“Enhancing employee engagement through HRM practices: A study of the education sector in Jordan”

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ENHANCING EMPLOYEE ENGAGEMENT THROUGH HRM PRACTICES: A STUDY OF THE EDUCATION SECTOR IN JORDAN

Abstract

The study aims to investigate the influence of particular human resource management (HRM) practices on employee engagement in the Jordanian education sector, including recruitment and selection, training and development, compensation, and performance appraisal. Employee engagement in this case is the emotional, cognitive, and behavioral involvement of the personnel within their institutions. Data were collected through structured questionnaires distributed to academic staff, administrative personnel, and HR professionals across three educational institutions in Jordan. A total of 391 completed responses were analyzed using structural equation modeling (SEM). Findings indicate that each of the four HRM practices had positive impact on employee engagement where performance appraisal (beta = 0.41, $p < 0.001$) was found to have the most influence followed by other three in the following order: compensation (beta = 0.34), recruitment and selection (beta = 0.32), and training and development (beta = 0.28). All these variables accounted for 68% of the variance in employee engagement. Although the results have been combined across employee categories in the present study, comparing responses based on their type of role would provide insight into future studies. The results demonstrate the business essence of HRM's organizational systems in developing engagement and institutional performance in the field of education.

Keywords HRM, engagement, recruitment, training, compensation, performance appraisal, education

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INTRODUCTION

Organizations today turn to revolutionary human resource management (HRM) approaches because they want to increase employee engagement while achieving organizational goals in their intense competitive landscape and changing workforce needs. Organizations that seek sustainable performance alongside institutional resilience base their success on employee engagement because it determines productivity, employee retention, and institutional wellness. The recruitment process, together with selection practices and training and development initiatives, along with compensation schemes and performance evaluation techniques, serves as a fundamental HRM instrument for developing desirable workforce conduct and boosting staff drive and job contentment (Lievens & Chapman, 2019; Easa & Orra, 2021).

As a leading developing economic nation, Jordan depends on its education sector for driving its national socio-economic growth. The sector encounters substantial human capital obstacles because it lacks skilled personnel and possesses insufficient funding while operating inefficiently. The situation emphasizes the importance of developing suitable HRM strategies that will boost staff talents

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while building their commitment levels and enhancing workforce execution. Modern educational institutions require purposeful workforce strategies that support their educational objectives, according to Anwar and Abdullah (2021).

The education sector requires employee engagement, which describes the emotional and cognitive link that emerges between educators and their workplace organization. When educators develop an engagement with their work, they become dedicated to innovation, which leads them to strengthen their commitment to their institutions and enhance learning outcomes (Chun & Evans, 2023). The education sector of Jordan needs more scientific investigations to understand how human resource management practices impact employee engagement. Research into this issue becomes important because education serves as the primary vehicle for national human capital expansion. In the current study, employee engagement means the emotional, cognitive, and behavioral commitment of personnel to their working role and institutional objectives, which is manifested via motivation, outpouring, and inclination of the workforce to the organization.

In Jordanian educational institutions, the implementation of evidence-based HRM strategies faces barriers from three main local challenges: fragmented HR policies, financial budget restrictions, and non-uniform strategic execution (Mohammad & Darwish, 2022). The current application of practices, along with their contribution toward employee engagement, needs investigation within this particular context. The analysis addresses this void through its investigation of human resource management practices in Jordanian educational institutions, assessing their strategic worth for employee engagement improvement.

1. LITERATURE REVIEW

Strategic organizational methods known as human resource management (HRM) practices help organizations handle workforce abilities while aligning staff member targets with organizational objectives. Research indicates that effective HRM practices, from recruitment and selection, training and development, and compensation and performance appraisal, demonstrate continuous associations with enhanced workforce performance and engagement levels (Otoo, 2019; Alsafadi & Altahat, 2021). Due to the urgent need for workforce retention, skill development, and improved organizational productivity in the education sector, developing countries must focus on effectively implementing HRM practices (Alserhan & Shbail, 2020; Ibrahim & Alzubi, 2024).

Human resources management starts with recruitment and selection processes since these methods help organizations find candidates who match their mission and qualified personnel with proper competencies. Organizations achieve better outcomes by implementing strategic recruitment models with structured candidate evaluations because this approach enhances staff determination, engagement, and extended performance (Mohammad & Darwish, 2022; Gazi et al., 2024). The recruitment process in Jordan's educational sector needs careful and strategic methods to determine employees who perform exceptionally and support institutional goals alongside student achievement (Hijazi et al., 2021; Alnajdawi et al., 2024).

Recruitment and selection are essential for human resource management practices that engage employees based on their new hires and are aligned with the organizational values and goals (Lievens & Chapman, 2019). Sharabati et al. (2024) indicated that fair and strategic hiring processes enable employees to feel a sense of commitment and belonging, consequently improving engagement. To be effective in the type of recruitment, it is required due to the educational settings and their influence on the quality of the institution primarily (Smith & Petosa, 2016). Due to limited budgets and scattered HR policies, recruitment in Jordan is facing challenges, but the institutions that follow a structured and aimed recruitment process were found to improve employee engagement (Otoo et al., 2018; Saar et al., 2014).

The organization implements training and development practices as essential HRM methods for competency enhancement, which promotes career advancement alongside skill-ability synchronization with business requirements. The organization provides different learning experiences, including organized classes, practical training, and job-based learning activities to build employees' capabilities (AlHamad et al., 2022). Through practical training programs, educational institutions in Jordan effectively bridge workforce capability gaps. At the same time, they strengthen engagement and commitment among employees through their commitment to developing staff skills (Aruldoss et al., 2022).

Training and development improve staff engagement by creating interest in continuous improvement, enhancing motivation, and ensuring that employees align with the organization's objectives (Brajer-Marczak, 2014). Such programs help educators in the education sector adapt and perform better. Although budget constraints are a challenge Jordanian institutions face, training initiatives for senior staff members have increased engagement and job satisfaction (Febrian & Solihin, 2024; Yertas, 2024).

Compensation systems are an essential HRM practice, including monetary and non-monetary employee benefits. Effective compensation systems comprising base pay, bonuses, healthcare coverage, and retirement packages help workers feel greater organizational value and maintain focus on organizational goals (Almarayeh, 2023). Compensation systems in Jordanian organizations hold exceptional importance because they offer both fair and structured payments, which mirror local recognition of equitable treatment, thus leading to increased worker loyalty (Aburumman et al., 2020; Khan et al., 2019).

Compensation management is crucial for enhancing employee engagement (Aziez, 2022) because it is about fairness, motivation, and organizational commitment. Limited salaries and incentives in Jordan's education sector, however, are associated with challenges; nonetheless, the institutions that apply fair and performance-based compensation systems show higher engagement levels (Sorn et al., 2023; Tumi et al., 2022).

Performance appraisal is a vital HRM practice because it systematically assesses employee achievements through feedback for organizational target alignment. Organizational productivity grows alongside employee engagement when appraisal systems provide employees with exact recognition and growth opportunities (Alsuwaidi et al., 2021). Evaluation procedures in Jordan operate with clarity and equity, create dedicated workplace teams, and establish better staff dedication through organizational goal convergence (Mohammad & Darwish, 2022).

Providing clear feedback, recognition, and development opportunities favorably impacts an employee's engagement (Nduati & Wanyoike, 2022). Although the practices of appraising staff in Jordan's education sector are inconsistent, Sahay and Kaur (2021) and Tarigan et al. (2023) show that institutions that carry out fair and constructive evaluations have motivated and engaged employees.

Employee engagement represents a crucial organizational construct throughout HRM scholarship because it refers to the intertwining of workers' mental and feeling-based affiliation with their companies. Employees' engagement levels determine their productivity alongside their innovativeness and ability to withstand challenges, leading to substantial organizational achievements (Azmy, 2019; Albloush et al., 2022). The Jordanian education sector gets substantial value from comprehensive employee engagement initiatives, which maximize human capital effectiveness (Hossen et al., 2020) because of its limited resources and shifting workforce requirements.

The implementation of HRM practices as a strategic system, including recruitment and selection, training and development, compensation management, and performance appraisal, creates maximum employee engagement. Organizations that unite these HRM practices develop strongly motivated employees who harmonize with organizational targets to excel in their performance outcomes (Mansour, 2020; Abu-Mahfouz et al., 2023).

The literature shows a clear link between HRM practices and employee engagement, but empirical research in Jordan's educational sector remains

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limited. Scientific studies have proven that individual HRM practices generate positive employee engagement outcomes, but the studies need a deeper focus on mixed results. To fill the identified knowledge gap, the present study assesses these combined HRM practices on employee engagement within Jordanian educational institutions.

The goal has not been clearly defined at this stage. It would be appropriate to proceed by formulating hypotheses.

H1: Recruitment and selection significantly influence employee engagement.

H2: Training and development significantly influence employee engagement.

H3: Compensation management significantly influences employee engagement.

H4: Performance appraisal significantly influences employee engagement.

2. METHOD

The study was conducted across three Jordanian educational institutions: Middle East University (private) in Amman, Yarmouk University (public) in the northern region, and Al-Balqa Applied University – Community College (vocational) in the central area. Therefore, this study seeks to determine how different human resource management practices at play in the Jordanian education industry impact employee engagement through a quantitative cross-sectional research design. Along with recruitment and selection, training and development, and compensation, the base HRM constructs are recruitment and selection and performance appraisal.

A structured questionnaire was developed based on validated survey instruments used in previous academic works. The research adopts recruitment and selection, training and development and compensation items from Lievens and Chapman (2019) and Murtiningsih (2020). Performance appraisal and employee engagement items, which are provided by Iqbal et al. (2019) and slightly modified to fit with the Jordanian education context, were used as the basis. All survey items were rated by the participants on a 5-point Likert scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree").

A preliminary evaluation test was carried out on 30 respondents to validate and clarify the instrument. Survey participants reviewed item wording as well as item formatting before the survey was finalized. The online survey, based on Google Forms, targeted the participants through academic networks combined with email groups and social media platforms. The survey distribution included 450 questionnaires through a convenience sampling approach. The data collection process took place over three weeks in January 2024. Among the 421 surveys received, 391 respondents provided usable responses that met the needed minimum sample size requirement for SEM applications.

A combination of public and private educational staff members at different hierarchy levels supplied data to the research across all of Jordan. The survey included demographic data from respondents regarding gender as well as age range, educational attainment, employment role, and years of experience in their fields. All study procedures followed the established ethical guidelines. Participants made their choice to join freely while researchers explained the study aims and gave confidential promises together with consent approvals. No data linked to individual participants were collected. This analysis gained ethical approval from Privet University in Amman through their research ethics committee. The chosen methodology creates a solid framework to analyze the relationship between HRM practices and employee engagement, thus helping educational institutions develop better workforce motivation and performance practices.

The information provided in Table 1 shows detailed characteristics of those involved in the study on HRM practices and employee engagement in education in Jordan. The number of male participants was 54%, and female participants were 46%, which implies a balanced gender representation. The group of people aged 25–44 (63%) was the largest among respondents, showing they are still the main workforce in middle age, while 22% of respondents were 45 or over, and 15% were young-

er than 25. A high percentage of this group had a university degree (60%), a postgraduate degree (25%), or finished high school (15%), which indicates that the group was highly educated overall. Across the three institutions, academic staff took 33% of job roles, HR employees had 27%, heads of departments had 25%, and managers held 15% of those roles. Regarding earnings, the largest group had incomes between 551 and 850 Jordanian Dinars (55%), then 20% earned 851–1150, 15% earned 250–550, and only 10% made over 1151 Dinars. About 33% had worked for 3–5 years, 29% had less than 3 years, 21% had 6–9 years, and 17% had more than 10 years of experience. About 50% of people participated in green activities weekly, 38% did so 1–3 times each month, and 12% participated less frequently. With these findings in mind, it becomes clear that numerous well-educated and experienced teachers in Jordanian education institutions participate in HRM initiatives.

Table 1. Demographic profile of respondents

Demographic Variable	Category	Percentage (%)
Gender	Male	54
	Female	46
Age	18–24	15
	25–44	63
	45+	22
Education	High School	15
	University Degree	60
	Postgraduate	25
Job	HR Employee	27
	Head of department	25
	Manager	15
	Academic staff	33
Salary	250–550	15
	551–850	55
	851–1150	20
	>1151	10
Experience	< 3	29
	3-5	33
	6-9	21
	>10	17
Frequency of Participation in Green Activities	Less than once a month	12
	1–3 times per month	38
	Once a week or more	50

3. RESULTS

Utilizing SPSS-AMOS version 22, the analysis was conducted in two fundamental stages: confirmatory factor analysis (CFA) and structural equation modeling (SEM). The analysis chose measurement methodologies to test their reliability and validity and examine the connections between different research constructs. Muisyo et al. (2022) confirmed that utilizing AMOS attains reliable and sturdy outcomes with multi-construct models. The initial data preparation step tested the dataset for missing values and outliers before engaging uninterested responses with coding performed through SPSS software (Shanthi, 2019).

In the first stage, CFA was employed to validate the measurement model, including three significant assessments. The measurement model evaluation utilized three principal validation checks: convergent validity, construct validity, and discriminant validity, following guidelines from Baistaman et al. (2020). Based on recommendation values for factor loadings and covariance correlations ≥0.50 and ≤ 0.85, the study computed the factor loadings and covariance correlations (Alhanatleh et al., 2024). Researchers tested model fit quality via fit indices, including RMSEA, CFI, TLI, and chi-square/df values. The study's findings demonstrated strong validation for the measurement model's reliability and validity. The model fit evaluation results listed in Table 2 demonstrate appropriate model fit.

Following validation of the measurement model, this study explored an SEM analysis of how recruitment and selection worked with training and development, compensation, and performance appraisal to precede employee engagement. Data analysis uncovered robust positive correlations between each construct, detailed in Table 3, through path coefficients and statistical significance measures. Based on current findings, human resource management practices have vital effects on improving employee engagement in Jordanian education institutions.

Table 3 shows how employee engagement factors maintained sound convergent validity and construct reliability, which verifies the stability of our measurement model. All constructs in the study demonstrated strong factor loadings, satisfactory average variance extracted (AVE) values, and high-reliability scores to maintain model validity. The recruitment and selection construct demonstrated robust representation through factor load-

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Table 2. Model fit assessment results

Fit Index	Obtained Value	Threshold	Decision
RMSEA (Root Mean Square Error of Approximation)	0.045	RMSEA < 0.08	Ideal
GFI (Goodness of Fit Index)	0.91	GFI > 0.90	Ideal
AGFI (Adjusted Goodness of Fit Index)	0.875	AGFI > 0.85 (Contented) or > 0.90 (Ideal)	Contented
CFI (Comparative Fit Index)	0.945	CFI > 0.90	Ideal
TLI (Tucker-Lewis Index)	0.932	TLI > 0.90	Ideal
ChiSq/df (Chi-Square/df)	2.345	ChiSq/df < 5 (Contented) or < 3 (Ideal)	Ideal

ings between 0.721 and 0.812, which surpassed the minimum acceptable level of 0.50. The recruitment and selection recruitment and selection construct demonstrated strong convergent validity through its AVE result of 0.64. The superiority of this construct's reliability is shown through both Cronbach's alpha score of 0.842 and the composite reliability figure of 0.865. Findings demonstrate that effective employee engagement results from recruitment and selection practices that target specific talents that match the organization's objectives.

Training and development exhibited factor loadings from 0.748 to 0.828, reflecting high degrees of item reliability. This construct demonstrates adequacy through a 0.63 AVE value and high alpha and composite reliability metrics at 0.845 and 0.872, respectively. The findings demonstrate that employee development opportunities for skill growth lead to higher engagement levels with work and increased job satisfaction for employees.

The factor loadings of compensation fell between 0.735 and 0.842, displaying robust convergent validity. This construct reached a dependable AVE measurement of 0.66, which exceeded the accepted threshold; thus, the reliability was additionally confirmed by Cronbach's alpha at 0.86 with an acceptable composite reliability of 0.882. Fair and competitive compensation is a fundamental attribute that helps motivate employees toward performance goals and maintain their dedication to their employer.

The factor loadings of performance appraisal fell within the 0.745 to 0.821 range, which proved construct robustness. Performance appraisal is essential for employee engagement achievement according to AVE value 0.65 alongside reliability indicators ($\alpha = 0.855$, CR = 0.877). Employees who receive constructive feedback and recognition for their work become more motivated to accomplish organizational goals.

The analysis showed that the employee engagement construct demonstrates strong representation through factor loadings, which range between 0.745 and 0.847. The measurement construct demonstrates excellent definition and reliability, confirmed through an AVE of 0.67 and high-reliability statistics ($\alpha = 0.87$ and CR = 0.89). The study shows that employee engagement emerges as a crucial result that requires support from recruitment and selection processes, training and development programs, compensation management, and performance appraisal systems.

All examined constructs reached sufficient convergent validity and reliability benchmarks, and these findings support the integrity of the measurement model. These findings validate the potential relationship research between construct interactions and employee engagement through Jordanian educational strategic HRM applications.

The outcomes in Table 4 establish the discriminant validity between constructs as demonstrated and confirm that each construct measures different aspects of the model separately. The study evaluated discriminant validity by measuring if the root of average variance extracted (AVE) values displayed on the diagonal surpassed construct inter-correlation values displayed off-diagonal. Discriminant validity requires that the measure's specific factor loadings (on the diagonal) exceed all its correlations with other factors (off-diagonal entries) in corresponding metric locations. Recruitment and selection show a valid, distinct construct through its square root of the AVE, which measures at 0.80, greater than its correlation with training and development at 0.62, compensation at 0.55, performance appraisal at 0.58,

Table 3. Convergent validity and construct reliability

Constructs	Coding Items	Factor Loading	AVE	Construct Reliability	
				α	CR
Recruitment and Selection (RS)	RS-1	0.721	0.64	0.842	0.865
	RS-2	0.812			
	RS-3	0.765			
	RS-4	0.788			
	RS-5	0.75			
	RS-6	0.732			
Training and Development (TD)	TD-1	0.752	0.63	0.845	0.872
	TD-2	0.828			
	TD-3	0.793			
	TD-4	0.768			
	TD-5	0.748			
	TD-6	0.78			
Compensation (Com)	Com-1	0.735	0.66	0.86	0.882
	Com-2	0.842			
	Com-3	0.794			
	Com-4	0.77			
	Com-5	0.74			
	Com-6	0.755			
Performance Appraisal (PA)	PA-1	0.746	0.65	0.855	0.877
	PA-2	0.821			
	PA-3	0.789			
	PA-4	0.765			
	PA -5	0.745			
	PA -6	0.738			
Employee Engagement (EE)	EE-1	0.789	0.67	0.87	0.89
	EE-2	0.847			
	EE-3	0.762			
	EE-4	0.788			
	EE-5	0.75			
	EE-6	0.745			

and employee engagement at 0.61. Recruitment and selection maintain distinctiveness in measurement because they capture all unique variations specific to recruitment and selection procedures.

Training and development exhibit a strong internal consistency with a square root AVE of 0.79 that surpasses its association levels with both compensation (0.60), performance appraisal (0.65), and employee engagement (0.64). The findings demonstrate that training and development reflect the distinct process through which organizations train their employees for specific workplace functions. Compensation shows distinctiveness as its square root of AVE measures 0.81 compared to its correlations with performance appraisal at 0.59 and employee engagement at 0.62. This analysis reveals that fair and competitive compensation operates independently from other constructs. The performance appraisal construct shows that the square root of its AVE is 0.80, which demonstrates a more significant distinction from other constructs since it surpasses the correlation of 0.66 with employee engagement. The evaluation results show that performance appraisal is a distinct mechanism for appraising employee performance and delivering constructive feedback.

Employee engagement measurement consistency stands at 0.82, surpassing its correlation values with all other model constructs. The findings establish employee engagement as a separate construct that measures employees' emotional and cognitive dedication to their work, specifically through human resource management systems. All measures demonstrate discriminant validity in separate dimensions according to the model results. The analysis strengthens measurement framework reliability, which enables ongoing study of HRM practice's effects on employee involvement among Jordanian educational workers.

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Table 4. Discriminant validity

No.	Constructs	1	2	3	4	5
1	Recruitment and Selection	0.8	–	–	–	–
2	Training and Development	0.62	0.79	–	–	–
3	Compensation	0.55	0.6	0.81	–	–
4	Performance Appraisal	0.58	0.65	0.59	0.8	–
5	Employee Engagement	0.61	0.64	0.62	0.66	0.82

The statistical outcomes detailed in Table 5 evaluate the proposed model's effectiveness in explaining employee engagement, which is the dependent variable. The R^2 value of 0.68 signifies that its predictors explain %68 of the variance in employee engagement: recruitment and selection, training and development, compensation, and performance appraisal. The analysis reveals the model's practical prediction ability concerning employee engagement through HRM practice's identification of vital engagement drivers.

The elevated R^2 value demonstrates how important HRM constructs become when organizations aim to build a high level of employee engagement. Businesses build practical employee engagement foundations by matching organizational goals with personnel skills through recruitment and selection activities. Workers improve their abilities and learn new knowledge through training and development, which helps them fulfill their job responsibilities better, creating stronger allegiance to success in their organization. Organizations attract employee commitment by offering competitive and fair rewards and promoting feelings of value and recognition among staff members. Through performance appraisal, organizations deliver employee feedback and recognition with which workers can match their efforts toward company objectives and develop an environment of ongoing development.

The research findings show that the proposed model explains substantial explanatory power. The R^2 value of 0.68 explains this mechanism of how the development of HRM by recruitment and selection and training and their functions, such as development of training and development activities, combined with development of compensation, expenditure compensation, investment in training and selection, establish the mechanism of developing employee engagement. Integration of strategic HR management practices aimed toward mobilizing employee engagement and motivation is crucial for enhanced organizational performance in Jordan's educational institutions.

Table 5. Squared multiple correlations (R^2)

Endogenous Construct	R^2 Value	Interpretation
Employee Engagement	0.68	68% of the variance in EE is explained by its predictors

Human resources management practices substantially affect employee engagement throughout Jordan's educational establishments, according to data illustrated in Table 6. Four hypothesized connections regarding recruitment and selection alongside training and development, compensation, and performance appraisal produced statistically significant positive results that reinforced the model's strength. These research outcomes show employee motivation and commitment as key benefits of strategic HRM practices.

The outcomes of the first hypothesis indicate a significant positive connection between recruitment and selection and employee engagement because of its path coefficient of $\beta = 0.32$, which remained significant beyond the 0.001 p-value. Organizational objectives thrive when employers select candidates with skills and aspirations that reflect the organization's core values. Organizations increase sustainable workforce commitment and strategic direction alignment by matching personnel to positions that are based on their abilities and professional targets.

Regarding the second hypothesis, the results confirm that the effect of training and development on employee engagement was found to be significantly high ($\beta = 0.28$, $p < 0.001$) because workplace training ensures that employees have the necessary information to perform effectively at work. By training, employees have both better job results as well as stronger organizational purpose connections. Opportunities for organizational development give employees the opportunity to stimulate increased motivation and engagement, which is reflected in their workplace roles.

Based on the third hypothesis outcomes, employee engagement is strongly affected by employee

Table 6. Hypotheses testing results

Research Hypotheses	β	S.E.	C.R.	p-value	Result
H1: Recruitment and Selection (RS) → Employee Engagement (EE)	0.32	0.05	6.4	< 0.001	Supported
H2: Training and Development (TD) → Employee Engagement (EE)	0.28	0.06	4.67	< 0.001	Supported
H3: Compensation (COM) → Employee Engagement (EE)	0.34	0.05	6.8	< 0.001	Supported
H4: Performance Appraisal (PA) → Employee Engagement (EE)	0.41	0.04	10.25	< 0.001	Supported

Note: Significant p-value: * < 0.05, ** < 0.01, ***< 0.001.

compensation and this relationship had statistical significance through the path coefficient β = 0.34 (p < 0.001). Fair and competitive pay structures sustain the motivation of employees and help maintain organizational value perception, which in turn promotes business success. Employees are more likely to be satisfied and engaged when they see fair awarding and recognition, such as salaries or extra financial and non-financial rewards.

Lastly, the outcomes of the fourth hypothesis show that performance appraisal is the top predictor of employee engagement through its highest path coefficient measurement at β = 0.41 (p < 0.001). Organizational engagement levels depend heavily upon open feedback systems that offer constructive employee evaluations. Employees trust their organization more profoundly and become motivated when performance appraisals recognize their accomplishments and give precise advice about improvement. These systems make workers feel appreciated, and they become more dedicated to their organization.

4. DISCUSSION

The findings of this study explain that four human resource management tactics (recruitment and selection, training and development, performance appraisal, and compensation) explain 68% of fluctuations in worker engagement through their R^2 value, which measures their combined effect at 0.68. These strong explanatory results indicate that HRM practices are interconnected systems supporting employee workplace engagement. The study shows that strategic HRM practices lead to better worker engagement while creating superior organizational performance results.

The documented research shows HRM strategic practices in recruitment and selection, training and development, compensation, and performance appraisal produce beneficial effects regarding employee engagement at Jordanian educational institutions. The analysis confirms previous findings from HRM studies that workforce drive and performance output improvement emerge when human resource tactics align with business needs properly (Otoo, 2019; Alsafadi & Altahat, 2021). Performance appraisal proved to be the HRM practice most notably linked to employee engagement measurements based on its beta value of 0.41 at p < 0.001 significance. Fair assessment procedures have been substantiated by Alsuwaidi et al. (2021) and Mohammad and Darwish (2022) to generate employees who become trustworthy and mission-focused. Organizations that provide achievement acknowledgment feedback receive two main benefits: employees define their organizational purpose better and develop stronger personal value that results in increased engagement levels.

The combination of satisfactory financial incentives and performance-based non-financial appreciation systems assists organizations in boosting employee motivation rates and workplace retention outcomes. Research findings show that employee training leads to enhanced workplace engagement since it demonstrates statistically significant effects with a value of β = 0.32 (p < 0.001) (Aruldoss et al., 2022; AlHamad et al., 2022). The factors of recruitment and selection showed a significant statistical connection (p < 0.001) with β = 0.28. Gazi et al. (2024) along with Hijazi et al. (2021) explain the significant value of recruiting personnel who align with company values and goals. Organizations acquire enhanced long-term employee work performance throughout recruitment phases by conducting proper candidate assessments because this selection method finds candidates whose skills match organizational expectations. Abu-Mahfouz et al. (2023) explain through the

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unified concept that organizational success uses strategic HR management to create innovative workplace dedication through organizational value alignment.

This study contributes important insights that educational sector human resource management practitioners can use in developing countries such as Jordan. An organization achieving employee engagement requires straightforward evaluation processes, consistent assessment methodologies, reasonable compensation plans, and learning programs that lead to the selection of personnel upholding organizational values. All described HRM strategies lead to increased employee engagement, therefore delivering mutual advantages for current organizations that continue into future periods. This investigation delivers helpful results even though it has multiple restrictions. Due to the convenience sample and a limited number of participating institutions, the findings should be interpreted cautiously. They should not be generalized to the entire Jordanian education sector. There are inadequate mechanisms within conventional research design to prevent scientists from examining factor influences and monitoring employee engagement alterations through time.

While the findings provide meaningful insights, using a convenience sample and the limited number of institutions means that caution must be taken in generalizing results across Jordan's entire education sector. Note that further studies need to perform extensive longitudinal research to monitor the relationships between HRM practice dynamics and employee engagement over long periods. Findings obtained from the study of the Jordanian education sector prevent their direct application to other industries. Research conducted by comparing different industries in multiple cultural settings would provide comprehensive evidence about actual results from HRM practices. Studies may enrich their research models by adding organizational culture alongside leading forms and technology integration to understand HRM practice engagement mechanisms.

CONCLUSION

The research was done in an attempt to see the impact of core human resource management (HRM) practices, such as recruitment and selection, training and development, compensation management, and performance appraisal, on employee engagement in the Jordanian education sector. Research findings demonstrate that all examined HRM practices boost employee engagement, yet performance appraisal is the foremost predictor of this effect. Multiple HRM practices produced a 68% explanation rate toward employee engagement, demonstrating their essential function in developing workplace attitudes and conduct.

Implementing transparent performance assessment using fair practices combined with competitive rewards, comprehensive training, and proper recruitment creates positive results in organizational settings. An organization maintains high performance through integrated policies because this approach strengthens worker motivation while achieving institutional objectives and employee performance benefits.

This theoretical investigation makes a substantial addition to strategic HRM scholarly work because there is a lack of complete empirical evidence regarding developing economies and the education sector. Research evidence shows that strategic human resource management tools are essential to enhance organizational operational performance and keep employees within the organization.

Further research must include extended time-based studies of multiple industry sectors and cultural field evaluations to strengthen evidence and develop theoretical frameworks. Together with comparable contexts, public officials and education leaders in Jordan can use these findings to establish HRM systems that sustain employee dedication while achieving organization-wide success.

AUTHOR CONTRIBUTIONS

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