC4	.856		
	JC3	.747		
	JC2	.790		
	JC1	.693		
	JC5	.832		
Job Identification	JI8	.798		
	JI7	.800		
	JI6	.642		
Delegation Authority	DA13	.777		
	DA12	.852		
	DA11	.799		
	DA10	.784		
Job Suitability	JS17	.818		
	JS16	.791		
	JS15	.784		
	JS14	.767		
Employees Performance	-	-	0.966	0.876
Efficiency of The Work	EW2	.816		
	EW3	.862		
	EW4	.770		
	EW1	.840		
Planning The Work	PW6	.840		
	PW7	.908		
	PW8	.785		
	PW9	.841		
	PW5	.839		
Creativity And Innovation	CI11	.788		

Variable	Items	Loadings	CR	AVE
	CI13	.808	0.801	0.589
	CI14	.766		
	CI10	.841		
Making Efforts	ME16	.837		
	ME19	.715		
	ME15	.708		
Organisational Justice	-	-		
Procedural Justice	PJ1	.870		
	PJ2	.860		
	PJ3	.771		
	PJ4	.809		
Distributive Justice	DJ5	.749		
	DJ6	.823		
	DJ7	.795		
	DJ8	.753		
	DJ9	.529		
Interactional Justice	IJ10	.838		
	IJ11	.864		
	IJ12	.900		
	IJ13	.827		
	IJ14	.842		

For the discriminant validity, it is achieved because the value of the square root of AVE (underlined in Table 4) is greater than the cross loading.

Table 4: Discriminant Validity

Construct	EP	JD	OJ	CR	AVE
EP	0.936			0.966	0.876
JD	0.653	0.885		0.935	0.784
OJ	0.684	0.760	0.767	0.801	0.589

4.3 Structural Model

The structural model is assessed by checking the R-square and the path coefficient. As can be seen in Figure 2, the indices were achieved. The factor loading was also achieved. The JD was able to explain 58% of the variation in OJ while OJ and JD explained 51% of EP. Figure 2 shows the structural model of this study.

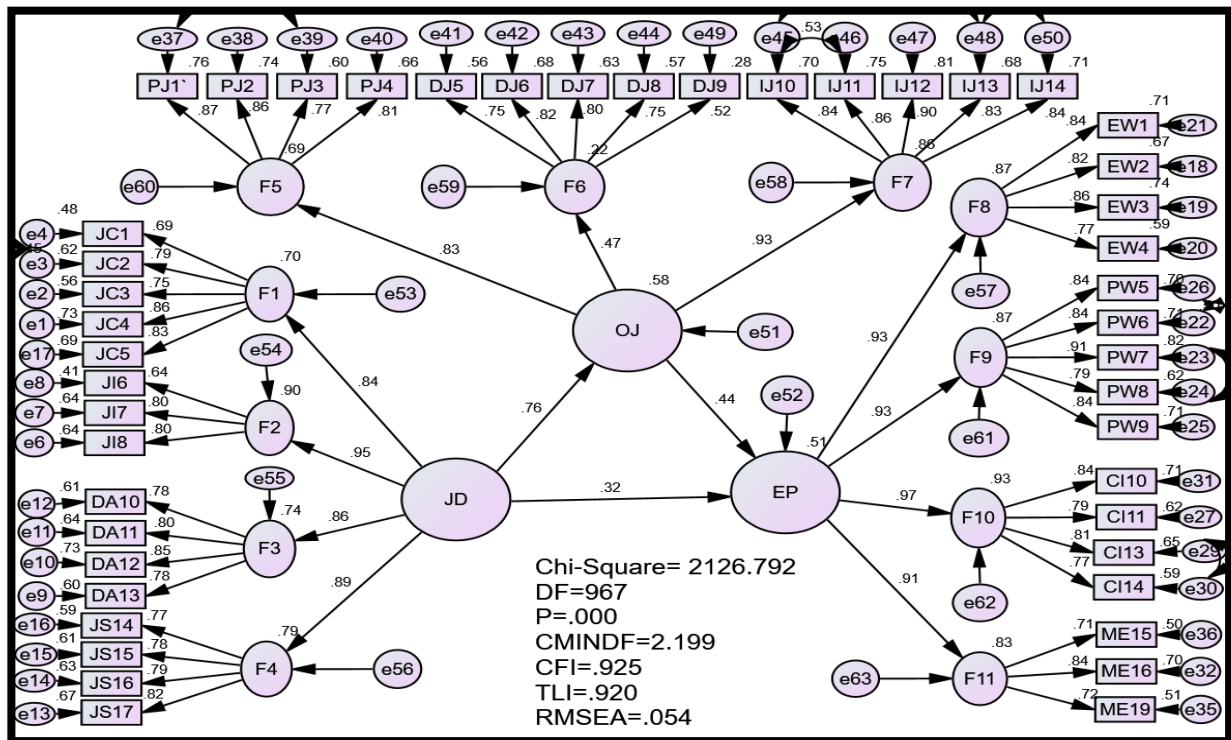


Figure 2: Structural Model

The path coefficient is shown in Figure 2. It can be seen that the effect of JD on EP is positive at a coefficient of 0.32 and a P-value less than 0.05. This supports the first hypothesis of this study (H1). For the second hypothesis, the effect of JD on OJ is positive and significant at a coefficient of 0.76 and the P-value is less than 0.05. Therefore, H2 is supported. For the third hypothesis, the effect of the OJ on EP is positive and significant ($\beta = 0.44$; $t > 1.96$; $p < 0.05$) indicating that H3 is supported. For testing the fourth hypothesis, bootstrapping was conducted and the method of [72] was followed. In which the direct effect was compared with the indirect effect. The direct effect was significant ($\beta = 0.32$; $t > 1.96$; $p < 0.05$) while the indirect effect ($JD \rightarrow OJ \rightarrow EP$) is also significant ($\beta = 0.075$; $t > 1.96$; $p < 0.05$). therefore, the mediation occurred, and it is partial mediation because the direct and the indirect effect are significant.

5. Discussion

This study was conducted to examine the effect of JD on OJ and EP and to examine the mediating role of OJ. The findings showed that JD affected positively the EP. Therefore, when public sector organizations in Oman enhance the JD, the EP will increase. This finding is in line with prior literature that indicated the existence of a positive impact of JD on EP. The effect of JD on OJ was also found positive indicating that accurate JD enhances the OJ of public organizations in Oman. The finding is in agreement with prior literature which found a positive impact of JD on OJ. The study also found that OJ is a significant predictor of EP. Organizations in Oman that have a high level of OJ in the form of distribution, procedural and interactional will enjoy higher EP which ultimately will contribute to the organizational goals and achievement of the organizational objectives of public sector organizations in Oman. The result of the positive impact of OJ on EP is in agreement with the findings of previous studies.

This study found that OJ is a partial mediator of the relationship between JD and EP. This finding indicates that OJ can explain part of the relationship between JD and EP. Organizations in Oman that aim to enhance the EP should establish fair and justice practices to enhance the link between JD and EP. The findings related to the mediation role of OJ contribute to the understanding of the relationship between JD and EP. These findings are in line with the findings or prior literature which referred to the role of OJ as a mediating variable. Both JD and OJ were able to explain a significant part of the variation in the EP indicating that public sector organizations in Oman should develop an accurate and precise JD and establish a culture of fairness.

6. Implications

The contribution of this study can be divided into theoretical and practical. The theoretical contribution is by examining the concept of JD and OJ as well as EP in the context of the public sector in an emerging economy. The study confirmed the relationship among the variables. This is because previous studies derived mixed results. The findings of this study can contribute to the understanding of decision-makers regarding the importance of JD and OJ in this context. The study also contributed to the literature by examining the link between JD and OJ. Few studies have done so and examined this relationship in a public sector setting. The contribution is also extended to the examination of OJ as a mediating variable and confirming its validity. By doing this study, the validity of JCM in the context of the public sector was confirmed as well as the validity of OJ theory. The model of this study has explained a large percentage of the variation in EP.

Therefore, from a practical perspective, decision-makers in the Omani public sector can benefit from this study to develop the JD and understand its impact on OJ and EP. The decision-makers are also suggested to look at the implication of creating a fair and justice environment in the workplace as it can contribute to the EP. The OJ is critical for enhancing the EP and for explaining the variation in the EP and in the relationship between JD and EP. Thus, having a clear, specified, and accurate JD is essential for public sector organizations in Oman to enhance the OJ and the EP in this sector. These findings have important implications for fulfilling the vision of 2040 in Oman and enhancing the skill and capabilities of employees in the country.

7. Conclusion

The study was conducted to examine the effect of JD on OJ and EP and to examine the mediating role of OJ. The findings showed that JD has a positive impact on EP and OJ. The findings also showed that OJ affected positively the EP and mediated the effect of JD on EP. These findings can contribute to the enhancement of EP in the Omani public sector. However, there are some limitations that are worth mentioning in this study. The study was conducted on employees working in the public sector. Therefore, the findings cannot be generalized to private sector employees. Nevertheless, since the study has used stratified random sampling, the finding can be generalized to the five ministries that have participated in this study. The findings of this study are also limited to the context of Oman. A generalization of the findings can be made to countries that share with Oman similar characteristics. To overcome these limitations, future studies are suggested to examine the JD of the public and private sectors and conduct a comparison. Future studies also are recommended to increase the sample size by including other organizations. The study deployed OJ as a mediator and it is suggested that future studies examine additional variables such as trust and leadership style as mediators or moderators to enhance the explanation of the variation in EP. More studies are recommended

to be conducted in the public sector in the context of emerging and developing countries to enhance the understanding of EP in this sector.

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