HRM Practices, Job Satisfaction: Mediating Role of Top Management Support in the Ministry of Social Development in Jordan

Sameera Abd AL-salam Sqour[1], Mohamad Saiful Izwaan[2], Mohamad Rosni Bin Othman[3]*

Abstract

Job satisfaction in the government sector is essential in supporting any country's success in achieving its goals. This study investigates HRM practice's role in achieving job satisfaction through top management support (TMS) as a mediator. The research surveyed 390 employees in the Ministry of Social Development (MOSD) in Jordan using a questionnaire designed with a five-seven-point Likert scale. The questionnaires were distributed to employees in non-higher positions. Direct delivery and Google Form questionnaires were used to gather the data. A Smart-PLS approach combined with structural equation modelling (SEM) was used to perform the analysis. This study used social exchange theory (SET) to investigate factors that affect job satisfaction (JS) in the government sector and human resource management practices (HRMP). According to the research findings, there is a favourable connection between HRM practices, the support of top management support, and the level of job satisfaction. Additionally, empirical research suggests that top management support mediates the relationship between employee satisfaction and management practices related to human resources. This research contributed to advancing academic understanding of employees and HRM practices by providing empirical evidence of the elements that impact employee satisfaction in the government sector. Finally, the study findings have a substantial effect, and the knowledge they provide could be crucial for future research efforts and policy activities on this vital topic.

Keywords: *Job Satisfaction, Human Resource Management Practices, Top Management Support, Social Exchange Theory.*

Introduction

Job satisfaction in Government sector employees depends on various issues, including their job description, the Organisation's culture, the competence of their managers, and their personal preferences. Furthermore, having a career in the government sector may provide stability, clear advancement opportunities, and a feeling of fulfilment by serving society. On the other hand, Dissatisfaction could arise through several challenges, such as bureaucracy, lengthy decision-making procedures, and rigid organisational structures.

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 MOSD. 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

[1]Faculty of Maritime Studies, UMT Terengganu Kuala Terengganu, Malaysia. Email: samira.isqour@gmail.com
[2]Faculty of Maritime Studies, UMT Terengganu Kuala Terengganu, Malaysia. Email: saiful.izwaan@umt.edu.my
[3]Faculty of Maritime Science and Technology Department Faculty of Defence Science and Technology. Email: rosni@upnm.edu.my

programmes 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 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. In a position 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 suffers from low job satisfaction due to violations of HRM practices, according to reports from the Office of the Supervision of Governmental Institutions for the year 2022. Various studies have investigated the impact of HRM practices on job satisfaction in different countries, such as evaluating employee satisfaction with HRM practices in public universities in South East Nigeria and teachers' satisfaction of teachers with the job in the northern province of Sri Lanka (Rajeswaran, Navaneethakrishnan and Rasanayakam, 2023). HRM Practices, Job Satisfaction, and Performance for the Transportation Sector in India (Batta, Bandameeda and Parayitam, 2023) and the Impact of HRM Practices on Organisational Engagement and Job Satisfaction of Civil Service Employees in Hanoi (Nam and Lan, 2022). A review of previous literature revealed two studies examining the impact of training on the performance of employees in the MOSD (Alsaudi, Alonaizat and Almkhareez, 2016) and job satisfaction among social workers working in care and protection homes in the Kingdom.

Furthermore, studies have yet to investigate the influence of HRM practices and top management support on job satisfaction in the Ministry of Social Development. Therefore, more studies that address employee satisfaction in the government sector, especially the MOSD, are needed. Currently, HR with unique talents and excellent skill sets are in great demand. HRM practices came into being because organisations have realised that it is crucial to manage their HRM practices to maintain a competitive edge. Therefore, the MOSD must activate the role of HRM through investments in employees to make them more satisfied. Furthermore, the importance of this study lies in its effective contribution to clarifying the reasons that prevent the achievement of job satisfaction in the MOSD and the possibility of addressing them, which will have a positive impact on government performance in general and the MOSD in particular.

Theoretical Framework

job satisfaction is defined by (Locke, 1969) as an emotionally positive situation that an employee attains via their experience with their employment.

This study investigates employee satisfaction in the Ministry of Social Development in Jordan through the factors affecting job satisfaction, such as "salary and welfare, interpersonal relationships, leader behaviour, work itself, job competency, and personal growth. In addition, employees' levels of contentment with the work depend on their requirements, goals, and experiences. Focusing on and prioritizing job satisfaction as an organizational goal can bring numerous benefits that positively impact employees and the Organisation's overall success. HRM procedures significantly affect job satisfaction in a firm. Various HRM practices directly impact employees' job perception and happiness. Therefore, Investment in personnel training and development indicates a commitment to progress(Stalin and Maheswari, 2024). When workers feel appreciated and encouraged in their professional path, learning and advancement boost job happiness.

Furthermore, Job satisfaction increases with fair and open performance appraisal and recognition. Also, Pay and benefits by Bonuses, competitive salaries, and comprehensive benefits boost work satisfaction. Worker satisfaction increases when they feel paid well(Asfiah, Arifiani and Ambarwati, 2024). When

HRM practices align with employees' needs and expectations, job satisfaction increases, leading to higher engagement, better performance, and reduced organisational turnover.

According to SET 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 for understanding how people act on the job, social exchange theory (SET) ranks highly. Its illustrious history begins in the 1920s (Blau, 1964). Theorists may disagree on the specifics, but they may all agree that social exchange is a sequence of interactions that results in responsibilities (Cook and Emerson, 1987). Most SET theorists consider these connections reciprocal and depend on the behaviour of others (Blau, 1964). High-quality connections may emerge from these interdependent exchanges, SET argues. The framework of career satisfaction, HRM practices, top management support, and social exchange theory (SET) can be used to understand many aspects of human interaction (Kundi and Manipal, 2023). This includes understanding human relations in the context of HRM practices, support to senior managers, and JS (Jain *et al.*, 2023). In addition, one of the main objectives of social exchange theory is to understand the complexity of the exchange links between employees and organisations, and it may help to gain insight into the satisfaction of work (Freire & Pieta, 2022). SET theory reminds us that feeling satisfied at work is often the result of the reciprocal relationship between employees and employers. Employees devote their time, Energy, and dedication to their work and, in exchange, expect various incentives and benefits from their work organisation. The level of satisfaction with these expectations determines the level of JS (Nachmias *et al.*, 2022). According to social exchange theory, people tend to return the favour or positive actions to them (Sungu et al., 2019; Ferdiana, Khan, and Ray, 2023; LeCounte, 2023). Furthermore, when employees are supported, recognised, fairly rewarded, and provided with opportunities to make progress in their workplace, it is more likely that they will respond with higher levels of workplace satisfaction. Figure 1 shows the theoretical framework proposed for the present investigation.

Figure 1: theoretical Framework.

Theoretical framework
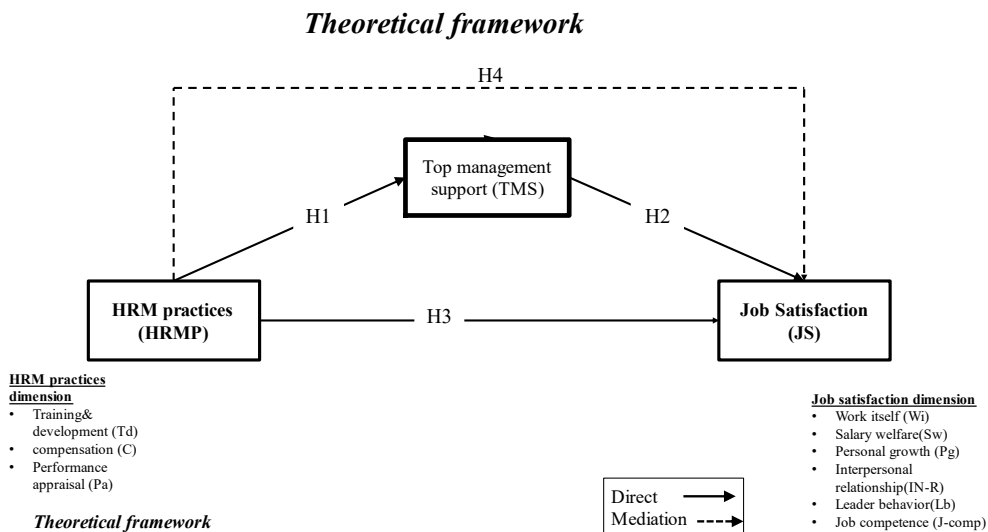
HRM practices and TMS

Support from top management or senior leadership, sometimes called executive support or leadership support, is crucial in ensuring the success of organisational initiatives and projects (Haldorai, Kim and Garcia, 2022). The Organisation's approval and commitment refer to the explicit approval, commitment,

and proactive participation of high-level managers or senior leaders in encouraging and promoting strategic goals. This concept is often called senior leadership sponsorship. Support from senior management is essential to align operations and initiatives with strategic goals and objectives (Rasool *et al.*, 2022). In addition, the support of senior management plays a critical role in shaping the Organisation's overall direction. Senior leaders can control the essential elements of the Organisation's resources, including its financial assets, human capital, and technological infrastructure. The support of top management is critical to effectively establishing organisational culture and implementing HRM practices and procedures. By reciprocal social exchange theory, the support of senior management in HRM practices will lead to effective practices in the Organisation's and employees' interests. According to (Mak and Li, 2022), when senior managers show commitment to human resource programmes and processes, this sends a powerful message to other departments and indicates that these initiatives and practices are significant and appreciated. Supporting senior management is crucial to effectively establishing the organisational culture and implementing HRM practices and procedures. Finally, the role of top management is critical to effectively implementing HRM practices. Organisations with strong support from their executive leadership demonstrate improved performance. This study suggested that the support of top management is related to human resource management practices. Accordingly, it was assumed that:

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

TMS and JS

The term "job satisfaction" refers to the state of mind in which employees may honestly state that they like their work based on psychological, physiological, and environmental elements (Hoppock, 1935).

The support of top management is critical in determining the level of contentment among employees(Kim and Park, 2020). When employees feel strong support from top management, it frequently results in a better work environment, improved motivation, and higher job satisfaction(Dhamija, Gupta and Bag, 2019; Jo, 2023). Moreover, when management clearly explains organisational objectives, plans, and expectations, employees are likelier to feel they contribute to long-term success(To and Huang, 2022). This specificity eliminates confusion and boosts morale on the job. When management ensures employees have everything they need and Resources to do their duties well, it will reduce frustration and improve productivity. Employees are more likely to feel appreciated if they are publicly acknowledged for a job well done. Employee morale and job satisfaction increase when top management appreciates their efforts. When management trusts its employees enough to give them responsibility for making choices within their purview, it exhibits empowerment and autonomy. In turn, this increases morale and productivity in the work environment(Galván Vela *et al.*, 2022). Also, management must find solutions to problems and promptly and equitably handle issues. The culture of a company is shaped by its leadership. Management advocacy of an effective, inclusive, and supportive culture considerably affects employee satisfaction and commitment. Management support includes facilitating opportunities for professional development and advancement. Employees are more likely to be satisfied when they see opportunities to grow professionally and acquire new skills(Lutfi, 2022). When employees believe their managers have support, they are more inclined to put in their best effort and like to go to work. The results are increased output, less employee turnover, and a happy work environment. This study suggested that TMS positively impacts JS. Accordingly, the following hypothesis was proposed:

H2: *top management support positively influences job satisfaction.*

HRM Practices and JS

The importance of HRM activities, including training and development, performance evaluation, and compensation, is of particular relevance in the current context of a rapidly expanding economy (Elrehail

et al., 2019; Aburumman *et al.*, 2020; Khan *et al.*, 2021; Mostafa and bisheer, 2023). However, it is essential to acknowledge that HRM practices may exhibit variations between organisations due to cultural and organisational characteristics. Furthermore, extensive research has shown that these practices enhance job satisfaction and overall organisational performance (Manuti *et al.*, 2020; Obaid, Ahmad and Mumtaz, 2022). The primary aim of academic studies in this field has been to investigate relationship HRM practices and JS. Numerous studies have consistently yielded favourable results (Huselid, 1995; Ramsay et al., 2000). Countless theoretical frameworks have been created to examine the underlying dynamics of this association, with a specific emphasis on its influence on employees' abilities, motivation, and prospects for enhancing their performance. In recent years, academic investigations have prioritised the examination of the importance of (HRM) practices in improving the overall quality of employee work life and job (Villajos *et al.*, 2019; Palm et al., 2020; Nam & Lan, 2022; Polychronidou & Chapsa, 2022). Theoretical frameworks, such as Social Exchange Theory (Blau, 1968), propose a reciprocal link exists between (HRM) practices and JS. The assumption is that employees who provide resources and gain opportunities for personal development through HRM practices have higher levels of commitment, efficiency in organisational contributions, and higher levels of employee satisfaction (Sungu et al., 2019; Xuecheng & Iqbal, 2022). (HRM) practices play a crucial role in the management of employee-to-employer interaction. Therefore, these practices effectively integrate the various procedures through which organisations demand their employees and provide them with the necessary resources. The study suggested that positive expectations about the outcomes of HRM practices would increase JS. Accordingly, it was hypothesised that.

H3: *Human resources management practices positively influence job satisfaction.*

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. After testing four hypotheses in the research framework and the direct impact test, TMS indirect impacts, notably mediation effects, were examined (Walters, 2018). 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 HRM practices and job satisfaction. Thus, the social exchange theory helps explain how HRM practices and TMS affect JS. Consequently, this study suggested that TMS enhances the relationship between HRM practices and JS. Accordingly, it was hypothesised that.

H4: *Top management support mediates the relationship between human resource management and job satisfaction.*

Methodology

Sample Size and Data Collection

This research analyses job satisfaction at the MOSD in Jordan. The population size for the research was 2574 workers. Because most of the staff at the Jordan MOSD currently work in positions non- managers. This study used a purpose-sampling strategy. The current research uses a sampling methodology to select the most appropriate survey respondents among these employees. We used Google Forms to collect responses. The study used G * Power to determine the sample size from the population according to the number of predictors. G*Power is an analytical tool often used for statistics in computer and social science research (Gefen, Rigdon and Straub, 2011). Given the medium effect size, p=0.05 and the power of 80%, it was

determined that a sample size of 68 would be necessary to carry out the study. Since 390 people participated in the survey, we know that the sample size was large enough to test the hypothesis we offered definitively. The survey was administered online via the Official Facebook page, making it quick, simple, and reliable(Regmi *et al.*, 2016). Table 1 recapitulates the demographic characteristics of the participants sampled.

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 questionnaire used in the research was divided into halves. In the first, demographic information from participants was presented, while in the second, the three latent structures of the study model were quantified. 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 and Altahat, 2021). Top management support was adopted (Lutfi *et al.*, 2023), the JS items were adopted(Chavadi, Sirothiya and MR, 2022), and a strategy was proposed to deal with the problem of CMV by using a different anchor scale to evaluate the independent and dependent variables. Furthermore, 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.(MacKenzie and Podsakoff, 2012) Modifying the scale type and anchor label may help reduce these unfavourable tendencies. Therefore, independent variables are evaluated using a seven-point Likert scale to minimise the impact of CMV, as recommended (Ngah *et al.*, 2021).

Data analysis

We used a mediation regression analysis of the data gathered to determine whether there is mediation between HRM practices and JS (Mostafa and bisheer, 2023). HRM practices and JS were studied, and the results were analysed to determine the role that TMS played in the link between HRM practices and JS. This research shed light on how TMS and HRM practices could help JS. Predicting the association between the variables of the research model was the key motivation for this investigation. Therefore, a covariance-based structural equation modelling (SEM) method, Smart PLS.4 (Ringle et al., 2015), was used for data analysis. This research used a two-stage procedure similar to that used by (Hair *et al.*, 2019). Convergent and discriminant validity was evaluated using the measurement model in the first phase. In the second stage, as stated (Hair Jr *et al.*, 2017), the structural model was assessed using the bootstrapping approach, which included a resampling procedure with 5000 iterations. The assumptions of the study were verified using this technique.

Common method variation (CMV)

This study uses a single-source data collection methodology in which the same person responds simultaneously to dependent and independent variables. Procedures and statistical techniques were adopted to address common method variance (CMV) (MacKenzie and Podsakoff, 2012; Ngah, Zainuddin

and Thurasamy, 2016). The procedures used were partly developed to address the construction of instruments, and it was explained that the unmeasured variable measurement method was used as a statistical method in this study to investigate the possible impact of the variance variation of the common method (Kleynhans, 2022). It is important to note that data analysis has not shown vital signs of common-method bias. This suggests that the potential impact of the common method variance (CMV) variance is not of concern in this study. 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 1.00 and 3.28. Besides, this again shows that common method variance (CMV) did not affect this investigation. It is important to note that data analysis has not shown vital signs of common-method bias. This suggests that the potential impact of the common method variance (CMV) variance is not of concern in this study.

Table 2: Variance Inflation Factor (VIF).

construct	COM	T&D	PA	TM-S	IN-R	J-Comp	Lea-B	Per-g	Sa	WitS
VIF	1.14	1.29	1.40	1.00	3.28	1.18	1.93	2.71	2.34	2.81

Measurement Model

To determine the validity of the measurement model, it is essential to satisfy the convergent and discriminatory validity requirements. Also, to assess the validity of convergence, it is widely recognised that loading values of 0.708 or more (Hair Jr., 2006), average variance extraction values of 0.5 or more (AVE), and composite reliability values of at least 0.7 or more (Hair *et al.*, 2019) are generally acceptable. Table 3 shows the results, which show that the convergence validity is considered satisfactory because the extracted average variation (AVE) and the composite reliability (CR) exceed the predefined threshold values. This result confirms that research does not have concerns about the validity of convergence. After establishing convergent validity, the model was tested to assess its discriminatory validity. The validity of discrimination is shown when the hetero trait–monotrait (HTMT) value is less than 0.9, as proposed (Franke & Sarstedt, 2019).

Table 3: Convergence Validity.

Higher-order order	lower order	items.	loading	CR	AVE
HRM practices	Training and development	T&D1	0.767	0.905	0.655
		T&D2	0.815		
		T&D3	0.838		
		T&D4	0.828		
		T&D5	0.796		
	Performance evaluation	PA1	0.729	0.883	0.655
		PA2	0.864		
		PA3	0.807		
		PA4	0.830		
	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	0.804	0.877	0.641
		TM-S2	0.835		
		TM-S3	0.816		
		TM-S4	0.743		
Job satisfaction		IN-R1	0.912	0.895	0.741
		IN-R2	0.898		
		IN-R3	0.764		
		J-Comp1	0.859	0.840	0.724

	J-Comp2	0.843		
	Lea-B1	0.846	0.822	0.607
	Lea-B2	0.720		
	Lea-B3	0.767		
	Per-g1	0.914	0.927	0.764
	Per-g2	0.942		
	Per-g3	0.911		
	Per-g4	0.709		
	Sa1	0.890	0.915	0.782
	Sa2	0.895		
	Sa3	0.868		
	WitS1	0.852	0.900	0.750
	WitS2	0.873		
	WitS3	0.874		
HRM practices	T &D	0.708	0.788	0.554
	PA	0.756		
	COMP	0.767		
Job satisfaction	IN-R	0.891	0.922	0.670
	J-Comp	0.504		
	Lea-B	0.769		
	Per-g	0.898		
	Sa	0.910		
	WitS	0.863		

Note: Com: compensation; EE: employee engagement; IN-R: interpersonal relationship; J-COMP: job competence; Lea-B: leader behaviour; PA: performance appraisal; Per-g: personal growth; S salary; T&D: training and development; TM-S: top management support; Wits: work itself.

Figure 1: Initial Loading Measurements Model.
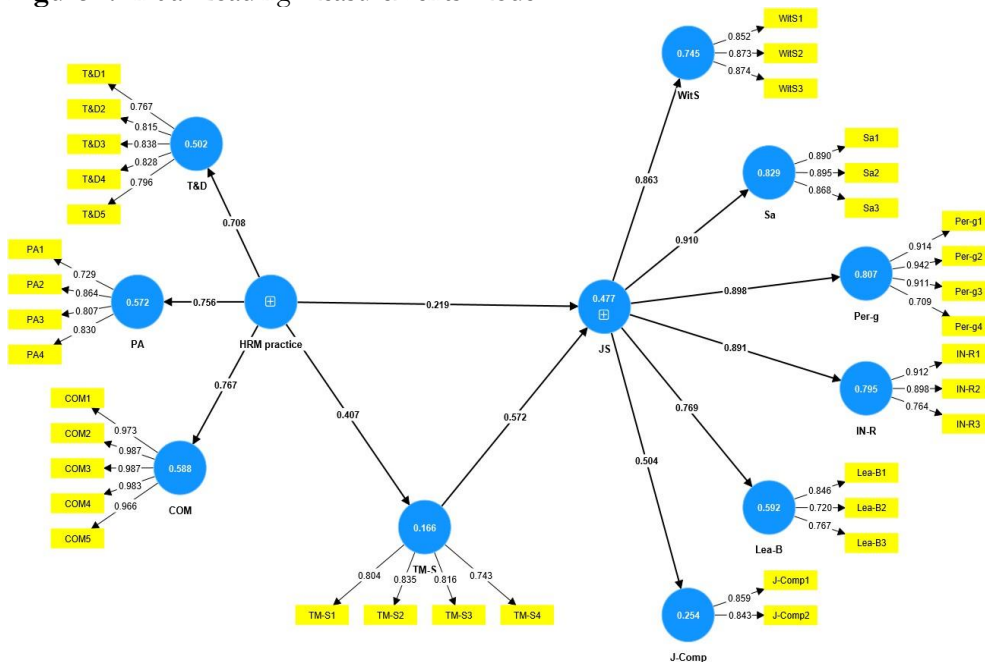
Discriminant validity assesses the degree to which one concept exhibits distinctiveness from another construct. All the research constructs met this criterion, indicating that the variances of the item constructs were more significant in magnitude compared to the variances of the other constructs. The

discriminant validity evaluation was performed using the heterotrait-monotrait correlation ratio (HTMT) described by (Henseler, Ringle and Sarstedt, 2015). A value of HTMT greater than 0.90 indicates challenges in the discrimination. Table 4 presents the findings indicating that all constructs' heterotrait-monotrait ratio (HTMT) values were less than 0.90. Therefore, the question of discrimination validity did not become a severe concern in the present investigation.

Table 4: HTMT.

|	**COM**	**IN-R**	**J-Comp**	**Lea-B**	**PA**	**Per-g**	**Sa**	**T&D**	**TM-S**	**WitS**
COM										
IN-R	0.210									
J-Comp	0.072	0.373								
Lea-B	0.224	0.841	0.478							
PA	0.383	0.327	0.108	0.401						
Per-g	0.295	0.846	0.335	0.838	0.439					
Sa	0.267	0.751	0.258	0.665	0.361	0.697				
T&D	0.220	0.396	0.161	0.417	0.560	0.493	0.268			
TM-S	0.253	0.725	0.270	0.618	0.468	0.561	0.627	0.383		
WitS	0.241	0.894	0.293	0.763	0.383	0.793	0.758	0.430	0.779	

competence; Lea-B: leader behaviour; PA: performance appraisal; Per-g: personal growth; S salary; T&D: training and development; TM-S: top management support; Wits: work itself. While S1, Lea-B2, Lea-B 3 and PG4 were deleted due to cross-loading,

The findings in Table 4 meet the HTMT criteria since all observed values were below the recommended threshold of 0.9. Therefore, the conclusions of this investigation have shown that the model successfully met the discriminant validity criteria for the examined.

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 and Siguaw, 2006). According to Table 5, 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 5, confirm all the 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 ((β=0.427, t=8.280: lower (LL)=0.322, upper (UL)=0.522, p0.001). As a result, hypothesis H1 was validated. Regarding H2, the results of this research indicate a positive impact of TMS on JS . The results show statistically significant correlations of positive effects between TMS and JS (L=0.531, UL=0.652, P0.001), as shown by a beta coefficient of (β= 0.597), a value of t=19.690, and a statistically significant correlation between TMS and JS. Consequently, hypothesis H2 was validated. Regarding hypothesis H3, it was proposed that the HRMP methods positively impacted (JS). The research results show a positive effect correlation between HRMP and JS, and the beta value is (β= 0.203 t=4.943, LL=0.025, UL=0.975, p0.001). Consequently, hypothesis H3 can be concluded to be supported.

Figer 2: Structural Model Assessment.
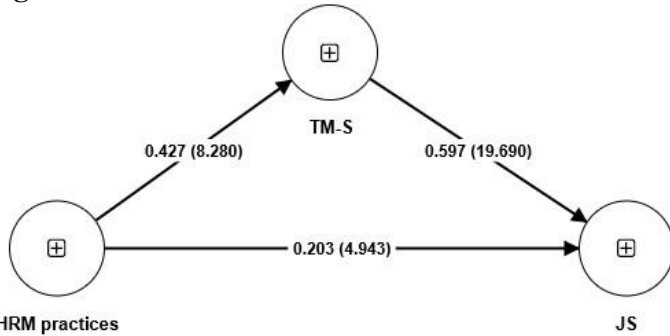
The study's coefficient of determination (R2) was 0.501, indicating that the explained variance in the dependent variable was 50.1%. Table 4 lists the f2 values, which denote the effect size of the variables. (Cohen, 1988) guidelines state that 0.02, small, 0.15, medium and 0.35 large indicate effect sizes. Predictors are more essential when the value f2 value is more significant. Only HRMP had a small effect size on JS compared to the other variables (TMS), which had an influential effect size. At the same time, HRMP had a medium effect size on TMS. (see Table 5). Thus, all variables except HRM practices contributed significantly to JS. Specifically, TMS (f2 = 0.584) contributed the most to JS, while HRMP (f2= 0.68) contributed the least.

Table 5: Hypotheses Testing.

Hypo-	Relationships	Beta	Std-Error	T-value	P-values	LL	UL	F2	Effect size	VIF
H1	HRM practices -> TM-S	0.427	0.052	8.280	0.001	0.322	0.522	0.224	med	1.000
H2	TM-S -> JS	0.597	0.030	19.690	0.001	0.531	0.652	0.584	large	1.000
H3	HRM practices -> JS	0.203	0.041	4.943	0.001	0.025	0.975	0.068	small	1.199

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 testing for the mediation impact by bootstrapping the indirect effect in the mediation research. Both LL and UL are not equal to zero, and there is no mediation effect between the dependent and independent variables, as stated by Preacher and Hayes (2008). According to the findings of this research, the relationship between HRMP, TMS, and JS: (0.255, t=7.400: LL=0.189, UL 0.322, p<0.001). This confirms that TMS mediates the association between HRMP and JS, thereby supporting H4. The findings of the mediation effect are shown in Table 6 of this research.

Table 6: Mediator Effect.

Hyp	Relationships	Beta	Std-Error	T-value	P-values	LL	UL
H4	HRM practices -> TM-S -> JS	0.255	0.034	7.400	0.001	0.189	0.322

Note: Hyp = Hypothesis; *HRM: Human Resources Management: Job satisfaction; TM-S: top management support*; LL = lower level; UL = Upper Level.

PLS Prediction

The blindfolding process was found to have limitations, leading to the prediction of measurement errors using partial least squares (PLS), as suggested (Shmueli *et al.*, 2019), to assess predictive significance. Therefore, a comparison was made between the root mean square error (RMSE) of the partial least squares (PLS) method and the linear modelling (LM) method. If the PLS and LM differences are less than 0, it means that the model is very predictive. A moderate level of predictive power is achieved when most differences are less than zero. Predictive power is low for values more than 0. The model's predictive solid power is supported by the fact that all exogenous variables were determined to have values lower than the LM values. The results of the research doing the partial least squares (PLS) prediction are shown in Table 7.

Table 7: PLS Prediction.

construct of DV	Q²predict	PLS-SEM_RMSE	LM_RMSE	PLS-LM
IN-R	0.129	0.936	0.935	0.001
J-Comp	0.016	0.995	1.000	-0.005
Lea-B	0.114	0.945	0.949	-0.004
Per-g	0.227	0.882	0.878	0.004
Sa	0.134	0.934	0.937	-0.003
WitS	0.163	0.918	0.920	-0.002
TM-S	0.176	0.911	0.913	-0.002

Discussion

Top management support is critical for effective HRM practices and achieving job satisfaction objectives within an organization. When senior leadership actively champions HR initiatives, it sets the tone for the entire company and reinforces the importance of creating a positive work environment(Al Qaisi and Saadon, 2023). In the beginning, the contribution of senior management support to achieving job satisfaction objectives lies in the allocation of necessary resources, whether financial or structural, to implement and sustain effective HRM practices(Marhil, Masaud and Majid, 2023). This might involve investing in training programs, technology, or personnel to support employee development and engagement. Furthermore, Transparent communication builds trust and understanding among employees, contributing to higher job satisfaction levels(Qawasmeh *et al.*, 2024). Besides, top management's support for HR initiatives indicates that they value employees' well-being and growth. This advocacy helps attract and retain top talent, as employees are encouraged and inspired to positively impact the organization's achievements.

As demonstrated above, creating a work environment where people feel appreciated, engaged, and content with their job is the goal of HRM practices backed by senior management. The results are increased output, less employee turnover, and a healthy work environment.

The present study has shown that (HRM) practices positively affect top management support (H1). These conclusions are consistent with the research conducted by (Obeidat, Al Bakri and Elbanna, 2020; Akthar, 2022; Al Qaisi and Saadon, 2023), who revealed that HRM practices positively influence the support of top management. Therefore, the results indicated that high-quality maximum management support affects (HRM) practices. This study also revealed that support from the top management positively impacts JS (H2), according to (Viswesvaran, Deshpande and Joseph, 1998; Attiq *et al.*, 2017; Kim and Park, 2020; Paoline III and Gau, 2020; Jo, 2023). It was also discovered that (HRM) practices (H3) influence JS. The study was corroborated by (Mira, Choong and Thim, 2019; Mondejar and Asio, 2022; Nam and Lan, 2022; Batta, Bandameeda and Parayitam, 2023; Ghorpade and Sawant, 2023; Hong, Ngeth and Ou, 2023; KS, 2023) who found that HRM practices positively affect JS. This finding indicated the importance of (HRM) practices and support from top management for JS. Therefore, MOSD management should create an effective HRM practices system. Most importantly, HRM practice methods can potentially improve employee performance and JS. On top of that, top management support should be provided to ensure that it is an applicable and effective HRM practices system. Without adequate support, employees cannot be satisfied.

The current study provides empirical evidence for the effect of mediation (H4), suggesting that the support of senior managers influences the relationship between (HRM) practices and JS. Therefore, this finding provided empirical evidence to support the importance of using (HRM) practices to determine JS levels. In conclusion, MOSD management and top-level executives must align the priorities of (HRM) practices to enhance JS.

Study contributions

Theoretical Contributions

This research enhanced JS literature and HRM knowledge. The results also improved understanding of JS in Jordan, a developing nation. Previous literature focused on industrialized countries. Academic value may be acquired from the theoretical contribution investigating TMS on JS in HRM practices to understand and enhance organizational performance. The current research has contributed to Middle Eastern literature and will add to government job satisfaction literature. The study is significant because it improved an understanding of the social cognitive frameworks that influence the attitudes of MOSD managers and employees toward JS.

Practical Contributions

According to the research, employees are crucial to promoting JS in the Jordan MOSD. TMS may energize staff, increasing JS. JS benefits from TMS for staff engagement in decision-making. This study illuminates how HRM practices affect employee morale and performance. Comparing this study's findings to others may help other departments utilize the data better. Research also suggests HRM practices the Department may utilize to boost employee happiness. If they apply, the researcher believes the Department will gain a greater and more evident understanding of the study's variables. Knowing the relationships between HRM practice elements and TMS helps HRM practices. A productive and pleased workforce depends on HRM practices' tangible contributions to JS and managerial support. HRM strategies may assist in filling available jobs with individuals who fit the ministry culture and values. It could help employees get continual training and development to advance in their jobs. JS increases as they improve and become more engaged in their job. It might help set performance goals and offer periodic performance review comments. HRM practice managers may address JS factors using the results.

Limitations and Future Studies

This research relied on quantitative methods, which may not be the best way to understand the subject. For that reason, qualitative research on work satisfaction should be included in future studies. As a result, quantitative and qualitative approaches might be used in future research to evaluate job satisfaction better. The study used the social exchange theory; therefore, future studies should use other theories, which could lead to moderating tests that were not carried out in this study. Further studies are encouraged to include additional variables. 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. Because of this, scientists have a more challenging time figuring out whether one thing triggered another or understanding how a connection evolves. In future research, longitudinal research designs must investigate the ever-changing nature of HRM practices, job satisfaction, and top management support. Variations in context Human change management (HRM) methods, job satisfaction, 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 Despite the well-established links between HRM practices and job satisfaction and management support, research is needed to investigate the variables that act as mediators and moderators in these interactions. For example, one may examine how individual differences, company culture, and management styles are affected.

Conclusions

This research has explored the impact of HRM practices on JS. The results indicated that HRM practices and top management support were critical determinants of JS; the results supported all proposed hypotheses, fostering a positive relationship between HRM practices, top management support, and JS.

Furthermore, this study focused on HRM practices and illustrated the challenges associated with JS. The study's results can help HR managers and top management in Jordanian MOSD concerning JS factors.

Human resource management has shown that to supervise human resources effectively, organisations must use creative HRM tactics. Organisations that rigorously adopt and execute such policies acquire a competitive advantage over their competitors, as these practices have a favourable influence on several parameters, including competitive advantage, JS, employee turnover, service quality, and employee commitment. As a result, these practices significantly contribute to the company's overall performance. When formulating and executing such procedures, it is essential to consider that HRM practices need frequent analysis and appropriate adjustments. Active participation and endorsement of senior executives are crucial in promoting the formulation and implementation of HRM initiatives. Furthermore, it is recommended to conduct surveys among employees to obtain their points of view (HRM) practices. Because of this, the Organisation can promptly take practical remedial steps.

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