

An examination of human resources management practices on employee performance, the moderating role of hierarchy culture: proposal of a model

Examen des pratiques de gestion des ressources humaines sur la performance des employés, le rôle modérateur de la culture hiérarchique : proposition d'un modèle

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Abstract

Employees are a critical asset for any organization, and managing them effectively is key to achieving competitive advantage. Human resource management (HRM) is the process of managing human capital to maximize their potential and productivity. This paper aims to explore the relationship between HRM practices and employee performance, with a focus on the moderating role of hierarchy culture.

To achieve this objective, a systematic literature review was conducted, and existing research on the topic was analyzed. The review revealed that recruitment and selection, training, compensation, job dedication, and task performance are key HRM practices that influence employee performance. Moreover, the review highlighted that hierarchy culture can moderate the relationship between HRM practices and employee performance.

Based on these findings, a theoretical model was developed to explain the interplay between HRM practices, hierarchy culture, and employee performance. The model proposes that a centralized and formalized approach to organizational structure and decision-making, known as power distance culture, can affect the strength or direction of the relationship between HRM practices and employee performance.

In terms of methodology, this paper utilized a systematic literature review approach to synthesize existing research on HRM practices and employee performance. The review process involved a comprehensive search of various academic databases, including Google Scholar, JSTOR, and ScienceDirect, among others. Relevant articles were identified based on predefined inclusion criteria, and data was extracted and analyzed to identify key themes and findings.

Overall, this paper provides a theoretical framework that can help organizations understand the factors that influence employee performance and the role of HRM practices and hierarchy culture in this process. The findings suggest that organizations should adopt a centralized and formalized approach to HRM practices that considers the impact of hierarchy culture on employee performance.

Employees represent a critical asset for any organization, and the best organizations oversee human capital in the most optimal and productive manner. Human resource management is a crucial component of any organization and is required for its competitive advantage. Leading HRM may be as difficult as managing technology and capital. In developed countries, many academics have investigated the link between human resource management and employee performance, and they have concluded that organizations require an effective HRM system

since it is viewed and defined as the policies and procedures needed to conduct and manage an organization's human relations routines.

This article provides a comprehensive overview of the relationship between human resources management practices and employee performance, with a particular focus on the moderating role of hierarchy culture in this relationship. Drawing on existing research and theoretical frameworks, the article examines the key HRM practices that influence employee performance, such as recruitment & selection, training, compensation, job dedication, and task performance, and explores the concept of hierarchy culture and its potential impact on the effectiveness of those HRM practices in improving employee performance. Using a theoretical lens, the article proposes a theoretical model for understanding the interplay between HRM practices, hierarchy culture, and employee performance.

Keywords: Human resources management practices, employee performance, Hierarchy culture, organizational culture.

Résumé

Les employés représentent des actifs essentiels de toute organisation, et les meilleures organisations supervisent le capital humain de la manière la plus efficace et la plus efficiente possible. La gestion des ressources humaines est une composante cruciale de toute organisation et est nécessaire à son avantage concurrentiel. Diriger la GRH peut être aussi difficile que de gérer la technologie et le capital. Dans les pays développés, de nombreux universitaires ont étudié le lien entre la gestion des ressources humaines et la performance des employés, et ils ont conclu que les organisations ont besoin d'un système de GRH efficace, puisqu'il est considéré et défini comme les politiques et procédures nécessaires pour mener et gérer les routines de relations humaines d'une organisation.

Cet article présente une vue d'ensemble de la relation entre les pratiques de gestion des ressources humaines et les performances des employés, en mettant particulièrement l'accent sur le rôle modérateur de la culture hiérarchique dans cette relation. S'appuyant sur les recherches et les cadres théoriques existants, l'article examine les principales pratiques de GRH qui influencent les performances des employés, telles que le recrutement et la sélection, la formation, la rémunération, l'implication dans le travail et l'exécution des tâches, et explore le concept de culture hiérarchique et son impact potentiel sur l'efficacité de ces pratiques de GRH dans l'amélioration des performances des employés. À l'aide d'une lentille théorique, l'article propose un modèle théorique pour comprendre l'interaction entre les pratiques de GRH, la culture hiérarchique et les performances des employés.

Mots clés : Pratiques de gestion des ressources humaines, performance des employés, culture hiérarchique, culture organisationnelle.

Introduction

Human resource management is described as an organization's strategic, comprehensive, and coherent approach to the hiring, growth, and well-being of its employees. It has a strong conceptual framework that is based on behavioral sciences, strategic management, human capital, and labor relations ideas. This foundation was founded with the help of numerous research initiatives (Armstrong, 2010). The influence of HRM practices, according to Wan et al. (2002), is strongly dependent on the employee's reaction and interest. According to Guest (1991), the effects of HRM activities will be directed by employee views of these processes.

Human resource management is an assessment and component that may both influence and be influenced by the continuous changing of employment. Despite being recently developed and still new to the working world, human resource management can no longer be characterized and regarded as a rising phenomenon. Boxall & Purcell (2011) stated that HRM is the most commonly known and recognized word to describe and define the management of activities and human relations in an organization. As we know, HRM refers to a set of policies used to organize work in an employment relationship. It focuses on the management of work and the management of the people who do it. However, human resources management requires a different set of management abilities than an organization's material and financial resources. In addition, studies on HRM showed that the success of an organization is principally based on good communication and the positive impacts made on employees through the HRM system that the organization generates by answering and responding to its employees' questions about their tasks and responsibilities. HRM practices recruit, train, and retain employees to ensure the organization's existence. The implementation of practices is designed to prioritize the role of human capital in achieving the objectives of the organization.

Despite its widespread use, the topic has generated significant controversy and disagreement. While it is relatively easy to identify actions that form HRM, there is still no widely recognized definition of what exactly constitutes HRM, and controversies about the term persist. According to Waston (2002:369), "the term HRM is used in a confusing variety of ways"; overall, HRM can be used as a generic term to describe the approaches that comprise the term; for example, Boxall and Purcell (2013:3) use the term to encompass "the management of work and the management of people who do the work."

Innovative human resource management approaches are crucial to attract, engage, and deliver value for shareholders, especially in today's knowledge-based economies, where the value is predominantly created by the workforce. However, the effectiveness of HR strategies is often

influenced by the organizational culture, particularly the hierarchical culture prevalent in many developing nations. Hierarchical cultures can have a significant impact on employee performance, as they can limit employee creativity and innovation, and stifle their ability to contribute to the organization's success. Therefore, it is essential to develop HR practices that not only attract and retain talented employees but also empower them to perform at their best in a hierarchical culture. Human resources can be a source of competitive advantage because they possess unique capabilities that cannot be easily replicated, unlike other resources such as technology and capital.

To examine the relationship between HRM practices and employee performance, we selected hierarchical culture as a moderator of this relationship. The impact of this variable is particularly important to test, especially since a significant number of Moroccan companies adopt a hierarchical organizational structure with multiple levels of hierarchy.

By developing effective HR practices that consider the influence of hierarchical culture on employee performance, organizations can leverage their human resources to achieve long-term success and gain a competitive advantage in the marketplace.

The methodological approach adopted in this study is a bibliographic research, known as and literature review, which allows us to explore and analyze the existing literature on this subject, identify the theoretical gap and propose a theoretical model. To prepare our literature review; we conducted a systematic search of academic databases, including Google Scholar, Web of Science, and Scopus, using keywords such as “Human resource management”, “employee performance”, “organizational culture” and “ hierarchical culture”. The inclusion criteria were articles published in peer-reviewed journals in English and French, between 2000 and 2023 that examined the relationship between HRM practices and employee performance. We excluded articles that focused on the impact of HRM on job satisfaction and employee motivation as moderator variable. We excluded also articles that did not provide empirical evidence or a theoretical framework. Our final sample consisted of approximatively 25 articles, which were analyzed and synthetized.

1. BACKGROUND OF THE STUDY:

The human resources management department oversees evaluating the organization's HR practices and proposing policy changes as needed. Employee academic qualifications were revealed as part of the evaluation, with no further discrimination, and a thoughtful and rigorous recruitment system was put in place to attract sustainable employees. People who were unable to be retained due to a lack of fundamental skills were laid off.

Human resource management methods are regularly created and improved to increase employee performance. Studies have revealed a favorable association between several components of human resource management and employee performance. Human resource management procedures, it is said, increase the overall performance of the firm, resulting in large profits (Aycan et al., 2000; Tahir et al., 2014).

2. LITERATURE REVIEW:

“Human resources management (HRM) focuses on managing people within the employer-employee relationship. "Specifically, it involves the productive use of people in achieving the organ’s strategic business objectives and the satisfaction of individual needs” (Stone, 2002).

2.1. Human resources management practices:

An organization's most valuable asset is its human resources. The effectiveness and efficiency of HRM are influenced by various factors commonly referred to as HRM components. This study investigated the influence of these components on employee performance. According to research on an organization's human resource management, any organization is accountable for answering inquiries concerning its workers' jobs and obligations. An organization's performance is mostly determined by the positive effects it has on its employees through the HRM system it has put in place (Hassan, 2016; Ilyas, Farooqi, & Ahmad, 2016; Sibota, 2018). HRMPs are vital for optimal integration and success in today's global corporate climate, as well as the effective and efficient implementation of HR policies, because they are valuable practices for the organization to take essential measures and decisions for the improvement and efficiency of the workers. However, HRMP challenges and trends have changed dramatically over the years (Mathis and Jackson, 2008; Deb, 2006). Furthermore, applying HRMPs efficiently contributes to attracting, motivating, and retaining personnel in order to improve individual and organizational performance (Pablos and Lytras, 2008).

There are three approaches to human resources management, First, HRM is seen in today's corporations as a new label for personnel management, implying that firms should rebrand their personnel department without modifying their operations. Second, HRM is defined as the conception and acknowledgment of personnel functions, as well as the definition of personnel department activity. Third, HRM is considered a completely new strategy for managing organizations in a unique manner and integrating human resources into strategic management. As a result, the third perspective on HRM highlights the importance of utilizing human resources in a productive and efficient manner. In a nutshell , HRM refers to a collection of rules designed to maximize corporate integration, employee loyalty, flexibility, and quality. In this study, three components of HRM have been employed. Recruitment & selection are described as an end-to-end procedure that begins with the unique confirmation of task requests and continues with the interest and screening of applicants, decisions, and unambiguous proof of the most sensitive individuals (Fong & al., 2011). Training is portrayed as a critical tool for updating workers' activity performance, and affiliations continue to develop, setting spending plans on a yearly prologue with the expectation that it will pick up them an engaged edge (Falola & al., 2014). Finally, compensation is defined as a combination of monetary and non-monetary rewards awarded to workers as a result of their efforts (Lim & Ling, 2012). The following sections contain a brief discussion of the human resource management components that will be used in developing the conceptual framework.

– **Recruitment & Selection:**

Recruitment is described as the process through which organizations find and attract individuals that are adequate for the job positions and to fill the employment openings (Fisher et al., 1999). It is also described as the actions or techniques that an organization undertakes with the main goal of discovering and recruiting new personnel (Noe et al., 2008). Bohlander and snell's (2007) perception of selection is the process of limiting the number and selecting from among those who have the appropriate profile or qualifications. Unless and until suitable individuals are appraised and recruited, the organization will fail to meet its objectives and will face a number of personnel issues, including high turnover, low productivity, excessive absenteeism, and employee stress (Storey, 2007). As a result, in order to optimize competitive advantage, a firm should select the recruiting approach that creates the greatest pool of applicants in the most efficient and effective manner (Kleiman, 2000).

Selection is one of the most important human resources management practices in a business function; it is the process of identifying, evaluating, selecting, and placing qualified and

appropriate individuals and candidates for the appropriate and right job position. In addition, it is the process of finding applications for positions and encouraging suitable prospects to apply. A significant relationship has been established between recruiting, selection, and other techniques utilized for successful candidate selection, which has a major impact on the organization's profits. However, HRM is considered a menu of strategic options for HR executives to choose from in order to encourage the most successful role behaviors that are compatible with the organization's goals and are aligned with one another.

Recruitment is one of the most important activities of HRM since it assists managers in attracting and selecting the finest people, which leads to increased organizational performance (Rehman, 2012).

- **Training:**

Training is considered one of the most essential and main operations of HRMP in the organization, as it contains a collection of systematic actions that assist the organization to meet its main objectives and give its personnel the necessary skills to accomplish and satisfy current and future employment needs. Grossman and Salas (2011) define training as "a structured task of information, abilities, and attitudes that leads to improved performance in a specific context."

As a result, after recruiting and selection, the next phase is staff training and development. This procedure should include both newly hired and existing personnel. However, thorough personnel selection does not guarantee that new workers will do their jobs efficiently; hence, organizations should plan and implement suitable training programs for such employees in order for them to complete the tasks allocated to them (Dessler, 2009). Training is intended to increase employee performance and competency, which eventually leads to improved organizational performance. Furthermore, training is a systematic method of learning and development aimed at improving individual, team, and organizational performance (Goldstein and Ford, 2002). Given the increasing complexity of the activities and abilities required in modern society, establishing effective training methodologies is critical. Training that increases performance on both trained and untrained tasks would be extremely efficient (Barzegar and Farjad, 2011; Lee et al., 2017; Tung-Chun, 2001). According to recent research, organizations may utilize training to enhance employee skills, which will benefit employee performance. Jacobs and Washington (2003) emphasized the significance of training in improving such performance and increasing an organization's chances of success.

- **Compensation:**

Compensation refers to the rewards provided by an organization to its employees, such as bonuses and monetary payment, in exchange for their services and duties. The organization's compensation structure manages internal employee compensation and plays a crucial role in enhancing employee performance and productivity (DeNisi and Griffin, 2001; Kramer and Briffault, 1991). There are two aspects to the compensation process: direct financial compensation and indirect compensation, which can be either financial or non-financial. Compensation is a company-wide strategic approach that can affect the employer's capacity to recruit new candidates, develop employee loyalty, and ensure the highest level of performance from employees in order to achieve the organization's goals and objectives (Mondy, 2010). According to Caruth and Handlogten, employees are motivated when financial rewards are directly related to their performance. Employees must be given appropriate and reasonable awards in order to feel valued, and the award must match their skills, abilities, and contribution to the firm (Fisher & al., 1999). For example, Mayson and Barret (2006) observed that a company's ability to recruit, motivate, and retain people by offering a competitive salary and appropriate rewards is associated with employee performance and growth. According to Dubrin (2008), maintaining and developing an efficient compensation system is a critical task for the business. As a result, rewards, incentives, and social advantages should be offered to motivate people to perform better.

2.2. Employee performance:

Employee performance refers to how well an employee performs at work, which includes meeting deadlines, performing duties, and engaging in behaviors or actions related to the organization's goals. In other words, good performance requires the employee to execute their job effectively, which is defined in multiple dimensions. Many studies and researchers have argued that employee well-being and job dedication affect employee performance; however, they concluded that the critical factor affecting them the most is human resource management practices.

Employee performance has been a key concern for both organizations and researchers. For years, corporations and researchers have been looking for new ways to boost or improve employee performance. Thus, work performance may be defined as "the employees' behaviors or activities related to the purposes or goals of the company in issue" (McCloy, Campbell, & Cudeck, 1994). Performance is described as a variable with

numerous dimensions and unique components and aspects based on the work (McCloy & al., 1994).

For every company to achieve its critical goals decisively in a competitive market, employee performance is essential (Falola & al., 2014). Organizations want genuinely gifted people to adapt successfully to their needs and work efficiently (Anitha & Kumar, 2016). Furthermore, knowledge influences employee performance (Giri, Nirman, Hamid, & Al Musadieq, 2015).

Employee performance is one of the most important aspects influencing organizational performance. A successful company recognizes the significance of human resources as a crucial aspect that directly influences and contributes to performance. (AL-Qudah, M. K. M., Osman, A., Ab Halim, M. S., & Al-Shatanawi, H. A., (2014)). The success of every organization is dependent on the conduct and decisions of its workers; however, many other elements contribute to that success, such as the company's size, the environment in which it operates, and its activities. Human resource management techniques are frequently used to evaluate employee performance in the business, and in the present period and highly competitive environment between firms, the inclination to increase employee performance is through enhancing HRM methods. (Boysen, C., Demery, A., & Shake, S. (1999); Bowra, Z., Sharif, B., Saeed, A., & Niazi, M. (2012) Regardless of the nature or size of a business, the fulfillment of its goals is determined by the attitude and behavior of its personnel.

- Task performance:

“Task performance can be defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technology process or indirectly by providing it with the needed materials or services.” (Borman and Motowidlo, 1997) Task performance is described as an employee's fulfillment of the duties and obligations of the relevant position in the job description (Van Dyne et al., 1995). It is also defined and seen as a contractual agreement between an employer and an employee or a manager and a subordinate to fulfill a certain duty (Pradhan & Jena, 2016), and it is dependent on the employee's efficiency in carrying out the tasks and responsibilities. In other words, it is about how successfully and efficiently employees carry out their duties. As a result, employees' task performance contributes directly or indirectly to all corporate operations, including production and the company's efficiency and productivity

(Van Scotter, 1994). Task performance, as defined by the employee, relates to acts that are "expected, assessed, and rewarded" (Leung, 2007).

Task performance refers to how successfully a person completes a certain task. The performance of a task is measured in terms of response time or quality. The term "task performance" refers to the measurement of someone's performance on a task. There are various factors that influence task performance. First Specification of Task Actions: This is a critical component used to assess an employee's job performance. To do the assignment effectively, the staff must meet all of the standards. Secondly, task constraint specification: This measure is used to determine if the task's quality is maintained. It should also be completed within the allocated time and budget. thirdly, task specification of Results: This refers to whether the completed tasks correspond to what was expected of them. In other words, the task's output is compared to the requirements. And finally, the specification of roles: describes the primary tasks and roles that a person must complete when working on a certain activity.

- **Job dedication:**

Working hard indicates that you want to generate high-quality outcomes for your firm. When you are committed to your career, your personal ambitions coincide with those of the firm. You have techniques in place to keep motivated during the workday while aiming to complete all of your chores on time. Dedicated employees can motivate their coworkers to strive for success, resulting in a more productive workplace. Your boss or employer may notice and reward you with career progression possibilities if you demonstrate a real interest in your job. Job dedication refers to self-disciplined workplace habits such as following laws and working hard. It helps employees to endure in the face of adversity or to volunteer for extra or additional work outside of their job description. It is the ability to stick to job tasks and take the initiative to address challenges (Van Scotter & Motovidlo, 1994). This dimension refers to being strongly involved in one's work and experiencing a sense of importance, passion, and challenge. It refers to a strong involvement that results in positive feelings like inspiration, significance, pride, and enthusiasm (Gubman, 2004). Dedication comprises desire, dedication, responsibility, and an ongoing effort to improve (Bakker & al., 2003). A dedicated employee is seen as a valuable asset to the firm. Dedication is not the same as tenure, since just because an employee is the oldest in the business or has worked for the organization his or her whole life does not make him or her a committed employee.

According to Bakker & al. (2003), organizations that demonstrate real concern and care for their customers and staff will create an environment that supports devotion.

- **Well-being:**

Employee well-being is a concept that "everyone understands but no one can offer a specific definition" (Lyubomirs, 2001). It is a dimension that is widely established in organizational studies. However, deep understanding, conceptual clarity, and the definition of employee well-being remain largely unresolved. The term 'well-being' may be described as a condition of being comfortable, healthy, and joyful, according to the New Oxford Advanced Learner's Dictionary (7th ed., updated 2005). Employee well-being in this context refers to employees' physical, psychological, and emotional health, as well as their comfort and happiness. Employee well-being is often described as an employee's whole experience and function from both physical and psychological perspectives (Warr, 1999). According to Ryan and Deci (2000), there are two important philosophical aspects of well-being: one is hedonism, which is happiness oriented and defines well-being as the subjective experience of happiness, and the other is eudemonism, which is concerned with realizing human potential and views well-being as the result of personal achievement, self-actualization, or self-positioning.

2.3. The moderating role of hierarchy culture:

Organizational culture has a significant impact on employee performance. Alharby & Alyahya (2013) confirm that employees in organizations with a strong culture tended to perform better than those in organizations with a weak culture. The study also found that different dimensions of organizational culture (such as innovation, adaptability, and team orientation) had different effects on employee performance. For example, innovation-oriented culture had the strongest positive effect on employee performance. More than that, they underline that managers should pay more attention to create a strong organizational culture in order to enhance employee performance.

Hierarchy culture remains the most important factor of organizational culture to take into account due to its effects on both employee commitment and performance (Triguero-Sanchez & al., 2021). Hierarchy culture refers to the degree to which an organization values and reinforces formal authority, clear roles and responsibilities, and adherence to rules and procedures. Organizations adopting hierarchical culture seem to be solid, cautious, power-oriented, established, regulated and procedural (Wallach, 1983). However, these standardized

guidelines can restrict the perception of a supportive environment promoted by HRM practices. This lack of perceived organizational support (POS) may lead to decreased acceptance of the organization's goals and values, as well as lower emotional attachment, identification, and involvement with the organization (Sommer & al., 1996). In this sense, Kubheka & al., (2013) examines the impact of hierarchical flattening on employee performance in a South African retail organization. The study found that hierarchical flattening had a positive effect on employee performance, including job satisfaction, employee motivation, and organizational commitment. The authors suggest that organizational leaders should consider flattening hierarchies as a way to improve employee performance and overall organizational effectiveness.

Hierarchy culture sets rules and expected behaviors among employees according to some guidelines to behave in certain way. This culture is marked by a tendency to hinder the flow of information between different management levels. Therefore, this culture can lead to rigid structures and communication channels, which can make it difficult for employees to access the information they need to perform their job effectively. In fact, organizations adopting this culture may exhibit less flexibility and greater rigidity. It has the most control over its employees and high level of internal maintenance (Lee & al., 2017). According to Wei & al. (2011), information tends to be confined to upper management and creates challenges in terms of dispersion across different levels within the organization.

A hierarchical culture typically has a well defined chain of command and a centralized decision-making process. Employees are required, within such a culture, to follow orders and respect authority figures. Such a culture can limit employee's sense of ownership and empowerment leading to reduce engagement toward HRM practices and to negatively impact their performance. In addition, It can hinder innovation and creativity, limit employee autonomy and initiative and inhibit adaptability and responsiveness to change. Wei & al., (2011) conducted a study to investigate the relationship between strategic human resource management (SHRM) and product innovation in Chinese firms. The principal finding of their survey is that a strong innovation culture and a decentralized structure strengthened the positive relationship between SHRM and product innovation.

Taking into consideration the various points mentioned previously, we propose that the relationship between Human Resource Management practices and employee performance could be moderated by the level of hierarchical culture in organization. Specifically, we suggest that this relationship would be stronger in organizations with weaker hierarchical culture.

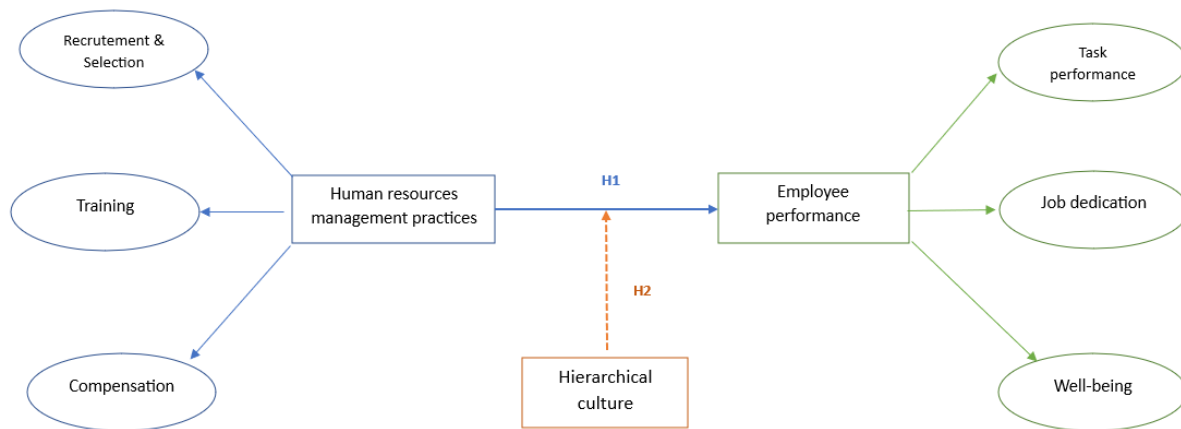
3. Research model:

Our research is based on the work of David Guest (1991) who developed the HRM (Human Resource Management) Model, which emphasizes the importance of strategic integration between HRM policies and practices and the overall goals and objectives of an organization and highlights the role of HRM in improving employee performance and achieving a competitive advantage. We also took into real consideration the John Purcell's model (1986) called the "Harvard framework" also known as the "soft HRM" approach. This latest is about valuing the importance of treating employees as valuable assets and focuses on their development and well-being rather than solely on their performance and productivity. The organization creates an environment that facilitates overall employee performance by implementing various practices such as talent acquisition procedures, continuous employee training, and offering fair compensation for their work. In addition, the employees actively participates in shaping and producing their own experience, resulting in a personalized experience.

However, the role of organizational culture, particularly hierarchy culture, in moderating this relationship has not been extensively explored. This proposal aims to examine the relationship between human resources management practices and employee performance, and the moderating role of hierarchy culture. By proposing a model that integrates these variables, this study seeks to contribute to the existing literature on human resources management practices and provide insights for organizations to improve their performance management strategies. The findings of this study could have important implications for organizations seeking to enhance their employee performance and create a positive work culture.

Our research model aims to assess the impact of a centralized and formalized approach to organizational structure and decision-making, which is referred to as power distance culture by authors such as Hofstede & al., (2010) on the relationship between HRMP and the employee performance dimensions that we are investigating.

Figure 1: Theoretical research model



Source : Personal Production

4. Hypotheses

Our research aims to meet its objectives through a set of hypotheses that are derived from the literature review on HRMP, employee performance and its dimensions, along with the inclusion of hierarchical culture as a moderating variable.

H1: The human resources management practices have a positive impact on the employee's performance.

H2: The hierarchical culture moderates the relation between the human resources management practices and the employee's performance.

5. Epistemological and methodological framework of the research

To conduct our research, we have chosen an empirical research method to produce experimental results and observations that will confirm our hypotheses and validate the experimental model. Our research follows a hypothetico-deductive approach and is based on a positivist epistemological framework, which will allow us to explain the causal relationships between the variables in our model using theoretical rules. While the research model proposed in this article is only a preliminary reference model, our aim is to clarify the variables that impact employee performance through HRM practices in the workplace. Further studies will be required to complete and finalize the research model before it can be tested. To operationalize the final research model, we will test our hypotheses and conduct empirical validation.

Conclusion

The impact of organizational culture on employee's behavior and actions may differ across countries due to variations in national cultural characteristics, as noted by Hofstede & al., (2010). Therefore, it would be valuable to investigate the moderating influence of organizational culture in countries like Morocco, where HRM practices are in the nascent stages.

A study by Jiang, Lepak, Hu, and Baer (2012) found that high-performance work practices, such as training and development, performance appraisal, and rewards, were positively related to employee performance. While Den Hartog, Boselie, and Paauwe (2004) revealed that, the impact of HRM practices on employee performance was stronger in organizations with a strong culture of trust and cooperation.

Regarding the moderating role of hierarchical culture, a study by Kim and Park (2017) showed that the relationship between HRM practices and employee performance was stronger in organizations with a low power distance culture, where employees are more likely to challenge authority and participate in decision-making. On the other hand, Chen, Chen, and Huang (2013) proved relationship between HRM practices and employee performance was weaker in organizations with a strong culture of hierarchy and bureaucracy. On the same note, a study conducted by Zhang, Chen, and Liu in 2018, concluded that the impact of HRM practices on employee performance was stronger in organizations with a culture of innovation and risk-taking, which may be less hierarchical in nature.

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