

Human Resources Management Practices, Employees Engagement: Mediating Role of Top Management Support in the Jordan Ministry of Social Development

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Abstract

Objectives: This study aims to identify employee engagement in the Jordanian MOSD from mediating role of top management support on the relationship between HRM practices and employee engagement. from the viewpoint of employees working in MOSDs.

Methods: The study adopts descriptive survey method to investigate the correlation between HRM practices and top management support in employee engagement among employees in Jordan MOSD. An E- questionnaire comprising (47) items, was distributed on employee MOSD, the sample size of the study consisted of (390) male and female employees in the MOSD. This method aligns with the study's nature and objectives and is widely considered suitable for such inquiries by many researchers. Data Analysis Smart PLS and SPSS version 26, were used to examine relationship between variables.

Results: The study's results revealed that degree of (HRMP) with top management support (TMS) and human resources management practices (HRMP) with employee engagement (EE) has a moderate degree while top management support with employee engagement has high degree. also, results showed that there is a relationship between HRM practices with (EE) In addition, top management support has mediated the relationship between HRM practices and employee engagement.

Conclusions: Based on results mentioned earlier, the study recommends that raising and maintaining employee engagement lies in hands of HRM practices with top management support in the organization and, this requires more attention to meeting employee needs and a perfect blend of time, effort, commitment and investment to achieve goals successfully.

Keywords: HRM Practices; Top Management Support; Employee Engagement.

ممارسات إدارة الموارد البشرية، مشاركة الموظفين: الدور الوسيط لدعم الإدارة العليا في وزارة التنمية الاجتماعية في الأردن

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ملخص

الأهداف: تهدف هذه الدراسة التعرف إلى مشاركة الموظفين في وزارة التنمية الاجتماعية الأردنية من خلال الدور الوسيط لدعم الإدارة العليا في العلاقة بين ممارسات إدارة الموارد البشرية ومشاركة الموظفين. من وجهة نظر الموظفين العاملين. المنهجية: اعتمدت الدراسة المنهج الوصفي المسحي لبحث العلاقة بين ممارسات إدارة الموارد البشرية، ودعم الإدارة العليا في مشاركة الموظفين بين العاملين في وزارة التنمية الاجتماعية الأردنية. تم توزيع استبانة إلكترونية مكونة من (47) فقرة على موظفي وزارة التنمية الاجتماعية، وتكونت عينة الدراسة من (390) موظفاً وموظفة في وزارة التنمية الاجتماعية. وتتوافق هذه الطريقة مع طبيعة الدراسة وأهدافها وتعتبر مناسبة على نطاق واسع لمثل هذه الاستفسارات من قبل العديد من الباحثين. تم استخدام برنامج التحليل الإحصائي PLS smart 4.1 ، SPSS الإصدار 26 لفحص العلاقة بين المتغيرات.

النتائج: أظهرت نتائج الدراسة أن درجة ممارسات إدارة الموارد البشرية (HRMP) مع دعم الإدارة العليا (TM-S) وممارسات إدارة الموارد البشرية مع مشاركة الموظفين (EE) كانت بدرجة متوسطة في حين أن درجة مشاركة موظفي دعم الإدارة العليا كانت بدرجة عالية. درجة. بينما أظهرت النتائج أن هناك علاقة بين ممارسات إدارة الموارد البشرية ومشاركة الموظفين. بالإضافة إلى ذلك، فقد توسط دعم الإدارة العليا في العلاقة بين ممارسات إدارة الموارد البشرية ومشاركة الموظفين. الخلاصة: بناء على النتائج المذكورة سابقاً، توصي الدراسة بأن رفع مستوى مشاركة الموظفين والحفاظ عليها يقع في أيدي ممارسات إدارة الموارد البشرية مع دعم الإدارة العليا في المنظمة، وهذا يتطلب مزيداً من الاهتمام لتلبية احتياجات الموظفين ومزيجاً مثالياً من الوقت والجهد. والالتزام والاستثمار لتحقيق الأهداف بشكل ناجح. الكلمات الدالة: ممارسات إدارة الموارد البشرية، مشاركة الموظفين، دعم الإدارة العليا.

1. Introduction

Government sector employees' engagement with their jobs depends on various issues, including their job description, the organization's culture, their managers' competence, and their personal preferences. The security, perks, and chances to positively impact society and the government that come with working for the government are enough to attract some people. Furthermore, having a career in the government sector may provide stability, clear advancement opportunities, and a feeling of fulfillment from serving society. Additionally, Disengagement with one's employment could arise through several challenges, such as bureaucracy, lengthy decision-making procedures, and rigid organizational structures. Some people may not be interested in working for the government if they desire quick innovation and a dynamic or flexible work environment. Work culture, the job itself, one's own beliefs, and one's particular government sector agency or department all play a role in determining how engaged an employee is with their employment. In any field, one may find more fulfillment in their professional life by pursuing activities that align with their beliefs and passions.

HRM practices include the rules and procedures needed to carry out an organization's human resource routines, such as hiring, training, evaluating, and compensating employees. They also foster an environment where employees feel comfortable speaking up and sharing their ideas. This study investigates HRM practices (training and development, performance evaluation, and compensation) in the Jordan Ministry of Social Development. It is affiliated with the government sector. Its primary objective is to improve individuals' and families' well-being, livelihoods, and opportunities. The vision of the Ministry of Social Development is focused on a distinguished ministry that supports a safe and stable society, with the family at its core, and the achievement of social justice. The functions and services the Ministry provides include social assistance programs that provide financial assistance to individuals and families in need, welfare benefits, food and housing assistance, childcare services, mental health services, and support for older people. The Ministry of Social Development collaborates with other government agencies, nonprofit organizations, and community groups to provide comprehensive support and services to those in need. Its role fosters social equity, provides a safety net for vulnerable populations, and creates a more stable society.

2. Objectives of the Research

1. To investigate whether human resource management practices positively impact employee engagement.
2. To explore how top management support positively mediates the relationship between human resource management practices and employee engagement.

3. Research Problem

The government institutions of Jordan suffer from several challenges that inhibit their abilities, especially considering the circumstances surrounding the region in general and the Ministry of Social Development in particular. In a position to develop and implement policies that address social issues, reduce poverty, and improve the lives of citizens. in addition, the efforts by the government to develop employees by hosting training courses and granting incentives.

Various studies have examined the impact of HRM practices on employee engagement in different countries, such as (Kerdpitak and Jermisittiparsert, 2020; Saad, Gaber and Labib, 2021; Jose, PM and Kuriakose, 2022). Previous literature reviews revealed studies examining the impact of HRM and employee engagement in family restaurants (Rumman et al., 2020) and (Baklizi, 2021) in commercial banks. However, to the researcher, a few studies have yet addressed employee engagement in Jordan's Ministry of Social Development. Employee engagement and Human resource management (HRM) in the MOSD of Jordan are the subjects of this research. The burden of developing Jordan's human resources has fallen on the shoulders of its meager natural resources. However, HRM's potential has not yet been fully appreciated in Jordan.

4. The research hypothesis:

1. HRM practices have a positive relationship with employee engagement.
2. HRM practices have a positive relationship with top management support.

3. Top management support has a positive relationship with employee engagement.
4. Top management support mediates the relationship between human resource management practices and employee engagement.

5. Methodology:

The research employs a descriptive-analytical technique, which describes the phenomenon or case study as it is, analyzes it, interprets its context, and gathers data relevant to the analysis while the phenomenon or case study is underway. Data Analysis Smart PLS and SPSS version 26, were used to examine the relationship between the variables.

6. Literature review:

"Employee engagement" describes a worker's dedication to his company and its objectives. Passionate about what they do, fully immersed in their job, and rooting for the company's success are the characteristics of an engaged employee (Kavyashree *et al.*, 2023). There is less employee turnover, more excellent work satisfaction, and more production because of this dedication. The HRM practices of a company greatly influence its culture, employee engagement, and overall performance (Pawirosumarto *et al.*, 2023). Performance and morale in the workplace are both positively affected by HRM strategies that are aligned with and supported by top management. An organisation's HRM procedures can only be in sync with its long-term objectives with the backing of top management (Al *et al.*, 2023). Companies can move forward when their HR strategies align with their purpose, vision, and objectives. Appropriate funds and personnel are allotted to HR responsibilities when there is strong support from upper management. Human resources can build efficient programs for recruiting, training, and retaining employees with this help. If you want your HR policies to represent the organisation's values and objectives, you need the backing of upper management (Oseghale *et al.*, 2023). The alignment between the company's strategic direction and HR policies is essential for recruiting, performance management, remuneration, and employee relations. With the support of upper management, HRM strategies can help organisations navigate times of upheaval and restructuring more smoothly. Employees impacted by changes will need support systems, training programmes, and communication techniques. For leadership development projects to be successful, top-down support is essential. Executive support and participation in these projects convey that the rest of the company should do the same. Top-down support for HRM practices can have a substantial effect on employee engagement. The leadership that drives engagement programs shows employees how seriously they take their happiness and participation in the job (Graham *et al.*, 2023). The effectiveness, transparency, and fairness of performance management systems depend on the support of the upper management. To foster a performance-driven culture, top-down support for evaluations, feedback processes, and recognition initiatives is essential (Zamzam *et al.*, 2023). HRM procedures must follow all applicable laws and ethical codes. The backing of upper management emphasizes the importance of compliance and establishes a standard for ethical conduct throughout the firm.

Fostering employee engagement within a business is greatly influenced by the support of top management (Haldorai *et al.*, 2022; Lu *et al.*, 2023). The organisation's tone is established when senior executives show their dedication and give projects that encourage engagement their full attention. This is how the support of upper management affects workers' investment levels. Leaders send a strong message when they make employee engagement a priority and engage in them. When employees see senior leadership supporting and participating in initiatives to increase engagement, they are more inclined to do the same. The ability of a leader to articulate the organisation's purpose, values, and direction is critical. They aid workers in seeing the broader picture and their contributions to the company's success when they regularly convey these aspects and stress their significance. A culture of gratitude permeates a company when upper management acknowledges and values employees' efforts. There are various ways to show gratitude, including public praise, personalized notes, or rewards.

6.1 HRM practices and TM-S

Projects and initiatives inside an organization are far more likely to succeed with the backing of upper management or

senior leadership, often known as executive support or leadership support (Haldorai, Kim and Garcia, 2022). When senior executives and managers at the highest levels of an organization actively support and promote strategic objectives, it is a sign of their approbation and dedication to those goals. "Senior leadership sponsorship" is a common term for this idea. Aligning activities and projects with strategic aims and objectives requires buy-in from upper management (Rasool *et al.*, 2022). Also, the organization's general course is heavily influenced by the backing of upper management. The organization's financial assets, human capital, and technology infrastructure are all under the supervision of senior officials. To successfully adopt (HRM) policies and processes and develop an organizational culture, the backing of upper management is essential. According to the notion of reciprocal social exchange, when upper-level management backs human resource management (HRM) strategies, such strategies will be successful for both the company and its workers. (Mak and Li, 2022) state that when upper-level management demonstrates dedication to HR programs and procedures, it conveys a strong message to lower-level departments about the importance and value of these efforts. The establishment of the organizational culture and the successful implementation of human resource management techniques and processes depend on the support of senior management. Lastly, top-level management's involvement is essential for HRM practices to be implemented successfully. Organizational performance is enhanced when there is strong backing from top management. According to the results of this research, human resource management strategies have the backing of upper management. Hence, it was presumed that:

H1: Human resources management practices positively influence the support of the top management support.

6.2 TM-S and EE

Top management support and employee engagement are crucial elements for a thriving workplace. When leaders actively support and champion initiatives that foster employee engagement, it creates a positive cycle that benefits both the organization and its employees (Sharafizad, Redmond and Morris, 2020). Leaders need to communicate the importance of employee engagement and create a culture where it's valued and prioritized. Providing the necessary resources, whether it's time, budget, or tools, to support engagement efforts demonstrates a commitment to the cause. When leaders actively participate in engagement activities, it encourages employees to do the same (Chaudhary *et al.*, 2022) (Baran and Sypniewska, 2020). Their involvement sets the standard for others to follow. Employee engagement involves: Encouraging an environment where employees feel heard and valued. This could be through regular feedback sessions, suggestion boxes, or open-door policies (Ariussanto *et al.*, 2020). Acknowledging employees' efforts and contributions boosts morale and motivation. Recognition can be both formal (awards, bonuses) and informal (appreciation emails, public acknowledgment) (Tiwari and Lenka, 2020; Sharma, 2022; Hendriks, Burger and Commandeur, 2023). Providing opportunities for growth and development not only enhances employees' skills but also demonstrates an investment in their future within the company. When top management actively supports these initiatives, it creates a positive feedback loop: engaged employees are more likely to be productive, innovative, and committed, leading to improved organizational performance.

H2: top management positively influences employee engagement.

6.3 HRM practices and EE

An organization's level of employee engagement is greatly influenced by its Human Resource Management (HRM) policies. Employee engagement is the state of mind in which workers are so invested in the success of their company that they provide value every day. Employee engagement is greatly affected and encouraged by many HRM practices:

Recruitment and Selection: It is critical to hire people who are an excellent cultural fit and can do the jobs well (Saks, 2022). Workers are more invested when they believe their work directly impacts the company's goals and values. New hires are more invested in the early going when a well-structured onboarding process aids them in adjusting to the company's culture, learning their jobs, and feeling like they belong on the team (Budrienė and Diskienė, 2020; Jose, PM and Kuriakose,

2022). Training and Development: A company that cares about its workers' professional growth will provide them with chances to learn new things and improve in their careers. Motivated workers try to find ways to advance in their current positions. To improve engagement, performance management is crucial. This includes setting clear objectives, giving frequent feedback, and acknowledging accomplishments. Workers are more invested when they can see the big picture of how their job helps the company succeed. Communication: Building trust and engagement among workers and management is achieved via open, transparent, and effective lines of communication (Vuong and Suntrayuth, 2019; PHAM, 2021; Saad, Gaber and Labib, 2021; Mufeed, 2023). When workers know their opinions matter, they put more effort into their jobs. Supporting employee well-being via initiatives like wellness programs, mental health assistance, and flexible work arrangements demonstrates that the firm cares about its people outside their job, which in turn leads to increased engagement levels. Appreciation & Acknowledgment: Raising morale and encouraging ongoing participation are two outcomes of recognizing and thanking workers for their efforts and accomplishments. Leadership and Management Approach: Employee engagement is greatly affected by effective leadership that promotes teamwork, autonomy, and a pleasant workplace. When it comes to how invested their teams are, managers are kingmakers.

Maintaining a good work-life balance is associated with lower rates of burnout and higher rates of employee engagement. A caring attitude towards workers' lives outside of work is shown by offering flexibility and assistance with personal responsibilities. Culture in the workplace: Employees are more invested when they work in an environment that promotes positivity, acceptance, and collaboration. Staff members are more invested in their job when they have a feeling of ownership over it (Ahmad *et al.*, 2021; Sepahvand and Bagherzadeh Khodashahri, 2021; Kavyashree *et al.*, 2023). Organisations may get more engagement and output from their staff by fostering an atmosphere of motivation, value, and commitment via the strategic use of certain HRM approaches.

H3: Human resources management practices positively influence the support of employee engagement.

6.4 Mediation

Mediation analysis has been a prominent social research statistic in recent years. Mediation research examined how predictor factors affect outcome variables through mediation variables. (Lachowicz, Preacher, and Kelley, 2018) Define indirect effects as circumstances in which the causative actor is not directly involved. Causal mediation analysis examines processes that link variables and create causal pathways. Thus, various mediators (M) affect the link between independent variables (X) and dependent variables (Y). Mediation research (Walters, 2018) aims to establish the relevance of indirect effects from X to M and from M to Y. After testing four hypotheses in the research framework and the direct impact test, senior management-supported indirect impacts, notably mediation effects, were examined. This experiment showed how variables can explain indirect effects and improve comprehension. This research used his research employed bootstrap testing and Smart PLS to analyse mediation. This strategy produces more persuasive statistics. New links in the experiment will increase existing knowledge, direct researchers to undiscovered avenues, and help top management facilitate the relationship between HRM practices and employee engagement. Thus, the social exchange theory helps explain how HRM practices and top-management support affect employee engagement. Human resource practices promote solid connections and employee excellence. The approval of the top management makes HRM procedures essential and sets the culture. Employees are more likely to respond favourably to encouragement and support from management, increasing employee engagement, dedication, and performance. Employees can also benefit from a good and productive workplace when employers and the organisation recognise and incorporate effective practices. Consequently, this study stated that TMS enhances the relationship between HRM practices and employee engagement. Accordingly, it was hypothesised that.

H4: Top management support mediates the relationship between human resource management and employee engagement.

7. Theoretical framework

According to social exchange theory, generally, when one party does something good (or terrible), the other side usually

does something wrong (or good) in return (Gouldner, 1960; Gergen, 1969). When looking for a framework to understand how people act on the job, social exchange theory (SET) ranks highly. Its illustrious history begins in the 1920s (Blau, 1964). By highlighting the reciprocal nature of social interactions, social exchange theory offers a framework for understanding the dynamics in the connections between people and institutions. The interplay between human resource management methods, the support of upper management, and the engagement of employees may be better understood with the help of social exchange theory.

One way to look at HRM practices is as a two-way street connecting the company with its workers. The human resource management strategies provided to workers, such as opportunities for training and career development, fair remuneration, and supportive work environments, establish a mutual commitment (Iskandar et al., 2023). Workers are incentivised to respond with more dedication, output, and involvement. When upper-level management is on board, a chain reaction benefits the company and its workers. Leaders create the impression of a helpful work environment when they support HRM practices that emphasise employee happiness, development, and appreciation (Abdullahi et al., 2022). In return, workers are more motivated to show appreciation by devoting more time and energy to the company's objectives. When workers feel appreciated and valued by their employers, they are more likely to be actively involved. When HRM procedures are well planned and have the support of upper management, workers feel that the company cares about them as individuals and their growth (Asri & Liani, 2022). Because of this, they are more apt to fully immerse themselves in their jobs, both emotionally and intellectually. The idea of an implicit agreement between employers and workers aligns with social exchange theory. By outlining expectations, shared responsibilities, and perceived justice, human resource management practices, backed by upper management, help to create this mental contract. When workers believe their employer will provide the opportunity, support, and recognition it offers, they care more about their work and put more effort into it (Lu et al., 2023). The continuous character of trade is emphasised in the theory of social exchange. Recognising the ongoing nature of these discussions is crucial when discussing HRM strategies and employee engagement. Feedback systems, recognition programs, and inclusive decision-making processes all play a role in the engagement of employees since they allow for continuous two-way communication between the organisation and its employees (Karman et al., 2022).

Finally, HRM practices, support from upper management, and employee engagement are interdependent, and social exchange theory offers a framework for understanding this interplay. The significance of a win-win relationship is emphasised, where workers' involvement and dedication are enhanced via positive exchanges, leading to organisational success.

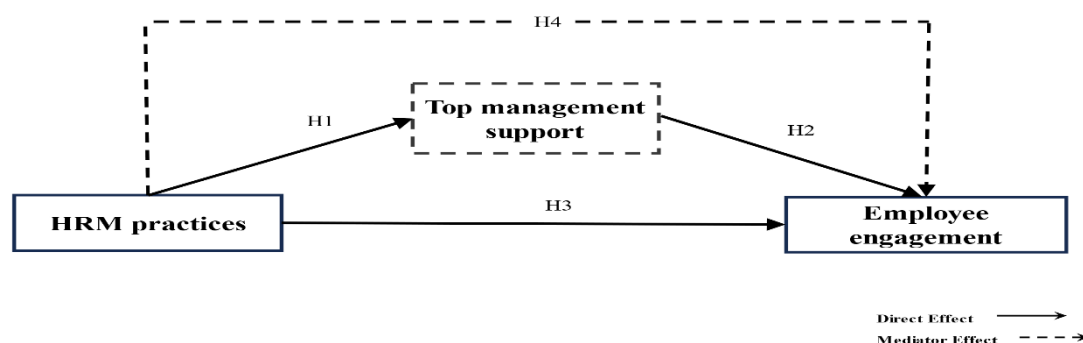


Figure 1: theoretical framework

. 8. Methodology

8.1 Sample size and data collection

This study examines employee engagement for the Jordanian MOSD. A total of 2,574 employees were included in the study. Since this study focused on employees who did not hold managerial positions, a purposive sample procedure was used to choose the most suitable survey takers from the study population which numbered 1,871 male and female employees. To gather responses, we used Google Forms that were published by Email to the Ministry of Social Development and all its affiliated units, a month was required to gather all the required data. The researcher calculated the optimal sample size from the population using G * Power, considering the number of predictors. According to (Hair Jr *et al.*, 2017), G*Power is a popular statistical testing tool in computer science and social science. The findings were reported by (Gefen *et al.*, 2011). Research required a sample size of 77 since the effect size was medium, the p-value was 0.05, and the power was 80%. We can confidently say that our sample was adequately tested since 390 individuals completed the survey. Because it was conducted online via email, the survey was reliable, easy, and fast (Regmi *et al.*, 2016). January 2023 was the month in question. A total of 390 people completed the survey. The demographic characteristics of the individuals sampled are summarised in Table 1.

Table 1: Demographic details, social, educational, and administrative of the respondents

	group	Frequency	Percentage
gender	Male	148	37.9
	Female	242	62.1
Qualification.	High school	76	19.5
	Diploma	144	36.9
	Bachelor's degree	154	39.5
	Master's degree and more	16	4.1
experience	less than five years	57	14.6
	5-10 years	120	30.8
	11-15 years old	119	30.5
	More than 15 years	94	24.1
position	Head department	122	31.3
	Administrative/Technical position	268	68.7

8.2. Instrument development

For this study, we split the questionnaire into two parts. Both included the presentation of the demographics of the participants and the quantification of the three latent components of the research model. The building blocks used in this study were borrowed from earlier research and adjusted to work in this setting. According to (Alsafadi & Altahat, 2021), the standards for judging HRM practices were accepted. The top management supports employee engagement measures from previous research (Schaufeli *et al.*, 2006; Lutfi *et al.*, 2023). To address the issue of common method variance (CMV), (Podsakoff *et al.*, 2003) suggested evaluating the independent and dependent variables using a distinct anchor scale. Respondents may be less thorough in their knowledge, recollection, and judgment if a comparable scale is used because it would amplify the perceived similarity and recurrence of things. Reducing these undesirable inclinations may be possible by changing the scale type and anchor label (MacKenzie & Podsakoff, 2012). We use a five-point Likert scale to assess the dependent variables and a seven-point Likert scale to assess the independent variables to mitigate the effects of common method variance (CMV), as suggested by (Ngah, Ramayah, *et al.*, 2020).

8.3. Data Analysis

We used a mediation regression analysis on the collected data to determine whether top management support mediates the relationship between employee engagement and HRM practices (Abdelwahed and Doghnan, 2023; Cen, 2023; Jora *et al.*, 2023). This study aimed to examine the relationship between HRM practices and employee engagement and draw

conclusions on the significance of support from top management in this relationship. This study's key finding is how HRM policies and backing from upper management could boost employee engagement. That is why we set out to do this study: to forecast the relationship between the research model's variables. Smart PLS.4 (Ringle et al., 2015), a covariance-based structural equation modeling (SEM) approach, was used to acquire and examine the data. Like (Hair *et al.*, 2019), this study used a two-stage methodology. The first step was to use the measurement model to check for discriminant and convergent validity. Second, according to (Hair Jr *et al.*, 2017), a 5000-iteration resampling technique was used to test the structural model using the bootstrapping approach. This method was used to confirm the study's assumptions.

8.4. Common method variation (CMV)

This study utilized procedural and statistical methods to address concerns related to CMV. The data used was a single source, meaning that Each dependent and independent variable was filled out simultaneously by the same individual. (Ramayah *et al.*, 2018; Ngah, Ramayah, *et al.*, 2020) In the section on instrument development, we covered the procedural procedures used. The unmeasured marker variable methodology was used to evaluate the CMV statistically, following the work of (MacKenzie & Podsakoff, 2012). The unmeasured marker variables, meanwhile, served as an external variable that predicted all the model's endogenous variables. When the marker variable was included in the model, all the significant effects in the original model were still significant. It is worth mentioning that the data did not show any substantial common technique bias, which means that CMV was not a problem in this investigation.

8.5. Measurement model

Ensuring the measuring model satisfies the convergent and discriminatory validity criteria is crucial for determining its validity. To establish whether convergence is genuine, it is usually accepted that loading values of 0.70 or higher, average variance extraction values of 0.5 or higher (AVE), and composite reliability values of 0.7 or higher (Hair *et al.*, 2019) are satisfactory. Because both AVE and CR are more than the threshold values, as shown in Table 2, we may conclude that the research does not suffer from a lack of convergent validity. This finding demonstrates that the validity of convergence is not a worry for study. The model was evaluated for discriminating validity once convergent validity was established. According to (Franke & Sarstedt, 2019), the heterotrait-monotrait (HTMT) value should be smaller than 0.9 to show the validity of discrimination. Results showed that the model was discriminately valid for the examined components and items.

Table 2: Convergence Validity

higher order	lower order	construct	loading	CR	AVE
HRMP	training and development	T&D1	0.767	0.904	0.655
		T&D2	0.815		
		T&D3	0.838		
		T&D4	0.828		
		T&D5	0.796		
	performance appraisal	PA1	0.728	0.883	0.655
		PA2	0.864		
		PA3	0.808		
		PA4	0.831		
	compensation	COM1	0.973	0.992	0.959
		COM2	0.987		
		COM3	0.987		
		COM4	0.983		
		COM5	0.966		
	top management support	TM-S1	0.854	0.881	0.653
		TM-S2	0.886		
		TM-S3	0.853		
		TM-S4	0.610		

higher order	lower order	construct	loading	CR	AVE
	employee engagement	EE1	0.776	0.882	0.559
		EE2	0.844		
		EE3	0.808		
		EE4	0.756		
		EE5	0.683		
		EE6	0.591		
	HRMP	T&D	0.700	0.875	0.564
		PA	0.758		
		COMP	0.772		

Note: Com: compensation; EE: employee engagement; performance appraisal; P; T&D: training and development; TM-S: top management support.

The level of uniqueness between two constructs is evaluated using discriminant validity. All the study constructs met this requirement, suggesting that the item constructs had much more significant variances than the others. The heterotrait-monotrait correlation ratio (HTMT), defined by (Henseler et al., 2015), was used to evaluate discriminant validity. Discrimination becomes more complicated when the HTMT score is higher than 0.90. Table 3 shows all constructs had heterotrait-monotrait ratio (HTMT) values below 0.90. Consequently, discriminant validity was not a significant issue in our study.

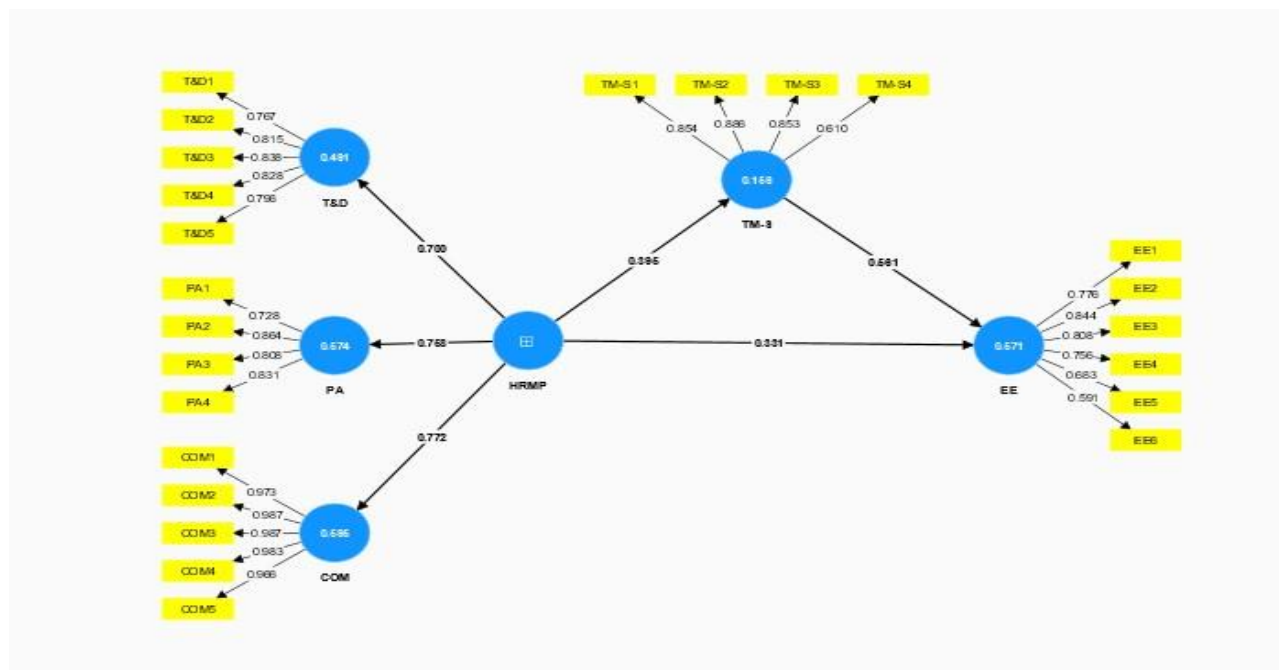


Figure 1: Initial loading measurements model

Table 3 results are per HTMT standards, as no value was found that was higher than the suggested cutoff of 0.9. Thus, according to the results of this inquiry, the model fulfilled the requirements for discriminant validity for the study.

Table 3: HTMT

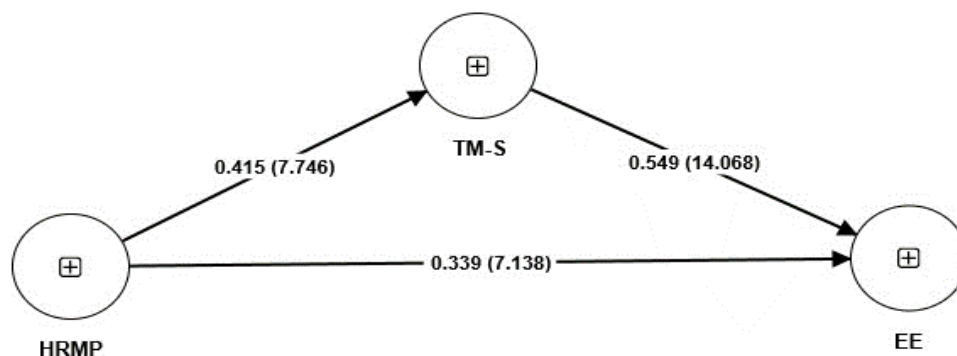
construct	COM	EE	HRMP	PA	T&D	TM-S
COM						
EE	0.388					
HRMP	0.802	0.644				

construct	COM	EE	HRMP	PA	T&D	TM-S
PA	0.383	0.592	0.880			
T&D	0.220	0.503	0.823	0.560		
TM-S	0.253	0.803	0.472	0.468	0.383	

PA: performance appraisal; T&D: training and development; TM-S: top management support; EE: employee engagement.

8.6. Structural model

Before evaluating the structural model, a multicollinearity test was performed to ascertain the absence of collinearity issues within the measurement model. Evaluation. A collinearity analysis was performed using a variance factor (VIF) less than the predefined threshold of 3.3 (Diamantopoulos & Sigauw, 2006). According to Table 4, all variables of variations in the inflation factor (VIF) values were below the predefined threshold of 3.3. This finding indicates insufficient data to support the existence of collinearity problems among the predictive variables. Subsequently, hypothesis testing was performed using the bootstrapping approach. The hypothesis test results, as shown in Table 4, confirm all hypotheses of direct effect. Concerning the first hypothesis, which claims that HRMP implementation will have a positive impact on the amount of support provided by top management support (TMS), the results show statistically significant and positive correlations ($\beta=0.415$, $t= (7.746)$: lower (LL)= (0.305), upper (UL)=0.513, $p0.001$). As a result, hypothesis H1 was validated. Regarding H2, the results of this research indicate a positive impact of top management support (TMS) on employee engagement (EE). The results show statistically significant correlations of positive effects between TMS and EE ($L=0.467$, $UL=0.620$, $P0.001$), as shown by a beta coefficient of ($\beta= 0.549$), a value of $t=14.068$, and a statistically significant correlation between TMS and EE. Consequently, Hypothesis H2 was validated. Regarding hypothesis H3, it was proposed that the HRM practices methods positively impacted (EE). Research results show a positive effect correlation between HRM practices and EE, and the beta value is ($\beta= 0.339$, $t=7.138$, $LL=0.243$, $UL=0.430$, $p0.001$). Consequently, hypothesis H3 can be concluded to be supported.



Figur 2: Structural Model Assessment

With an R^2 value of 0.569, the research demonstrated that 0.569% of the variation in the dependent variable could be explained. The f^2 values, which indicate the magnitude of the factors' effects, are listed in Table 4. Effect sizes of 0.02, 0.15, and 0.35 are considered small, medium, and high, respectively, according to Cohen's (1988) standards. A higher f^2 value highlights the importance of predictors. There was a substantial impact on EE (0.583) from TMS and other factors, while HRM practices were the only ones with a medium effect (0.222). However, the impact of HRM practices on TMS was medium (0.208). Refer to Table 4. Therefore, EE was substantially impacted by all factors. The most significant contribution to EE came from TMS ($f^2 = 0.583$), while the least came from HRM practices ($f^2 = 0.208$).

Table 4: Hypotheses Testing

Hypo	relationship	Beta	SD Error	T values	P values	LL	UL	f-square	effect size	VIF
H1	HRMP -> TM-S	0.415	0.054	7.746	0.001	0.305	0.513	0.208	medium	1.000
H2	TM-S -> EE	0.549	0.039	14.068	0.001	0.467	0.620	0.583	large	1.208
H3	HRMP -> EE	0.339	0.048	7.138	0.001	0.243	0.430	0.222	medium	1.208

Note: Hyp = Hypothesis; LL = lower level; UL = upper level; f2 = effect size; VIF = variance-inflated factor

Preacher and Hayes (2008) and Hair et al. (2017) suggested using bootstrapping the indirect impact to test for the mediation effect in the mediation research. Preacher and Hayes (2008) state that LL and UL do not lie on the zero-straddle and that the independent and dependent variables do not have a mediation effect. The study's findings corroborated that TMS mediates the association between HRM practices and employee engagement, supporting H4, as shown by the following correlations: Peta= 0.228, t=6.812, LL=0.165, UL 0.295, p-value <0.001. The findings of the mediation effect are shown in Table 4 of this research.

Table 5: Mediator effect

Hypo	relationship	Beta	SD Error	T values	P values	LL	UL
H4	HRMP -> TM-S -> EE	0.228	0.033	6.821	0.001	0.165	0.295

Note: Hyp = Hypothesis; HRM: human resource management; EE: employee engagement.

TM-S: top management support; LL = lower level; UL = upper level.

8.7. PLS Prediction

Shmueli et al. (2019) proposed that to evaluate predictive significance, the blindfolding method was determined to have limits, which resulted in the prediction of measurement errors using partial least squares (PLS). Consequently, the RMSE of the linear modelling (LM) approach and the partial least squares (PLS) method were compared. When the difference between PLS and LM is smaller than 0, it indicates that the model is outstanding at making predictions. In contrast, predictive ability is deemed modest if most differences are less than zero. Indicators of weak predictive ability were values less than 0. The model seems quite predictive, as all the exogenous variables were determined to have values below the LM values. The results of the research on partial least squares (PLS) prediction are shown in Table 5.

Table 5: PLS Prediction

	Q ² predict	PLS-SEM_RMSE	LM_RMSE	PLS-LM
EE1	0.172	0.851	0.855	-0.004
EE2	0.254	0.844	0.848	-0.004
EE3	0.292	0.764	0.765	-0.001
EE4	0.231	0.857	0.859	-0.002
EE5	0.067	0.923	0.924	-0.001
EE6	0.082	1.042	1.045	-0.003
TM-S1	0.093	0.947	0.954	-0.007
TM-S2	0.112	0.926	0.929	-0.003
TM-S3	0.126	0.951	0.954	-0.003
TM-S4	0.104	1.073	1.074	-0.001

9. Discussion

This research confirms previous findings that HRM procedures have a favourable effect on backing from upper management (H1). Researchers Akthar (2022), Al Qaisi and Saadon (2023), and Obeidat, Al Bakri, and Elbanna (2020) all came to the same conclusion: HRM methods have a favourable effect on support from upper management. According to the results, HRM practices are affected by the level of support from higher-ups. Support from above has a positive effect on employee engagement, according to this study (H2), as stated by (Baklizi, 2021; Saad, Gaber and Labib, 2021; Abu-

Mahfouz *et al.*, 2023). Employee engagement is impacted by HRM approaches, according to the third finding. The study was substantiated by the finding that HRM practices positively influenced employee engagement. Findings indicate that HRM policies and support from senior management are critical to employee engagement. Thus, the MOSD administration must establish a robust system of HRM practices. Human resource management strategies may boost productivity and morale in the workplace. Furthermore, it is essential to have the backing of upper management to implement an efficient HRM practices framework. Employee engagement is only possible in the presence of sufficient assistance.

According to the present study on the mediation effect, support from upper-level management affects the connection between HRM practices and employee engagement (H4). This research lends credence to the idea that human resource management methods are crucial for gauging employee engagement. Finally, MOSD management and senior executives must coordinate their HRM practice goals to increase employee engagement.

10. Study contributions

10.1. Theoretical contributions

In addition to enhancing our knowledge of HRM methods, this research significantly contributed to the literature on employee engagement. Moreover, the results enhanced our comprehension of the elements that contribute to employee involvement in a developing nation, namely Jordan; on the other hand, much of the prior research focused on developed countries. Theoretically, this study's contribution to human resource management (HRM) practices might clarify and improve organisational outcomes by investigating the effect of support from upper management on employee engagement. This study adds to the growing body of knowledge on public sector employee engagement and has important implications for studying Middle Eastern nations. Improving our understanding of the social cognitive frameworks that impact the attitudes of MOSD managers and workers toward employee engagement is vital to the research.

10.2. Practical Contributions

The research highlights the significance of employee engagement in the Jordan MOSD, with workers playing a pivotal role in this endeavor. With the backing of upper management, workers may be inspired and motivated, increasing their engagement. Employee engagement is enhanced when they are involved in decision-making and have the backing of upper management. How HRM procedures impact morale and performance in the workplace is a topic that this study expands into. Other departments may better use this investigation's findings if they are compared to those of another research. Another helpful way research contributes is by suggesting HRM practices that the Department may use to boost employee engagement. If the Department decides to apply, the researcher believes they will gain a better and more precise understanding of the factors considered in this study. Understanding the connections between HRM practice elements and the backing of upper management may improve HRM processes. Building a productive and happy workforce depends on the tangible benefits HRM practices bring regarding employee engagement and support from management. In addition to helping fill vacant jobs with candidates who share the company's values and culture, HRM practices may impact these more pragmatic areas. It could help fund programs that allow workers to learn new skills and advance in their current roles. This enhances their skills and sense of personal investment in their job. It may pave the way for clearly defined performance goals and guarantee regular assessment feedback. Human resource management practice managers will find the results helpful in understanding and managing employee engagement.

10.3. Limitations and Future Studies

The research relied on quantitative methods, which may have prevented further in-depth exploration of the subject. Consequently, qualitative research on employee engagement should be seriously considered for future studies. Further research on employee engagement might benefit from qualitative and quantitative approaches. Although moderating testing was not conducted in this study, it is advised that future research employ other theories. The current study used social exchange theory as its viewpoint. Additional factors should be included in future investigations. Much research in this area is based on cross-sectional

data, which take a snapshot of employee attitudes at a specific moment and compare them with those perceptions at other times. This makes it more difficult for researchers to determine whether one event caused another or to understand how a connection evolves. In future research, longitudinal research designs must investigate the ever-changing nature of HRM practices, employee engagement, and top management support. Variations in context Human change management (HRM) methods, employee engagement, and top management support may all change depending on the industry, country, and size of the firm; it would be beneficial to take into consideration these many contextual aspects to get a deeper and more sophisticated understanding of the connections. Variables that function as mediators and moderators: Even though the links between HRM practices, employee engagement, and management support are well established, there is a need for research that investigates the variables that function as mediators and moderators in these interactions. For example, one may examine how individual differences, company culture, and management styles are affected.

11. Conclusions

In this study, we looked at how HRM practices affect employee engagement. The results revealed that HRM practices and support from upper management had a significant role in determining employee engagement. These findings corroborated all the assumptions, suggesting a positive correlation between these three factors and employee engagement. Also, the difficulties of employee involvement, which centered on HRM techniques, were highlighted in this research. The study's findings on employee engagement variables might be helpful for HR managers and upper management in the Jordanian MOSD.

According to human resource management, organizations must use innovative HRM strategies to oversee human resources successfully. Because these practices positively influence several parameters—competitive advantage, employee engagement, employee turnover, service quality, and employee commitment—organizations that rigorously adopt and execute such policies gain an advantage over their competitors. The end effect is that these methods significantly boost the company's performance. Remember that HRM practices need regular evaluation and suitable modifications when developing and implementing such processes. To facilitate the creation and execution of HRM initiatives, top executives' active engagement and support are essential. Furthermore, polling staff members to get their perspectives on HRM strategies is recommended. Because of this, the company can take swift and effective remedial measures.

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