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HRM Practices, Employee Engagement: Mediating Role of Top Management Support in The Ministry of Social Development in Jordan

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Abstract

This paper examines the mediating role of top Management support (TMS) in the relationship between human resource management practices (HRMP) and employee engagement (EE) at the Ministry of Social Development (MOSD) in Jordan, using social exchange theory (SET). The study followed the descriptive analytical method. The study sample consists of (390) employees. The data was collected using Google Form surveys, and the analysis was conducted using a Smart-PLS 4.0 technique in combination with structural equation modelling (SEM). The results indicate a positive influence relationship between human resource management practices and employee engagement. Thus, demonstrating that top management support plays a role in enhancing the HRM practices and then improving their performance, the results also show that high top management support mediates the relationship between human resource management practices and employee engagement, confirming that top management support is an effective mediator that enhances employee engagement. The study recommended improving human resource management practices and increasing top managers' support of human resource management practices at the Ministry of Social Development to reflect more employee engagement for the Ministry. Ultimately, the study's results significantly impact human resource managers and human resource departments inside ministries and other government institutions. Moreover, the results will be helpful for future research on this critical subject.

Keywords: *Employee Engagement, Human Resource Management Practices, Top Management Support, Social Exchange Theory.*

Introduction

Government sector employees' engagement with their jobs depends on various issues, including their job description, the organisation's culture, their managers' competence, and their personal preferences. Furthermore, having a career in the government sector may provide stability, clear advancement opportunities, and a feeling of fulfilment from serving society. Additionally, Disengagement with one's employment could arise through several challenges, such as bureaucracy, lengthy decision-making procedures, and rigid organisational structures. 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.

HRM practices include the rules and procedures needed to carry out an organisation'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 MOSD 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 programmes that provide financial assistance to

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individuals and families in need, welfare benefits, food and housing assistance, childcare services, mental health services, and support for older people. The MOSD collaborates with other government agencies, nonprofit organisations, 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.

The government institutions of Jordan suffer from several challenges that inhibit their abilities, especially considering the circumstances surrounding the region in general and the MOSD in particular, to develop and implement policies that address social issues, reduce poverty, and improve the lives of citizens. Despite efforts by the government to develop employees by hosting training courses and granting incentives, the MOSD still needs to improve on a higher level of employee engagement due to violations of HRM practices, according to (reports from the Office of the Supervision for Institutions Governmental, 2022). Various studies have examined the impact of HRM practices on employee engagement in different countries (Kerdpitak & Jermsittiparsert, 2020; Saad et al., 2021; Jose et al., 2022). Previous literature reviews revealed studies examining the impact of HRM and employee engagement in family restaurants (Rumman et al., 2020; Baklizi, 2021) in commercial banks. However, to the researcher knowledge, studies still need to address employee engagement in Jordan's MOSD. Employee engagement and (HRM) in the Middle Eastern nation MOSD of Jordan are the subjects of this research. The burden of developing Jordan's human resources has fallen on the shoulders of its meagre natural resources. However, HRM practice's potential has yet to be fully appreciated in Jordan.

"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 (Al Qaisi and Saadon, 2023; Graham, Cadden and Treacy, 2023; Kavyashree et al., 2023; Oseghale et al., 2023; Pawirosumarto, Yusmeiliani and Sari, 2023). The effectiveness, transparency, and fairness of performance management systems depend on the support of the upper management (Zamzam et al., 2023). HRM procedures must follow all applicable laws and ethical codes. The backing of top management emphasises 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).

Theoretical Framework

The concept of employee engagement is gaining prominence. According to (Robinson, Perryman and Hayday, 2004), employee engagement is defined as a good attitude that the employee has regarding the principles and objectives of the company. Therefore, researchers focus on what makes it work and how to improve it. HRM practices are how an organization influences its employees' attitudes, behaviours, and views. Consequently, HRM practices play a pivotal role in enhancing employee engagement. The research aims to understand employee engagement and enhance employees' emotional commitment.

Furthermore, this includes leadership, work culture, career development opportunities, and work-life balance (Khwaja, Hameed and Zaman, 2024). Moreover, it measures and assesses the current state of employee engagement within the Ministry of Social Development. This involves surveys, interviews, and data analysis to gauge motivation, satisfaction, and commitment levels and determine the factors contributing to high or low levels of engagement.

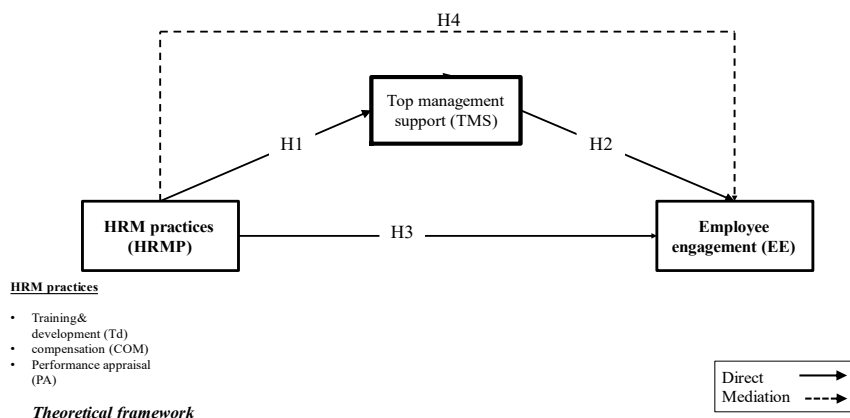
Previous studies on HRM results have relied on the social exchange theory, which states that when a business and its top management put resources into HRM practices and the workplace environment, it will encourage employees to be engaged and creative. (Nachmias et al., 2022) According to social exchange 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 HRM 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 HRM practices provided to employees, such as opportunities for training and career development, fair remuneration, and supportive work environments, establish a mutual commitment (Abdullahi et al., 2022; Iskandar, Pahrilal and Kurniawan, 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, HRM 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 (Jeha et al., 2022; Vuong, 2022; Gomes et al., 2023). 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.



HRM Practices and TMS

HRM practices is defined as attracting talented employees and developing and ensuring they stay interested in supporting the organisation's goal, mission, and strategy. It also includes various activities, policies, and strategies that organizations implement to manage their HR effectively, including performance appraisal, training, compensation, and development to gain traction when they have the full support of upper management (Stalin and Maheswari, 2024). The organization's financial assets, human capital, and technology infrastructure are all supervised by top management. Thus, to successfully adopt HRM policies and processes and develop an organisation, the backing of upper management is essential, which includes moral and professional support, building a sound workplace, and assistance of the leaders towards their subordinates or employees (Tardos and Paksi, 2024; Tirabadi, Bagherzadeh Khajeh and Taghizadeh, 2024). In addition, HR has the backing of top management through sufficient funds for HR tasks, technology, and human capital, which is essential for an HRM rollout to go off without a hitch. Similarly, obtaining support or permission from top management is sometimes necessary for HRM decisions since top management also has decision-making power (Lespinasse-Camargo et al., 2024). When HRM executives have the backing of top management, they can make the strategic choices that will lead to adopting best practices. (Al Qaisi and Saadon, 2023). Moreover, HRM often necessitates reorganization. To make these changes go more smoothly, overcome opposition, and get workers on board with new HR initiatives, top-down support is essential. Consequently, there is a mutually beneficial connection between HRM practices and the backing of top management (Salman, Saleem and Ganie, 2023). For HRM practices to be successful, they need top management's backing, comprehension, and dedication (Jabagi et al., 2024). However, top management relies on HRM strategies to recruit, retain, and develop a talented workforce, essential to achieving organizational objectives.

According to social exchange theory, when upper-level management (HRM) practices, they will be successful for both the organisation and its employees (Rasool et al., 2022). (Mak and Li, 2022) state that when upper-level management demonstrates dedication to HRM programs and procedures, it conveys a strong message to lower-level departments about the importance and value of these efforts (Haldorai, Kim and Garcia, 2022). 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 above, the research suggested that HRM practices impacts top management support. According to this, the study assumed that:

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

TMS and EE

(Schaufeli et al., 2002) Define employee engagement as a state of mind in which an employee feels a solid connection to the principles and goals of an organization. Top management support and employee engagement are crucial elements of a thriving workplace. When leaders actively support and champion initiatives that foster employee engagement, it creates a positive cycle that benefits 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. When it comes to influencing employee engagement, the backing of top management is crucial. Leadership at the highest levels of an organization may profoundly affect employee engagement through ways including actively supporting programs that create a positive working environment. It sends a message to all employees that the top management cares about their feelings, their balance between work and personal life, and the company's culture. (Baran and Sypniewska, 2020; Chaudhary et al., 2022; Siegel et al., 2024). Employees' level of dedication to their jobs may be affected by this. (Azhar et al., 2024). Employees are more invested and driven when they perceive their efforts as being recognized and appreciated.

(Ariussanto et al., 2020). On the other hand, Management that emphasizes open communication and transparency fosters a trusting atmosphere. Employees are more inclined to put their hearts into their jobs when they are involved in setting and achieving goals for the organization.

In addition, the top management may show their support by instituting recognition programs and publicly praising employees for their work. Managers may increase engagement by showing appreciation for the employees, which improves morale and creates a feeling of belonging. Thus, employees have a better appreciation for the value of their jobs when the top management clarifies the connection between corporate personal and team goals. When employees can see the results of their careers clearly and tangibly, they are more likely to put in extra effort (Tiwari and Lenka, 2020; Sharma, 2022; Hendriks, Burger and Commandeur, 2023; Huda et al., 2024). The study suggested that top management support would increase employee engagement. Accordingly, it was hypothesised that:

H2: *top management support positively influences employee engagement.*

HRM Practices and EE

An organization's level of employee engagement is greatly influenced by its HRM practices. 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, like hiring people who are an excellent cultural fit and can do the jobs well (Saks, 2022). 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 allow them to learn new things and improve their careers. To improve engagement, performance management is crucial. This includes setting clear objectives, giving frequent feedback, and acknowledging accomplishments. 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).

Furthermore, appreciation and acknowledgement, raising morale, encouraging ongoing participation, thanking workers for their efforts and accomplishments, and effective leadership that promotes teamwork, autonomy, and a pleasant workplace all affected employee engagement. Also, maintaining a good work-life balance is associated with lower rates of burnout and higher rates of employee engagement. Employees are more invested when they work in an environment that promotes positivity, acceptance, and collaboration. (Ahmad et al., 2021; Sepahvand and Bagherzadeh Khodashahri, 2021; Kavyashree et al., 2023). Organisations may get more employee engagement and output by fostering an atmosphere of motivation, value, and commitment via specific HRM approaches. The study suggested that Human resources management practices would increase employee engagement. Accordingly, it was hypothesised that:

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

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 (Walters, 2018) After testing four hypotheses in the research framework and the direct impact test, TMS indirect impacts, notably mediation effects, were examined. This experiment showed how

variables can explain indirect effects and improve comprehension. This 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 TMS facilitate the relationship between HRMP and EE. Thus, the social exchange theory helps explain how HRMP and TMS affect EE. HRM practices promote solid connections and employee excellence. The approval of the TMS makes HRM procedures essential and sets the culture. Employees are more likely to respond favourably to encouragement and support from management, increasing EE, 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 HRMP and EE. Accordingly, it was hypothesised that.

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

Methodology

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 this group. To collect responses, we used Google Forms published on Facebook's MOSD page. 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 (68) 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) employees completed the survey. Because it was conducted online via the official Facebook page, the survey was reliable, easy, and fast (Regmi et al., 2016). The demographic characteristics of the individuals sampled are summarised in Table 1.

Table 1: Demographic details 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

Instrument Development

The structural components used in this investigation were taken from previous studies and modified to fit the current context. The criteria for evaluating HRM practices were adopted by (Alsafadi & Altahat, 2021), and Top management support and employee engagement were adopted (Schaufeli et al., 2006; Lutfi et al., 2023).

In addition, a strategy was proposed to deal with the problem of common method variance (CMV) by using a different anchor scale to evaluate the independent and dependent variables. Using a similar scale would exaggerate the seeming similarity and repetition of objects, which could cause respondents to be less thorough in their understanding, memory, and evaluation. (Podsakoff et al., 2003) Modifying the scale type and anchor label may help reduce these unfavourable tendencies. (MacKenzie & Podsakoff, 2012). We use a five-point Likert scale to assess the independent variables and a seven-point Likert scale to assess the dependent variables to mitigate the effects of (CMV), as suggested by (Nghah et al., 2020).

Data Analysis

We used a mediation regression analysis on the collected data to determine whether TMS mediates the relationship between EE and HRM practices (Abdelwahed and Doghan, 2023; Cen, 2023; Jora et al., 2023). This study aimed to examine the relationship between HRM practices and EE and draw conclusions on the significance of TMS in this relationship. 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 modelling (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.

Common Method Variation (CMV)

Since this study uses data from a single source, common method variance (CMV) may be a concern despite a few procedural precautions before disseminating the survey. CMV is error variation in several variables examined using the same sources or methods. (Ramayah et al., 2018; Nghah et al., 2020) CMV risk testing is necessary when data is collected using a self-administered questionnaire, mainly when the predictor and criterion variables come from the same person (MacKenzie & Podsakoff, 2012). In research, confirmation bias (CMV) may reduce construct accuracy and induce systematic bias (Tehseen, Ramayah and Sajilan, 2017). A full collinearity test was also performed to see whether any constructs had variance inflation factor (VIF) values over 3.3, as (Kock and Lynn, 2012) indicated. As indicated in Table 2, all constructions' pathological variance inflation factors (VIF) are between 1.197 and 2.033. This again shows that common method variance (CMV) did not affect this investigation.

Table 2: Variance inflation factor (VIF)

construct	COM	T&D	PA	TM-S	EE
VIF	1.197	1.403	1.578	1.636	2.033

Measurement Model

Ensuring the measuring model satisfies the convergent and discriminatory validity criteria is crucial for determining its validity. It is usually accepted that loading values are 0.70 or higher to establish whether convergence is genuine—average variance extraction values of 0.5 or higher (AVE). And composite reliability values (CR) 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 3, 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 3: 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		
	componstation	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		
	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 4 shows all constructs had heterotrait-monotrait ratio (HTMT) values below 0.90. Consequently, discriminant validity was not a significant issue in our study.

Figure 2: Initial Loading Measurements Model.

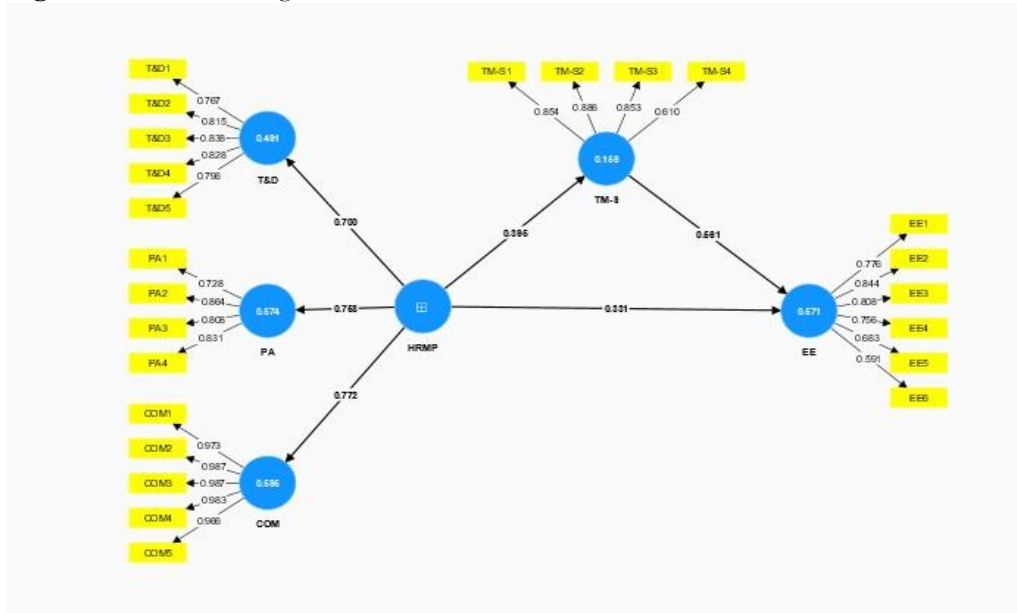


Table 4 results are per HTMT standards, as no value was found that was higher than the suggested cutoff of 0.9. Thus, according to the results of this inquiry, the model fulfilled the requirements for discriminant validity for the study.

Table 4: HTMT.

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

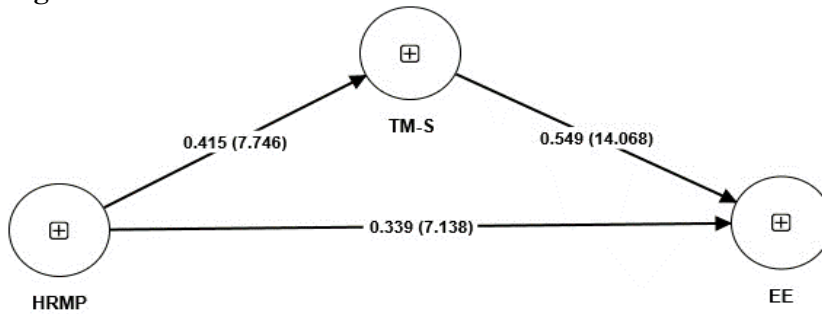
PA: performance appraisal; T&D: training and development; TM-S: top management support.
 EE: employee engagement.

Structural model

A multicollinearity test was performed before evaluating the structural model 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 and Sigauw, 2006). According to Table 5, all variables of variations in the inflation factor (VIF) values were below the predefined threshold of 3.3. Subsequently, hypothesis testing was performed using the bootstrapping approach. The hypothesis test results, as shown in Table 5, 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 (TMS), the results show statistically significant and positive correlations ($\beta=0.415$, $t=(7.746)$: lower (LL)= (0.305), upper (UL)=0.513, $p<0.001$). As a result, hypothesis H1 was validated. Regarding H2, the results of this research indicate a positive impact of (TMS) on (EE). The results show statistically significant correlations of positive effects between TMS

and EE (L=0.467, UL=0.0.620, P0.001), as shown by a beta coefficient of ($\beta= 0.549$), a value of $t=14.068$. 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 HRMP 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 too.

Figur 3: Structural Model Assessment.



With an R2 value of 0.569, the research demonstrated that 0.569% of the variation in the dependent variable could be explained. The f2 values, which indicate the magnitude of the factors' effects, are listed in Table 5. Effect sizes of 0.02, 0.15, and 0.35 are considered small, medium, and high, respectively, according to (Cohen, 1988) standards. A higher f2 value highlights the importance of predictors. There was a substantial impact on EE (0.583) from TMS and other factors, while HRMP were the only ones with a medium effect (0.222). However, the impact of HRMP on TMS was medium (0.208). Refer to Table 5. Thus, all variables contributed significantly towards EE. The most significant contribution to EE came from TMS ($f2 = 0.583$), while the least came from HRMP ($f2 = 0.208$).

Table 5: Hypotheses Testing.

Hyp	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; Hair Jr 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 HRMP and EE, supporting H4, as shown by the following correlations: $Peta= 0.228$, $t=6.812$, LL=0.165, UL 0.295, $p<0.001$. The findings of the mediation effect are shown in Table 6 of this research.

Table 6: Mediator Effect.

Hypo	relationship	Beta	SD Error	T values	P values	LL	UL
H4	HRMP -> TM-S -> EE	0.228	0.033	6.821	0.000	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.

PLS Prediction

(Shmueli et al., 2019) Proposed that to evaluate predictive significance, the blindfolding method was determined to have limits, resulting in the measurement error prediction 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 7.

Table 7: PLS Prediction.

ITEMS OF DV	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

Discussion

An organization's performance depends on HRM practices, senior management support, and employee engagement. Also, HRM practices include recruiting, training, performance management, remuneration, and employee relations. A competent staff is attracted, retained, and developed by good HRM. Flexible work arrangements, training, and performance assessment programs are examples. Furthermore, top management support is essential for HRM adoption and maintenance. This sets the tone for the company when executives prioritize human capital development, invest resources, and actively engage in HR activities. HRM initiatives gain credibility and effectiveness with senior management backing. Besides, Employee engagement is their emotional commitment to their company's aims. Engagement makes workers passionate, devoted, and eager to go above and above. Positive work environments, recognition, advancement opportunities, and transparent communication boost engagement.

This study examined the factors affecting employee engagement at the Ministry of Social Development. The relationship between HRM practice variables and employee engagement was investigated. Additionally, top management support was tested as a mediator of the relationships between HRM practices and employee engagement. Furthermore, the present study has proven that HRM practices are positively affected by top management support (H1). These findings are aligned with (Abdullahi, Raman and Solarin, 2021; Akthar, 2022; Rogers, 2023), who revealed that support from top management positively influences HRM practices. This study also revealed that top management support positively impacts employee engagement (H2), in line with (Baklizi, 2021; Saad, Gaber and Labib, 2021; Abu-Mahfouz et al., 2023). It was also discovered that HRM practices (H3) positively influence employee engagement. This finding signalled the importance of implementing perfect HRM practices to enhance employee engagement. This result also supported the conclusions of (Kavyashree et al., 2023; Khwaja, Hameed and Zaman, 2024; Stalin and Maheswari, 2024), who found that HRM practices influence employee engagement. Lastly, the mediation analysis showed that top management support mediates the relationship between HRM practices and employee engagement (H4). This finding proved that top management support is crucial in determining employee engagement.

Findings indicate that HRM practices and support from top management are critical to employee engagement. Thus, the MOSD administration must establish a robust system of HRM practices. Thus, HRM practices may boost productivity and morale in the workplace. Furthermore, it is essential to have the backing of top management to implement an efficient HRM practices framework. Also, Employee engagement is only possible with sufficient assistance from top management with effective HRM practices. This research lends credence to the idea that HRM methods are crucial for gauging employee engagement. Finally, MOSD management and senior executives must coordinate their HRM practice goals to increase employee engagement.

Limitations and Future Studies

The study used quantitative methodologies, which may have limited its depth. Therefore, future employee engagement research should involve qualitative methods. Research on employee engagement might benefit from qualitative and quantitative methods. Furthermore, this study suggests using other theories in future studies. 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 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 consider these many contextual aspects to get a deeper and more sophisticated understanding. 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.

Conclusions

The importance of employee engagement, which has a significant role in providing high-quality services to citizens in the MOSD, should not be underestimated. Thus, This research suggested a model based on the SET theory to identify the elements that influence employee engagement, with the backing of top management support mediating the relationship. Furthermore, this research added to the existing literature on employee engagement by offering empirical proof of the elements that encourage engagement among MOSD employees.

In this study, we looked at how HRM practices affect employee engagement. The results revealed that HRM practices and support from top 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. The study's findings on employee engagement variables might be helpful for HR managers and top management in the Jordanian MOSD.

According to HRM, organisations 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—organisations 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.

Based on the above, HRM should boost employee engagement in the MOSD by creating a good work environment and development opportunities. So, top management must also support these practices to

show the company's commitment to its employees. Hence, Well-implemented HRM methods and supportive leadership typically boost employee engagement. Finally, when these factors match, organizations enhance morale, productivity, retention, and performance.

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