HRM PRACTICES AND EMPLOYEE INTENTION TO STAY: MEDIATING ROLE OF EMPLOYEE ENGAGEMENT AND MODERATING ROLE OF ORGANIZATIONAL CULTURE IN JORDANIAN TELECOMMUNICATIONS COMPANIES

BY

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ABSTRACT

The human resource management (HRM) practices have been broadened to include building a motivating work environment for employees that ensures their intention to stay (ITS) in their work and companies. Employee intention to stay plays a significant role in worldwide organizational development and economic growth. The main purpose of this study is to investigate the relationship between human resource management practices (HRMP), employee engagement (EE), organizational culture, and employee intention to stay in the telecommunication sector in Jordan. A proposed human resource management practices model that embeds six practices (training and development, selection, compensation, job security, job design, and performance appraisal) was formulated and tested on employee intention to stay. This study adopts a quantitative research approach. A questionnaire was conducted to obtain data from 400 telecommunications sector employees from 407 branches in 12 governorates in Jordan. Samples were telecom staff who worked at all job levels. Structural Equation Modeling analysis using AMOS version 22 was conducted to determine HRM's direct and indirect effects on employee intention to stay. The findings reveal that there is a strong positive causal relationship between HRM practices (training and development, selection, compensation) and employee intention to stay in Jordan's telecom sector. The findings also show the positive mediating effect of employee engagement on the relationship between HRM practices and employee intention to stay. The study also establishes valid measures for employee engagement and employee intention to stay constructs. The results clearly show that there is no moderating effect of organizational culture on the connection between employee engagement and intention to stay. Knowledge gained from this study could contribute to empowering telecom management in better comprehending the impact of HRM practices on employee engagement on the well-being as well as intention to stay of the employees. Having said that, this study is deemed essential in Jordan's government economy by focusing on the Jordanian telecommunications sector as the main supporter of Jordan's domestic and economic production. This study recommends that future research should consider using a longitudinal mixed-methods research design to study the relationship between HRM practices, employee engagement, and employee intention to stay. Thus, the findings of this research have undoubtedly created a pathway for future research in human resource management.

خلاصة البحث

تم توسيع نطاق ممارسات إدارة الموارد البشرية (HRM) ليشمل بناء بيئة عمل محفزة للموظفين تضمن عزمهم على البقاء (ITS) في عملهم وشركاتهم. تلعب نية الموظف للبقاء في المؤسسة، دورًا مهمًا في التطوير التنظيمي وكذلك النمو الاقتصادي حول العالم. تهدف هذه الدراسة بشكل أساسي إلى بحث العلاقة بين ممارسات إدارة الموارد البشرية (HRMP)، ومشاركة الموظفين (EE)، والثقافة التنظيمية، ونية الموظف للبقاء في قطاع الاتصالات في الأردن. تمت صياغة نموذج مقترح لممارسات إدارة الموارد البشرية يتضمن ست ممارسات (التدريب والتطوير، والاختيار، والتعويض، والأمن الوظيفي، وتصميم الوظائف، وتقييم الأداء)، كما تهدف إلى اختبار نية الموظف للبقاء في المؤسسة. تعتمد هذه الدراسة منهج البحث الكمي. تم إجراء المسح باستخدام استبانة للحصول على بيانات من ٤٠٠ موظف في قطاع الاتصالات موزعين على ٤٠٧ فروع في ١٢ محافظة في الأردن. وكانت العينات من موظفي الاتصالات الذين يعملون في جميع المستويات الوظيفية. تم إجراء تحليل نمذجة المعادلات الهيكلية باستخدام AMOS الإصدار ٢٢ لتحديد التأثيرات المباشرة وغير المباشرة لإدارة الموارد البشرية على نية الموظف للبقاء في المؤسسة. أظهرت النتائج وجود علاقة سببية موجبة وقوية بين ممارسات إدارة الموارد البشرية (التدريب والتطوير، والاختيار، والتعويضات)، ونية الموظفين البقاء في قطاع الاتصالات الأردني. تظهر النتائج أيضًا التأثير الإيجابي لمشاركة الموظفين على العلاقة بين ممارسات إدارة الموارد البشرية ونية الموظف للبقاء. تحدد الدراسة أيضًا مقاييس صالحة لمشاركة الموظفين، ونية الموظف في البقاء في المؤسسة. يتضح من النتائج أن الثقافة التنظيمية لا تخفف من العلاقة بين مشاركة الموظف ونية الموظف في البقاء. يمكن أن تسهم المعرفة المكتسبة من هذه الدراسة في تمكين إدارة الاتصالات من فهم أفضل لتأثير ممارسات إدارة الموارد البشرية على رفاهية الموظفين وكذلك نيتهم في البقاء في المؤسسة. ومع ذلك، تعتبر هذه الدراسة أساسية في الاقتصاد الحكومي الأردني من خلال التركيز على قطاع الاتصالات الأردني باعتباره الداعم الرئيسي للإنتاج المحلي والاقتصادي في الأردن. توصي هذه الدراسة بأن الأبحاث المستقبلية يجب أن تأخذ في الاعتبار استخدام تصميم البحث بالطريقة المختلطة الطولية لدراسة العلاقة بين ممارسات إدارة الموارد البشرية، ومشاركة الموظفين، ونية الموظف للبقاء في المؤسسة. وبالتالي، فإن نتائج هذا البحث قد خلقت بلا شك طريقًا للبحث المستقبلي في إدارة الموارد البشرية.

APPROVAL PAGE

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DECLARATION

I hereby declare that this thesis is the result of my own investigations, except where otherwise stated. I also declare that it has not been previously or concurrently submitted as a whole for any other degrees at IIUM or other institutions.

Liana Mohd Hammad Qatamin

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This thesis is dedicated to my family

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LIST OF ABBREVIATION

AMOS	Analysis of Moment Structure
APA	American Psychological Association
CFA	Confirmatory Factor Analysis
EFA	Exploratory Factor Analysis
HRM	Human Resource Management
HRMPs	Human Resource Management Practices
ITS	Intention to Stay
JD	Job Design
JS	Job Security
KMO	Kaiser-Meyer-Olkin
OC	Organizational Culture
PA	Performance Appraisal
RMSEA	Root Mean Square Error of Approximation
SDT	Self Determination Theory
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SPSS	Statistical Package for Social Science
TD	Training and Development
WORDS	Meaning

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Employee intention to stay (ITS) and employee engagement (EE) play vital roles in human resource strategies. Employers invest in human resource management practices (HRMPs) to create a motivating work environment that fosters both employee engagement and ITS within their companies. For example, Dalahmeh et al. (2021) confirmed that implementing robust HRMPs leads to increased EE, which subsequently enhances employee ITS. Similarly, Kumar (2022) demonstrated that ITS is a crucial component of human resource strategies, from implementing effective HR practices to retaining employees and ensuring their engagement within the organization. Thus, adopting comprehensive HRMPs can foster positive employee behaviors, such as ITS.

The success or failure of a company often hinges on its ability to effectively promote ITS among its employees. Intellectual capital, a relatively new concept in HRM literature, comprises three components: human, structural, and relational capital. Among these, human capital is considered the most significant (Arif et al., 2022). Employees are a critical resource for the sustainability and success of any organization (Rehman et al., 2022). Moreover, in today's rapidly evolving market, companies must strive to maintain a competitive advantage to meet future client demands (Hamid, 2008). Therefore, Cesário and Chambel (2017) emphasized the importance of continuously examining ITS as a key element within organizations.

ITS is a major concern for companies worldwide. Gani and Paik (2016) noted that employee turnover has worsened in recent years. Similarly, Pregnolato et al. (2017) identified ITS as one of the most significant challenges facing organizations and managers today. Furthermore, Alhmoud & Rjoub (2019) highlighted that in developing countries, ITS has become a considerable obstacle to business development. They also mentioned that Jordan, a developing Middle Eastern country, remains relatively unexplored in ITS literature. As a result, policymakers and management must focus more on enhancing ITS strategies within organizations.

Enhancing ITS strategies is a top priority for employers. Hassan et al. (2019) reported that 87 percent of employers ranked improving ITS as one of their primary concerns. However, as Lamarche (2022) and Allen (2008) pointed out, finding effective and straightforward strategies to promote both EE and ITS remains a significant challenge for employers.

Literature indicates that employees are more likely to stay with an organization when effective HRMPs are implemented. For example, studies by Malik et al. (2020), and Hassan (2022) revealed a significant relationship between HRMPs and ITS. Similarly, Radadiya and Pandey (2020) and Hassan et al. (2019) confirmed the effectiveness of HRMP approaches in enhancing ITS strategies. As shown in Figure 1.1 below, performance appraisal as an HRMP significantly reduces turnover rates in Jordan's industrial sector, with a 9% lower turnover rate observed in companies that incorporate performance standards and measures into their performance appraisals.

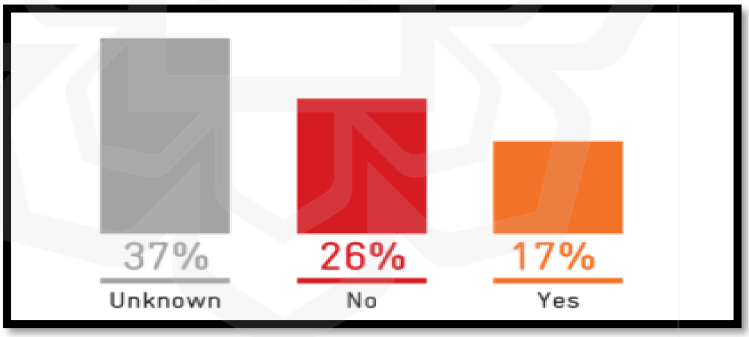


Figure 1.1 Turnover Rates for Companies Who Have or Do Not Have a Performance Appraisal System in Jordan
Source: (Hend, 2018)

Semiskilled labor in Jordan experiences the highest turnover, with a 67% annual turnover rate. Semiskilled labor is the most likely to resign (67%), followed by skilled labor (9.3%). The lowest turnover rate is among office staff (5%), as illustrated in Figure 1.2 below.

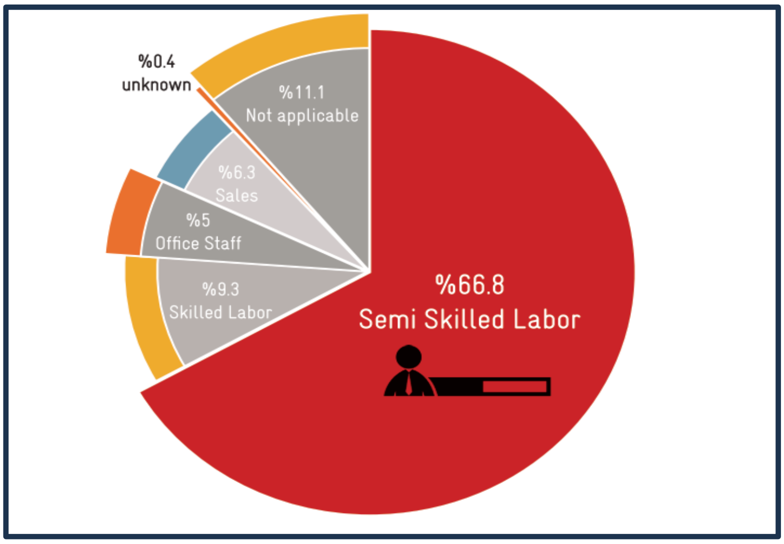


Figure 1.2 Turnover Rate By Job Profile in Jordan
Source: (Hend, 2018)

The employee turnover rate is 6% lower for companies that implement a benefits and allowances system compared to those that do not. Specifically, companies with such a system in Jordan have a turnover rate of 17%, whereas those without it have a turnover rate of 23%, as illustrated in Figure 1.3 below.

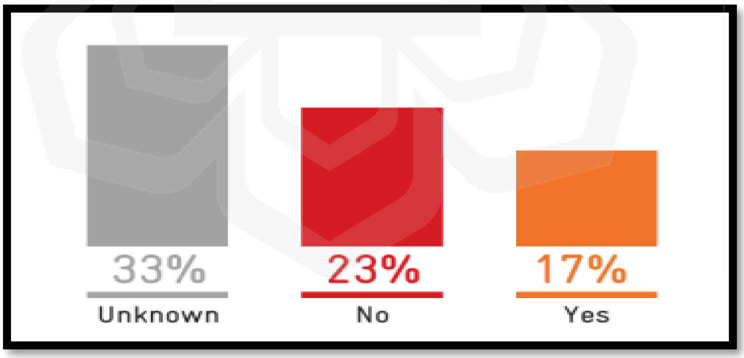


Figure 1.3 Turnover Rates for Companies that Have or Do Not Have a Benefits and Allowances System in Jordan
Source: (Hend, 2018)

Therefore this study aims to advance theoretical and empirical understanding by investigating the relationship between HRMPs and ITS. Specifically, it will develop and empirically test a research framework examining how various HRMPs—including training and development (TD), selection, compensation, job security (JS), job design (JD), and performance appraisal (PA)—affect ITS. The study will explore the mediating role of EE in this relationship and assess how organizational culture (OC) moderates the impact of EE on ITS. This research seeks to contribute valuable insights to both academic theories and practical applications in human resource management.

1.2 OVERVIEW OF THE JORDANIAN TELECOMMUNICATIONS INDUSTRY

The telecommunications and information technology sector is regarded as one of Jordan's important contributors to the country's gross domestic product (GDP) and economy. The Jordanian economy relies heavily on the telecommunications sector due to its importance in providing job opportunities and achieving high financial returns for the state's treasury, as its contribution to the GDP reaches approximately 12% in addition to providing 16,000 job opportunities and also provides support to 84,000 jobs and information technology exports reach as many as Approximately 207.4 million US dollars (Shariah et al., 2022), based on the reports of the Jordanian Telecommunications Regulatory Commission the volume of Jordanian telecom sector revenues amounted to 2019 998,741,884 (JD) (Jordanian Telecommunications Regulatory Commission, 2021). In addition, the Jordanian government has resorted to relying on the private sector instead of the public sector as a strategy to maintain economic growth and national development (Peebles et al., 2007). Jordan's telecommunications sector is a major driver of economic and social growth, as well as a source of local and foreign investment (Telecommunications Regulatory Commission, 2021).

Jordan's telecommunications sector has recently been identified as one of the key areas for attracting regional and international investments, especially since Jordan is one of the regional leaders in the application of information technology (Obeidat, 2016; Najm & Wejdan, 2022). The advanced infrastructure attracts investments in the mobile phone sector, where investment increased by 52% or 141 million JOD (Jordanian dinar), over the previous year (Shariah et al., 2022). Thus, the telecommunications sector represents a main support for increasing the competitive advantage of the Kingdom of Jordan over its neighboring Arab countries in the region (Yaseen et al., 2016).

Jordan has witnessed a remarkable expansion in the mobile telecommunications market, and this progress has resulted in many benefits in terms of the services provided and the variety of choices available to subscribers. For instance, the number of mobile subscribers in Jordan increased to 7.4 million in the second quarter of 2022, including 1.93 million postpaid and 5.46 million prepaid subscriptions, according to statistics from the Telecommunications Regulatory Commission (TRC) (Telecommunications Regulatory Commission, 2022).

This growth is due to the Telecommunications Regulatory Authority's effective role in creating and developing a solid telecommunications environment in Jordan, taking into account the increased levels of competition, and encouraging investment, competition, and positive results for subscribers in the telecommunications sector (Weshah et al., 2019). The Telecommunications Regulatory Authority is Jordan's official and licensed entity responsible for regulating and monitoring ICT services to ensure they conform to government laws (Alnassar, 2014).

Jordan's telecommunications sector is one of the most competitive in the Middle East, with the Jordanian telecommunications sector ranking among the top in terms of foreign investment. For instance, telecommunications and information technology revenues in Jordan more than doubled in five years, from 450 million dollars in 2000 to one billion dollars in 2005 (Azzam, 2017; Jordan Telecommunication Group, 2020). Jordan's telecommunications sector has experienced rapid growth in recent years, with the total assets of Jordanian telecommunications indicating that Jordan is one of the region's fastest-growing telecommunication markets. This transformation has changed Jordan's economy and image, turning it from a low-tech, slow-growing economy to a highly sought-after market for innovative investors. The IT services industry's competitiveness achieved revenue of $681,710,762 in 2017 and continues to develop and stabilize the national economy (Akroush & Mahadin, 2019). According to research examining data from various enterprises currently operating in Jordan, the telecommunications and IT sectors have significantly contributed to exports, with earnings reaching hundreds of millions of dollars. As a result, this sector has become one of the world's leaders in the IT and telecommunications industries, and its exports have grown not only domestically but also globally (Alamri, 2020).

Jordan joined the World Trade Organization (WTO) on 11 April 2000 (Hamdan et al., 2017). His Majesty King Abdullah II has pledged his continued support for the sector's development and has identified and eliminated potential barriers to its progress (Alnassar, 2014). Consequently, Jordan's ICT sector has achieved several notable milestones. Jordan's ICT system has evolved into one of the most modern and robust in the Arab world. Information and communication technology, along with the development of new technologies, is one of the government's top priorities and is projected to make a substantial contribution to Jordan's economy (Weshah et al., 2019). Therefore, the sector has increased regional competition, contributed to an economic crisis that affected regional stability, and remains a crucial factor for Jordan by demonstrating progress in terms of market size, investment, employment, and exports (Shariah et al., 2022).

Since the mid-1990s, Jordan has developed and implemented plans to modernize and enhance telecommunications infrastructure and services to promote the growth of the Jordanian telecommunications market (Alnsour et al., 2014). For instance, Yaseen et al. (2016) noted that Jordan possesses all the necessary components for a regional information technology hub, and according to the Investment Board Society (2011) (IBS), Jordan has a sophisticated communication infrastructure. Jordan has become a pioneering destination in the Middle East and North Africa (MENA) region for information technology enterprises and startups, due to its strategic location and advanced telecommunications industry (About Jordan–Minister of Digital Economy and Entrepreneurship, 2020). Furthermore, the Jordanian government is working to ensure broad access to valued communications services (Middle East Business & Finance News [MENAFN]). The government is also promoting competition in the telecommunications industry, strongly encouraging the private sector to engage and invest in this vital sector. Until 2004, Jordan was served by only one fixed-line operator, Jordan Telecommunication (JT), which was owned by the Jordanian government and a consortium led by France Telecom. The second license to provide fixed-line telephone services in Jordan was granted to Batelco Jordan in 2005.

In recent years, several developments and changes have occurred regarding the mobile operators providing mobile services in Jordan. The first three Global System for Mobile Communications (GSM) mobile operators to provide mobile service in Jordan were Mobilecom, Xpress, and IDEN communication companies (Alnsour et al., 2014). Currently, in Jordan, there are three competing mobile operators: Zain, Orange, and Umniah. The three leading Jordanian telecommunications companies are operating in a very dynamic business environment; they all compete for the same customers and market share (MENAFN, 2020). Based on the Competition Cellular Intensity Index (2017) released by the Arab Advisors Group (2018), Jordan's mobile market is the fourth most competitive in the Middle East and North Africa (MENA) region, with a score of 70.11%, behind Saudi Arabia, Palestine, and Tunisia. The leading companies—Zain Jordan, Orange Jordan, and Umniah—are in severe competition for Jordanian consumers' business in the data-driven mobile broadband market (Adnan et al., 2022).

Each of these operators effectively covers all areas of Jordan through a strong network. On the other hand, these competitors have millions of loyal customers, and each is part of a large regional telecommunications group from which they receive strong support. For example, Orange Jordan is part of the Orange Group, and Zain Jordan is part of the Zain Telecommunications Group. Jordan's telecommunications market is one of the most advanced in the Middle East. Jordan is the second-largest telecommunications market in the Middle East, with Zain, Orange, and Umniah providing service to almost 10 million people (Telecommunications Regulatory Commission, 2021). Zain Jordan holds a 40% market share, followed by Orange Jordan with 31% (Hammoudeh & Benedek, 2019; Khamaiseh et al., 2020). Umniah, the newest competitor, holds a 29% market share.

Jordan Telecommunication Group (JTG), an obligatory carrier, was privatized in 2000 and floated on the stock exchange in 2002. In 2006, France Télécom purchased a large portion of the company. The company is currently majority-owned by France Télécom, which operates as Orange Jordan, with the Jordanian government holding a 30% interest. By providing Global System for Mobile Communications (GSM) mobile services to Jordan, Zain Jordan transformed the country's telecommunications. Zain soon rose to the top of the Jordanian telecommunications industry, a position it has maintained to this day due to its foresight in investing in cutting-edge technology to provide advanced services to clients. Zain Jordan has experienced outstanding subscriber growth since its start, with a total of over 5.9 million members in the country. Zain covers the entire populous area of Jordan with around 6,325 cell sites, sustaining steady growth in mobile and Internet subscriptions. The company increased Jordan's mobile market penetration from 38% in 2005 to over 157% in 2016, demonstrating its role as a driving force in ICT sector growth (Khamaiseh et al., 2020). In August 2004, Umniah was granted a license to provide mobile communications services. Orange Jordan is one of the 29 subsidiaries of the Orange Group, a global telecommunications company that ranks in the top 10 in the industry. Orange Jordan brings a global experience to bear on the country's digital transformation, resulting in increased opportunities for shared socioeconomic prosperity for Jordanians. It has a customer base of more than five million people (Ahmad Moh et al., 2017;). Orange Jordan is a leading, integrated telecommunications provider in Jordan, offering a diverse variety of fixed, mobile, and internet services. In mid-August 2009, Orange Cellular Company was awarded a license to provide third-generation services in the Kingdom (Abdallah & Rumman, 2013).

Table 1.1 Population of the Study

Jordan Telecommunications Sector	**No. of employees**
Zain	1218
Orange	1717
Umniah	461
Total	3396

Source: (Zraqat, 2020; Orange annual report, 2020; Zain annual report, 2023; Umniah annual report, 2022)

Table 1.1 illustrates the number of employees at Zain, Orange, and Umniah, three Jordanian mobile phone service providers. It is evident from the table that there are a total of 3,396 employees across the three companies. Telecommunications is a highly service-demanding and dynamic industry, and Jordanian telecommunications businesses face significant challenges in surviving in an exceedingly demanding environment. They must develop systems that are critical to achieving operational excellence (Weshah et al., 2019). Additionally, employment in this industry has been steadily expanding, with 18,000 people employed in 2014 (Hijazin et al., 2023). The telecommunications sector is considered one of the key areas that invest in HR and aim for constant innovation (Weshah et al., 2019).

Given the crucial role of the telecommunications sector in Jordan's economy and its dynamic nature, this study will focus on this industry. The research will explore the impact of HRMPs—such as TD, selection, compensation, JS, JD, and PA—on employee ITS. Additionally, the study will examine how EE mediates the relationship between HRMPs and employee ITS, and how OC moderates the effect of EE on employee ITS within Jordanian telecommunications companies.

1.3 PROBLEM STATEMENT

Employee ITS is a significant challenge for firms and their managers. Rapid changes and emerging trends in the business environment have intensified these challenges, creating a fast-paced and demanding landscape. Globalization and heightened market competition have further compounded these issues, presenting companies with numerous new challenges (Isabelle et al., 2020). Despite this, employers struggle to find effective and straightforward strategies to enhance EE and ITS (Pregnolato et al., 2017; Amushila & Bussin, 2021). Effective management of employee ITS is crucial for a company's success and competitiveness (Kumar, 2021).

An effective way to address increased turnover rates is by enhancing employees' ITS with the company. The inability of firms to implement suitable ITS strategies contributes to high employee turnover rates (Basnyat & Lao, 2020; Iqbal, 2010). Additionally, employee turnover rates have surged in recent years, drawing significant attention from management (Kumar, 2021). To improve an organization's ability to attract and retain employees, effective retention strategies must be implemented (Hassan et al., 2019). Thus, promoting employees' ITS within the organization is a crucial mechanism for tackling the challenges posed by rising turnover rates.

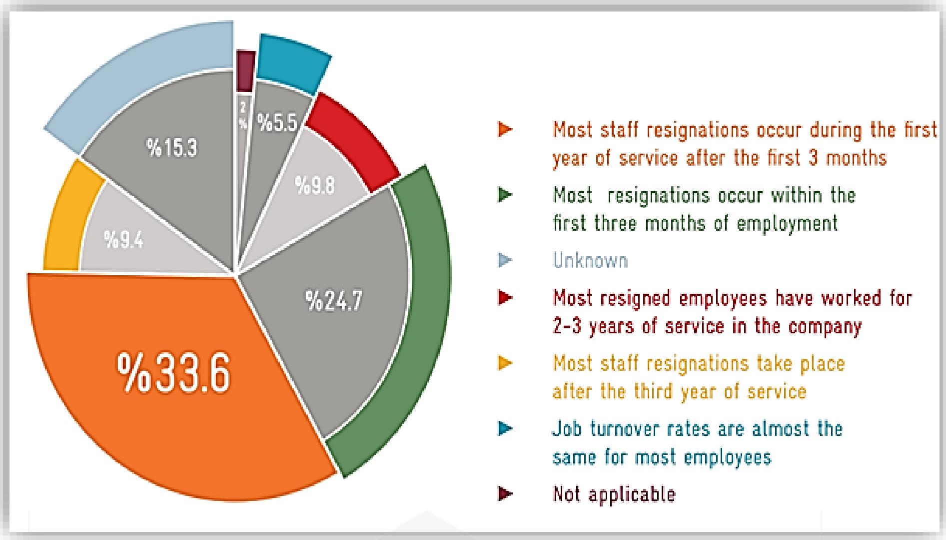


Figure 1.4 Turnover Rates by Length of Employment in Jordan
Source: (Hend, 2018)

Statistics indicate that Jordan experiences a high turnover rate in terms of employment duration across all industries. For instance, 24.7% of resignations occur within the first three months of employment, and 33.6% happen within the first year. Furthermore, 9.8% of resignations occur during the 2-3 years of service. Consequently, this statistic shows that 68% of all industrial employees in Jordan who leave their jobs do so within the first three years, as illustrated in Figure 1.4.

However, turnover rates vary from one sector to another in Jordan. In 2017, Jordan's industrial sector, including telecommunication companies, experienced a high turnover rate, with an annual rate of 20.6% (Qatamin et al., 2023). According to Hend (2018), the highest turnover rates were in the plastic and rubber sectors (26.4%), followed by the engineering, electrical, and information technology sectors (24.8%), as shown in Figure 1.5. It should be noted that the Jordan Telecommunication Sector (JTS) is classified under the Telecoms and ICT sector (Khamaiseh et al., 2019; Abualoush, 2022). Additionally, the ICT industry is divided into sub-sectors, each offering valuable investment opportunities, such as IT software, telecommunication, IT infrastructure, and gaming (Adaileha & Alshawawrehb, 2021).

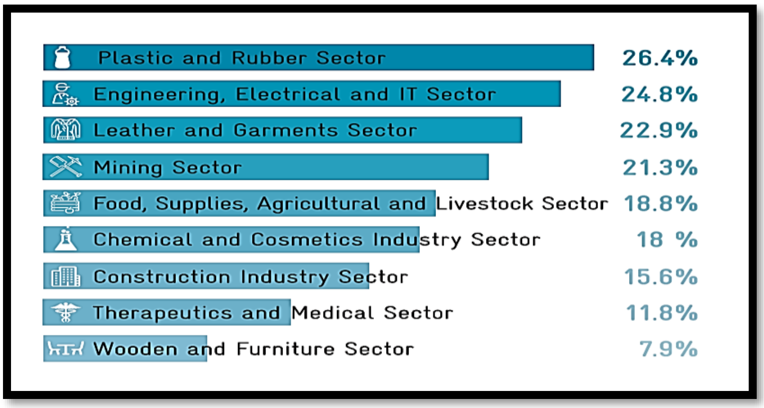


Figure 1.5 Turnover Rates by Sector in Jordan
Source: (Hend, 2018)

Statistics indicate that the number of staff in telecommunication companies in Jordan has declined over the years. A recent report from Jordan's IT Enabled Services (ITES), a reliable government institution, demonstrates a sharp decline in the number of workers employed in the country's telecommunications industry over the previous few years, from 5,756 in 2009 to 4,045 in 2018, as shown in Figure 1.6 (Al-Khamaiseh et al., 2019; Qatamin et al., 2023).

Orange Telecom's annual reports also reflect this decline in the workforce at Jordan Telecommunication Group. For instance, the number of Orange Telecommunication employees decreased from 1,363 in 2022 to 1,275 in 2023 (Orange Annual Report, 2022; Orange Annual Report, 2023). Furthermore, these reports indicate that the number of permanent contract employees at Jordan Telecommunication Group decreased by 1.0%, from 1,594 in 2021 to 1,578 in 2022, while the number of temporary contract employees decreased by 40.5%, from 111 in 2021 to 66 in 2022 (Orange Annual Report, 2022).

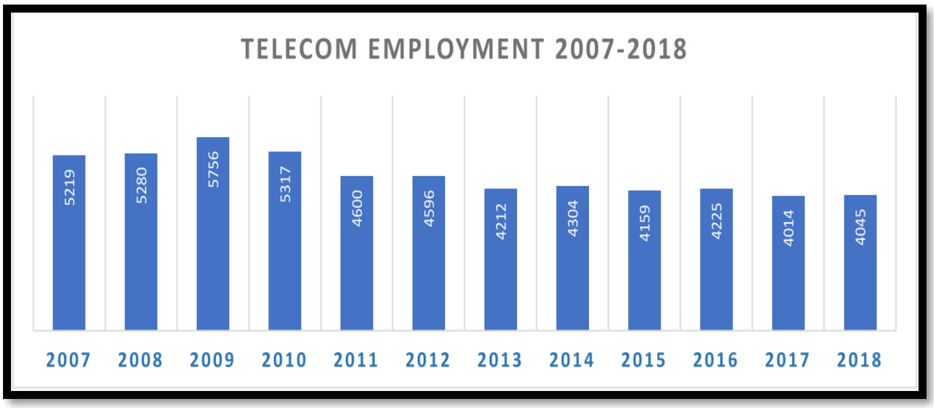


Figure 1.6 Total Staff Number in Telecommunication Companies in Jordan
Source: (Qatamin et al., 2023)

Reviewing the existing literature reveals that employee ITS remains an ongoing issue, and the current research is insufficient to address it comprehensively. Notably, there is a scarcity of studies conducted in Middle Eastern countries such as Jordan. With 46% of all studies concentrated in Europe, there is a noticeable lack of research in the Middle East (Motyka, 2018; Alhmoud & Rjoub, 2020; Kurdi et al., 2020; Harazneh & Sila, 2021). Furthermore, most studies have focused on customer ITS rather than employee ITS (Kurdi et al., 2020; Alshurideh et al., 2012). There is also a need to explore additional variables that may correlate with ITS but have not been covered in previous literature, such as OC, EE, and some HRMPs, namely, JS, compensation, PA, and TD (Hieu & Nwachukwu, 2020; Saad et al., 2021; Bibi et al., 2017).

This study aims to address the issue of high turnover rates in the telecommunications sector, as highlighted by recent reports from Jordan's IT Enabled Services (ITES) (Qatamin et al., 2023; Al-Khamaiseh et al., 2019). It will investigate the factors that might significantly reduce employee turnover rates and strengthen employee ITS in Jordanian telecommunication companies.

This research addresses a critical issue in the Jordanian telecommunications sector by applying a comprehensive theoretical framework. It utilizes social exchange theory (SET) to examine how HRMPs (TD, selection, compensation, JS, JD, and PA) influence employee intention to stay (ITS). Self-determination theory (SDT) is employed to understand how employee engagement (EE) mediates this relationship. Additionally, organizational culture theory is used to explore how organizational culture (OC) moderates the effect of EE on ITS. By integrating these theories, the study aims to fill gaps in the literature and provide practical strategies to enhance employee retention, thereby supporting the sector's long-term success and competitiveness.

1.4 RESEARCH QUESTIONS

This study came to determine the direct and indirect impact of HRMPs on employee ITS and the indirect effect by understanding if EE mediates the relationship between HRMPs and employee ITS taking into account the OC which moderates the effect of EE on employee ITS. Therefore, this study seeks to answer the following research questions:

1. What is the impact of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee engagement in the Jordanian telecommunications sector?

2. What is the impact of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee intention to stay in the Jordanian telecommunications sectors?

3. What is the impact of employee engagement on employee intention to stay in the Jordanian telecommunications sector?

4. Does employee engagement mediate the effect of HRM on employee intention to stay in the Jordanian telecommunications sector?

5. Does organizational culture moderate the effect of employee engagement on employee intention to stay in the Jordanian telecommunications sector?

1.5 RESEARCH OBJECTIVES

In this study, the research objectives are developed based on the problem statement and research questions. To address the problem statement and answer the research questions, the objectives of this study can be outlined as follows:

1. To examine the impact of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee engagement in the Jordanian telecommunications sector.

2. To examine the impact of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee intention to stay in the Jordanian telecommunications sector.

3. To examine the impact of the impact of employee engagement on employee intention to stay in the Jordanian telecommunications sector.

4. To examine whether employee engagement mediates the influence of HRM practices on employee intention to stay in the Jordanian telecommunications sector.

5. To examine whether organizational culture moderates the effect of employee engagement on employee intention to stay in the Jordanian telecommunications sector.

Table 1.2 provides a comprehensive overview of the study's key questions and objectives, outlining five primary research questions alongside their corresponding objectives. Additionally, the table presents 12 investigation questions that delve deeper into specific aspects of the study, offering a detailed framework for exploring the relationships between HRMPs, EE, and employee intention to remain within the Jordanian telecommunications sector.

Table 1.2 Research Questions and Objectives

Research Objectives	Research Questions	Investigation Questions
1- To examine the impact of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee engagement in the Jordanian telecommunications sector.	1- What is the impact of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee engagement in the Jordanian telecommunications sector?	1-1 What is the impact of training and development practices on employee engagement in the Jordanian telecommunications sector?
		1-2 What is the impact of selection practices on employee engagement in the Jordanian telecommunications sector?
		1-3 What is the impact of compensation practices on employee engagement in the Jordanian telecommunications sector?
		1-4 What is the impact of job security practices on employee engagement in the Jordanian telecommunications sector?
		1-5 What is the impact of job design practices on employee engagement in the Jordanian telecommunications sector?
		1-6 What is the impact of performance appraisal practices on employee engagement in the Jordanian telecommunications sector?
2- To examine the impact of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee intention to stay in the Jordanian telecommunications sector.	2- What is the impact of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee intention to stay in the Jordanian telecommunications sector?	2-1 What is the impact of training and development practices on employee intention to stay in the Jordanian telecommunications sector?
		2-2 What is the impact of selection practices on employee intention to stay in the Jordanian telecommunications sector?
		2-3 What is the impact of compensation practices on employee intention to stay in the Jordanian telecommunications sector?
		2-4 What is the impact of job security practices on employee intention to stay in the Jordanian telecommunications sector?
		2-5 What is the impact of job design practices on employee intention to stay in the Jordanian telecommunications sector?
		2-6 What is the impact of performance appraisal practices on employee intention to stay in the Jordanian telecommunications sector?

Research Objectives	Research Questions	Investigation Questions
3- To examine the impact of employee engagement on employee intention to stay in the Jordanian telecommunications sector.	3- What is the impact of employee engagement on employee intention to stay in the Jordanian telecommunications sector?	3- What is the impact of employee engagement on employee intention to stay in the Jordanian telecommunications sector?
4- To examine whether employee engagement mediates the influence of HRM practices on employee intention to stay in the Jordanian telecommunications sector.	4- Does employee engagement mediate the effect of HRM on employee intention to stay in the Jordanian telecommunications sector?	4- Does employee engagement mediate the effect of HRM on employee intention to stay in the Jordanian telecommunications sector?
5- To examine whether organizational culture moderates the effect of employee engagement on employee intention to stay in the Jordanian telecommunications sector.	5- Does Organizational culture moderate the effect of employee engagement on employee intention to stay in the Jordanian telecommunications sector?	5- Does Organizational culture moderate the effect of employee engagement on employee intention to stay in the Jordanian telecommunications sector?
Source: The author		

1.6 THE SIGNIFICANCE OF THE STUDY

The significance of this study is closely tied to its theoretical framework, which provides a solid foundation for exploring the relationships between HRMPs, EE, and employee ITS. The theoretical framework used in this study draws upon established theories in HRM, such as SET and the SDT, which both emphasize the importance of mutually beneficial relationships between employees and organizations. By integrating these theories with empirical research, the study offers a deeper understanding of how HRMPs can foster EE and, in turn, improve employee ITS.

The significance of this research lies in its theoretical contributions, particularly in filling conceptual and geographical gaps in the literature. Previous scholars, such as Bibi et al. (2017) and Saad et al. (2021), called for the integration of additional HRM variables and the separate examination of HRMPs to better understand their impact on EE and ITS. By adopting a theoretical framework that incorporates these recommendations, this study provides a more comprehensive analysis of how key HRMPs, such as TD, selection, compensation, JS, JD, and PA, influence EE and ITS. Through this lens, the study extends the theoretical understanding of HRM by demonstrating how individual HRMPs can uniquely contribute to employee retention, as suggested by the SET, where employees reciprocate organizational support with loyalty and longer tenure.

Furthermore, the theoretical framework used in this study also addresses the geographical gap highlighted by Olaimat & Awwad (2017) and Alrowwad et al. (2018), who recommended a greater focus on HRMPs and employee retention techniques in developing countries, particularly within sectors like telecommunications. By applying the theoretical framework to the Jordanian telecom sector, the study demonstrates how region-specific HRM strategies can align with broader theoretical constructs, such as the SET, which posits that human capital is a key resource for organizational success. The study's findings, therefore, not only enhance the theoretical discourse on HRM but also provide practical guidance for organizations in the Middle East looking to improve employee retention through targeted HRMPs.

In conclusion, the theoretical framework used in this study is integral to its significance, as it offers a structured approach to addressing key gaps in the HRM literature. Building on established theories and integrating recent scholarly recommendations, this study provides both theoretical advancements and practical insights into how HRMPs can enhance EE and ITS, particularly in the context of developing countries like Jordan. This theoretical framework lays the foundation for future research and offers a roadmap for organizations seeking to leverage HRM strategies to retain talent and foster long-term EE.

1.7 DEFINITION OF TERMS

1.7.1 Definition of HRM

HRM is a set of functions or activities that are designed to influence the effectiveness of organizational employees (Opatha, 2021).

1.7.2 Definition of Training and Development Practices

Training is a set of actions aimed at improving an employee's job performance by improving his skills and knowledge, allowing employees to do the duties required by the job more efficiently (Cunningham, 2007). While the development concept is defined as a long-term procedure intended to increase employee capacity and efficiency (Gansberghe, 2003).

1.7.3 Definition of Selection Practices

Selection is the actions that organizations take to hire the most competent individuals and supply businesses with the labour they need to achieve their objectives (Hajjaj, 2020).

1.7.4 Definition of Compensation Practices

Compensation is all types of returns, including direct cash payments (wages) and indirect cash payments (social benefits) (Jamil and Habibullah, 2018).

1.7.5 Definition of Job Security

Job security is the probability that a worker may anticipate keeping their position for a predetermined amount of time (Delery& Doty, 1996).

1.7.6 Definition of Job Design

Job design is the function of human resources (HR) in figuring out different tasks, both for individuals and for organizational groups of workers, to control work assignments that conform to organizational needs and desired behavior (Foss et al., 2009).

1.7.7 Definition of Performance Appraisal

Performance appraisal is an organizational process to evaluate employee performance based on pre-determined criteria, with the main goal of assisting managers in making wise hiring decisions and maximizing the utilization of their workforce to increase productivity (Andoh et al., 2019).

1.7.8 Definition of Employee Engagement

EE is defined by Myrden and Kelloway (2015) as an individual's enthusiasm, passion, and devotion toward their work and the business as well as their willingness to expend discretionary effort in support of the employer.

1.7.9 Definition of Employee Intention To Stay

ITS denotes the strength of an individual’s relative intent towards discretionary and permanent employment discontinuation (Mahfouz et al., 2022).

1.7.10 Definition of Organizational Culture

OC is a “set of shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace” (Hillary, 2018).

1.8 SCOPE OF THE STUDY

This study focuses on investigating the relationships between HRMPs, EE, and ITS within the context of Jordan's telecommunications sector. It explores how various HRMPs—such as TD, selection, compensation, JS, JD, and PA—impact EE and how EE mediates the relationship between HRMPs and ITS. The research centers on the three major telecom companies in Jordan: Zain, Orange, and Umniah, offering insights into employee retention in a sector characterized by high turnover.

The theoretical framework underpinning this study is grounded in SET, SDT, and organizational culture theory. These theories provide a comprehensive lens to understand the dynamics between HRMPs, employee motivation, and organizational support. SET emphasizes the reciprocal relationship between the organization and employees, while SDT focuses on the intrinsic motivation that influences employee engagement. Organizational culture theory adds an additional dimension by exploring how corporate culture affects employee retention and engagement.

Geographically, the scope is limited to Jordan, specifically the telecommunications industry, chosen due to its economic relevance and high employee turnover. Data was collected between October and November 2023 through a mix of online and hardcopy questionnaires, targeting employees at all levels within the telecom sector. The study utilizes structural equation modeling (SEM) to analyze the data and determine the strength of the relationships between the variables.

This study aims to contribute to the existing literature by filling both conceptual and geographical gaps in the understanding of HRMPs, EE, and ITS, particularly in the Middle East. While the focus is on the Jordanian telecom industry, the findings may provide valuable insights for other sectors and regions facing similar challenges in employee engagement and retention.

1.9 CHAPTER SUMMARY

This chapter provides an introduction to the study, laying the foundation for the research. It begins with the background of the study, outlining the significance of investigating HRMPs and their impact on ITS within the Jordanian telecommunications sector. The overview of the Jordanian Telecommunications Industry highlights the importance of the sector, its high turnover rates, and the need for effective retention strategies.

Next, the problem statement defines the core issue of the research, addressing the gap in understanding how HRMPs influence ITS, with EE serving as a mediating variable and organizational culture as a moderating factor. The research questions are then presented, aiming to explore these relationships and fill existing conceptual and geographical gaps in HRM literature.

The research objectives follow, detailing the goals of the study, including examining the direct and indirect effects of HRMPs on ITS. The significance of the study emphasizes both academic and practical contributions, particularly the potential for Jordanian telecom companies to enhance their retention efforts.

Key terminology is clarified in the Definition of Terms section to ensure consistency and understanding throughout the thesis. Finally, the Scope of the Study outlines the study's focus on the three main telecom operators in Jordan—Zain, Orange, and Umniah—while addressing HRMPs, ITS, EE, and OC within the context of this specific industry.

In the next chapter, the literature review will build on this foundation by discussing relevant theories and prior research, providing a deeper understanding of the key concepts and frameworks that underpin this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter, the study builds upon the literature review to provide a comprehensive understanding of the key constructs: ITS, HRMPs, EE, and OC. These constructs are conceptualized and categorized within the framework of a quantitative research paradigm, aligning with the study's objectives and research questions. The theoretical perspective of the study is then introduced, grounded in SET, SDT, and organizational culture theory. These theories provide the foundation for understanding the dynamics between the research variables, highlighting how HRMPs, EE, and OC influence employee ITS. Following this, the chapter explores the relationships among these variables as outlined in the conceptual framework, with specific attention to the development of hypotheses that guide the empirical investigation. Finally, the chapter concludes by identifying the current gaps in the literature and highlighting the study's unique contributions to the field, particularly in addressing these gaps through its proposed framework and hypotheses.

2.2 EMPLOYEE INTENTION TO STAY (ITS)

Employee ITS refers to the conscious and purposeful willingness of employees to remain with their organization, thereby increasing the likelihood of them staying in their current roles (Aboobaker et al., 2018). ITS is viewed as the opposite of the intention to quit and represents an individual's desire to continue working for their current employer (Milliman et al., 2018). Retaining employees, particularly those with highly specialized skills is a key strategy for organizational success. Human resources are vital to all organizations, as highlighted in several studies (Ayentimi et al., 2018; Boon et al., 2018; Kim et al., 2019). Furthermore, Sathiyendran and Chandrasekar (2019) concluded that human resources are crucial for the success and achievement of both individual and organizational goals. Organizations ensure their future survival, efficiency, and growth by attracting and retaining top talent, especially high-performing employees.

Employee ITS has become a significant issue for businesses worldwide, especially in the face of economic uncertainty and competitive pressures (Kundu & Lata, 2017). Several strategies have been identified that encourage employees to remain with their employers, such as learning opportunities (Kyndt et al., 2009), compensation and appreciation, recognition of abilities, effective communication (Walker, 2001), and EE (Palmer & Gignac, 2012). As employee retention continues to be a challenge for organizations, identifying ways to encourage employees to stay has become a critical concern, as excessive employee turnover poses a significant threat (Kadiresan et al., 2019).

Previous research has underscored the importance of effective HRMPs in reducing the likelihood of turnover and enhancing employees' willingness to stay (Démeijer, 2017; Nie et al., 2017). According to Milman & Dickson (2014), HRM is instrumental in fostering positive behavioral intentions in employees, which can significantly impact retention.

2.3 DEFINITION OF HRM

Numerous scholars have offered definitions of HRM, emphasizing various aspects of the function. Citing Opatha (2021) and French (1978), HRM is described as the process through which organizations recruit, select, develop, utilize, and accommodate their human resources. This definition considers every individual involved in organizational activities, irrespective of their role, as part of the human resource base. Glueck (1979) also defined HRM as the effective use of human resources as a central function of organizations aimed at achieving both organizational goals and employee satisfaction, highlighting its mutual benefits for companies and employees.

Bratton and Gold (1994) further explained HRM as an administrative process that manages people as a key resource, essential to achieving competitive advantage through strategies aligned with the company's objectives. Mathis and Jackson (2011) defined HRM as a management system that ensures the efficient and effective utilization of human talents to achieve organizational goals. Schwind et al. (2013) presented HRM as a system of managing people using various methods and procedures that support employees in reaching their objectives, consequently enhancing their contributions to the organization. They also noted that failure to meet employee goals could lead to decreased performance and higher turnover rates.

Noe, Hollenbeck, Gerhart & Wright (2007) defined HRM as a set of policies and procedures designed to influence employees' behavior, attitudes, and performance. Similarly, Heneman et al. (1989) defined HRM as a series of activities that impact employee performance, retention, satisfaction, and other outcomes, closely aligning this definition with the objectives of this study.

Though varied in focus, these definitions share common themes, indicating that HRM involves specific tasks and activities aimed at managing employees within an organization to meet its objectives. According to Opatha (2021), Table 2.1 outlines key characteristics derived from these various definitions.

Table 2.1 Characteristics Derived from the Definitions

Author/s	**Characteristic/s**
French (1978)	Accommodating human resources (a human imperative in a modern organization exists and it is to enhance the quality of organizational life in a psychological and sociological sense).
Glueck (1979)	HRM exists in all enterprises and it involves effective utilization of employees to achieve the enterprise’s objectives and the employees’ satisfaction and development.
Stone and Meltz (1983)	The services or assistance given to the company in using its human resources to fulfill its goals.
Schuler and Youngblood (1986)	(1) The importance of a company’s work force is recognized; (2) several functions and activities are utilized; (3) the functions and activities are to be used in the way that is both effective and legal for the benefit of the employee, the organization, and society.
Heneman III, Schwab, Fossum, and Dyer (1989)	A set of functions or activities exist in an organization and they are aimed at influencing the effectiveness of employees of the organization.

Author/s	Characteristic/s
Graham and Bennett (1992)	It emphasizes the psychological basis of HRM.
Bernardin and Russell (1993)	Making decisions with regard to the organization's workforce in order to experience the meeting of specific organizational business needs.
Bratton and Gold (1994)	HRM is strategically oriented.
Singh, Chhabra, and Taneja (1995)	An established part of management which is concerned with the human resources of an Organization.
Mamoria (1996)	It is concerned with employees, both as individuals and groups.
Werther and Davis (1996)	A discipline that studies how employees are obtained, developed, utilized, evaluated, maintained, and retained by the employers.
Mondy, Noe, and Premeaux (1999)	HRM is a dynamic discipline.
Pattanayak (2003)	It implies that HRM encompasses those activities designed to provide, motivate and coordinate the human resources of an organization.
Kleiman (2002)	HRM is a managerial tool for competitive advantage. It exists an employment cycle that has three phases such as preselection, selection, and postselection.
Fisher, Schoenfeldt, and Shaw (2006)	Management decisions and practices influencing employees of the organization
Beardwell and Claydon (2007)	People management activities and strategic approach
Noe, Hollenbeck, Gerhart & Wright (2007)	Policies, practices, and systems (means) influencing on behavior, attitudes, and performance of employees employees (the ends).
Byars and Rue (2008)	Activities done for the purposes of providing HR and coordinating HR.
DeNisi and Griffin (2008)	A comprehensive set of activities which lead to develop and maintain a qualified workforce in ways that contribute to organizational effectiveness.
Opatha (2009)	Human resources are unique and their efficient and effective utilization to achieve goals of an organization.
Ivancevich (2010)	It facilitates the most effective use of employees in order to achieve organizational goals as well as individual goals.
Mathis and Jackson (2011)	Designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals.

Author/s	Characteristic/s
Torrington, Hall, Taylor, and Atkinson (2011)	HRM is fundamental to all management activity; a body of management activities; and a particular approach to carrying out those activities
Schwind, Das, Wagar, Fassina, and Bulmash (2013)	Using systems, methods, processes, and procedures that enable employees to achieve their own goals that in turn enhance the employee's positive contribution to the organization and its goals.
Armstrong and Taylor (2014)	All aspects of employing people and managing them in organizations.
Stewart and Brown (2014)	The field of study and practice that focuses on people in organizations.
Bohlander and Snel (2017)	Bringing together different employees to achieve a common purpose.
Aswathappa (2017)	A management function helping managers plan, recruit, select, train, develop, remunerate and maintain members for an organization.
Dessler (2017)	The process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concern.

Source: (Opatha, 2021)

Furthermore, Opatha (2021) outlined several key characteristics of HRM based on the features presented in Table 2.1. First, HRM is recognized as an academic discipline, which allows for systematic study and research. Second, HRM involves specific activities aimed at managing human resources. Third, HRM is considered a legitimate method of application, being a recognized and formal approach used within organizations. Fourth, HRM functions occur within a company and focus on managing personnel. Fifth, HRM places a strong emphasis on people management, specifically on managing and overseeing employees or the workforce within a company. Sixth, HRM is task-oriented, encompassing several tasks necessary to utilize human resources effectively, including various subtasks that support the main objectives. Seventh, HRM involves fulfilling duties related to finding, training, recognizing, rewarding, retaining, and managing exceptional personnel. Finally, HRM aims to ensure the efficient and effective use of human resources to achieve organizational goals.

In line with these characteristics, Heneman et al. (1989) described HRM as a collection of activities impacting employee performance, including employee ITS, satisfaction, and other outcomes. This definition aligns with the objectives of this study, which empirically investigates the impact of HRMPs—specifically TD, selection, compensation, JS, JD, and PA—on employee ITS. Additionally, this study examines EE as a mediating variable between HRMPs and employee retention, with OC moderating the effect of EE on employee ITS.

2.4 HRM PRACTICES

The optimum effectiveness and efficiency of organizational outcomes depend on its HRMPs and policies (Hassan et al., 2017; Qatamin & Alkoud, 2023; Alkoud & Qatamin, 2023). Several studies have shown that employees' perceptions of HRMPs and policies, which reflect the organization's concern for its employees' interests, are important determinants of employee satisfaction and commitment (Li et al., 2019; Shen et al., 2018). For instance, the study by Farouk et al. (2023) highlighted that HRM plays a crucial role in organizations by ensuring that employees are well-equipped to contribute to the organization's goals and objectives.

As previously mentioned, HRM consists of a collection of practices, norms, and rules that influence how employees behave, think, and perform. It also involves actions that impact employee performance in terms of ITS, satisfaction, and other outcomes (Noe et al., 2007; Heneman et al., 1989). Several important HRMPs are commonly used in organizations, including compensation, JS, JD, performance management, PA, benefits management, recruitment and selection, TD, grievance management, and knowledge management (Iqbal et al., 2019; Saad et al., 2021).

The HRMPs selected for this study were chosen based on their relevance to the industry and, as suggested by Saad et al. (2021), to investigate each practice separately in order to compare their impact on EE. Additionally, this study relies on the conceptual model provided by Hieu and Nwachukwu (2020), which calls for empirical assessment of the links between HRMPs, OC, and staff ITS. Furthermore, the study draws on research by Kyndt et al. (2009), Yucel et al. (2023), Saad et al. (2021), Elsafty and Oraby (2022), Gencer et al. (2021), and Olaimat and Awwad (2017) to determine the items used to measure the study's variables. These variables include HRMPs as independent variables, EE as a mediator, ITS as a dependent variable, and OC as a moderator. Consequently, this study focuses on six HRMPs: TD, Selection, Compensation, JS, JD, and PA. The classification and definition of these practices are explained as follows:

2.4.1 Training and Development

Training is a set of actions aimed at improving an employee's job performance by enhancing their skills and knowledge, thereby allowing them to fulfill job duties more efficiently (Cunningham, 2007). Training serves as an indicator of improved staff capacities, outlook, and superior skills, which lead to effective performance (Karim et al., 2019; Laing, 2009). Saleem et al. (2011) define training as a systematic expansion of the knowledge, abilities, and competencies required for staff members to perform successfully in their roles and work in subordinate situations.

In contrast, the concept of development is defined as a long-term process intended to enhance capacity and efficiency. It involves the realization of one’s potential through learning, often from deliberate study and experience (Gansberghe, 2003). Masadeh (2012) notes that development can encompass a wide range of activities, including coaching and formal educational commitments, and is generally broader than ‘learning’ or ‘training,’ which may be included within the scope of development.

The value and benefits of training are well documented (Jensen, 2001; Sommerville, 2007), with both employers and employees benefiting from enhanced abilities, knowledge, attitudes, and behaviors. Improved EE (Chaudhry et al., 2017), employee ITS (Ghazali et al., 2012), staff performance (Brown, 1994), job satisfaction, productivity, and profitability are some of the positive outcomes associated with effective training. Although development often refers to a broader range of activities compared to "learning" or "training," including coaching and formal education, it is critical for overall employee growth.

Numerous studies highlight the benefits of training programs (Swanson and Gradous, 1988). For example, Robbins and Coulter (2002) emphasize the importance of HRMPs, particularly TD, in enhancing employees' motivation, commitment, and satisfaction, which can positively impact their ITS. Damei (2020) supports this, noting that employees who perceive training as beneficial in Somali telecommunication companies are more likely to be satisfied and willing to stay with the organization compared to those who receive no training or ineffective training.

Mathieu and Leonard (1987) reported that training 65 supervisors for four days resulted in a net return of $148,400 over five years. Cascio (1998) presented a similar example, where a seven-day training program in basic management skills at Cigna Corporation led to an additional $150,000 in annual investment income. Olaimat and Awwad (2017) found that three dimensions of HRMPs (i.e., recruitment and selection, TD, and compensation) had a significant positive impact on employee intention to remain, while performance appraisal did not significantly affect it.

Training methods include instructor-led classroom and online-based training, as well as custom options. Virtual classrooms and distance learning are examples of online-based training (Urick, 2017). Computer-based training offers a practical, efficient, adaptable, and cost-effective solution for meeting diverse training needs compared to traditional classroom methods (Callan et al., 2015). However, instructor-led classroom training, while valuable for interactive learning, presents challenges such as spatial and temporal constraints (Oiry, 2009).

Research consistently highlights training as a crucial HRM technique for enhancing employees' abilities and knowledge to meet job requirements (Koteswari et al., 2020). Chen (2014) explored factors affecting employee retention and found that training programs, as an internal factor, benefit both employees and companies by improving ITS. Cloutier et al. (2015) advocate for long-term investments in formal, job-related training for all employees, which can lead to more devoted workers, higher productivity, lower turnover, and a competitive advantage.

Despite varying study methodologies, researchers agree on the significant influence of training on employee ITS. Cloutier et al. (2015) identified four strategies that enhance employee retention: effective communication, a diverse workforce (Ali et al., 2014), hiring skilled workers (Akther & Tariq, 2020), and training (Akther & Tariq, 2020; Chen, 2014; Nguyen & Duong, 2020). Elsafty and Oraby (2022) specifically examined the impact of training on employee ITS.

Becker (1962) distinguished between general and specific human capital, noting that while general human capital decreases employee intention to remain, specific human capital increases it. Herzberg et al. (1959) categorized factors affecting job retention into motivational and hygienic elements, with motivational factors like recognition and development contributing to satisfaction, and hygienic factors such as working conditions influencing dissatisfaction (Alshmemri et al., 2017). Altarawneh (2009) emphasized the importance of TD in HRM for enhancing the abilities, skills, and knowledge of managers and employees, ensuring effective and creative job performance. Lack of training results in fewer skilled professionals with inadequate technical, soft, and specialized skills. In Jordan, this issue is compounded by practices of favoritism, which hinder local professionals from competing with international labor.

2.4.2 Selection Practices

In general, selection refers to the actions organizations take to hire the most competent individuals and supply businesses with the labor needed to achieve their objectives (Hajjaj, 2020). Many institutions use the selection process for various reasons, including aligning competencies with the work environment and reducing recruitment costs (D'Silva, 2020). Previous studies have highlighted the financial losses associated with turnover, ranging from 90% to 200% of annual salary due to recruitment and selection costs (Reina et al., 2017).

The Human Resources department's primary responsibility remains recruiting and selection, which are crucial initial steps in achieving competitive quality and a competitive edge for a company (Yidaan, 2022). In the hiring process, HR managers use strategies to select qualified candidates from a large pool of applicants (Bratton & Gold, 2007). Gurnell et al. (1998) emphasized that a key aspect of efficient selection procedures is the HR department's ability to identify top prospects from the applicant pool.

The selection process in large businesses can be substantial and complex, reflecting industry-specific associations and differences. Each procedure's output is divided into two categories: those selected for the position and those rejected (Abbasi et al., 2022). Finding or retaining suitable work is crucial. Individuals invest considerable time and energy in finding jobs that match their skills, meet their needs, and align with their values and ambitions. Similarly, organizations strive to select candidates who fit the position and integrate well into the company (Vianen, 2018).

Person-environment fit, or "fit," refers to the compatibility between individuals and their work environment. Influential fit theories have been developed by Schneider (1987) in areas such as health and stress (Edwards & Cooper, 1990), job adjustment (Dawis & Lofquist, 1984), career selection (Holland, 1985), and OC.

Dany and Torchy (2017) described selection as a method of identifying individuals who are most likely to fill open positions effectively. This involves finding a balance between what applicants can and want to do and what the company requires. Key factors to consider in selecting employees include execution, expenses, and legal obligations (Brown et al., 2019).

Over the past 60 years, numerous hiring and selection criteria have been studied to assess their effectiveness (Farndale et al., 2018). Effectiveness has often been evaluated by examining employee ITS, turnover, performance, and organizational issues such as job recommendations, postings, and retraining departing employees (Rozario et al., 2019). Dany and Torchy (2017) highlighted the importance of a quality process in selection, hiring, and recruitment, despite challenges in identifying the perfect candidate. Rozario et al. (2019) suggested that while the quality of recruits may be elusive, recruitment remains essential for attracting and retaining knowledgeable and experienced individuals. Wattoo et al. (2020) also noted the complexity involved in employing new personnel during the recruitment and selection phase.

Contingency theory has been used to explain variations in HR practices and their effects on firm outcomes, such as performance (Chadwick et al., 2013; Datta et al., 2005). Callan et al. (2015) applied contingency theory (Burns & Stalker, 1961; Galbraith, 1973) to understand the strategic use of selection practices across firms.

According to contingency theory, selection techniques are strategic decisions regarding how a company will manage and organize human capital resources to balance internal and external competitive contexts (Callan et al., 2015). Companies with more structured selection processes may be adopting a more organized approach. Industry expansion and dynamism are key external determinants that influence the type and number of human resources an organization needs to remain competitive (Chadwick et al., 2013; Datta et al., 2005).

Budhwar and Mellahi (2006) noted that organizations often do not review job descriptions during the recruitment and selection process. Instead, they use descriptions as part of routine administrative processes. As a result, the selection process in Jordan may appear impartial and systematic, based on merit. However, this approach sometimes leads to confusion among employees regarding their specific tasks, which affects all job positions and generational groups.

2.4.3 Compensation Practices

In recent years, compensation has proven to be an effective means of attracting, motivating, and retaining critical talent within firms. The C system encompasses all forms of compensation, including direct cash payments (such as wages), indirect cash payments (like social benefits), increases in compensation, and the methods used to regulate the compensation system (Jamil & Habibullah, 2018).

Jaya (2019) highlighted the positive relationship between a well-structured compensation system and an organization's ability to retain and motivate its workforce. The implementation of a comprehensive compensation system contributes to optimal employee performance, task efficiency, and work behavior, ultimately leading to higher productivity (Zafar et al., 2021). Kyndt et al. (2009) demonstrated a significant positive impact of employee recognition and stimulation on employee ITS.

Compensation can be classified into financial and non-financial categories. Financial compensation includes direct monetary payments such as monthly wages, while non-financial compensation encompasses work benefits, services, and moral incentives (Zafar et al., 2021).

The literature underscores the significant role of compensation in influencing employee ITS. Several authors have affirmed that effective compensation strategies enhance employee ITS and reduce absenteeism (Harris & Brannick, 1999). March and Simon (1958) proposed that inadequate compensation can lead to employee turnover. Previous studies have consistently shown the positive impact of compensation on staff ITS (Hinkin & Tracey, 2010; Irshad, 2010).

Compensation serves as a valuable motivational tool, encompassing rewards and incentives. Managers should focus on achieving a perception of fairness concerning compensation and rewards. The equity theory of motivation, developed by Stacey Adams in the 1960s, provides insight into motivation in social exchanges, including compensation (Adams, 1963). This theory posits that individuals' motivation depends on whether they perceive they are being treated fairly. People desire equitable compensation (output) relative to their contributions (input) at work. Despite being subjective, this sense of fairness significantly affects behavior, attitude, and motivation (Adams, 1963). This theory is related to the expectancy theory of Vroom (1964), which asserts that individuals are motivated when they believe their efforts will result in desirable outcomes.

2.4.4 Job Security Practices

JS refers to the probability that a worker will retain their position for a predetermined period (Delery & Doty, 1996). Research indicates that employees who perceive job insecurity may experience negative psychological conditions, such as stress and burnout, which are contrary to engagement (Chen, 2017; Ugwu & Okojie, 2017; Probst, 2003; Dekker & Schaufeli, 1995).

Equal exchange relationships between employers and employees are established when employers meet employees' expectations and provide a sense of JS (Conway & Coyle-Shapiro, 2012). This employee-employer exchange relationship, a type of social exchange, reflects an employee's perception of the contributions they need to make and the inducements they receive in return (Rousseau, 1990; Shore et al., 2004). For instance, Lu et al. (2017), based on SET (Blau, 1964), identified JS as a critical inducement and examined its moderating effect on the relationship between job demands and job performance.

Greenhalgh and Rosenblatt (1984) were among the first to define job insecurity precisely and explore its significant organizational effects. They defined job insecurity as the perceived inability to maintain desired continuity in an unstable job environment. Building on this definition, Ashford, Lee, and Ashford et al. (1989) developed the Job Insecurity Scale (JIS), a 57-item instrument measuring job insecurity by assessing: (1) the variety of work situation characteristics at risk; (2) the importance of each characteristic; (3) the perceived likelihood of losing each characteristic; and (4) the number of threat sources.

JS is a crucial factor influencing employee performance and motivation to stay with a company. Hong et al. (2012) emphasized that JS is a key HRM technique that helps retain employees while enhancing their performance and capabilities (Purohit & Bandyopadhyay, 2014). Conklin & Desselle (2007) found that JS positively impacts employee ITS and is important for reducing turnover intentions. Additionally, Hsu et al. (2003) discovered that employees who experience less job insecurity are more receptive to resources and support from their managers.

However, there are challenges in categorizing and assessing job insecurity. First, it is not always clear how conceptually distinct "loss of employment" and "perceptions of loss of job features" are. Roskies and Guerin (1990) argued that the causes and effects of promotion threats and termination threats are sufficiently similar to be grouped together. Second, distinguishing between the dimensions of the construct and the factors affecting its relation to key outcome variables is crucial. While perceived helplessness is a significant factor in JS research, it is more likely to be a moderating variable rather than a component of job insecurity itself (Probst, 2003). Additionally, the desire for stability may affect how job insecurity impacts outcome variables. Previous studies have shown that the value placed on work moderates the relationship between perceived job insecurity and various personal outcomes, such as psychological discomfort, physical health, and job satisfaction (Orpen, 1993; Probst, 2000).

2.4.5 Job Design Practices

JD involves defining a worker's tasks, responsibilities, and the systems and processes they must follow to enhance job performance and create value. At its core, JD focuses on organizing tasks to optimize employee function and productivity. The concept of JD emphasizes the importance of the work itself—the daily tasks and activities that employees perform for their organizations.

The origins of job design can be traced back to early theorists like Babbage (1835) and Smith (1850), who advocated for highly specialized and straightforward work to improve productivity by allowing employees to refine their skills and focus on fewer tasks. This approach was expected to enhance employee performance by increasing expertise and attention. Over time, scholars developed methods to design jobs that would maximize worker efficiency without the drawbacks of overly simplified tasks (Davis & Taylor, 1972). These methods often drew on Herzberg (1966) Motivation-Hygiene Theory, which suggested that enriching jobs—rather than simplifying them—would boost employee performance and job satisfaction. Herzberg proposed that jobs should be designed to include "motivators" that foster accountability, success, competence growth, recognition, and career advancement.

Herzberg's theories were revolutionary and led to extensive research and successful job enrichment programs (Herzberg, 1976). As anticipated, many of these programs demonstrated that improving a job’s standing on motivators typically resulted in increased employee productivity, job satisfaction, and ITS.

Theories relevant to understanding motivation and its impact on employee commitment and retention include:

- Need Theories: Focus on internal factors that energize behavior, identifying needs as physiological or psychological deficiencies that drive behavior.

- Equity Theory: Recognizes that individuals are concerned with not just the absolute amount of rewards but also how these rewards compare to what others receive.
- Expectancy Theory: Suggests that people are motivated to act in ways that produce desired outcomes.
- Job Design Model: Posits that the nature of the tasks themselves is central to employee motivation.

These theories underscore the significance of employee ITS (Chiat & Panatik, 2019; Lee, J. Y., & Lee, M. H, 2022). Despite its advantages, Herzberg's approach had limitations. For example, it lacked specific guidance on which attributes should be added during job enrichment and did not offer a method for evaluating these attributes. Similar to scientific management, job modifications were typically imposed top-down by management without involving employees in the process (Paul et al., 1969). Early research also suggested that not all employees responded equally to enriched work, a factor not fully addressed by Herzberg (Davis & Taylor, 1972).

In response to these limitations, research in the late 1960s and early 1970s, such as that by Turner and Lawrence (1965), sought to address these issues. They identified six "requisite task attributes"—variety, autonomy, required interaction, optional interaction, knowledge and skill requirements, and responsibility—that were expected to influence employee reactions. They developed a summary measure, the RTA index, which showed a positive correlation with employee satisfaction and attendance in small-town factories, although it was unrelated to attendance and negatively correlated with satisfaction in metropolitan areas.

Some authors define JD as a written description of an employee's duties, execution methods, and working conditions (Griffin et al., 2001; Ali and Rehman, 2014). JD also involves detailing employee authority, work relationships, responsibilities, and the requirements for completing assigned tasks. Griffin et al. (2001) asserted that JD should specify the breadth, range, and objectives of each task, as well as differentiate employees' roles.

According to Foss et al. (2009), HR's role in JD is to manage work assignments that align with organizational needs and desired behaviors. JD aims to define the exact duties and responsibilities for individuals or groups within the organization (Anggapradja et al., 2022), making it essential for identifying the skills and abilities required for job performance.

2.4.6 Performance Appraisal

PA is one of the HRM techniques in which an employee's work performance is summarized, evaluated, and developed through the PA process. The performance manager should make every attempt to gather as much factual information on the employees' performance as is practical to be efficient and helpful (Pascal, 2019).

An employee's performance is reviewed and discussed in a PA, which is not focused on the employee's personality traits but rather on how well they performed the tasks they were given. Only when it pertains to carrying out the tasks and obligations that have been allocated can personality be taken into account (Pascal, 2019).

It is a planned, formal engagement between a subordinate and supervisor that typically takes the form of an annual or semi-annual interview. During this interview, the subordinate's work performance is reviewed and discussed to identify areas for growth and skill development (Naseer et al., 2020). The results of appraisals are used to identify the better-performing employees who should receive the majority of any merit pay increases, bonuses, and promotions available in many organizations, but not all. This is done either directly or indirectly (Babar et al., 2022).

There are two types of measures used in PA: Objective measures which are directly quantifiable and Subjective measures which are not directly quantifiable. Traditional Methods and Modern Methods are the two basic categories into which PA can be divided. Traditional Methods are some of the more established performance evaluation techniques. This approach is founded on an examination of the employees' character traits such as knowledge, initiative, loyalty, leadership, and judgment (Aggarwal et al., 2013).

Traditional methods include ranking methods, graphic rating scales, critical incident methods, and narrative essays. The ranking method, according to Dessler (2011), involves ranking employees on a certain trait from best to worst, selecting the highest, then the lowest, and continuing until all are ranked (Dessler, 2011). The Graphic Rating Scale, according to Dessler (2011), is a scale that includes a list of characteristics and a range of performance for each. The employee is then scored by determining the score that accurately reflects how well they performed on each trait (Dessler, 2011). Cited by Aggarwal et al. (2013), following the publication of John Flanagan's article "The Critical Incident Technique" in the psychological bulletin in 1954, his work became the foundational critical incident technique. The critical incident technique was first described by Flanagan (1954) as a series of processes intended to describe human behavior by gathering descriptions of incidents having extraordinary significance and satisfying systematically established criteria. Finally, on how to write a narrative essay at the conclusion of the review period, the evaluator documents the employee's strengths, flaws, prior performance, position, and recommendations for improvement. This method primarily aims to concentrate on behavior (Jafari et al., 2009).

In order to make traditional approaches better, modern approaches were developed. It made an effort to address the drawbacks of the previous approaches, such as subjectivity and bias. Cited by Aggarwal et al. (2013) there are many modern techniques, such as management by objectives, the Behaviorally Anchored Rating Scale (BARS), and the 360-degree method. Firstly, management by objectives in "The Practice of Management," a book published in 1954, by Peter F. Drucker established "Management by Objective." The object formulation, execution method, and performance feedback make up its three building blocks (Weihrich, 2000). Researchers interested in the issues of validity and reliability of performance assessments were drawn to Smith and Kendall's 1963 introduction of the Behaviorally Anchored Rating Scale (BARS). Simple numbers are less instructive than behavioral anchor scales. Operationally and theoretically differentiating between behaviorally anchored performance dimensions is possible (Landy & Barnes, 1979). The rater will be an observer, not a jury. BARS assists the rater in focusing on particular instances of desirable and bad workplace conduct that can be used as examples when discussing a rating. BARS demonstrates various degrees of performance for each component of performance using behavioral statements or real examples (Freinn, 2005). A 360-degree approach is a well-liked method of PA that incorporates evaluation input from both internal and external sources at various levels of the company. The input of a worker's supervisor, coworkers, subordinates, and occasionally customers, suppliers, and/or spouses is used in a 360-degree feedback process (Jafar et al., 2009). It informs people of how their behavior in the workplace affects other people. It offers the possibility that increased self-awareness could lead to behavioral change.

According to Cropanzano and Greenberg (1997) and Fortin (2008), organizational justice theory is concerned with how people see fairness in their relationship with justice regarding their employee performance review. Based on the organizational justice theory, a PA of perceived fairness has a significant impact on its success within the framework of performance evaluation (Anlesinya and Amponsah, 2020). Employees are more likely to feel satisfied with their jobs when they believe that the organization has treated them fairly in regard to the distributive, procedural, and interpersonal PAJ practices. Similar to how fair and reasonable performance review procedures can increase EE, they can also.

2.5 EMPLOYEE ENGAGEMENT

Table 2.2 illustrates that literature uses a variety of terms to characterize work-related engagement. These include in particular, "Employee engagement," "work engagement," "organization engagement," and "job engagement". According to Schaufeli and Bakker (2010), the first two "are commonly used interchangeably" as the table below shows. The majority of authors (76%) used the definition proposed by Schaufeli et al. (2002), which defines employee/work engagement as “a positive, fulfilling, work-related state of mind characterized by vigor (e.g., being highly energetic), dedication (e.g., being highly involved in work), and absorption (e.g., being highly concentrated in work).

Table 2.2 Terms and Definitions of Employee Engagement Adopted By Various Authors

Term and Definition Employee	**Author(S) of the Definition**	**Research Using the Particular Definition**
Employee engagement is “a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective–cognitive state that is not focused on any particular object, event, individual, or behavior”	Schaufeli et al., [2002]	16 Studies: Akhtar et al., 2016; Alessandri et al., 2018; Ali et al., 2018; Bakker and Bal, 2010; Bal and De Lange, 2015; Barnes and Collier, 2013; Castanheira, 2016; Cesário and Chambel, 2017; Karatepe and Aga, 2016; Karatepe and Olugbade, 2016; Kašpárková et al., 2018; Kataria et al., 2013; Lazauskaite-Zabielske et al., 2018; Mäkikangas et al., 2016; Nazli and Sheikh Khairudin, 2018; Schmitt et al., 2016.
Personal engagement is “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”	Kahn, [1990]	5 studies: Truss et al., 2013; Badal and Harter, 2014; Kim and Koo, 2017; Rahman et al., 2017; Zhong et al., 2016
Job engagement is “the extent to which an individual is psychologically present in a work role”.	Saks, [2006]	2 studies: Albdour and Altarawneh, 2014; Saks, 2006

Term and Definition Employee	Author(S) of the Definition	Research Using the Particular Definition
Organizational engagement is "the extent to which an individual is psychologically present in his role as a member of an organization". Organizational engagement is "the extent to which an individual is psychologically present in his role as a member of an organization".		
Work engagement is "a relatively enduring state of mind referring to the simultaneous investment of personal energies in the experience or performance of work".	Christian et al., [2011]	1 study: Benn et al., 2015
Employee engagement "represents an employee's enthusiasm, passion and commitment to their work and to the organization, the willingness to invest themselves and expand their discretionary effort to help the employer succeed".	Myrden and Kelloway, [2015]	1 study: Myrden and Kelloway, 2015

Term and Definition Employee	Author(S) of the Definition	Research Using the Particular Definition
Employee engagement is “a cognitive, emotional, and behavioural state directed toward desired organizational outcomes”.	Shuck and Wollard, [2010]	1 study: Nimon et al., 2016
Employee engagement is “the relative strength of an employee’s involvement in and enthusiasm about his or work”.	Tritch, [2003]	1 study: Medlin et al., 2016

Source: (Motyka et al., 2018)

As Table 2.2 shows, EE can be defined as "represents an employee's enthusiasm, passion, and dedication to their work and the organization, the willingness to invest them and expand their discretionary effort to help the employer succeed" based on the study's objectives (Myrden and Kelloway, 2015). As well as Shuck and Wollard (2010) definition of "a cognitive, emotional, and behavioral state directed toward desired organizational outcomes".

EE is one of the top concerns for managers and institutions, according to Deloitte (2015). According to Deloitte (2017), 79 percent of organizations report measuring EE annually, while 14 percent do not track participation at all.

2.6 ORGANIZATIONAL CULTURE

Over time, the significance of an organization's culture has grown. The concept of OC began receiving attention in the 1970s as the perception of organizations began to change from machine-like entities (where workers were considered mechanistic parts of a broader system) to an understanding of how human variables affect organizational processes and advancement (Kissack & Callahan, 2010; Hawkins, 1997). Contrary to Schein (1985 in Armstrong, 2009), OC is a pattern of fundamental beliefs that are created, discovered, or developed by a particular group when they start to deal with external problems and internal integration that have largely succeeded and are regarded as valuable; as a result, he taught the new members the proper way to realize, think, and feel the connection with these issues. According to Robbins and Judge (2013), OC, a relatively recent phenomenon, sees an organization as having a culture with a shared system of meanings among its members.

To efficiently respond to changes in the business environment following a period of development. A thorough restructuring has been going on in the telecommunication industry. Employees' intentions to stay with their company have changed significantly as a result of organizational restructuring, and changes to the OC. In this regard, organizations begin to consider OC. Additionally, having an OC at work results in a more engaged workforce (Giao et al., 2022; Nankya, 2023).

OC has undergone several studies, investigations, and conceptualizations. Spencer-Oatey defined the OC as a “fuzzy set of basic assumptions, values, orientations to life, beliefs, policies, procedures, and behavioral conventions that are shared by a group of people, which influence (but do not determine) each member’s behavior and his/her interpretations of the ‘meaning’ of other people’s behavior” (Hillary, 2018). Furthermore, The set of shared values, beliefs, and norms that influence how employees think, feel, and act in the workplace is called OC (Hillary, 2018). Moreover, Generally speaking, culture is defined as a set of common beliefs, values, rituals, artifacts, and languages that influence how people interact and work inside an organization (Jones et al., 1997; Hatch, 1993; Hawkins, 1997; Ngwenyama and Nielsen, 2003; Nutt, 2005; Schein, 1983).

There are various methods of learning culture. As cited in Ahmed, & Shafiq (2014), the culture of an organization can be learned in a variety of ways: behavior patterns; norms of behavior; believes, values and attitudes. For instance, understanding the factors that attract, remain, and engage employees is crucial. A powerful human resource practices, whose significance will only continue to increase, can be the successful implementation of a positive corporate culture with strong values (Hillary, 2018). Besides, shared norms of behavior are important concerns that the majority of employees in an organization share. Over time, an organization develops these common beliefs into fundamental assumptions and core values (Abonyo, 2023). Moreover, it is generally accepted that groups of people work together to form cultures rather than by individuals alone. Being a part of the culture means adhering to the believes of the group and treating things in the same manner (Hillary, 2018). Based on Abonyo (2023), values, believes, and norms are the perceptions of the OC, which is adopted in the current study.

The degree to which employees adapt to the organization's culture determines whether it has a strong or weak culture. Deal and Kennedy (1982) say that an organization's culture can be strong or weak. How well an organization's members integrate into its culture is a factor. According to Maseko (2017), a company has a strong culture when every employee accepts and follows a predetermined behavior pattern that has been shown to be beneficial to the organization as a whole in terms of content and context. Ashipaoloye (2014) defines a weak OC as "values and beliefs that are not strongly and broadly held within the organization." "Hillary asserts that successful cultures are those in which the aspirations of employees are aligned with the objectives of the organization," According to Maseko (2017), employees in a company with a poor culture only adhere to organizational norms and regulations out of concern for the consequences of not doing so.

Seven essential characteristics are taken into consideration to create a positive OC since they become crucial components of culture. These key traits include creativity, the willingness to take chances, detail orientation, goal orientation, human orientation, team orientation, aggression, and stability (Hafat & Ali, 2022). In the current study, human orientation will be adopted as an OC characteristic, because the outcomes of employee behavior (intention to say and employee engagement) are the focus in this context.

OC has a significant impact on employees' intentions to stay with the company (Pudjiarti et al., 2023). This shows that if the OC is handled well to create a strong OC, the intention to leave the firm will be lower the higher the OC. In order to strengthen the current OC and execute it consistently throughout the business, it is the responsibility of the organization, particularly the human resources of the sourcing department. Therefore, it is crucial to undertake an OC study at telecommunication companies to ascertain how it affects employees' ITS.

2.7 THEORIES OF THE STUDY

2.7.1 Social Exchange Theory (SET)

The SET has become a useful paradigm in workplace relationship research. SET was developed by George Humans, a sociologist. It first appeared in his essay "Social Behavior as Exchange," in 1958. Humans studied small groups, and he initially believed that any society, community, or group was best seen as a social system.

George Homans, the inventor of SET, is a renowned Harvard University sociologist. Similarly, Cropanzano & Mitchell, (2005) provided an adequate theoretical background on the "Model of SET," which explains the social exchange interaction at work. SET shows how two or more people's behavior interacts with each other and how those interactions support the other's behavior.

Even though numerous perspectives on social exchange have arisen, theorists agree that social exchange entails a sequence of encounters that result in obligations (Emerson, 1976). These interactions are typically viewed as interdependent and depend on the activities of another person in SET (Blau, 1964). SEt also underlines that these interdependent interactions can establish high-quality connections, but only under particular conditions.

The concept of workplace relationships has gotten significantly more research attention in recent management studies than any other part of SET (e.g., Shore, Tetrick & Barksdale, 1999; Shore et al., 2004; Quratulain et al., 2018). Certain workplace antecedents lead to interpersonal interactions, referred to as social exchange relationships, according to this SET model (Cropanzano et al., 2001). Employers who "take care of their employees" develop social exchange ties, which have a positive impact. In other words, the social exchange connection acts as a mediator or intervening variable, allowing advantageous and fair transactions to occur between strong ties, which leads to productive work behavior and excellent employee attitudes. This line of reasoning has gotten a lot of attention, with the majority of studies relying on Blau (1964) framework to define social exchange interactions.

Per the SET, human interactions are guided by the notion of "maintaining a balance between giving and receiving"(Blau, 1964). The primary basis for the interaction between employees and the organization is a fair social exchange relationship.

Figure 2.1 below illustrates this procedure. Less focus has been placed on the development of relationships (or their lack) when subordinates receive poor treatment. Positive social exchange relationships would presumably be less likely to form (e.g., low commitment, see Schyns & Schilling (2013). The transaction that results may also be economic since people are less likely to seek out long-term relationships with someone who has wronged them. In either situation, the relationship's quality would be poor since harmful transactions are less likely to result in good exchanges.

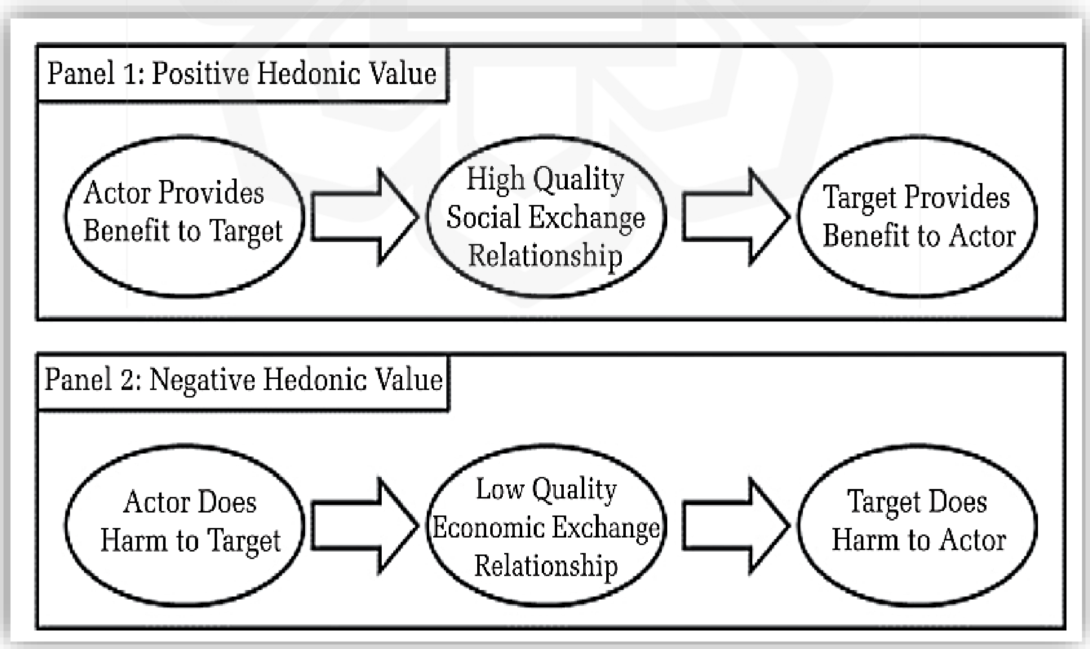


Figure 2.1 Generic Model of Social Exchange
Source: (Cropanzano et al., 2017)

Based on the principle of SET, Blau (1964) and Gouldner (1960) studies objectives are translated into a set of hypotheses that highlight the connections between the influence of HRMPs on employee ITS, engagement, and OC. Furthermore, the notion of SET can be used to explain the favorable association between HRMPs and staff intention to remain in organizations.

Moreover, the SET viewpoint can be used to explain the connection between OC, EE, and employee ITS. For instance, Brenyah and Darko (2017) investigated the connection between corporate culture and EE among Ghanaian employees working in the public sector. This study confirmed that the relationship between OC, EE, and employee ITS can be described from the SET perspective.

The theory holds that social behavior is the outcome of an exchange process. Homans (1958) stated that "Social behavior is an exchange of goods" in his pioneering work on social trade. Employees are therefore more likely to give their all, be committed, and work with vigor when they believe the OC allows them to have strong relationships with other members inside the organization and gives them the necessary power and support among others. Additionally, Schein (2001) found that when an organization's members don't value its culture, the employees have a higher propensity to leave than to stay.

Allen (2008) stated that organizations that create cultures that are compatible with the values of their members can retain and engage a higher percentage of their key personnel in his Person-Environment (P-E) Fit Model.

2.7.2 Self-Determination Theory (SDT)

Deci and Ryan (1985) formally proposed the theory of work engagement, or SDT, in the middle of the 1980s to investigate employee motivational elements. The SDT was created by Deci and Ryan and has been applied in academic and professional research on EE. SDT refers to the innate or intrinsic tendency to act beneficially and healthily. The SDT and the core of work engagement are connected to human behaviors and EE

(Deci & Ryan, 1985). The degree to which an employee can exert personal influence over actions and objectives determines that person's level of engagement.

Employing EE tactics leads to higher levels of EE, customer satisfaction, productivity, and profit Blattner & Walter (2015), as well as lower levels of staff turnover and accidents (Bowen, 2016). According to Barrick et al. (2014), business executives implement the SDT concept to encourage employees to have favorable sentiments toward their company (Mowbray et al., 2014).

SDT provides two types of motivation and is an empirically derived explanation of human motivation and personality in social circumstances (Deci and Ryan, 2014). High levels of intrinsic motivation, or engaging in an activity out of personal interest and satisfaction, are necessary for autonomous motivation (Meyer and Gagne, 2008). Extrinsic motivation is the feeling that one must take specific acts for practical purposes (Deci, 1971). As mentioned by (So et al., 2022) the connection between EE and the SDT must be investigated.

The focus of EE, according to Kahn (1990), should be on the work itself, which acts as a self-motivated state fulfilling basic personal-psychological objectives (E.g. personal interests, values, and competencies). According to Macey and Schneider (2008), when their values are upheld, employees are more engaged. As engagement results, they mainly concentrated on job performance and organizational effectiveness. According to SDT, an employee's self-management (e.g., less job stress and successfully overcoming work obstacles) was related to their level of self-determination (intrinsic motivation) (Tremblay et al., 2009).

Therefore, SDT can act as a valuable framework for the growth of EE and their ITS in their companies by highlighting crucial mechanisms (Macey and Schneider, 2008; Sarkar et al., 2023).

2.7.3 Organizational Culture Theory

Due to the necessity to delve further into organizational functionality to better understand various patterns of organizational behavior and stability levels among groups and organizations, the organizational climate theory gave rise to the organizational culture theory (Schein, 1990).

The continuity and shared history among the group members help to shape the OC through time. Due to a lack of shared history or significant turnover, some firms develop a strong culture, while others lack an overarching culture (Schein, 1990). A group's culture develops over time as members exchange experiences that shape their values, beliefs, and presumptions, which are then recorded in a setting utilized to handle issues with internal integration and external adaption (Schein, 1990). Stories and myths that give context and serve as the cornerstone for shaping newcomers' thoughts, feelings, communication, and behaviors are used to transmit their common beliefs, values, and assumptions to them (Schneider et al., 2013).

The organizational culture theory offers a deeper causal perspective on how organizations function to enhance employee performance and behavior and reduce turnover (Schneider et al., 2013).

According to organizational culture theory, OC affects how people in the organization behave (Schein, 1990, 2010). To increase member job engagement and intention to remain rates, OC becomes a critical organizational requirement.

To cast a wider net, organizational culture theory scholars indicate emotions, aesthetics, and behaviors/embodiments and are keen to comprehend concepts as they are negotiated within social action, worked out in many registers, contextualized, and embodied (Gregory, 1983). A sophisticated picture of the micro organizational dynamics by which the outside world influences (and is absorbed by) organizations is provided by organizational culture theory in turn. As of now, organizational identity and culture dynamics have primarily been used to examine these processes (Hatch, 1993; Hatch & Schultz, 2002).

For instance, Meng and Berger (2019) adapted this theory to investigate the effects of crucial organizational factors (OC and excellent leader performance) on the overall job satisfaction of public relations professionals by focusing on examining the potential mediating effects that work engagement and trust could have. Khammadee (2022) found that green OC positively affects green service innovation and promotes environmental performance based on the organizational culture theory. Moreover, Falcon (2022) based on the organizational culture theory revealed a significant relationship between OC and employee intention to leave.

To summarize, Figure 2.2 presents the study’s theoretical framework. This framework is grounded in three key theories: SET, SDT, and organizational culture theory. SET underpins hypotheses H1, H2, and H4. SET, developed by sociologist George Homans, provides a valuable lens for understanding workplace relationships. According to SET, employers who prioritize the well-being of their employees foster social exchange ties that positively impact work behavior. In this study, SET explains that effective HRMPs adopted by Jordanian telecommunications companies are likely to enhance employee EE and ITS. The theory posits that these positive outcomes result from fair and supportive exchanges between employees and employers, promoting productive work behavior and favorable employee attitudes.

SDT supports hypotheses H3 and H4. This theory asserts that employing engagement-enhancing tactics leads to higher levels of EE and lower rates of staff turnover and accidents. In the context of Jordanian telecommunications companies, SDT suggests that fostering high employee engagement—characterized by enthusiasm, passion, and commitment—will significantly improve employee retention and intention to stay.

Organizational Culture Theory is used to explain Hypothesis H5. This theory offers insights into how a strong organizational culture, characterized by clear norms, values, and beliefs, influences employee performance and behavior. According to this theory, when Jordanian telecommunications companies cultivate a robust organizational culture that aligns with employees' goals, it results in positive behavioral outcomes. This alignment between employee and organizational objectives enhances performance and reduces turnover.

Overall, the theoretical framework illustrated in Figure 2.2 integrates these theories to provide a comprehensive understanding of how HRMPs, employee engagement, and organizational culture influence employee retention and behavior in Jordan's telecommunications sector.

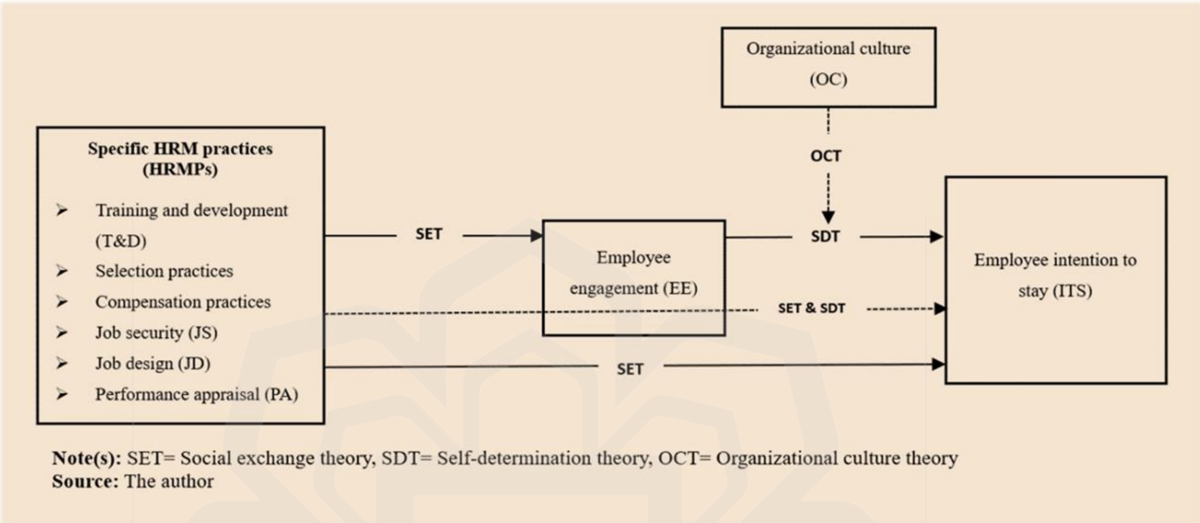


Figure 2.2 Study Theoretical Framework

2.8 CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

2.8.1 The Background of the Conceptual Framework

The current research builds upon the conceptual framework and hypotheses established by Saad et al. (2021) found that EE was positively and significantly influenced by various HRMPs, including selection processes, job design, and reward and payment methods. However, their study indicated that the relationship between HRMPs and EE was not moderated by strategy implementation.

In response to these findings, the present study incorporates the variables identified by Saad et al. (2021) that showed a significant and positive relationship with EE. These variables include selection, TD, JD, JS, and Reward and Payment (RP). Notably, the strategy implementation variable has been excluded from this study, as Saad et al. (2021) found no moderating effect of strategy implementation on the HRMPS-EE relationship. Additionally, this study aligns with Saad et al. (2021)

recommendation to examine each HRMP—selection, TD, JD, JS, and reward and payment—individually. This approach allows for a comparative analysis of the impact of each practice on EE.

Recent research by Hieu & Nwachukwu (2020) proposed a conceptual framework to empirically assess the relationship between HRMPs, OC, and employee ITS. This study has responded to their suggestions by incorporating employee ITS as a dependent variable, HRMPs as independent variables, and OC as a moderator. Furthermore, Bibi et al. (2017) advocated for the integration of PA as one of the HRMPs in studies examining employee ITS. Consequently, PA has been included as an independent variable in this study.

The conceptual framework for this research, as illustrated in Figure 2.3, is adapted from Saad et al. (2021), Hieu & Nwachukwu (2020), and Bibi et al. (2017). Additionally, the study incorporates recommendations from Olaimat & Awwad (2017) and Alrowwad et al. (2018), who emphasized the need for a greater focus on HRMPs and employee retention techniques in developing countries, particularly in sectors such as telecommunications. By applying the theoretical framework to the Jordanian telecom sector, this study demonstrates how region-specific HRM strategies can align with broader theoretical constructs, such as SET, which highlights the importance of human capital in achieving organizational success.

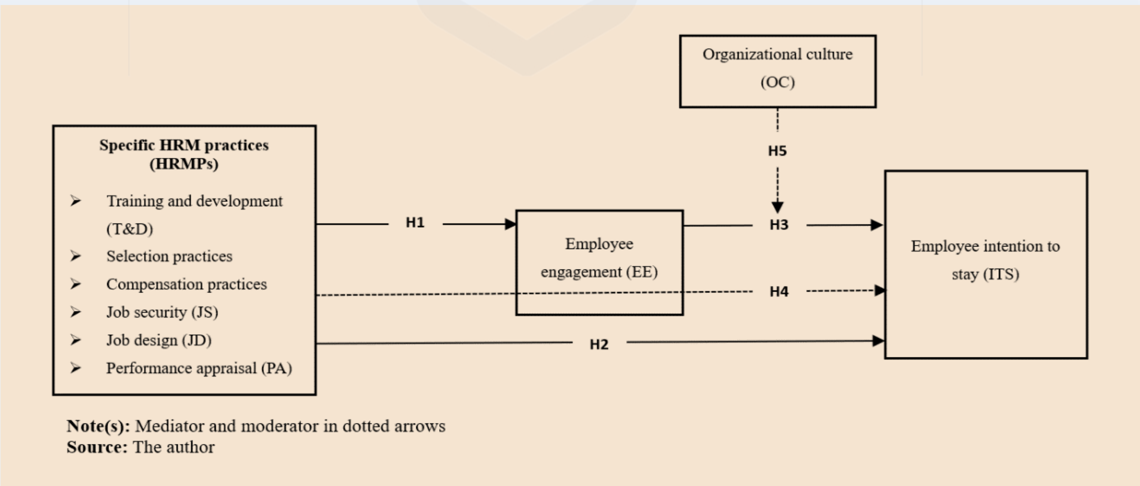


Figure 2.3 Conceptual Framework (HRMPs, Employee Engagement, Employee Intention to Stay, and Organizational Culture)

2.8.2 The Relationship between HRM Practices and Employee Engagement

For this particular study, HRMPs comprised TD, S, C, JS, JD, and PA. These practices have been constantly linked to employees' level of job engagement at the workplace though the findings vary. Positive associations between HRMPs and EE were found (Faeq, 2022; Fazal, 2023; Kavyashree, 2023; Alsakarneha et al., 2024; Stalin & Maheswari, 2024). This kind of result might be due to the employees' perception of HRMPs as a motivating factor to maintain their enthusiasm, passion, and devotion toward their work and the business as well as their willingness to expend discretionary effort in support of the employer. For instance, Saad et al. (2021) proved that employee cognitive, emotional, and behavioral engagement are positively affected by HRMPs. In the same vein, Erdogan & Kunday (2022) findings indicated a positive relationship between employee S, TD, performance management, career management, and EE in the telecommunication sector. Given the context of the telecommunications setting, it is speculated that HRMPs would also affect EE among all workplace job levels as proven by theories mentioned earlier and prior findings.

Saad et al. (2021) highlighted the need to examine the impact of HRMPs on EE, allowing for a comprehensive understanding of how these practices influence engagement levels. Moreover, Kumar (2021) recommended investigating the role of EE in retaining employees, with a specific focus on HRMPs. Therefore, integrating these insights, the current study aims to explore the effect of HRMPs on EE within Jordanian telecommunication companies. Given the established link between HRMPs and EE, as well as the importance of engagement in employee retention.

The prior findings in related literature were in line with both underpinning theories SET and SDT for this particular study mainly the prediction of HRMPs to performance outcomes. Based on these grounds, the same observation is also predicted among employees in Jordan telecommunications companies. Henceforth, the following hypothesis is proposed:

H1: HRM practices have a positive impact on employee engagement.

Investing in employee TD is a useful strategy for raising employee performance and organizational capabilities (Alsakarneh et al., 2023). This will increase employees' knowledge and competence, which will prepare them for their positions (Alsakarneha et al., 2024). The investment in an effective training programme also encourages employees' engagement with the company (Thanh & Thu Ha, 2024). Concurrently, workforce TD is increasingly vital to HR managers as a means of enhancing EE (Siddiqui & Sahar, 2019), which indicates the success of TD programs (Azeem et al., 2013).

Existing literature demonstrated diverse results on the relationship between TD practices and EE. Significant and direct connections between TD practices and EE were found by Thanh & Thu Ha (2024) among employees working in both private and public sectors. TD practices were considered as a driver of positive behaviors and attitudes among the private and public sector employees. In fact, the result is also supported by several studies that showed that the level of EE depends on the training that employees get access to in the workplace (Mansour, 2020; Memon et al., 2020; Vuong & Sid, 2020; Jose et al., 2021; Alsafadi & Altahat, 2021; Assen, 2021; Malik et al., 2022; Alam et al., 2024). meanwhile, Stalin & Maheswari (2024) found that there is no significant relationship between training & development and EE. Hence, organizations should ensure proper and relevant training methods to bring in the utmost level of EE.

These prior findings of related literature are in line with SET for this particular study which in any social interaction, the outputs of both parties are directly proportional to the inputs received. A higher level of supervisory role can compensate for a comparatively low level of job-related resources (Poor HRMPs), resulting in employees' positive attitudes (employee engagement) as they exert more energy and invest extra effort in the workplace. Accordingly, scrutinizing the same relationship in a developing country, including Jordan, is imperative as most research on the relationship between EE and TD was conducted in developed countries (Alsakarneha et al., 2024). Therefore, based on these grounds, it is speculated that the same relationship would be observed in this studied context. Based on the previous results of related studies that employed the same SET, TD practices also linked and gave effect to EE, subsequently, the following hypothesis is proposed:

H1-a: Training and development practices have a positive impact on employee engagement.

A significant correlation between selection practices and EE was found in previous studies. results by Kerdpitak & Jermsittiparser (2020) indicated a positive nexus between selection practices and EE among employees in pharmacy companies. From the study as well, it could be comprehended that if organizations want to hire individuals who possess a higher level of caliber, devotion to work, and are focused toward achieving their regular and extraordinary tasks then the HR professionals of the organization should need to be focused on their evidence-based selection process. It is said that empirical links relating to the spectacular impacts of HRM selection practices and EE are hypothesized grounded on principles postulated by SET. If employees find that management of the workplace invests in HRM practices such as selection, they feel indebted to payback through high levels of engagement.

Several studies confirm the notion of the significant effect that selection has on employee ITS in line with the SET (Ahmed et al., 2020; Gadi & Kee, 2020; Tensay & Singh, 2020; Kerdpitak & Jermsittiparsert, 2020; Turner, 2020; Ababneh et al., 2021; Sani et al., 2023; Leontes et al., 2024; Alam et al., 2024; Abdou, 2024). Upon this stance that parallels what has been stated in SET, it is projected that the selection process with the aim to hire the most competent individuals and supply businesses with the labor they need to achieve their objectives would enhance EE within the telecommunications sector. Hence, the following hypothesis is proposed:

H1-b: Selection practices have a positive impact on employee engagement.

Compensation does have an effect or even predict the job-related attitudes and performance of employees at work such as EE. Literature discovered a positive significant impact between compensation as an HRMP and EE (Abdullahi et al., 2022; Abdou, 2024; Kacaribu & Baskara, 2024; Alsakarneha et al., 2024; Stalin & Maheswari, 2024). Thus, the compensation method is one of the main key drivers of EE that can lead to employee well-being.

In the present study, the compensation practices reflect all types of returns, including direct cash payments (wages) and indirect cash payments (social benefits). For instance, the findings by Saad et al. (2021), Biswas (2023), and Ranjan (2023) indicated that compensation in terms of reward and payment systems has a positive significant impact on EE, meanwhile, Akintayo et al. (2020) confirmed that EE necessitates compensation in form of wages, and salaries are ideally expected to be an outcome of negotiation between employer and employee. Robianto et al. (2020) supported the notion that EE is positively impacted by compensation, particularly when it comes to indirect monetary transfers (social benefits). Therefore, based on these grounds, it is speculated that the same relationship would be observed in this studied context.

The prior findings in related literature were in line with the underpinning SET theory for this particular study mainly the prediction of compensation and EE as behavior outcomes. Based on these grounds, the same observation is also predicted among employees in Jordan telecommunications companies. Henceforth, the following hypothesis is proposed:

H1-c: Compensation practices have a positive impact on employee engagement.

The literature demonstrates the important role that JS has in improving EE. Significant and positive connections between JS and EE were found by Saad et al. (2021) among employees in the banking sector. The reason might be due to the nature of the employees in the banking sector generally looking for stability, where in general, are less likely to change their jobs and companies. Several studies confirm this notion that employees with a higher sense of JS and stability would be more engaged in their work (Atef et al., 2021; Zúñiga et al., 2022; Prasongthan, 2022; Abudaqa et al., 2023; Firdaus et al., 2023; Mozammel, 2023; Abdou, 2024). On the other hand, Asfaw & Chang (2019) and Moy et al. (2023) indicated that perceived job insecurity was associated with reduced EE.

The prior findings in related literature were in line with underpinning SET for this particular study mainly the relationship between JS and EE as behavioral outcomes. Based on these grounds, the same observation is also predicted among telecommunications companies in Jordan. Henceforth, the following hypothesis is proposed:

H1-d: Job security practices have a positive impact on employee engagement.

JD is an important factor in EE, because work designs are interesting, varied, and challenging, and increase individual resources (Dutschke et al., 2019; Mansour, 2020; Saad et al., 2021; Wicaksono et al., 2022; Hernaus et al., 2023; Akingbola et al., 2023). Good and challenging JD, requiring a variety of different abilities, breadth of authority, and good feedback will increase EE in the job (Dissanayake & Jayatilake, 2019; Siruri & Cheche, 2021; Wicaksono et al., 2022). Moreover, Bosa & Mtetwa (2023) findings demonstrate that to increase employee work engagement the basic requirement is to design jobs in such a way that it excites the employee, challenges their expertise, provides them with autonomy and feedback, and links to valuable or meaningful business outcomes. Hence, JD is an essential factor in enhancing EE (Nguyen & Pham, 2020; Saad et al., 2021; Peranginangin & Wicaksono, 2023).

Based on what was mentioned previously, the interaction between the JDs is expected to promote high levels of EE. Thus, the hypothesis would be as follows:

H1-e: Job design practices have a positive impact on employee engagement.

Employees are evaluated against a set of standards during PAs before the results are shared with the employees (Alsakarneha et al., 2024). PAs are conducted by managers as part of evaluating, characterizing, and appraising subordinates' work throughout a certain period (Alsakarneha et al., 2024; Alam et al., 2024). EE is highly influenced by PAs at work, wherein employee involvement is maintained in PAs through transparent and unbiased criteria and procedures. The organization could simplify and explain relevant goals to ensure that employees' job roles align with the general organizational objectives while assisting the employees to understand their respective duties (Jafri, 2013; Alsakarneha et al., 2024). Feedback and the prediction of future results could be utilized by corporations to boost long-term EE (Chahar & Hatwal, 2018). Specifically, managers employ PAs to assess, evaluate, and determine subordinates' job performance at particular stages. Employees' future orientation would retain the optimal results when the PAs are completed (Karatepe, 2013; Alsakarneha et al., 2024).

Moreover, PA feedback is beneficial for employees, who can discover personal strengths and weaknesses. This discovery could lead to work enhancement, development, and immersion (Apak et al., 2016). Studies by Alam et al. (2022), Abdou (2024), and Arokiasamy et al. (2024) confirm the notion that effective PA and feedback are positively associated with workplace engagement. In line with what was mentioned previously, the interaction between the PA practices is expected to promote high levels of EE. Thus, the hypothesis would be as follows:

H1-f: Performance appraisal practices have a positive impact on employee engagement.

2.8.3 The Relationship between HRM Practices and Employee Intention to Stay.

For this particular study, HRMPs comprised TD, selection, compensation, JS, JD, and PA. These practices constantly link to employee ITS at the workplace, though, the findings vary about which most important practices that relevant for employee retention. For instance, HRMP compensation highlighted by Dechawatanapaisal (2018) is found to be related to intentions to stay or leave high compensation and fair PAs. Jiang,& Po (2023) argued that the top 3 most important HR practices that are relevant for employee retention which are compensation, JS, and PA positively influence employee retention. This kind of result might be due to the employees' perception of these practices as a motivating factor by perceived that they are being paid fairly and equitably for their work, secured by having guarantees of their continued employment, and perceived beneficial PA feedback. Additionally, Aburumman et al. (2020) found that HRMPs like high compensation and benefits, fair PA, high promotion speed as well as adequate TD can lower employee turnover intentions.

The majority of research has demonstrated that an organization's social and economic processes benefit from having a high degree of staff intention to remain (Papa et al., 2018). While increasing staff ITS highlights the value of HRM, voluntary employee turnover has detrimental effects on an organization's social and economic processes (Winne et al., 2019; Abdul-Azeez, 2017). For instance, Qatamin et al. (2023) confirm the essential impact of having a high level of staff retention in the Jorden telecommunications sector as a key economic driver in the country. Therefore, literature affirmed the significant effect of the various HRMPs on enhancing workforce intention to remain all in line with the SET (Kin et al., 2022; Dorota, 2022; Fathima & Umarani, 2022; Harun & Ahmad, 2022; Nagar & Agarwal, 2022; Harrasi et al., 2024; Islam et al., 2024; Stephen, 2024; Permana et al., 2024; Muthuswamy, 2023).

Olaimat and Awwad (2017) and Alrowwad et al. (2018) emphasized the need for a greater focus on HRMPs and employee retention techniques in developing countries, particularly within sectors such as telecommunications. This study addresses these recommendations by specifically examining the impact of HRMPs on employee ITS in Jordanian telecommunications companies. Thus, the hypothesis would be as follows:

H2: HRM practices have a positive impact on employee intention to stay.

In the context of this study, training involves designing and supporting learning activities that result in a desired level of performance. Development refers to those learning opportunities designed to help employees grow. TD is the process through which people modify their knowledge, abilities, attitudes, and/or behaviors. The process by which people improve their current work abilities, knowledge, attitudes, and/or behavior is known as training (Robbins, 1998). Development is not primarily skill-oriented it provides the employees with the required knowledge and attitudes which will be helpful in higher and future positions or jobs. The ability and understanding of TD are necessary in an organization in order to; develop workers to undertake higher grade tasks, provide the conventional training of new and young workers, and raise efficiency and standards of performance.

On the other hand, TD was reported to substantially influence staff behavior. Training and career development have a significant positive association with ITS, which is consistent with the results of existing literature (Juariyah et al., 2020; Xuecheng et al., 2022; Hassan, 2022; Islam et al., 2022; Leider et al., 2023; Alam et al., 2023; Harrasi et al., 2024; Halid et al., 2024; Ali et al., 2024; Shrestha & Prajapati, 2024). Accordingly, an organization can easily retain and incentivize to stay its employees if it provides appropriate TD to enhance skills and competency. Based on what was mentioned previously, the hypothesis would be as follows:

H2-a: Training and development practices have a positive impact on employee intention to stay.

Selection is essential for organizations to match candidates with suitable positions (Chieng et al., 2019). S would include an understanding of the job and its requirements and employees who are motivated to do so. In addition, a better working environment can be achieved through proper fit between employees and the job requirements, teams, and organization (Stephen, 2024). Hence it is equally important to ensure fit between person and job as well as with the organization or work setting.

The results of studies show that practices related to S have a substantial influence on employee retention. Researchers have argued that fit between the employee and the working environment can positively influence their attitudes and behaviors. For instance, Saad & Mohammad (2021), Abbasi et al. (2022), Ghani et al. (2022), Kin et al. (2022), Halid et al. (2024), Shrestha & Prajapati (2024), and Stephen (2024) reported that S procedures have a significant impact on employee retention. Furthermore, Yang (2021) demonstrated the indirect effect of HRMPs like selection on employee ITS through organizational climate. whereas, the study by Doghan (2022) indicated that no significant relationship was found between selection practices on staff intention to remain. In fact, employee retention can be facilitated by employing well-executed selection procedures that take into account job fit, skill match, and alignment with organizational strategies and values. Thus, the hypothesis would be as follows:

H2-b: Selection practices have a positive impact on employee intention to stay.

The C term in this study refers to the cumulative financial and non-financial rewards payable to employees in return for their services. C covers not only the financial rewards (e.g. pay, reward, remuneration, or salary) but non-financial rewards (e.g. non-salary benefits provided by the organization for its employees such as the type of leave, yearly level, accident and health, retirement scheme (Jiang,& Po, 2023). The financial and non-financial rewards are usually based on the value of the job, level of personal contributions, efforts, and performance.

C systems have traditionally been designed to attract and retain employees. The outcome of C has been widely studied and reported in the literature, for instance, Shrestha & Prajapati (2024) found that salary growth and other non-salary benefits provided to employees have a significant and positive influence on their ITS. Ghazali & Roslan (2021), Al Doghan (2022), Hassan (2022), Mutiso et al. (2022), Kin et al. (2022), Muthuswamy (2023), Jiang,& Po (2023), Stephen (2024), and Suryani & Syamsulbahri (2024) found that employees' ITS is significantly affected by the total C package. Several studies demonstrated that high-talent individuals often seek high pay (Sorn et al., 2023). Thus, if the organization is able to offer an attractive C package for them, they might retain the current organization (Saad & Sudin, 2020). On the contrary, failure by organizations to provide equitable C would result in employees' negative attitudes toward the organization such as unwillingness to retain with the current organization. As such, it is proposed that:

H2-c: Compensation practices have a positive impact on employee intention to stay.

JS plays a vital role in employee retention. It is a formal contract that provides assurance about job continuity (Aman-Ullah et al., 2021). This assurance boosts employees' confidence and leads to longer stays. Employees go through significant levels of stress along with losing their jobs, or they continue to feel anxious and uneasy about losing their jobs (Keim et al., 2014). Therefore, it's critical to ascertain the link between employee ITS and JS.

Some authors found that there is a strong relationship between JS and employee retention (Akther et al., 2020; Aman-Ullah et al., 2021; Jiang & Po, 2023; and Joubert et al., 2023). Moreover, Juariyah et al. (2020), Ullah (2021), Omodan (2022) revealed that there is a significant relationship between ITS factors and JS. In the same vein, Yadav & Joshiya (2021) concluded that JS necessary ingredient of a successful talent ITS strategy. Organizations should incorporate JS in their policies to support job stability. The mentioned studies are all in line with the SET. Taking all the above together, the interaction between JS practices is expected to promote high levels of employee ITS. Thus, drawing on these psychological perspectives, the following hypothesis was developed:

H2-d: Job security practices have a positive impact on employee intention to stay.

The process of organizing tasks, responsibilities, and duties into an organizational unit of work is known as JD (Manuaba & Darma, 2021). JD is the technique to structure the contents, methods, and relationships of jobs to fulfill organizational goals and objectives as well as the pleasure of job holders (Ali & Aroosiya, 2015). Wakio (2019), Divyashree & Jayanna (2019), Juariyah et al. (2020), Soenanta et al. (2021), and Bakhtiar et al. (2024) confirmed that JD has a positive direct effect on employee ITS. Yadav & Joshiya (2021) concluded that flexible JD is a necessary ingredient of a successful talent ITS method. The notion can validate that JD can act as an effective mechanism for enhancing employee ITS levels. Based on what was mentioned previously, the hypothesis would be as follows:

H2-e: Job design practices have a positive impact on employee intention to stay.

The present study defines PA as an organizational procedure that assesses employee performance using pre-established standards and its primary objective is to support managers in making informed recruiting decisions and optimizing staff utilization to boost productivity. Through PA procedures, staff members can learn about their strengths and areas for improvement. They can also receive valuable feedback from upper management on how to improve their performance (Kin et al., 2022). Therefore, PA needs to be done periodically for human capital development. The results of PA may facilitate top management to decide about C allocations, promotions, terminations, transfers, recognition awards, and training opportunities that can influence employees' satisfaction and opportunities for career advancement (Jiang et al., 2023). Most organizations believe that a PA is a useful tool that can help the organization determine employees' potential and evaluate employees' performance, which is vital to the organization's success (Chukwuma, 2023).

Many researchers have conducted studies on the relationship between PA and employee ITS. Varied results were found, for instance, Absalom & Alexander (2021), Perera & Edirisooriya (2021), Kin et al. (2022), Chukwuma (2023), and Jiang et al. (2023) revealed that PA has a significant correlation with the employee's ITS at the workplace. Whereas, Shrestha & Prajapati (2024) study explored that PA practices have a negative impact on employee retention at banks and insurance companies in Nepal. The study's findings indicate that this kind of action has a detrimental impact on employee retention. It may be the result of a lack of fairness and openness, erroneous or inconsistent assessments, inadequate opportunities for feedback and improvement, or an excessive focus on unfavorable feedback. In Nepalese organizations, the final evaluation results are typically kept confidential and not shared with the concerned employees (Adhikari & Shrestha, 2022; Shrestha, 2022). Such practice may create dissatisfaction and intention to leave the organization. Therefore, organizations should concentrate on developing a fair, transparent, and helpful PA process in order to lessen these detrimental effects. Thus, the hypothesis would be as follows:

H2-f: Performance appraisal practices have a positive impact on employee intention to stay.

2.8.4 The Relationship between Employee Engagement and Employee Intention To Stay

EE with its three dimensions is constantly linked with employee ITS. In the current study, EE measurement items tried to cover the three dimensions: Vigour, dedication, and absorption. Vigour refers to the energy an employee possesses to do their work; dedication refers to their involvement in their work; and absorption means being fully engrossed in their work (Joubert et al., 2023). For instance, Yucel et al. (2023) study mentioned that employees indicating higher levels of dedication (as work engagement dimension) reported less turnover intention. On top of that, Azeez (2021) findings indicated that turnover intention, vigour, dedication, and absorption are variously significantly positively related, and dedication was the most potent positive indicator of turnover intention followed by absorption and vigour in that order. Therefore, EE is a potent pivot for organizational success with a plethora of benefits to optimistic employee performance outcomes.

Numerous studies have linked engaged employees to favorable employee outcomes, such as increased employee retention. Nargotra & Sarangal (2023) indicate that EE partially mediates the relationship between perceived organizational support and ITS among employees working in the telecommunications sector in India. Cardona et al. (2021), Suhendra (2021), Park & Kim (2024), Prilian & Situmorang (2024), Adhanissa & Saragih (2024), Kanchana (2024), and Billman et al. (2024) concluded that work engagement has a positive and significant impact on the ITS. whereas, Ibrahim et al. (2020), Tetteh et al. (2021), Lyons & Bandura (2021), Yucel et al. (2023), Bellamkonda & Pattusamy (2022), and Park & Kim (2024) revealed that work engagement had a significant negative effect on turnover intention.

The authors Motyka (2018) analyzed literature in numerous fields, including HRM specialty, that focuses on the relationship between EE and financial and nonfinancial organizational outcomes one of which is employee ITS in 25 nations across five continents, as shown in the table 2.3 below.

Table 2.3 Geographical Structure of the Reviewed Employee Engagement and Financial and Nonfinancial Outcomes Studies Number

Number	Country where the study was conducted	Number of research reports	Number	Country where the study was conducted	Number of research reports
1	USA	10	14	Turkey	2
2	The Netherlands	10	15	Republic of Korea	2
3	UK	6	16	Nigeria	2
4	India	6	17	Czech Republic	1
5	Pakistan	4	18	Lithuania	1
6	Spain	3	19	Finland	1
7	Canada	3	20	Italy	1
8	China	3	21	Greece	1
9	Malaysia	3	22	Cyprus	1
10	Germany	2	23	Indonesia	1
11	Republic of Ireland	2	24	Jordan	1
12	Portugal	2	25	Australia	1
13	Israel	2			

Source: (Motyka, 2018)

Looking at Table 2.3, we can see that the majority of the studies were conducted in Europe, accounting for 46% of all studies, with only a few studies undertaken in Middle Eastern nations like Jordan. Thus, this study suggests that further research be conducted to investigate and uncover the relationship between engagement and financial and non-financial organizational outcomes.

Kumar (2021) emphasized the need to investigate the role of EE in retaining employees. This study responds to this recommendation by specifically examining the relationship between EE and employee ITS. By focusing on how EE influences ITS, the study explores a critical aspect of employee retention. The theoretical frameworks of SET and SDT support this investigation, explaining how employee attitudes such as EE and ITS are interrelated. SET highlights the importance of reciprocal relationships between employees and employers, while SDT underscores the role of intrinsic motivation in fostering engagement and retention. Based on what was mentioned previously, the hypothesis would be as follows:

H3: Employee engagement has a positive impact on employee intention to stay.

2.8.5 The Mediating Effect of Employee Engagement on the Relationship between HRM Practices and Employee Intention To Stay

EE as a mediator variable in previous literature has been displayed. An empirical study thoroughly verified the three-path model in which EE significantly and partially mediated the relationship between HRMPs and ITS (Kamau et al., 2020; Kossyva et al., 2021; Mahfouz et al., 2022). In another stance, the findings indicate that EE plays a partially mediating role between proper HRMPs (selection and training) and employee retention (Alola & Alafeshat, 2021). JS has a positive effect on employee leave intentions as well as the mediating role of employee job involvement (Firdaus et al., 2023). Furthermore, Bibi et al. (2017); Moore et al. (2020); Sepahvand & Khodashahri (2021); Kumar (2021); Lyons & Bandura (2021) revealed that increasing EE is one of the most essential concerns for HR managers since it plays an important impact on an organization's ability to enhance its employees' ITS and reduce turnover. Based on what was mentioned previously, the hypothesis would be as follows:

H4: Employee engagement mediates the effect of HRM on employee intention to stay.

2.8.6 The Moderating Effect of Organizational Culture on the Relationship between Employee Engagement and Employee Intention To Stay.

OC is a set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. Organizational values, beliefs, philosophies, assumptions, expectations, and norms form the fundamentals of OC resembling the organization’s individuality (Dasgupta and Dey, 2021). Prior studies have demonstrated that OC affects people's behavior. According to organizational culture theory, OC affects how people in the organization behave (Schein, 1990, 2010).

To increase member job engagement and retention rates, OC becomes a critical organizational requirement. For instance, Dasgupta and Dey (2021) viewed OC as a distinct and covert force that regulates attitudes and behaviors in organizations. Johnson & Shamroukh (2024) emphasized the significance of OC as a force that, because it directly influences employee behavior in an organization, can either strengthen or damage company vitality. Studies have found that OC affects the behaviors of individuals and groups (Murtiningsih, 2020; Denis & Khodor, 2021; Maryati et al., 2022; Hendriati et al., 2024) and correlates with a longer length of employment (Minh & Nwachukwu, 2020).

Studies have found that strong OC has a direct and significant effect on employee retention (Murtiningsih, 2020; Denis & Khodor, 2021; Maryati et al., 2022; Hendriati et al., 2024; Johnson & Shamroukh, 2024). Aulia & Setyaning (2024) study shows that OC does not influence employee retention among the employees at Indonesian Universities. Dunan & Novita (2024) showed that OC had no significant impact on turnover intention. On the other hand, Literature studied the direct relationship between OC and EE and found that strong OC has a significant and direct effect on enhancing EE (Dasgupta and Dey, 2021; Shaikh and Soomro, 2023). Najm and Ali (2024) revealed that OC had no significant effect on EE among the employees in the Jordanian telecommunications sector. Whereas, Ashal et al. (2021) mentioned that telecommunication companies in Jordan face more and more global, dynamic, and uncertain environments, so they need an OC oriented to productive learning, to lead to new and useful knowledge that can help gain opportunities and deal with risk, allowing it to fight, survive and grow. This study recommended that Jordanian telecommunication companies must make sure that the OC in the learning culture aspect is in place.

The culture in the organization could be strong or weak dependent on the extent to which members adapt to that culture. According to Deal & Kennedy (1982), OC can either be a strong or weak one. The type of culture that an organization adopts depends on how well its members fit into it. Based on Maseko (2017), a company has a strong culture when every employee accepts and adheres to the predetermined pattern of behavior that is advantageous to the entire organization in terms of both content and context. A weak OC, according to Ashipaoloye (2014), is defined as values and beliefs that are not strongly and broadly held within the organization. "Cultures where employees' aspirations are matched with the organization's goals are frequently regarded as successful cultures" claims Hillary (2018). Employees in a company with a weak culture only follow organizational norms and regulations out of fear of the repercussions of their inaction rather than out of a sense of work engagement (Maseko, 2017).

Hieu & Nwachukwu (2020) proposed to develop a conceptual framework to empirically assess the relationship between HRMPs, OC, and employee ITS. This study has responded to their suggestions by incorporating employee ITS as a dependent variable, HRMPs as independent variables, and OC as a moderator. Taking all the above together, the hypothesis would be as follows:

H5: Organizational culture moderates the effect of EE on employee intention to stay.

Table 2.4 presents a summary of the research hypotheses developed to address the study's research questions. The table includes five main hypotheses, each aligned with the study’s core objectives. Additionally, 12 sub-hypotheses are outlined to provide a more granular examination of the relationships between HRMPs, EE, and employee ITS. These hypotheses are designed to offer a structured approach to empirically test the proposed relationships and further explore the mediating and moderating effects within the Jordanian telecommunications sector.

Table 2.4 Summary of Research Hypotheses

Research Hypotheses
H1: HRM practices have a positive impact on employee engagement. H1-a: Training and development practices have a positive impact on employee engagement. H1-b: Selection practices have a positive impact on employee engagement. H1-c: Compensation practices have a positive impact on employee engagement. H1-d: Job security practices have a positive impact on employee engagement. H1-e: Job design practices have a positive impact on employee engagement. H1-f: Performance appraisal practices have a positive impact on employee engagement.
H2: HRM practices have a positive impact on employee intention to stay. H2-a: Training and development practices have a positive impact on employee intention to stay. H2-b: Selection practices have a positive impact on employee intention to stay. H2-c: Compensation practices have a positive impact on employee intention to stay. H2-d: Job security practices have a positive impact on employee intention to stay. H2-e: Job design practices have a positive impact on employee intention to stay. H2-f: Performance appraisal practices have a positive impact on employee intention to stay.
H3: Employee engagement has a positive impact on employee intention to stay.
H4: Employee engagement mediates the effect of HRM on employee intention to stay.
H5: Organizational culture moderates the effect of employee engagement on employee intention to stay.

2.9 RESEARCH GAPS AND RESEARCH CONTRIBUTION

This study contributes to the body of knowledge by exploring and contributing to the theories and research and will develop an empirical investigation on a research framework for the relationship between HRMPs, namely TD, selection, compensation, JS, JD, and PA, on employee ITS, with EE as a mediating variable between the HRMPs and employee ITS, in addition to the OC moderates the effect of EE on employee ITS.

To illustrate, this study tries to investigate the role of EE in the relationship between HRMPs and ITS. Having said that, exploring the role of EE in their ITS, and taking into account HRMPs would be a contribution to this particular study (Iqbal et al., 2018; Kumar, 2021). Investigating each of the HRMPs (selection, TD, JD, JS, and Reward and payment) separately to provide a comparison of the impact of each of them on EE would be another contribution of this study (Saad et al., 2021). Moreover, empirically assessing the connection between staff ITS, OC, and HRMPs will be another contribution due to few studies examining the moderating role of OC in the relationship between HRM and staff ITS (Hieu and Nwachukwu, 2020). Particularly, little study has been done on how OC affects IT enterprises (Aranki et al., 2019). All the points mentioned above are summarized in Table 2.5 below:

Table 2.5 Knowledge Gap

Conceptual Gap	➢ Future studies can investigate each of the HRM practices separately to be able to provide a comparison of the impact of each of them on employee engagement. ➢ More research needs to investigate the impact of HRM on workforce outcomes, which should include other factors such as employee intention to stay. ➢ Future studies can integrate some other variables such as training and development, job security, and	(Saad et al., 2021) (Iqbal et al., 2018) (Bibi et al., 2017) (Kumar, 2021)

	performance appraisal with employee intention to stay. ➢ Literature suggests that future studies can look into the role of employee engagement in remaining them, taking into account HRM practices. ➢ The study offers a conceptual framework and suggestions for additional studies to empirically assess the connection between staff intention to stay, organizational culture, and HRM practices. ➢ Few studies examined the moderating role of organizational culture in the relationship between HRM and staff intention to stay. ➢ Studies on organizational culture and employee intention to stay are scanty. ➢ little study has been done on how organizational culture affects IT enterprises.	(Hieu and Nwachukwu, 2020) (Aranki et al., 2019).

Statistics indicate that most publications on the ITS are conducted in Western countries more than in Middle Eastern countries. For instance, most of the studies were conducted by Western researchers such as Gmelch and Burns (1994), and Gmelch (2015). Moreover, the database of publications such as the Scopus database shows that most publications on ITS are conducted in Western countries at 84% compared to the Middle East at 16%. Figure 2.4 illustrates the distribution of the publications on the ITS between Western countries and the Middle East.

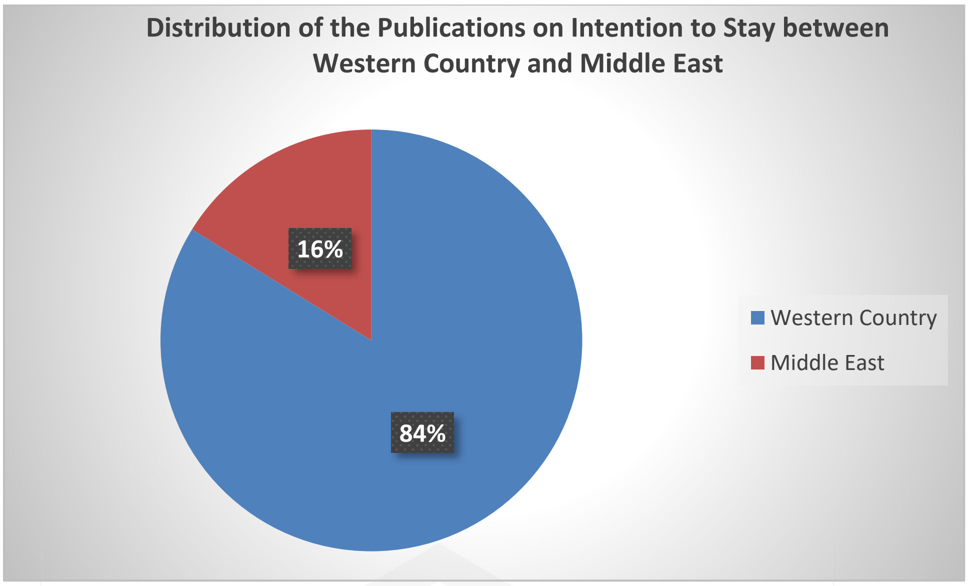


Figure 2.4 Distribution of the Publications on the Intention to Stay between Western Countries and the Middle East
Source: Scopus Database on 26 of Jan 2023

Studies in the Jordanian context remain inadequate today (Olaimat & Awwad, 2017; Motyka, 2018; Alhmoud & Rjoub, 2020; Kurdi et al., 2020). On another stance, there is a lack of literature in the Middle East, and 46% of all studies are concentrated in Europe,(Motyka, 2018; Harazneh & Sila, 2021). Besides, there is still a limited number of research on the employees' ITS, how they feel about their jobs, how employees might become true assets to a company, and what makes them leave their jobs, particularly in Jordanian institutions (Altarawneh and Al-Kilani, 2010; Kurdi et al., 2020).

Table 2.6 highlights key literature that demonstrates the imbalance in research focus, showing that the majority of studies have been conducted in industrialized countries, with comparatively fewer publications emerging from developing countries. This table underscores the need for further investigation in developing regions, particularly in areas such as HRMPs, employee engagement, and organizational culture, where contextual factors may significantly differ from those in more industrialized settings. By addressing this research gap, the study aims to contribute to a more comprehensive understanding of these concepts within the context of developing countries.

Table 2.6 Publications Conducted in Industrialized Countries Compared with Developing Countries

It is mentioned that the majority of research on human resource practices and employee intention to stay has been conducted in industrialized nations, with only a few studies focusing on developing countries like Jordan.	(Olaimat & Awwad, 2017)
It is noted that Jordan, as an economically developing Middle Eastern country, has a context that is relatively underexplored in the literature on employee intention to stay and total rewards.	(Alhmoud & Rjoub, 2020)
It is noted that there is a lack of literature from Middle Eastern countries, such as Jordan, that examines the relationship between employee engagement and organizational outcomes, including employee intention to stay in the field of HRM. Additionally, with 46% of all studies concentrated in Europe, there remains a significant gap in the literature from the Middle East.	(Kurdi et al., 2020)
There is a lack of research in Jordan that focuses on engagement techniques, particularly in the telecommunications and information technology industries, despite employee engagement being a significant source of competitive advantage.	(Hieu and Nwachukwu, 2020)

Souces: (Olaimat & Awwad, 2017; Alhmoud & Rjoub, 2020; Kurdi et al., 2020; Hieu and Nwachukwu, 2020)

According to the available statistics, research on employee intention to stay (ITS) within the telecommunications industry remains insufficiently explored. For example, Figure 2.5, derived from the Scopus database, clearly illustrates a gap in the literature, showing that the issue of ITS in the telecommunications industry has not yet received significant scholarly attention. This highlights the need for more focused research in this area, particularly given the high turnover rates commonly observed in the industry.

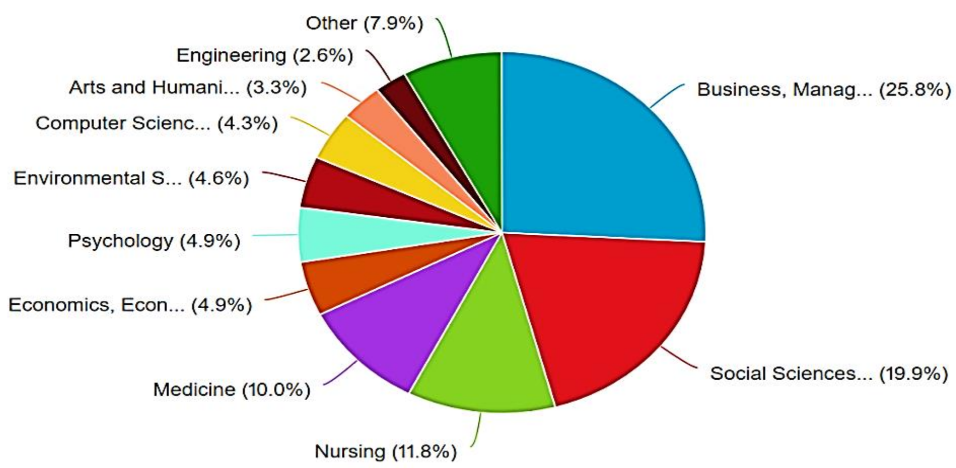


Figure 2.5 Distribution of the Publications on Intention to Stay by Sector
Source: Scopus Database on 26 of Jan 2023

Looking at the existing literature on ITS, the majority have focused on customer ITS compared to employee ITS (Kurdi et al., 2020; Alshurideh et al., 2012). Furthermore, there is also a need to know whether the employees in Jordan telecommunication companies are engaged in the job. Studies on this target population are still lacking and thus, led to some considerable gaps in the existing literature (Alrowwad et al., 2018).

In addition to that, this study contributes significantly in terms of Jordan's Government economy by focusing on the Jordanian telecommunications sector as the main supporter of Jordan's domestic and economic production (Hamdoun et al., 2016; Yaseen et al., 2016; Alamri, 2020). The Jordanian telecommunications sector, which is dealing with a sharp decline in the number of personnel employed in it, presents a variety of issues for human resource managers and companies when it comes to employee ITS (Joo et al., 2015; Pregnolato et al., 2017; Jordan, 2017; Jordan ICT & Ites Sector Statistics, 2018; Al-khamaiseh et al., 2019). Therefore, this research will be helpful to the managers in Jordanian telecommunication companies to lower the employee turnover level, strengthen their intention to remain in Jordanian telecommunication companies, and better understand leadership and HRM's ITS tactics in businesses.

In fact, all of the aforementioned contributions will help to match such sustainable development goals (SDG), which currently include 244 indicators corresponding to 17 goals and 169 targets (United Nations, 2018). The Sustainable Development Goals (SDGs) seek to sustain the natural foundation of life for the long term while enabling a decent standard of living for everyone in the world. They discuss the economic, ecological, and social elements of global problems. Since the adoption of the 2030 Agenda, it has served as a framework for organizations, institutions, and governments to work towards a more sustainable world. Today, 2030 is less than a decade away and we still face many challenges and difficulties to overcome. Thus, this research adopted the SDGs to substantially contribute to the practical aspect in terms of the organization and government economy level by choosing four SDGs and five indicators as shown in Table 2.7 below.

Table 2.7 The Part of the Complete Indicators Framework Used in this Research

Goal description	Dimension of the SDG	Target & Description	Indicator
8 DECENT WORK AND ECONOMIC GROWTH 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	organizational environment	8.8 Protect labor rights and promote safe and secure working environments for all workers.	8.8.2 Level of national compliance with labor rights based on International Labour Organization (ILO) textual sources and national legislation.
	government economy	8.1: Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 percent gross domestic product growth per annum in the least developed countries	8.1.1 Annual growth rate of real GDP per capita
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	government economy	9. c Significantly increase access to information and communications technology and strive to provide	9. c.1 Proportion of the population covered by a

Goal description	Dimension of the SDG	Target & Description	Indicator
9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.		universal and affordable access to the Internet in least-developed countries by 2020.	mobile network, by technology.

Source: (IAEG-SDGs, 2019)

Henceforth, this study will explore the relationship between HRMPs, namely TD, selection, compensation, JS, JD, and PA, on employee ITS, with EE as a mediating variable between the HRMPs and employee ITS, in addition to the OC moderates the effect of EE on employee ITS.

2.10 CHAPTER SUMMARY

This chapter provides a comprehensive review of the literature, focusing on key theoretical constructs relevant to the study. It begins by defining the core concepts of HRMPs, EE, ITS, and OC in accordance with the quantitative research paradigm to address the study's objectives and research questions. The chapter also elaborates on the theoretical underpinnings of the study, which include SET, SDT, and organizational culture theory. These frameworks provide a foundation for understanding the interactions between HRMPs, EE, ITS, and OC. Additionally, the conceptual framework is developed, illustrating the relationships between HRMPs (such as TD, selection, compensation, JS, JD, and PA) and EE, as well as the direct and mediated relationships between HRMPs and ITS, with EE acting as a mediator. The moderating role of OC in the relationship between EE and ITS is also explored.

Finally, the chapter identifies research gaps, particularly the scarcity of studies focused on employee engagement, ITS, and HRMPs within the telecommunications sector in developing countries like Jordan. The research contribution is outlined, highlighting how this study addresses these gaps and extends the existing body of knowledge.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter outlines the methodology employed in the current study. It provides a detailed account of the research philosophy, research design, sampling design, and research instruments. The chapter begins with a discussion of the research instrument design, drawing on previous literature, followed by an explanation of the instrument’s validity and the steps taken to ensure reliability, including a pilot test. Subsequently, it describes the data collection and analysis procedures aligned with the study's objectives. Finally, the chapter concludes with a summary, offering a brief overview of the key points discussed.

3.2 RESEARCH PHILOSOPHY

At the initial stage, researchers seek to understand the nature and purpose of scientific theories, relying on the philosophy and paradigm that was adopted in their research. The research philosophy is the ideology of performing research that is linked to knowledge building and development (Sun & Mushi, 2010; Saunders et al., 2009). In other words, research philosophy refers to the belief, phenomena, and collection of presumptions surrounding how to obtain, interpret, and evaluate research findings. On the other hand, a research paradigm describes a strategy for looking at certain social phenomena to gain understanding and knowledge (Saunders et al., 2009).

The research paradigm is a number of elements that fall into the following categories: Ontology, Epistemology, Methodology, and Methods (Scotland, 2012). The ontology brief definition is the nature of reality as described by (Hudson & Ozanne, 1988). Ontology is looking for the reality or an answer to study issues by showing where certain types of already-existing knowledge can be located. The epistemology brief definition is the method through which the researcher ascertains reality (Carson et al., 2001). Epistemology is thus concerned with how a researcher hopes to discover knowledge to arrive at reality. Ontology and epistemology assumptions and viewpoints vary across different paradigms. As a result, each of them may have various assumptions about how knowledge and reality are viewed, which determines a study approach that is represented in its methodology and methodologies (Scotland, 2012).

To determine the methods to be used and match them with the defined research plan, the overall research strategy used to conduct research is what methodology is concerned with. The focus of methodology is on the nature of the steps taken to accomplish the research's objective using a specific method. Additionally, methodology refers to the planning phase of the research (Igwenagu, 2016). Methodological assumptions are primary determinants of the research methodology, procedures, and techniques related to the gathering and analysis of obtained evidence. The study approach, methodology, sampling techniques, the size of the chosen sample, and the methods used to collect and analyze the data used in the research are all aspects of methodological assumptions.

The methods used for data collecting and analysis to create and advance knowledge are more closely tied to research methodologies. Either quantitative research or qualitative research might be used. However, in some circumstances, mixed methods may also be employed. The quantitative research method is concerned with quantifying amounts concerning a certain phenomenon and interpreting this in terms of quantity. Additionally, quantitative research is frequently employed to examine known theories (Creswell, 2002; Biggam, 2008). The Qualitative research method focuses on meaning and process, which not be amenable to quantitative analysis. With less generality, qualitative research seeks to provide a specific understanding of a phenomenon based on those experiencing it. Additionally, qualitative research seeks to get a thorough understanding of a particular case through extensive exploratory studies that make it possible to locate quality responses throughout the research (Creswell, 2002; Easterby et al., 2008; Biggam, 2008).

The two prominent categories of the research philosophy involve interpretivism as well as positivism (Silverman, 2016; Chirkov, 2020). The philosophy of interpretivism primarily focuses on sociological knowledge gained through observation and interviewing, which is then interpreted and thoroughly investigated from a sociological or human perspective. The anti-positivist philosophy known as interpretivism believes that everything in the world is socially created and subject to different interpretations (Johnston, 2014). Unlike interpretivism, the positivism philosophy makes use of a framework for knowledge that is built around natural or original phenomena that are recovered through experimental methods (Bell et al., 2018). The concept of positivism in research, which emerged in natural science, might be interpreted as an approach where observable facts are defined and findings are measurable (Burke, 2007). In this position, the researcher serves as an instrument that is encouraged to be free from personal bias. Table 3.1 below shows the broad definitions/explanations of positivism, interpretivism, ontology, epistemology, and methodology.

Table 3.1 Broad Definitions/Explanations of Positivism, Interpretivism, Ontology, Epistemology, and Methodology

	Positivism	**Interpretivism**
Ontology Nature of "being'/nature of the world	have direct access to real-world	no direct access to real world
Reality	single external reality	no single external reality
Epistemology 'Grounds' of knowledge/ relationship between reality and research	possible to obtain hard. Secure objective knowledge	understood through perceived knowledge
	research focuses on generalization and abstraction	research focuses on the specific and concrete
	thought governed by hypotheses and stated theories	seeking to understand the specific context
Methodology Focus of research	Concentrates on description and explanation	concentrates on understanding and interpretation

	Positivism	Interpretivism
Role of researchers	Detached, external observer	researchers want to experience what they are studying
	a clear distinction between reason and feeling	allow feelings and reason to govern actions
	aim to discover external reality rather than creating the object of study	partially create what is studied, the meaning of the phenomena
	strive to use rationale. consistent, verbal, logical approach	use of pre-understanding is important
	seek to maintain a clear distinction between facts and value judgments	distinction between facts and value judgments is less clear
	distinction between science and personal experience	accept influence from both science and personal experience
Techniques used by the researcher	formalized statistical and mathematical methods predominant	primarily non-quantitative

Source: (Carson et al., 2001)

Therefore, the positivism philosophy would be a good fit for this particular study to attain the necessary research objectives. This study follows the deductive approach which is a circular process that starts with a theory from the literature to (1) develop testable hypotheses, (2) plan an experiment by operationalizing variables (i.e., choosing variables to manipulate and measure through group assignments), and (3) conduct an empirical study based on experimentation. The circular process (theory → hypothesis → operationalizing variables → experimentation → theory) is completed when the results from such a study are used to help inform theory and contribute to the literature (Park et al., 2020).

To clarify, as a first stage of building knowledge by relying on the positivism paradigm approach, in this study, the researcher collects data using the questionnaire for the variables under study and then tests the validity of the hypothesis to consider the nature of the relationship in the data collected and then consider it as new knowledge and be generalized. Figure 3.1 below shows the research process in a flow chart.

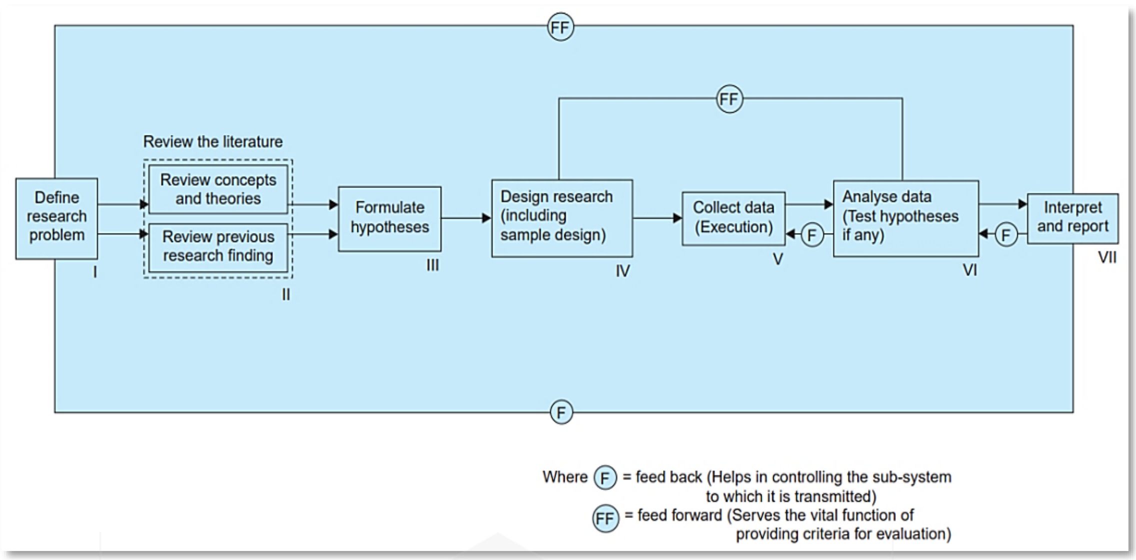


Figure 3.1 Research Process In Flow Chart
Source: (Kothari, 2004)

3.3 RESEARCH DESIGN

The study design is an extension of the "Nature of the Study" section from Chapter 1 and follows logically from the "Statement of the Problem" and "Purpose of the Study" sections (Simon & Francis, 2001). In this study, a need to describe and measure the degree of relationship between two or more variables resulted in the selection of a quantitative design (Creswell, 2011). A quantitative research method, provided the group of statistical measures considered necessary to portray the effect of the independent variable, HRMPs, and the dependent variable, employee ITS (Leedy & Ormrod, 2012). Besides, this study investigates the mediating effects of EE between HRMPs and employee ITS in Jordanian telecommunications companies. In addition to exploring the OC moderator effect of EE on employee ITS.

The variable that affects employee retention is measured using a quantitative research method. In quantitative research, specific and limited questions are asked to acquire measurable variables or comprehensive inquiries are asked to obtain measurable and observable numerical data on variables (Creswell, 2011). If the quantitative design is appropriate, the study's variable will be evident (Creswell, 2011). At the very least, quantitative designs have two types of variables: dependent and independent variables (Creswell, 2011).

Subjective data collecting in the form of words, photos, or objects is qualitative data collection (Neuman, 2009). When there are unknown variables, a qualitative design can assist in determining what is important and what needs to be researched (Leedy & Ormrod, 2004). Qualitative research, according to Neuman (2009), can aid in the validation of description, interpretation, and certain assumptions or generalizations. With the use of clearly defined variables in this study, a quantitative design is employed to investigate the relationship between independent and dependent variables in order to answer the research question.

The variable language used in quantitative research is the connections between the variables to analyze the hypotheses and questions of the investigation (Simon & Francis, 2001). When assessing the data, it is vital to comprehend the variables dealt with in the study. The distinction between independent and dependent variables should also be understood (Creswell, 2011). The dependent variable is influenced by the other measured variables, whereas the independent variable's value is unaffected by other variables.

Consequently, this study adopts a predictive quantitative research approach which contains the descriptive and non-experimental. Descriptive analysis followed by structural equation modeling (SEM) further enhances explanations of this study's variables. The focus brings out the cause-effect relationships among the variables in the analysis of the data. The self-administered cross-sectional survey enables data to be collected from a large number of individuals within a reasonably short period of time (Sekaran & Bougie, 2013). It is also an observational study that involves the analysis of data collected from a population sample to test the research hypotheses and generalize the result from the sample to the predefined population. This is the most appropriate method of data collection for this study.

3.4 SAMPLING DESIGN

3.4.1 Population of the Study

A population can be referred to as an entire interest group of people, events, or things that the researcher wishes to examine and consequently, makes an inference. To illustrate, the population is a particular set or group of the study's investigation (Kothari, 2004). The population for the current research is the employees in the telecommunication sector in Jordan, due to the high turnover issue in this sector.

The study's target population consists of workers in Jordan's telecommunication industry. Three major companies dominate Jordan's telecommunications market: Orange Mobile, Umniah, and Zain (Armosh, 2021; Elsheikh & Ayoub, 2022).

3.4.2 Sampling Frame

The sampling frame outlines the process of selecting elements that accurately represent the target research population, enabling the determination of characteristics and attributes of the broader community (Malhotra et al., 2002). In this study, the sampling frame encompasses the three major telecommunications companies operating in Jordan: Zain, Umniah, and Orange Mobile (Asassfeh et al., 2018; Elsheikh & Ayoub, 2022).

As depicted in Table 3.2, these three firms dominate Jordan's telecommunications sector, with each contributing significantly to the market. Specifically, Jordan Telecom operates with a total workforce of 3,396 employees across its 407 branches situated in 12 governorates. This workforce is distributed among the three leading companies as follows: Umniah employs 461 individuals, Orange employs 1,717, and Zain employs 1,218 (Orange Annual Report, 2019; Zraqat, 2020).

The study includes employees from all job levels—operational through top management—across these telecom companies. The inclusion of these companies in the sampling frame ensures comprehensive coverage of the telecommunications sector in Jordan, thus enhancing the generalizability and robustness of the study's findings. Table 3.2 provides a detailed overview of the sampling frame, illustrating the distribution of employees among the three major telecom companies in Jordan.

Table 3.2 Sample Frame

Telecommunications Sector	**Governorate**	**No. of locations**	**No. of employees**
Zain	Amman	38	1218
	Irbid	10	
	Al-Aqaba	3	
	Al-Zarqa	8	
	Jerash	1	
	Ajloun	1	
	Madaba	1	
	Dayr 'Allah	1	
	Al-Mafraq	2	
	Al-Karak	4	
	Ma’an	1	
	Al-Tafilah	1	
	As-Salt	1	
	Wadi Musa	1	
	Fuheis	1	
	Al-Balq’a	1	
	South Shuna	1	
Orange	Amman	62	1717
	Ajloun	12	
	Irbid	58	
	Jerash	13	
	Al-Mafraq	40	
	Al-Balq’a	21	
	Madaba	9	
	Al-Zarqa	19	
	Al-Aqaba	13	
	Al-Karak	34	
	Ma’an	18	
	Al-Tafilah	12	
Umniah	Amman	١٥	461
	Russeifa	١	
	Al-Zarqa	٢	
	Madaba	١	
	As-Salt	1	
Total		407	3396

Source: (Zraqat, 2020; Orange annual report, 2019; Zain annual report, 2023; Umniah annual report, 2022)

3.4.3 Sampling Design

Sampling involves selecting a subset from a larger population to ensure that the sample accurately reflects the characteristics of the entire population. In this study, purposive sampling—a type of non-probability sampling—is employed. This approach is chosen due to the lack of a comprehensive sample frame at the unit of analysis level (Etikan & Bala, 2017). Non-probability sampling methods, such as convenience, purposive, quota, and snowball sampling, do not provide a mechanism for determining the probability of any specific element being included in the sample. Instead, these methods rely on the researcher's judgment to select participants who meet certain criteria (Anderson et al., 2017). In this study, purposive sampling is employed with the following criteria to ensure the sample is representative of the study's objectives:

- Employment in Target Companies: Participants must be current employees of one of the three major telecommunications companies in Jordan: Zain, Orange, or Umniah. This criterion ensures that the sample reflects the relevant sector and organizational context for the study.

- Job Levels: The sample includes employees across all hierarchical levels within these companies—top management, middle management, and operational staff. This comprehensive approach allows for a thorough analysis of how HRMPs impact employee intention to stay across different job levels.

- Location: The study focuses on employees from branches located across the 12 governorates of Jordan, with a particular emphasis on branches in Amman, the capital city. This focus is due to the higher concentration of branches and employees in Amman, which provides a representative cross-section of the workforce.

- Specific HRMPs: The study targets employees who are familiar with or affected by the HRMPs being investigated, including Training and Development (TD), selection, compensation, job satisfaction (JS), job design

(JD), and performance appraisal (PA). This ensures that participants have relevant experiences and insights related to the research variables.

By adhering to these criteria, purposive sampling allows the study to obtain targeted information from a relevant and specific subset of employees, thereby addressing the research questions effectively and ensuring that the findings are applicable to the context of the Jordanian telecommunications sector.

3.4.4 Unit of Analysis

This study focuses on individual employees across all job levels within the telecommunications sector in Jordan. Specifically, the unit of analysis is individual employees from the three major telecom companies: Zain, Orange, and Umniah. The research aims to explore the impact of HRMPs—namely TD, selection practices, compensation practices, JS, JD, and PA—on employee intention to stay (ITS) within these companies.

The study encompasses the entire population of employees in these telecom companies, totaling 3,396 individuals, as detailed in Table 1.1. By focusing on individual employees at all hierarchical levels—top management, middle management, and operational staff—the study seeks to provide a comprehensive analysis of how HRMPs affect ITS across different job levels within the sector.

3.4.5 Sample Size

The number of elements to be included in the study is referred to as the sample size (Malhotra et al., 2002). Within the determined time and resources, a sample size was prepared for this study.

The survey criteria are met by the quantity sample size and the pilot test. As a result, according to Anderson et al. (2017), the sample size has an important role in obtaining accurate results with value estimates. In this present study, 49 parameters have been used in the survey questionnaire to test the research model. According to Hair et al. (2014), the sample size should be five times the research instrument items. Therefore, in the current study, the total sample size is n =(49*5). Thus, this study focuses on a minimum of 245 responses from all level employees in three TELCOMs in Jordan to apply SPSS and SEM to obtain the expected results.

400 questionnaires were provided to respondents who work in Jordanian telecommunication companies. Aside from that, a pilot test is conducted before an official survey is distributed to staff. The goal of pre-testing the questionnaire is to get valuable feedback or revisions from the respondents, since they may be able to detect any tough or confusing words in the questionnaire.

3.4.6 Sampling Procedure

After obtaining moral approval and permission from the Jordanian telecommunications companies participating in the study, the sampling location is the number of branches of telecommunications companies in Jordan the human resources management system, where employees are required to answer the questionnaire based on their knowledge, experience, and understanding using a five-point Likert scale, after obtaining moral approval and permission from the Jordanian telecommunications companies participating in the study, in addition, to clarify the academic nature of the study to enhance participation.

3.5 RESEARCH INSTRUMENT

3.5.1 Research Instrument Design

In this study, a quantitative survey questionnaire was prepared using a previous study to collect data on variables from the study sample. It takes into account the use of phrases that were easy for the respondents to understand, read, and answer. The survey questionnaire was identified as a tool for collecting study data. This questionnaire measures nine research variables, which are six independent variables of HRMPs namely, TD, selection, compensation, JS, JD, and PA, one dependent variable (employee ITS), and the mediating variable EE, in addition to the OC as moderator. In this study, a previous study relies on to determine the variables. In the survey questionnaire, 49 items were used to measure the nine research variables.

Out of 49 items, 4 items measure TD, 5 items measure selection, 4 items for compensation, 7 items measure JS, 4 measure the JD, 4 PA, 6 items measure the mediating variable of EE, 7 items measure the dependent variable employee ITS, 8 measure the moderator variable OC, and 4 as demographic data which all adapt from the previous studies (Olaimat & Awwad, 2017; Saad et al., 2021; Yucel et al., 2023; Kyndt et al., 2009; Elsafty & Oraby, 2022; Abonyo, 2023).

The research study foundation is data collection, and the question for the researcher is to determine the best data collection technique. To avoid getting misleading and inaccurate results, it's critical to choose acceptable and accurate data for the study. As a result, both primary and secondary data were collected and analyzed in relation to each of the hypotheses and research questions.

The primary data represent the viewpoint or position of the respondents to the research studies, and it is formed by the researcher with the goal of addressing the problem stated in his/her study (Malhotra et al., 2002). Because it is a raw resource that has not been categorized or interpreted by anybody else, this data is known for its reliability (Cooper & Schindler, 2006). To understand and solve the study problem, the researcher obtains primary data via surveys, interviews, and experiments (Walliman, 2010). However, data for this study was gathered using a person-administered questionnaire survey. This questionnaire includes several standardized questions as well as standardized choices for all respondents to answer each question in the questionnaire in a way that makes data management and analysis easier for the researcher. The statistical data obtained by the researcher is then processed using statistical analysis methods to arrive at the results presented in Chapter 4.

The questionnaire utilized in this study is self-administered. According to Dalati & Gómez (2018), a self-administered survey is one in which the respondent reads the questions and answers them on his or her own without the assistance of an interviewer or a computer. The questionnaire was created based on a review of the literature to examine the relationship between TD, S practices, C, JS, JD, PA, and employee ITS, with EE serving as a mediating variable between the independent variables and the dependent variable (employee retention), in addition to the moderator effect of OC of EE on ITS.

A questionnaire (HRM and employee ITS: the mediating role of EE in addition to the moderator effect of OC of EE on ITS in telecommunication companies- Jordan) was prepared. The study questionnaire consists of two main sections. The first section is the personal data of the respondent. This information includes the following: gender, employment experience, educational background, and which Jordanian telecommunication company respondents are employed for and where.

While, the other section, the axes of the impact of (HRMPs) on employee ITS in the Jordan telecommunication sector, with EE as a mediating variable in addition to the moderator effect of OC of EE on ITS. The five-point Likert scale was used to measure the respondents' responses to the paragraphs of the questionnaire. The closer the answer is to 5, it indicates the higher the approval of what was stated in the relevant paragraph, and each gradation has a relative weight of 20%. Table 3.3 provides a summary of the measures for each research variable used in the study.

Table 3.3 Measures of Research Variables

Constructs	Items	Source
Training and development (TD	✓ I see opportunities for promotion in my company. ✓ I have many opportunities for developing personal skills at work. ✓ I have the opportunity to use my ability at work. ✓ I receive adequate training from my company.	(Elsafty, A., & Oraby, M, 2022)
Selection practices	✓ It's important to my organization to choose employees who fit its strategic objectives. ✓ I think that my organization is effective in matching employees to its operational requirements. ✓ I believe my organization selects workers based on relevant skills and qualifications. ✓ My company spends a great effort in selecting the right person for every position. ✓ My company uses a variety of test and interviews in selection.	(Saad, M. M., Gaber, H. R., & Labib, A. A, 2021)

Compensation Practices	✓ My company has a compensation program that is communicated to employees. ✓ My company offers compensation better than the minimal requirement by employment. ✓ My company offers an attractive compensation program package compared to other companies nearby. ✓ My company has health and related benefits that are communicated to employees.	(Olaimat, D., & Awwad, B, 2017)
Job security (JS)	✓ Providing employment security is important to employees. ✓ I am confident that I will be able to work for my organization as long as I wish. ✓ My company provides affordable medical insurance. ✓ My company offers suitable retirement benefits. ✓ I will stay in my job as long as I do it in the right manner. ✓ I think I will work in the same organization for many years. ✓ I am not worried about quitting my job.	(Saad, M. M., Gaber, H. R., & Labib, A. A, 2021)
Job design (JD)	✓ The jobs inside my organization are designed to be inspiring. ✓ I am interested in the job I do. ✓ I have complete freedom to do the job in the way I think is right. ✓ My organization offers me flexibility in doing the job.	
Performance appraisal (PA)	✓ My company has regularly scheduled employee-performance appraisal periods for employees. ✓ My performance is more often measured with objective quantifiable results (measure overall performance). ✓ My manager/superior handles performance appraisal without bias / favoritism. ✓ The duration of performance appraisal reviewed is sufficient in my company.	(Olaimat, D., & Awwad, B, 2017)
Employee Engagement (EE)	✓ I feel energetic while doing my job. ✓ I feel passionate about my job. ✓ I work enthusiastically. ✓ My job inspires me. ✓ I am proud of my work. ✓ I feel happy when I work hard.	(Yucel, I., Şirin, M. S., & Baş, M, 2023)
Employee Intention To Stay (ITS)	✓ I'm planning on working for another organization within a period of three years. ✓ My work within this organization gives me satisfaction. ✓ If I wanted to do another job or function, I would look first at the possibilities within this organization. ✓ I see a future for myself within this organization. ✓ If it were up to me, I will definitely be working for this organization for the next five years. ✓ If I could start over again, I would choose to work for another organization ✓ I love working for this organization.	(Kyndt, E., Dochy, F., Michielsen, M., & Moeyaert, B, 2009)

Organizational Culture	✓ The vision of the business future is active and clear to all employees. ✓ In my Organization HR processes are aligned with the organization strategy. ✓ There is inter-individual interaction that facilitates job completion without any organisational barriers of any kind. ✓ There is a disciplined change process that achieves change goals. ✓ My organization acknowledges me for my contribution when organizations goals and objectives are achieved. ✓ There is a mechanism for producing new ideas and a climate for adopting them. ✓ Resources are allocated where they create impact. ✓ There are structures and processes to support the future of the business.	(Gencer, G., Atay, H., Gurdogan, A., & Colakoglu, U, 2021)

3.5.2 Research Instrument Validity

Content validity refers to the extent to which a scale effectively represents the concept it is intended to measure. According to Sekaran and Bougie (2013), content validity is higher when the scale's elements closely align with the concept being assessed. Since the study variables were derived from previous research, and reliability and validity were not always guaranteed, it is essential to take several precautions to ensure the validity of the study scale. This includes having the questionnaire reviewed and approved by experts in relevant academic and professional fields, as well as potential participants.

Pre-testing modified and adopted questions from earlier studies is necessary to ensure they are suitable for new respondents (Kumar et al., 2013). Pre-testing helps identify and correct errors in the questionnaire that could otherwise affect the accuracy of the statistical results.

In this study, the validity of the research instrument was verified by consulting Jordanian telecommunication experts in the human resource field, academic arbitrators specializing in human resources, and Jordanian telecommunication employees who represent the study's unit of analysis. Feedback on each item in the instrument was documented and used to improve the quality of the questionnaire. Content validity was assessed by engaging professionals who provided meaningful feedback on each item.

The professionals included Asst. Prof. Dr. Nurita, Prof. Dr. Rafikul Islam, and Asst. Prof. Zebeda from the Faculty of Economics and Management Sciences at IIUM. Additionally, as shown in Table 3.4, the questionnaire was reviewed by a Jordanian telecommunication employee and a human resources specialist from the target sector.

The experts were asked to rate each item on the questionnaire using two levels: (A) appropriate and (NA) not appropriate, along with suggestions for improvement. Based on their feedback, items 12, 13, 14, 15, 16, 17, 18, 29, and 30 were revised. The final survey instrument was refined to include forty-nine items, as detailed in the instrument validity procedure (Appendix A) (Kyndt et al., 2009; Olaimat & Awwad, 2017; Saad et al., 2021; Gencer et al., 2021; Yucel et al., 2023; Elsafty & Oraby, 2022).

Table 3.4 List of Arbitrators for the Study Instrument

Numer	**Type of the Arbitrators**	**Position**	**Specialization**
1	Academic	Lecturer	Human Resources
2	Academic	Lecturer	Human Resources
3	Academic	Lecturer	Human Resources
4	Expert	Director	Human Resources
5	Participant	Executive	Employee in Jordanian Telecommunication Firms

In addition to ensuring content validity, it is crucial to determine internal validity by calculating the correlation coefficients between each paragraph of the questionnaire axes using the Pearson correlation coefficient. Internal validity assesses whether the items in the questionnaire are consistently measuring the same construct. Similarly, structural validity refers to the extent to which the questionnaire achieves its intended objectives. This involves evaluating whether the structure of the questionnaire aligns with the conceptual framework and goals of the study.

3.5.3 Research Instrument Reliability and Pilot Study

To verify that the survey items are appropriate, the respondents in the pilot test should be comparable to those in the study population (MacLean, 2013). The primary objectives of the pilot test are to evaluate the content validity, including the order and flow of the questions, any ambiguity or bias in the language, and the ease of the questionnaire. Additionally, the pilot test assesses the alignment and clarity of the scales, the length of the questionnaire, and the time required to complete it (Zhao et al., 2008).

A pilot test for the current study was conducted with 50 participants from the sample population. The questionnaires were distributed online to the respondents, who were not eligible to participate in the field study. To measure the reliability of the measures, an empirical test was conducted for each variable used in this pilot study. The Cronbach's alpha value should exceed the minimum required value of 0.70 (Hair et al., 2010, 2019).

The pilot study aimed to test the reliability of the study instrument. Cronbach's alpha coefficient was used to measure reliability. Data were collected from a sample of 50 employees from Jordanian telecommunication companies, namely Zain, Orange, and Umniah. The pilot test was conducted in September 2023. It was found that all variables in this study demonstrated high reliability, with Cronbach's alpha coefficients exceeding the acceptable minimum of 0.7 (Hair et al., 1998), except for the variable "Employee ITS," which initially had a Cronbach's alpha value of 0.60. However, this value increased to 0.75 after deleting the item ITS1.

Table 3.5 shows the detailed results, with the Cronbach alpha reliability test for each variable as follows: Training and Development 0.838, Selection 0.901, Compensation 0.909, Job Security 0.834, Job Design 0.879, Performance Appraisal 0.919, Employee Engagement (EE) 0.960, Employee ITS 0.607 (increasing to 0.750 after deleting ITS1), and Organizational Culture 0.928. Therefore, it is evident from the table that all variables exhibited high reliability, exceeding the acceptable minimum. These results indicate that the study instrument has a high degree of reliability and can be relied upon for conducting the actual study.

Table 3.5 The Alpha Cronbach Value

Variables	N of Items	Value of Alpha
Training and Development	4	0.838
Selection	5	0.901
Compensation	4	0.909
Job Security	7	0.834
Job Design	4	0.879
Performance Appraisal	4	0.919
Employee Engagement	6	0.960
Employee Intention to Stay	7	0.607 and after deleting ITS1 the value becomes 0.750
Organizational Culture	8	0.928

3.6 DATA COLLECTION

After conducting the pilot study and testing the reliability of the study tool, actual data were collected during October and November 2023. Questionnaires were distributed to the target sample, which consists of employees working in three Jordanian telecommunication companies: Zain, Orange, and Umniah. The data collection process involved five key steps:

Firstly, necessary approvals for data collection were obtained. These included a supporting letter from the Postgraduate Studies Unit in the Faculty of Economics and Management Sciences at the International Islamic University Malaysia, as well as approval from the Research Ethics Committee of the International Islamic University Malaysia for the Jordanian local ethics committee. Secondly, a supporting letter from the Ministry of Higher Education and Scientific Research in Jordan facilitated the acquisition of permissions from the three telecommunication companies.

Thirdly, the designated telecommunication companies were visited to obtain data collection approvals by presenting the supporting letters from the Ministry of

Higher Education and Scientific Research-Jordan, the International Islamic University Malaysia's research ethics committee, and the Postgraduate Studies Unit. Fourthly, the data collection permissions from the telecommunication companies were categorized as follows: Zain Company requested that the questionnaire be sent via email to the HR Communications & Youth department at Zain Jordan. The required supporting letters and the Google Form link for the questionnaire were sent, and approval for data collection from Zain was obtained in soft copy (see appendix). In contrast, Orange and Umniah provided hard copy approvals for data collection, which were signed and stamped with the companies' official logos (see appendix).

Additionally, to ensure clarity and comprehensibility for the employees in the Jordanian telecommunication companies, the questionnaire was distributed in Arabic. The translation process involved two official and professional translations: first from English to Arabic and then from Arabic back to English. This reverse translation was performed for double verification, ensuring the accuracy and reliability of the translated instrument.

Lastly, the distribution of questionnaires was carried out according to the criteria for target employees at all levels in the three telecommunication companies. The distribution process was as follows: the Zain HR department distributed the Google Form link to its employees via Outlook, while hardcopy questionnaires were distributed to Orange and Umniah employees due to a lack of response to the Google Form link. The results of the distributed questionnaires are as follows: a total of 400 questionnaires were distributed. Out of these, 15 were returned empty, 27 were missing, and 5 were excluded (the excluded questionnaires were filled out by employees of the Telecommunications Regulatory Commission (TRC), who did not meet the study's criteria). Consequently, 353 valid questionnaires were available for analysis, exceeding the required sample size of 245 (n = 49*5).

Table 3.6 below displays the data on the distribution of questionnaires among the targeted Jordanian telecommunication firms, including the number of distributed, blank, missing, excluded, and valid questionnaires for analysis.

Table 3.6 Data Collection Results

TELECOM Name	Distributed Questionnaires	Blank Questionnaires	Missing Questionnaires	Excluded Questionnaires	Valid Questionnaires
Zain	60	0	0	0	60
Orange	183	3	5	0	175
Umniah	157	12	22	5	118
-	400	15	27	5	353

3.7 DATA ANALYSIS PROCEDURE

Structural Equation Modeling (SEM) will be used to analyze the primary quantitative data given by all the respondents through The Statistical Package for Social (SPSS) Sciences and Analysis of Moment Structures (AMOS). SEM is a statistical model that may explain how different variables relate to one another. The SEM is one of the best techniques for examining the correlational and directional patterns among the researched variables due to the complexity of the suggested research model. Additionally, a number of statistical studies, including descriptive analysis, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and others, will be carried out in order to address all the study topics. In the section that follows, there is a brief explanation of the analyses, including mediation and moderation.

3.7.1 Exploratory and Confirmatory Factor Analysis (EFA & CFA)

The primary objective of factor analysis is typically referred to as a data reduction approach. A tool for statistically identifying a smaller set of variables from a pool of items (measured variable) is analysis (Kumar et al., 2013). Since the identified factors cannot be measured directly, they are therefore referred to as latent variables. Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) are the two main types of factor analysis. The first stage of research is used to uncover the underlying factors, while the second stage is used to confirm the structures of the first-stage factors and examine the linkages between them.

To extract the factors for EFA, SPSS may be used, and SEM could be used in AMOS or LISREL program for CFA relationship testing. Principal component analysis, communalities, factor rotation, eigenvalues, and other elements are a few things that are essential in EFA (Hair et al., 2010; Kumar et al., 2013). The extracted factors are statistically tested using the measured variables through measurement theory in contrast, where CFA is essentially a theory-driven testing method. This establishes whether or not the measured variables loaded onto the factors accurately reflect the data. However, CFA makes it possible for the researcher to know whether the predetermined theory is confirmed or rejected (Hair et al., 2010).

3.7.2 Structural Equation Modelling

A tool to assess the structural links between the validated constructs in a specific study is structural equation modeling (SEM). SEM essentially uses two models: a measuring model and a structural model. Confirmatory factor analysis (CFA), also known as the measurement model, is used to measure each of the investigated latent constructs, while the structural model is used to examine the interrelationships among latent constructs based on hypotheses. Fundamentally, SEM looks into two significant issues: first, overall and relative model fit, which is a gauge of how well the proposed model fits the data, and second, structural parameter estimates (Hair et al., 2010). Exogenous constructs (independent variables) and endogenous constructs are the additional categories into which SEM divides the constructs (dependent variables). Only other constructs will be predicted by the external construct, therefore the pathways (single-headed arrows) are essentially moving outward rather than inward. The endogenous construct, on the other hand, will only receive the single-headed arrow and not any others because it is unable to forecast others. Exogenous and endogenous terms, however, should only be employed in structural models. This is because the measurement model is more of a correlational model that employs double-headed arrows as connectors.

3.7.3 Model Fit Assessment

Table 3.7 presents the criteria for evaluating the fit of a statistical model using various fit indices. These indices are categorized into three types of fit measures: absolute fit, incremental fit, and parsimonious fit. Each category has specific indices along with their acceptable and ideal thresholds, as outlined by Afthanorhan et al. (2018).

- Absolute fit is assessed using the RMSEA (Root Mean Square Error of Approximation). The RMSEA should be less than 0.10, with an ideal value being less than 0.08, indicating a good fit of the model to the data.

- Incremental fit is evaluated using the CFI (Comparative Fit Index). The CFI value should be greater than 0.85, with an ideal value exceeding 0.90, reflecting how well the model improves fit compared to a baseline model.

- Parsimonious fit is measured by the Chisq/df ratio (Chi-Square divided by degrees of freedom). The ratio should be less than 5, with an ideal value being less than 3, indicating that the model is not only fitting the data well but is also efficient in terms of model complexity.

These indices help determine how well the model aligns with the data and provide insights into the overall model fit and quality.

Table 3.7 Fit Indices Value and Acceptance

Name of Category	**Name of Index**	**Level of Acceptance**
Absolute Fit	RMSEA	RMSEA < 0.10 and ideal if < 0.08
Incremental Fit	CFI	CFI > 0.85and ideal if > 0.90
Parsimonious Fit	Chisq/df	Chisq/df < 5 and ideal if < 3

Source: Afthanorhan et al. (2018)

3.7.4 Mediation Analysis

Any third variable or construct that mediates the relationship between the input and the outcome may be referred to as a mediator. The mediator explains how or why these occurrences between the two conceptions occur. Direct effects and indirect effects are the two different types of impacts in the structural model, according to Hair et al. (2010). The former just denote relationships including a sequence of two or more direct effects with at least one intervening construct, whereas the latter simply denotes relationships involving a relationship that links two constructs with a single arrow. It is common to show the linkages between an independent variable and an intervening variable as "Path a," an intervening variable and a dependent variable as "Path b," and an independent variable and a dependent variable as "Path c."

According to Baron and Kenny (1986), there are generally three requirements that must be completed for a variable to be regarded as a mediator. First, there must be a statistically significant association between the independent variable and the presumed mediator (Path a). Second, there needs to be a strong connection between the mediator and the dependent variable (Path b). Third, the link between the predictor variable and the dependent variable must not be significant (Path c) when the other two routes are controlled, with zero having the strongest mediating influence.

Three categories—no mediation, partial mediation as well as full/complete mediation could be used to classify the degree of mediation in a given structural model. Once the presumed mediator is incorporated into the model, the link between the predictor and dependent variable remains significant and unaltered to the extent that there is no mediating effect. Next, full mediation indicates that the association between the independent and dependent variables is statistically insignificant, whereas partial mediation signals a significant reduction in the relationship (Hair et al., 2010).

3.7.5 Moderation Analysis

A moderating variable is a third or intervening variable that may influence the direction and/or strength of the relationship between the independent and dependent variables. Level of incentives, age, and voltage are examples of quantitative moderators, while gender, race, and educational background are among the qualitative moderators. Moderating estimates or routes are very different from the mediator in nature. The relationship between the predictor and the outcome/dependent variable is shown by Path A. The supposed moderator is shown by Path B. The predictor and the assumed moderator interact with the dependent variable in Path C. (Baron & Kenny, 1986).

The chi-square difference test is a method for determining if a structural model contains moderating effects. The chi-square difference is determined by comparing the fit of the constrained model to the fit of the baseline model (Hair et al., 2010). The moderation is present if the constrained model exhibits a worse fit (increased chi-square) as compared to the baseline model. However, if Path c is statistically significant, the moderating impact hypothesis is fully supported (Baron & Kenny, 1986).

The moderator in this study was a continuous variable. As stated by Dawson (2014) and Memon et al. (2019), it should never be changed to a categorical variable as doing so could reduce statistical power, making it more difficult to obtain significant results. The mean scores and standardized values for all relevant constructs included in the moderation hypothesis must be calculated here. Path modeling in AMOS was used to conduct the testing, and interaction values between the constructs were also generated beforehand.

3.8 CHAPTER SUMMARY

This chapter presents a detailed overview of the research methodology, encompassing the philosophical framework, research design, sampling strategies, and data collection and analysis procedures. It begins by explaining the philosophical underpinnings guiding the study, then outlines the research design and the rationale for employing a quantitative approach. The chapter further describes the sampling design, including the target population, sampling criteria, and procedures. It then covers the development and validation of the research instrument, including expert reviews and a pilot study to ensure reliability. Finally, the chapter details the data collection process and concludes with an outline of the data analysis techniques used. Overall, it provides a cohesive account of the methodology, integrating all aspects of the research process.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 INTRODUCTION

This chapter presents the research findings based on a thorough statistical analysis of the data gathered in this study. The first section of the chapter goes over the data collection phase in-depth, covering topics such as research ethics approval, participant recruitment, informed consent, self-administered survey arrangement, data collection procedures, data keeping and storage, data analysis. Then, the process of data screening. This involves dealing with the complexities of missing data, outliers, non-response bias, and common method variance. Thereafter, the chapter proceeds to explain the statistical assumptions normality assumptions, linearity assumptions, and multicollinearity. After that, this chapter goes on to describe the reliability and validity. The demography characteristics of the respondents were then presented. This is followed by the descriptive characteristics of the questionnaire items.

This chapter provides detailed exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) of collected data. SPSS version 22 software is utilized in this regard. Following by an extensive analysis of the findings is reported using the AMOS version 22 software for structural equation modeling (SEM). These analyses are conducted to examine the hypotheses underlying this study in order to provide answers to its research questions. In addition, to fulfilling the research objectives. The study's findings are presented according to the outcome derived from multivariate analysis utilizing SEM. The principal objective of using the SEM is to investigate the fit of the suggested conceptual model. Also, examine the interrelationship between the study's hypotheses. Lastly, a summary of the chapter is presented.

4.2 DATA COLLECTION

4.2.1 Research Ethics Approval

The need to obtain research ethics approval is common to all research involving human participants. This approval must be in place before research participants can be approached and data collection can begin (Mehta et al., 2023). Accordingly, the questionnaire together with the research proposal and research information sheet was submitted to the Kulliyyah Postgraduate and Research Committee (KPGRC) for approval as shown in Appendix G. After that, the application was submitted to the IIUM Research Ethics Committee (IREC) for ethical approval by submitted the following documents:

1. Study Proposal/Protocol: Version 1, dated 06 May 2023
2. Informed Consent Form (ICF) –
   i. Information Sheet (English) – Version 1, dated 17 May 2023
   ii. Consent Form (English) - Version 1, dated 17 May 2023
3. Questionnaire - Version 1, dated 06 May 2023
4. Approval Letter from Kulliyyah of Economics and Management Sciences, IIUM
5. Principal Investigator's CV.

The IREC supporting letter with reference number IIUM/504/14/11/2/ IREC 2023-092 for the Jordan Local Ethics Committee was obtained to collect the data from the target study population, which is the employees in the Jordan telecommunication sector. Moreover, a supporting letter from the Ministry of Higher Education and Scientific Research Jordan was procured on 15 Oct 2023 with reference number 3c/14994 as shown in Appendix G. The support letter, entitled Facilitating the Researcher's Task, was signed by His Excellency the Minister of Higher Education and Scientific Research in Jordan and targeted the Jordanian Telecommunications Regulatory Authority.

Therefore, based on the ethical considerations specified by the Research Ethics Committee (IREC), and the study protocol, the data was collected during October and November of 2023 and was coded and kept confidentially.

4.2.2 Participant Recruitment

Participant recruitment is the identification, targeting, and enlistment of participants for a research study (Patel et al., 2003). The main goal of recruitment is to recruit a sample that adequately represents the target population and to recruit sufficient participants to meet the sample size and requirements of the study (Hulley et al., 2001; Keith, 2001). For instance, this study adopted a non-probability sampling approach due to the absence of a sample frame, specifically a list of units for analysis. The analysis unit in the current study is the telecommunication sector employees from all job levels. These employees were selected based on a set of criteria involving their experience in the three main indicator companies in Jordan's telecommunication sector, namely Zain, Orange, and Umniah.

Problems with recruitment can disrupt the timetable for a research project (Ashery & McAuliffe, 1992). For instance, in this study during recruitment, the sampling process has faced associated challenges of non-response. Besides, all telecommunication company branches in the whole Jordan governorates were included in this study to boost the proportion of eligible participants who agreed to enter the study (the response rate) to avoid insufficient sample size issues (Woods et al., 2000; Hulley et al., 2001). However, adopting this type of non-probability sample presents challenges for the researcher, including the challenges to generalize the results and the typically low response rates (Obilor, 2023). Moreover, since there are requirements that potential respondents must fulfill, the current study has employed convenience sampling as a sort of non-probability sampling. Convenience sampling is a non-probability sampling technique that is adopted by researchers where data is collected from an available and easily accessible pool of respondents (Obilor, 2023).

4.2.3 Informed Consent

The data collection process commenced with visits to the designated telecommunication firms in Jordan, where documents supporting data acquisition were presented. These included requests for questionnaire distribution endorsed by the Graduate Studies Unit (PG Unit) of the Faculty of Economics and Management Sciences (KENMS) at the

International Islamic University Malaysia, along with a study protocol approved by the IIUM Research Ethics Committee (IREC), and the Ministry of Higher Education and Scientific Research-Jordan's. The three telecommunication company's responses for data collection permission are classified as follows: Zain Company asked to email the HR Communications & Youth from Zain Jordan, by sending the required supporting letters with the questionnaire Google Form link. Then, Zain data collection approval softcopy has been obtained as shown in Appendix D, moreover, Orang and Umniah Companies' data collection approvals hardcopy have been obtained through face-to-face interviews to sign the supporting letters and append the official logos of the respective companies as shown in the Appendix E & F.

Upon acceptance of participation by the targeted telecommunication sector, the distribution phase of questionnaires to all telecommunication employees across various branches, offices, units, and departments began. Meetings with managers in these companies were arranged, during which the study's objectives and the criteria for participation were outlined. Emphasis was placed on the confidentiality of data, which is strictly utilized for research purposes and adheres to scientific standards. Additionally, it was clarified that participation in the study is voluntary.

Hence, a decision was made to exclude employees that did not meet the sample criteria. This included employees working in the Telecommunications Regulatory Commission (TRC) because they are linked to an independent government institution concerned with regulating the communications and information technology sectors not to the telecommunication sector.

4.2.4 Self-Administered Survey Arrangement

Questionnaire distribution was conducted to target the employees in all job levels in the three telecommunication companies in Jordan, namely Zain, Orange, and Umniah. The process of distributing questionnaires included several stages, as follows: The first stage included meeting officials in departments during official working hours, where the goal, content, and criteria for participation in the study were explained. The second stage asked the companies' HR department to send an online survey to all employees and give them an appropriate period to answer.

The Zain employees' response rate to the online survey was sufficient but the Orange and Umniah employees' response rate was insufficient hence the distribution process to Orange and Umniah employees was conducted by distributing hardcopy questionnaires. The third stage included answering respondents’ questions and inquiries about some terms to ensure that they provided the correct answer. The fourth stage included collecting questionnaires from the sample participating in the study, according to the period agreed upon with the participants. The last stage included sorting the questionnaires, the study distributed 400 questionnaires, constituting the total set for analysis. Among these, 15 (3.75%) were found empty, 27 (6.75%) were missing, and 5 (1.25%) were intentionally excluded due to not meeting the study's criteria. Ultimately, 353 questionnaires (88.25%) were considered valid, representing completed and eligible responses used for the analysis. Furthermore, the number of valid questionnaires for analysis reached 353 questionnaires, and this number exceeds the sample size required for the study, which is 245 samples.

4.2.5 Data Collection Procedures

The study's target population consists of workers in Jordan's telecommunication industry. Three major companies dominate Jordan's telecommunications market: Orange Mobile, Umniah, and Zain (Armosh, 2021; Elsheikh & Ayoub, 2022). The total number of workers at Jordan Telecom, which has 407 branches in 12 governorates, is (3396); similarly, Umniah telecommunication employs (461), Orange telecommunication employs (1717), and Zain telecommunication employs (1218) people (Orange annual report, 2019; Zraqat, 2020). Employees in the TELCOMs in Jordan at all work levels (operational and top) are included in the study's selection criteria.

The necessary documents were submitted to the targeted telecommunication sector to allow the collection of data from these telecommunication companies, a letter distributing questionnaires signed by the Deputy Dean of Postgraduate and Responsible

Research (PG Unit), kulliyyah of Economics and Management Sciences (KENMS) at International Islamic University Malaysia (IIUM). Furthermore, the study protocol was submitted to targeted telecommunication companies which was signed by the chairman of the Research Ethics Committee (IREC) at Research Management Center (RMC), International Islamic University (IIUM).

The participants of the study are 353 employees affiliated with three telecommunication companies namely Zain, Orange, and Umniah in 12 Jordan governorates. Out of 353 participants, 137(38.8%) are females 216(61.2%) are males and a large majority of participants 177(50.1%) belong to the Orange telecommunication company, followed by Umniah telecommunication company with 118 (33.4), and the lowest number of participant is amongst Zain telecommunication company 58(16.4%).

For telecommunication branch location in the 12 Jordan governorates, investigations showed that 237(67.1%) participants belong to Amman branch, 6(1.7%) belongs to Arbid branch, 2(0.6%) belongs to Az-Zarqa branch, 3(0.8%) belongs to Al-Salt branch, 4(1.1%) belongs to AL-Mafraq, 35(9.9%) belongs to Al-Karak branch, 1(0.3%) belongs to Madaba branch, 2(0.6%) belongs to Jerash branch, 2(0.6%) belongs to Ajlun branch, 26(7.4%) belongs to Aqaba branch, 25(7.1%) belongs to Ma'an branch, 10(2.8%) belongs to AL-Tafilah branch.

4.2.6 Data Keeping and Storage

To ensure the confidentiality of the information and its safe preservation and storage, the hard copies of the questionnaires were transcribed into an Excel file, where the data was coded, saved easily and securely on the laptop, and saved in a secret file with a password. Knowing that all data is coded and encrypted and does not include any sensitive personal information such as the names of study participants. Hard copies of questionnaires were also kept in a safe place to ensure the safety of the data from being viewed. All ethical considerations were followed in collecting, transcribing, and storing the data following the study protocol, as they are considered confidential documents that no one can see except the researcher.

4.2.7 Data Analysis

4.2.7.1 Measurement of Research Variables

In this research, all variables were assessed through the SPSS program (Statistical Package for Social Science) and the AMOS (Analysis of Moment Structures) statistical software package. The research hypotheses were tested by using SEM in AMOS software. The research data was analyzed by the reliability test, Cronbach's Alpha conducted to ensure the measures are free from error and produce consistent results. Exploratory Factor Analysis (EFA) has been used to form the research variables. After the EFA, this study performs the Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) by using AMOS software.

4.2.7.2 Justifications for Using SEM

Structural equation modeling (SEM) is a statistical method that takes hypothesis testing as an approach to analyzing and understanding phenomena (Thakkar, 2020).

In theories in which the variables have multiple relationships, the modeling of structural equations can examine some dependency relationships simultaneously, for example, one variable may play the role of an independent variable while it plays the role of the dependent variable in another relationship in the same model. Other methods of analysis do not help in testing this type of relationship. Structural equation modeling is the most appropriate technique in such cases (Thakkar, 2020).

4.2.7.3 Data Analysis Procedures

The data processing proceeds through several stages as follows, the first phase is cleaning and processing the missing data, the second phase is testing the outliers for the respondents, the third phase is testing the normal distribution based on deviation and kurtosis, the fourth phase is a descriptive analysis of the demographic information of the respondents, the fifth phase is the reliability test using Alpha Cronbach.

Stage six represents exploratory factor analysis (EFA), Stage Seven, confirmatory factor analysis (CFA), and the final stage, hypothesis testing using structural equation modeling (SEM), where this study has tested the effect of (HRMPs) on (employee ITS), in addition to testing the OC as a moderator variable between EE and ITS. and EE as a mediator variable between HRMPs and employee ITS.

4.3 DATA SCREENING

The data analysis process started with coding through a statistical package for social science and entering data known as (SPSS). The second stage is screening and clearing the data for the missing values and outliers. Screening data is important before conducting statistical analysis to avoid the problem of accuracy. The data is screened to identify any missing data and to deal with data that are inconsistent and incompatible (Desimone et al., 2015). If these issues are not managed effectively, then the estimation's accuracy becomes affected in the multivariate analysis, for example, the structural equation modeling.

4.3.1 Missing Data

Missing or omitted data occurs when there are questions in the questionnaire that are not answered or with answers and values that are not recognized in the data sheets. Researchers are cautioned about the complications that arise due to missing data in empirical research. The reason for the caution is that some processes in the data analysis do not recognize that data is missing (Schafer and Graham, 2002). Tabachnick and Fidell (2001) argued that missing data is among the most problematic areas in the analysis of data. For instance, Some issues resulting from missing data often cause problems in establishing a relationship in statistical analysis. It can lead to biases occurring in the estimates of the parameters (Vaus, 2001). Researchers have suggested ways of reducing missing data issues (Schafer and Graham, 2002; Vaus, 2001).

In the current study, the process of treating missing data started before data input into SPSS. After data collection, the data was labeled and coded based on the various sections and questionnaire items. Thereafter, the cases were examined by the current researcher for elements of missing data. The term 'case' here refers to the individual's responses that are excluded only when there is missing data that is needed for analysis. Sekaran and Bougie (2010) say for better analysis, missing data should be removed from questionnaires. Accordingly, the total number of questionnaires recovered from the participants was 353. Out of which 47 or 12% had missing data. Then, according to Hair et al. (2010), the data sets were examined by using SPSS for missing data. In the continuous and categorical scale replies, there were no missing data fields found.

4.3.2 Outlier

Outliers in a dataset are the cases that act distinctively in comparison to the others. Outliers refer to data points that contain extreme values of the dependent variables and are distinctive from the other observations in the same dataset (Kline 2010; Schumacker and Lomax, 2004). Generally, an outlier is defined as an observation that stands out from the rest due to an unusually high or low value on one or more variables, or an unusual combination of values across many variables.

Outliers cannot be classified as either beneficial or problematic; instead, have to be considered in the context of the analysis and assessed according to the kinds of data might offer (Hair et al., 2014; Kline, 2016). Outliers can be beneficial if show traits of the population that would not be found via a typical study, even though differ from the majority of the sample (Hair et al., 2014). Problematic outliers, on the other hand, significantly influence statistical tests since are not typical of the population and go against the analysis's goals (Hair et al., 2014). Because outliers have different effects, the researcher needs to check the data to see if there are any outliers and determine what kind of influence they have.

According to Hair et al. (2014), outliers can be categorized into one of four classes based on the source of their uniqueness:

- The first class arises from a procedural error, such as a data entry error or a mistake in coding.

- The second class of outlier is the observation that results as the result of an extraordinary event, which explains why it is a unique observation.

- The third class of outlier comprises extraordinary observations for which the researcher lacks an explanation. In these cases, a distinct and distinctly distinctive profile appears. These outliers have the highest likelihood of being excluded, but if the researcher believes they accurately reflect a population element, they might be kept in the sample. They might symbolize a new or unexplored aspect that hasn't been recognized yet. When deciding whether to retain or delete something, the researcher must exercise judgment.

- The fourth and final class of outliers contains observations that fall within each variable's normal range of values. These observations have a unique blend of values across the variables, but they are not very high or low on any one of the variables. Unless there is concrete proof that refutes the outlier's status as a legitimate part of the population, the researcher should hold onto the observation under these circumstances.

In this study, a procedural error mentioned in the first case appeared. Data entry error was identified in each of the variable's ITS (ITS) and organizational culture (OC) in the data-cleaning stage and has been addressed by the researcher.

Depending on the number of variables (characteristics) taken into consideration the researcher can determine the techniques for identifying outliers from a univariate or multivariate perspective. To illustrate, there is a way to handle outliers outlined in a generally recognized thumb rule. In general, outliers can be classified into two types: outlier univariate, which indicates an extreme value for a single variable, and outlier multivariate, which describes an unusual combination of values for multiple variables (Hair et al., 2006; Kline, 2005).

In the current study, a univariate method has followed. In the univariate method, the outliers can be detected depending on the sample size. Hair et al. (2014) say that for small samples (80 or fewer observations), outliers typically are defined as cases with standard scores of 2.5 or greater, while the standard score for large sizes larger than 80 is 4 standard deviation from the mean is known to be an outlier. In the present study, to detect univariate outliers, items were grouped to represent a single variable. Using SPSS functions of descriptive statistics, the data values of each observation were transformed into standardized scores also known as z-scores (Hair et al., 2014).

The results show that there are no outlier cases because the z-scores for cases were less than 4. Consequently, 353 cases remain to be analyzed as illustrated in Table 4.1 below.

Table 4.1 Outlier Test

Code	**Case Number**	**Z-Score**	**Threshold**	**Decision**
TD	-	Less than ±4	Z-Score>±4	Remain all cases
S	-			
C	-			
JS	-			
JD	-			
PA	-			
EE	-			
ITS	-			
OC	-			
Total	0			

Note(s): TD = Training and development, S = Selection, C = Compensation, JS = Job security, JD = Job design, PA = Performance appraisal, EE = Employee engagement, ITS = Intention to stay, OC = Organizational culture
Source: The author

4.3.3 Non-Response Bias

Despite all of its strengths and advantages, survey research is often tainted with systematic biases that may invalidate some of the inferences derived from such surveys. One such bias is the non-response bias ANOL (Bhattacherjee, 2012). Non-response bias occurs when a variation exists between invited and actual respondents (Studer et al., 2013). Non-response bias in findings is caused by respondents refusing to take part in the research or answer a question (Saunders, 2009).

The current study tested for non-response bias using a paired sample t-test, which is illustrated in the table below. When comparing two sample means, where 97 of the first and last 50 responses were computed, a paired sample t-test is employed. Non-response bias is present in the data set if there is a significant difference between the first and last 50 responses. Consequently, it can be determined that responders and non-responders differ significantly from one another. However, it is best that researchers carefully design the questionnaires so that there would not be any significant difference between the two groups (Alreck and Settle, 1995; Hair et al., 2014). For this particular study, the non-response bias exists the two-sided P-value of < .05 was considered statistically significant.

Table 4.2 Paired Samples Test

	Paired Differences					**t**	**df**	**Sig. (2-tailed)**
	Mean	**Std. Deviation**	**Std. Error Mean**	**95% Confidence Interval of the Difference**				
				Lower	**Upper**			
Pair TD_E_TD_L	-2.21280	.63154	.08931	-2.39228	-2.03332	-24.776	49	.000
Pair 2 S_E_S_L	-2.07200	1.05812	.14964	-2.37271	-1.77129	-13.847	49	.000
Pair 3 C_E_C_L	-2.10000	1.02768	.14534	-2.39206	-1.80794	-14.449	49	.000
Pair 4 JS_E_JS_L	-2.03429	.85254	.12057	-2.27658	-1.79200	-16.873	49	.000
Pair 5 JD_E_JD_L	-1.89500	.96242	.13611	-2.16852	-1.62148	-13.923	49	.000
Pair 6 PA_E_PA_L	-1.67500	.74616	.10552	-1.88706	-1.46294	-15.873	49	.000
Pair 7 EE_E_EE_L	-1.58667	1.21416	.17171	-1.93173	-1.24160	-9.240	49	.000
Pair 8 ITS_E_ITS_L	-1.67667	.83531	.11813	-1.91406	-1.43927	-14.193	49	.000
Pair 9 OC_E_OC_L	-2.05000	1.14815	.16237	-2.37630	-1.72370	-12.625	49	.000

Note(s): TD = Training and development, S = Selection, C = Compensation, JS = Job security, JD = Job design, PA = Performance appraisal, EE = Employee engagement, ITS = Intention to stay, OC = Organizational culture
Source: The author

4.3.4 Common Method Variance

Research is troubled by standard method variation (CMV), which includes self-reported data and can result in systemic bias in the findings. CMV occurs when an inaccurate source is added to the results of a data collection procedure, such as a questionnaire survey. For example, when the same questionnaire survey assesses both dependent and independent variables, the data collection method may change the results (Daniel, 2018).

Generally, the total variance characterized by the single component retrieved using Harman's test method should be lower than fifty percent (Naufahu, 2018). If the fraction of the real variable explained mainly through a single component is more considerable than fifty percent, it suggests that the information is impacted by a common approach and raises doubts about the reliability of the findings (Campbell & Fiske, 1959). This is because a single component explaining a significant fraction of the various shows that a single fundamental source, like a common measuring technique, influences the answers on all variables (Kline, 2023). To overcome this problem, the existence of CMV has been assessed in our data using Harman's single-factor test (Daniel et al., 2018; Naufahu, 2018). A Harman's single-factor test includes selecting a single factor from the correlation coefficients of all the variables and calculating the percentage of total variance that this component explains (Tehseen et al., 2017). Our findings in Table 4.3 show that 48.135 percent of the total variation can be explained by our result, which is less than 50.

Table 4.3 Total Variance Explained

Component	**Initial Eigenvalues**			**Extraction Sum of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	23.586	48.135	48.135	23.586	48.135	48.135
2	3.700	7.551	55.686			
3	2.426	4.950	60.636			
4	1.874	3.825	64.461			
5	1.634	3.334	67.796			
6	1.464	2.988	70.783			

Component	Initial Eigenvalues			Extraction Sum of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
7	1.193	2.435	73.218			
8	1.156	2.359	75.578			
9	1.007	2.054	77.632			
10	.923	1.883	79.515			
11	.832	1.698	81.213			
12	.728	1.485	82.698			
13	.627	1.281	83.978			
14	.558	1.138	85.116			
15	.515	1.052	86.168			
16	.500	1.021	87.189			
17	.448	.915	88.104			
18	.421	.860	88.964			
19	.411	.839	89.803			
20	.368	.751	90.554			
21	.351	.717	91.271			
22	.315	.642	91.914			
23	.285	.581	92.495			
24	.273	.558	93.053			
25	.254	.518	93.571			
26	.238	.487	94.058			
27	.231	.472	94.529			
28	.216	.441	94.970			
29	.202	.412	95.383			
30	.193	.395	95.777			
31	.178	.363	96.140			
32	.164	.334	96.475			
33	.160	.327	96.802			
34	.157	.320	97.122			
35	.147	.300	97.421			
36	.135	.275	97.696			
37	.127	.259	97.955			
38	.120	.245	98.200			
39	.116	.237	98.438			
40	.114	.232	98.670			
41	.102	.209	98.878			
42	.091	.186	99.064			
43	.082	.167	99.231			

Component	Initial Eigenvalues			Extraction Sum of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
44	.079	.161	99.392			
45	.070	.143	99.536			
46	.069	.140	99.675			
47	.064	.130	99.805			
48	.057	.116	99.921			
49	.039	.079	100.000			

Extraction Method: Principal Component Analysis.

4.4 STATISTICAL ASSUMPTIONS

Both multivariate and univariate techniques' underlying presumptions are based on the demands of the underlying statistical theory. While many assumptions or constraints may be applicable to one or more of the multivariate methods, Pallant (2010) and Hair et al. (2014) state that the assumptions—normality, linearity, and multicollinearity—may affect all univariate and multivariate statistical techniques, as the following sections demonstrate.

4.4.1 Normality

Normality is an underlying assumption that is undertaken in the multivariate analysis (Hair et al., 2014). This simply explains the way the distributed data of a variable in comparison to the normally distributed data, is set as the benchmark for the statistical approach (Hair et al., 2010). All results from statistical tests are deemed invalid if the variation from the normal distribution is large sufficiently, as normality is a necessity.

The assumption of normality is an important requirement for univariate and multivariate statistical methods. Univariate normality tests the normality of a single variable and multivariate normality tests the normality of a combination of two or more variables Thus, if a variable is multivariate normal, it is also univariate normal.

However, the reverse is not necessarily true (two or more univariate normal variables are not necessarily multivariate normal) (Hair et al., 2014).

Furthermore, two factors determine the degree of nonnormality: sample size and the shape of the offending distribution (Hair et al., 2014). To determine the degree of nonnormality in the variable's distribution, the researcher must assess the sample sizes (Hair et al., 2014; Sekaran & Bougie 2016). In small samples of 50 or fewer observations, significant departures from normality can substantially impact the results. For sample sizes of 200 or more like this study, however, these same effects may be negligible.

Following Schumacker and Lomax (2004) recommendations, before conducting the AMOS analysis, the data were checked for multivariate normality. The distribution shape can be described with skewness and kurtosis (West et al., 1995; Hair et al., 2010; Kline, 2011). Skewness defines the distribution's balance when the mean is asymmetrical in a normal distribution (Kline, 2011). When many cases in a data set are less than the mean, then the distribution can be described as being skewed positively (Hair et al., 2010). In a diagram form, values of a positive skewness can be seen as the distribution being shifted to the left, while in the case of the values of a negative skewness, the diagram of the distribution shifts to the right part of a graph. However, Pallant & Tennant (2007) point out that with a significant sample size, one can minimize this effect. The other significant assumption deals with the distribution shape known as kurtosis or flatness (Schumacker and Lomax, 2004). Kurtosis is related to the peaks or tails of the data in comparison to a distribution that is normal (Byrne et al., 2010). negative kurtosis values indicate a platykurtic (flatter) distribution, whereas positive values denote a leptokurtic (peaked) distribution (Hair et al., 2010).

For normality, several diagnostic tests can be employed. A reliable method for comparing the cumulative distribution of actual data values with the cumulative distribution of a normal distribution is to use a normal probability plot (Hair et al., 2014). The plotted data values are compared with the diagonal, which is a straight line formed by the normal distribution. The line that depicts the real data distribution closely follows the diagonal if the distribution is normal.

Figure 4.1 below shows the normality representation of the current study variables in terms of kurtosis and skewness. Relying on the normal probability plot all the study variables are normally distributed, because, the line representing the actual data distribution closely follows the diagonal as illustrated in Figure 4.1.

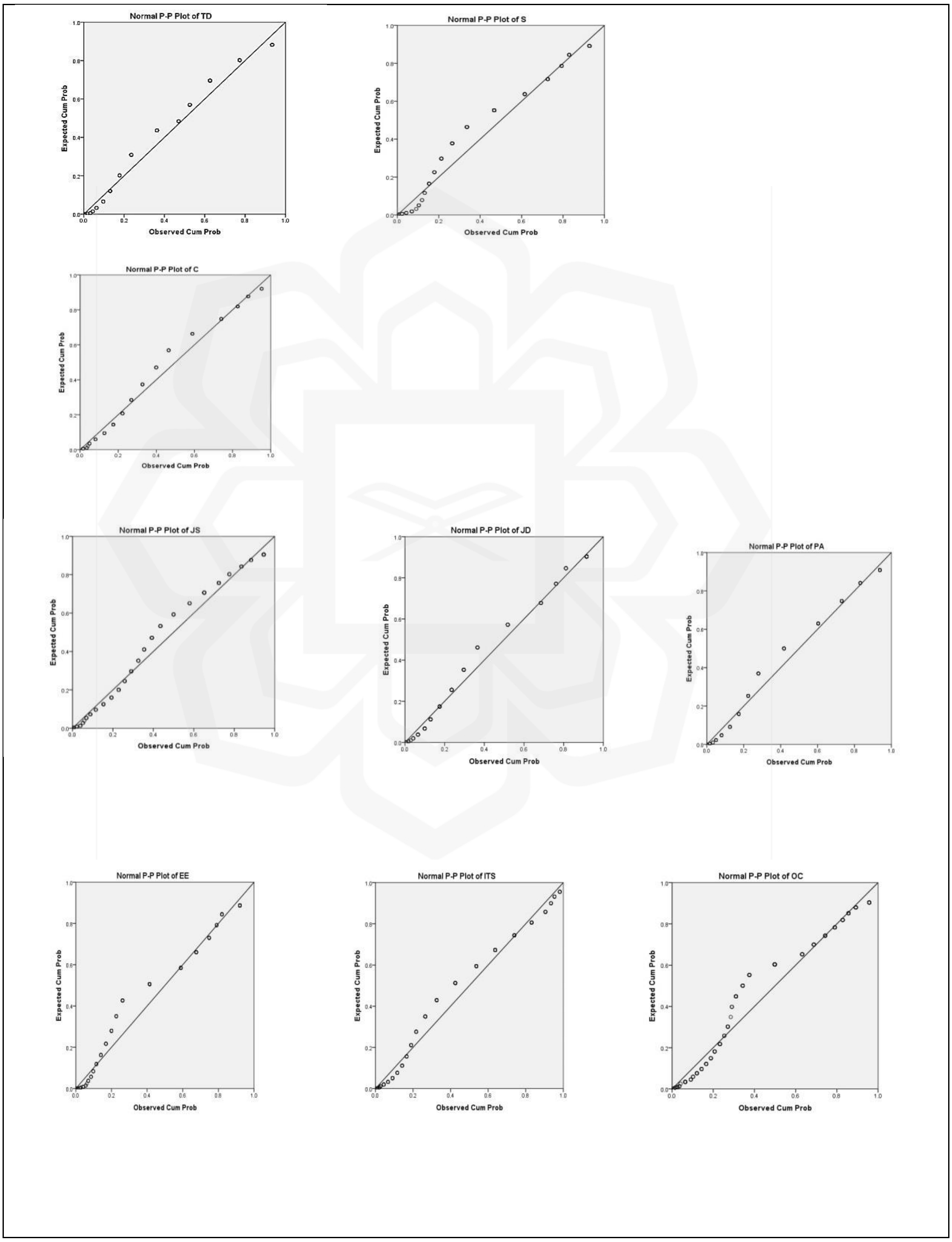


Figure 4.1 Normal Probability Plots and Corresponding Univariate Distributions

The normality test of the data sets was also determined using the skewness and kurtosis distribution methods. Kurtosis describes a distribution's homogeneity in comparison to a normal distribution, whereas skewness describes how regular a distribution is. Hair et al. (2010) and Chou and Bentler (1995) state that the typical range for skewness is less than ±3. Ghozail et al. (2005), Kline (2011), and Byrne (2016) state that the typical range for kurtosis is less than ±7. The skewness values ranged from -1.588 to -.304, within the recommended range from -3 to + 3 (Chou and Bentler, 1995). Kurtosis ranged from -1.073 to 2.741, within the recommended range from -7.0 to + 7.0 (Ghozail et al., 2005). The normal distribution of the data showed consistency with statistical values of skewness and kurtosis within acceptable ranges. All of the items in the current study fell within the usual range because no item on the five-point Likert-type response scale exceeded this range see Table 4.4 below:

Table 4.4 Univariate Normality Test Results

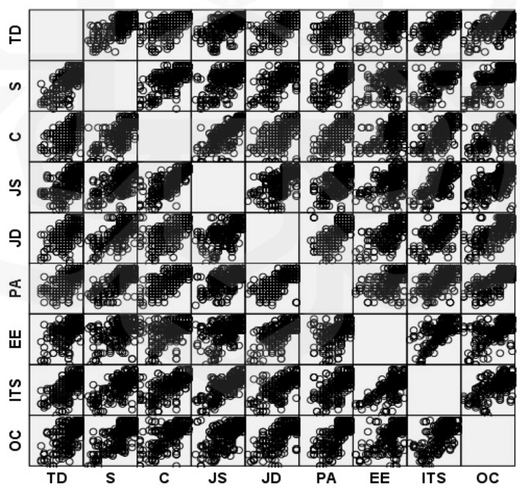
	N	Skewness		Kurtosis	
	Statistic	**Statistic**	**Std. Error**	**Statistic**	**Std. Error**
TD1	353	-.969	.130	.135	.259
TD2	353	-1.340	.130	1.701	.259
TD3	353	-1.546	.130	2.453	.259
TD4	353	-1.282	.130	1.547	.259
S1	353	-1.254	.130	1.141	.259
S2	353	-.820	.130	-.044	.259
S3	353	-.794	.130	.113	.259
S4	353	-.852	.130	.316	.259
S5	353	-1.322	.130	1.451	.259
C1	353	-.549	.130	-.775	.259
C2	353	-.612	.130	-.394	.259
C3	353	-.637	.130	-.469	.259
C4	353	-.866	.130	.194	.259
JS1	353	-1.092	.130	-.064	.259
JS2	353	-1.121	.130	.168	.259
JS3	353	-1.001	.130	-.033	.259
JS4	353	-.304	.130	-1.073	.259
JS5	353	-1.479	.130	1.742	.259
JS6	353	-.847	.130	-.061	.259
JS7	353	-.591	.130	-.835	.259
JD1	353	-.729	.130	-.087	.259

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
JD2	353	-1.450	.130	2.728	.259
JD3	353	-.873	.130	-.218	.259
JD4	353	-1.103	.130	.637	.259
PA1	353	-1.253	.130	1.539	.259
PA2	353	-.749	.130	.016	.259
PA3	353	-.887	.130	.774	.259
PA4	353	-.912	.130	.97	.259
EE1	353	-1.180	.130	1.689	.259
EE2	353	-1.240	.130	1.501	.259
EE3	353	-1.141	.130	1.114	.259
EE4	353	-1.068	.130	.850	.259
EE5	353	-1.136	.130	1.101	.259
EE6	353	-1.588	.130	2.741	.259
ITS1	353	-.534	.130	-.874	.259
ITS2	353	-.936	.130	-.041	.259
ITS3	353	-1.165	.130	1.140	.259
ITS4	353	-.684	.130	-.386	.259
ITS5	353	-.913	.130	.346	.259
ITS6	353	-.306	.130	-.981	.259
ITS7	353	-1.204	.130	1.303	.259
OC1	353	-.939	.130	.199	.259
OC2	353	-1.053	.130	.793	.259
OC3	353	-.725	.130	-.460	.259
OC4	353	-1.048	.130	.725	.259
OC5	353	-.921	.130	-.026	.259
OC6	353	-.803	.130	-.291	.259
OC7	353	-.838	.130	-.281	.259
OC8	353	-1.007	.130	.237	.259
Valid N (listwise)	353				

4.4.2 Linearity

Is an implicit assumption of all multivariate techniques based on correlational measures of association, including multiple regression, logistic regression, factor analysis, and structural equation modeling, is linearity (Hair et al., 2014). Linearity is term used to express the concept that the model possesses the properties of additivity and homogeneity. In a simple sense, "linear models predict values that fall in a straight line by having a constant unit change (slope) of the dependent variable for a constant unit change of the independent variable" (Hair et al., 2014). Homoscedasticity is defined as the assumption of normality associated with the assumption that the dependent variable shows equal variance across several independent variables (Hair et al., 2006).

The most common way to assess linearity is to examine scatterplots of the variables and to identify any nonlinear patterns in the data (Hair et al., 2014). Many scatterplot programs can show a straight line depicting the linear relationship, enabling the researcher to better identify any nonlinear characteristics. The scatter plot is the relationship between two variables. Thus, the object of the scatter plot is to show the dotted line that is leaner. By testing the scatter plot residues using SPSS 22, the findings of the study indicate a straight-line correlation between all study variables (TD, selection, compensation, JS, JD, PA, EE, ITS, OC) score as shown in Figure 4.2 below.



Note(s): TD = Training and development, S = Selection, C = Compensation, JS = Job security, JD = Job design, PA = Performance appraisal, EE = Employee engagement, ITS = Intention to stay, OC = Organizational culture
Source: The author

Figure 4.2 Linearity Assumption Scatterplot Matrix

Moreover, there is significant linearity between HRMPs and ITS (p=.000) which is less than 0.05 as Table 4.5 below illustrates.

Table 4.5 Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
ITS* TD	Between Groups	(Combined)	218.326	264	.827	10.455	.000
		Linearity	143.199	1	143.199	1810.312	.000
		Deviation from Linearity	75.127	263	.286	3.611	.000
	With Groups		6.961	88	.079		
	Total		225.287	352			

Note(s): TD = Training and development, ITS = Intention to stay
Source: The author

4.4.3 Multicollinearity

Collinearity occurs when there is a significant correlation between two variables (Hair et al., 2017). When there is collinearity for more than two variables, multicollinearity occurs. This analysis also looked at multicollinearity, which is the variance shared by two or more variables. It is measured in SPSS using the variance inflation factor (VIF). The VIF confirms the extent to which the explained adjustment is associated with the impact of one variable on other variables (Urbach and Ahlemann, 2010). According to Hair et al. (2014) and (2017), a VIF value of 5 or higher denotes substantial collinearity, while a value of less than 5 denotes acceptable collinearity. All of the variables in this study have VIF values that are significantly lower than the cut-off value of 5, as shown in Table 4.6 below, suggesting that there is no issue with the multicollinearity of the variables.

Table 4.6 Collinearity Statistics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.130	.149		.870	.385		
	TD	.073	.049	.068	1.479	.140	.390	2.565
	S	.111	.047	.125	2.372	.018	.294	3.403
	C	.056	.041	.071	1.366	.173	.307	3.262
	JS	.339	.040	.393	8.549	.000	.387	2.582
	JD	.098	.045	.109	2.185	.030	.330	3.027
	PA	-.059	.053	-.055	-1.113	.266	.334	2.996
	EE	.267	.040	.279	6.595	.000	.459	2.179
	OC	.026	.043	.031	.593	.554	.302	3.306

a. Dependent Variable: ITS

Note(s): TD = Training and development, S = Selection, C = Compensation, JS = Job security, JD = Job design, PA = Performance appraisal, EE = Employee engagement, ITS = Intention to stay, OC = Organizational culture, VFI = Variance Inflation Factor, Sig < 0.05
Source: The author

4.5 RELIABILITY

Reliability is the degree to which scores in a particular sample are precise. These estimates are reliability coefficients. The type of reliability coefficient reported most often in the literature is coefficient alpha, also called Cronbach's (Tabri & Elliott, 2012). It measures internal consistency reliability or the degree to which responses are consistent across the items of a measure. If internal consistency is low, then the content of the items may be so heterogeneous that the total score is not the best possible unit of analysis (Tabri & Elliott, 2012).

According to Sekaran (2000), a positive correlation between one data and another is indicated in the Cronbach alpha, the reliability coefficient. Instrument reliability estimates are adequately determined using Cronbach's Alpha coefficient as it determines reliability based on internal consistency (Nunally and Bernstein, 1978). In short, it can be said that Cronbach's alpha determines if the items within a scale are interrelated. The range of Cronbach's alpha and Guttman Spilt-half values are from 0 to 1, a value higher than 0.7 is an adequate confirmation of reliability (Hair et al.,2006; Pallant, 2010; Hair et al., 2014).

Furthermore, Tabri & Elliott (2012) stated that an older method of estimating internal consistency is that of split-half reliability, where a single test is split into two parts, such as an odd-even item split, and scores from two halves are correlated. The observed correlation is then corrected for test length, and the corrected result is the split-half reliability coefficient.

The reliability of the questionnaire was determined on 353 participants of the Jordan telecommunication population by conducting Cronbach's Alpha analysis and split-half reliability using SPSS version 22. The reliability of dimensions of human resource practices, EE, ITS, and OC showed the Alpha Cronbach value for the study in Table 4.7 below. The table demonstrates that all the variables in this study had high reliability, as the value of the Cronbach alpha coefficient and split-half reliability coefficient exceeded the acceptable minimum of 0.7 (Pallant, 2010; Hair et al., 2014).

Table 4.7 Reliability Test by Cronbach Alpha and Guttman Spilt-half

Variables	**N of Items**	**Value of Cronbach Alpha**	**Guttman Spilt-half**	**Threshold**	**Decision**
Training and Development	4	0.829	0.866	0.70 (Pallant, 2010) and (Hair et al., 2014)	Acceptable
Selection	5	0.923	0.865		
Compensation	4	0.899	0.880		
Job Security	7	0.870	0.856		
Job Design	4	0.853	0.807		
Performance Appraisal	4	0.862	0.813		
Employee Engagement	6	0.929	0.886		
Employee Intention to Stay	7	0.794	0.787		
Organizational Culture	8	0.953	0.875		

4.6 VALIDITY

The validity of a scale refers to the degree to which it measures what it is supposed to measure. The validation of a scale involves the collection of empirical evidence concerning its use. The main types of validity are content validity and construct validity (Pallant, 2010).

Content validity refers to the adequacy with which a measure or scale has sampled from the intended universe or domain of content. Criterion validity concerns the relationship between scale scores and some specified, measurable criterion. Construct validity involves testing a scale not against a single criterion but in terms of theoretically derived hypotheses concerning the nature of the underlying variable or construct.

The construct validity is explored by investigating its relationship with other constructs, both related (convergent validity) and unrelated (discriminant validity) (Pallant, 2010). When scores from two distinct instruments measuring the same concept show a strong correlation, this is known as convergent validity. When two variables are predicted to be uncorrelated theoretically and the measured scores are in fact empirically found to be uncorrelated, discriminant validity is demonstrated (Sekaran & Bougie, 2013).

There are various methods to establish validity. The following are some methods by which the aforementioned forms of validity can be proven:

1. Correlational analysis (e.g., to establish discriminant and convergent validity, or concurrent and predictive validity).

2. Factor analysis is a multivariate technique that establishes construct validity by confirming the operationally specified dimensions of the idea and identifying the items best appropriate for each dimension.

3. The multitrait, multimethod matrix of correlations that was created by assessing concepts using several formats and techniques, further demonstrating the measure's robustness.

This research provides an account of content and construct validity, which is considered to be adequate to analyze the validity of its measurements. The content validity of the instrument was determined by engaging professionals who provide meaningful feedback on each item that constitutes the questionnaire. To measure construct validity, using the factor analysis. it can be accessed whether the items or assertion will cluster on the proposed construct, to assess the construct validity of the measurements, Factors analysis with PCA, and Varimax rotation later in this chapter will used in this study. All the aforementioned forms of validity are proven later in this chapter in section 4.9 and section 9.10.

4.7 RESPONDENTS DEMOGRAPHIC CHARACTERISTICS

This section represents the demographic information of the respondents, including their gender, telecommunication company name that the employee works in, branch location, work experience, and educational qualification. Table 4.8 illustrates the different variables of employees in Jordan's telecommunication sector. The participants of the study (see Table 4.8) are 353 employees affiliated with three telecommunication companies namely Zain, Orange, and Umniah in 12 Jordan governorates. Out of 353 participants, 137(38.8%) are females 216(61.2%) are males and a large majority of participants 177(50.1%) belong to the Orange telecommunication company, followed by Umniah telecommunication company with 118 (33.4), and the lowest number of participant is amongst Zain telecommunication company 58(16.4%).

For telecommunication branch location in the 12 Jordan governorates, investigations showed that 237(67.1%) participants belong to Amman branch, 6(1.7%) belongs to Arbid branch, 2(0.6%) belongs to Az-Zarqa branch, 3(0.8%) belongs to Al-Salt branch, 4(1.1%) belongs to AL-Mafraq, 35(9.9%) belongs to Al-Karak branch, 1(0.3%) belongs to Madaba branch, 2(0.6%) belongs to Jerash branch, 2(0.6%) belongs to Ajlun branch, 26(7.4%) belongs to Aqaba branch, 25(7.1%) belongs to Ma’an branch, 10(2.8%) belongs to AL-Tafilah branch. For experience, their working experience ranged from Less than 5 to above 21 years. The majority of the participants appeared to have Less than 5 years of experience 216(61.2%), followed by 74 respondents ranging from 5-10 years of working experience (21.0%), and 39 respondents (11.0%) recorded

16-20 years of working experience, while 16-20 and 21 years and above of experience recorded the lowest percent with 4(1.1%) and 20(5.7%) respectively.

In terms of educational qualification, Most research participants—82.7%—have a bachelor's degree, followed by a diploma (7.6%) and a higher education degree (5.7%). The lowest percentages were recorded by those with postgraduate degrees and other qualifications—3.4% and 0.3 percent, respectively.

Table 4.8 The Participants

Variable	**Frequency**	**Variable**	**Frequency**
Gender		telecommunication Branch Location	
Male	216(61.2%)	Amman	237(67.1%)
Female	137(38.8%)	Arbid	6(1.7%)
Total	353(100%)	Az-Zarqa	2(0.6%)
telecommunication Company Name		Al-Salt	3(0.8%)
Zain	58(16.4%)	AL-Mafraq	4(1.1%)
Orange	177(50.1%)	Al-karak	35(9.9%)
Umniah	118 (33.4)	Madaba	1(0.3%)
Total	353(100%)	Jerash	2(0.6%)
Work Experience		Ajlun	2(0.6%)
Less than 5 years	216(61.2%)	Aqaba	26(7.4%)
5-10 years	74(21.0%)	Ma’an	25(7.1%)
11-15 years	39(11.0%)	AL-Tafilah	10(2.8%)
16-20 years	4(1.1%)	Total	353(100%)
21 years and above	20(5.7%)	Educational Qualification	
Total	353(100%)	High School	20(5.7%)
		Diploma	27(7.6%)
		Undergraduate (Bachelor Degree)	292(82.7%)
		Postgraduate (Master and Ph.d)	12(3.4%)
		Other	1(0.3%)

4.8 DESCRIPTIVE ANALYSIS

All items for the studied constructs were measured using a 5-point Likert Scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The descriptive analysis for each construct—namely TD, selection, compensation, JS, JD, PA, EE, employee ITS, and OC—is shown in Table 4.9. The table reveals that the items with the highest mean scores were TD3 (M = 4.27, SD = 0.91) and TD2 (M = 4.24, SD = 0.89), indicating that most participants feel they have ample opportunity to use their abilities and develop their skills at work. In contrast, the items with the lowest mean scores were ITS6 (M = 3.22, SD = 1.29) and JS4 (M = 3.36, SD = 1.30), suggesting that many employees are dissatisfied with their retirement benefits and would prefer to work for another organization.

Table 4.9 Descriptive Analysis

Code	Items	M	SD	S	K
TD1	I see opportunities for promotion in my company.	3.6856	1.12827	-.969	.135
TD2	I have many opportunities for developing personal skills at work.	4.2436	.89355	-1.340	1.701
TD3	I have the opportunity to use my ability at work.	4.2691	.90678	-1.546	2.453
TD4	I receive adequate training from my company.	4.1671	.92800	-1.282	1.547
S1	It's important to my organization to choose employees who fit its strategic objectives.	4.1076	1.00836	-1.254	1.141
S2	I think that my organization is effective in matching employees to its operational requirements.	3.8725	1.07034	-.820	-.044
S3	I believe my organization selects workers based on relevant skills and qualifications.	3.7535	1.03841	-.794	.113

Code	Items	M	SD	S	K
S4	My company spends a great effort in selecting the right person for every position.	3.7790	1.02076	-.852	.316
S5	My company uses a variety of test and interviews in selection.	3.8952	1.03781	-1.322	1.451
C1	My company has a compensation program that is communicated to employees.	3.5354	1.23607	-.549	-.775
C2	My company offers compensation better than the minimal requirement by employment.	3.5354	1.12539	-.612	-.394
C3	My company offers an attractive compensation program package compared to other companies nearby.	3.4873	1.17041	-.637	-.469
C4	My company has health and related benefits that are communicated to employees.	3.7422	1.07864	-.866	.194
JS1	Providing employment security is important to employees.	3.9518	1.31877	-1.092	-.064
JS2	I am confident that I will be able to work for my organization as long as I wish.	3.9830	1.19884	-1.121	.168
JS3	My company provides affordable medical insurance.	3.7564	1.25119	-1.001	-.033
JS4	My company offers suitable retirement benefits.	3.3569	1.30234	-.304	-1.073
JS5	I will stay in my job as long as I do it in the right manner.	4.1076	1.08438	-1.479	1.742
JS6	I think I will work in the same organization for many years.	3.7507	1.16539	-.847	-.061
JS7	I am not worried about quitting my job.	3.5637	1.33231	-.591	-.835
JD1	The jobs inside my organization are designed to be inspiring.	3.7110	1.09041	-.729	-.087
JD2	I am interested in the job I do.	4.1473	.87960	-1.450	2.728
JD3	I have complete freedom to do the job in the way I think is right.	3.6912	1.20055	-.873	-.218
JD4	My organization offers me flexibility in doing the job.	3.7989	1.09326	-1.103	.637
PA1	My company has regularly scheduled employee-performance appraisal periods for employees.	4.0198	.95176	-1.253	1.539

Code	Items	M	SD	S	K
PA2	My performance is more often measured with objective quantifiable results (measure overall performance).	3.8499	.92786	-.749	.016
PA3	My manager/superior handles performance appraisal without bias / favoritism.	4.0595	.84233	-.887	.774
PA4	The duration of performance appraisal reviewed is sufficient in my company.	4.0708	.84145	-.912	.971
EE1	I feel energetic while doing my job.	3.8980	.92061	-1.180	1.689
EE2	I feel passionate about my job.	3.9320	.97754	-1.240	1.501
EE3	I work enthusiastically.	3.8980	1.00613	-1.141	1.114
EE4	My job inspires me.	3.9320	1.00336	-1.068	.850
EE5	I am proud of my work.	4.0510	.97567	-1.136	1.101
EE6	I feel happy when I work hard.	4.2125	.95207	-1.588	2.741
ITS1	I'm planning on working for another organization within a period of three years.	3.5892	1.28964	-.534	-.874
ITS2	My work within this organization gives me satisfaction.	3.7819	2.97728	-.936	-.041
ITS3	If I wanted to do another job or function, I would look first at the possibilities within this organization.	3.8555	1.03027	-1.165	1.140
ITS4	I see a future for myself within this organization.	3.5609	1.19056	-.684	-.386
ITS5	If it were up to me, I will definitely be working for this organization for the next five years.	3.7365	1.09816	-.913	.346
ITS6	If I could start over again, I would choose to work for another organization.	3.2210	1.28890	-.306	-.981
ITS7	I love working for this organization.	3.8385	1.02773	-1.204	1.303
OC1	In my organization, the vision of the business future is active and clear to all employees.	3.8414	1.07015	-.939	.199
OC2	In my Organization HR processes are aligned with the organization strategy.	3.8442	.99206	-1.053	.793
OC3	There is inter-individual interaction that facilitates job completion without any organisational barriers of any kind.	3.7422	2.96741	-.725	-.460
OC4	There is a disciplined change process that achieves change goals.	3.7989	1.02625	-1.048	.725
OC5	My organization acknowledges me for my contribution when	3.7762	1.14232	-.921	-.026

Code	Items	M	SD	S	K
	organizations goals and objectives are achieved.				
OC6	There is a mechanism for producing new ideas and a climate for adopting them.	3.6969	1.15129	-.803	-.291
OC7	Resources are allocated where they create impact.	3.6119	1.19876	-.838	-.281
OC8	There are structures and processes to support the future of the business.	3.8159	1.11426	-1.007	.237

Note(s): TD = Training and development, S = Selection, C = Compensation, JS = Job security, JD = Job design, PA = Performance appraisal, EE = Employee engagement, ITS = Intention to stay, OC = Organizational culture, M = Mean, SD = Standard deviation
Source: The author

4.9 EXPLORATORY FACTOR ANALYSIS (EFA)

Exploratory factor analysis (EFA) is a significant form of analysis as it breaks down a large number of variables into manageable smaller portions and groups according to their strong relationships (Hair et al., 2010, Kline, 2011). EFA is a significant statistical method to remove any variables that do not fit (Byrne, 2010). Thus, it helps to get the data set ready to be used in the organized SEM.

In the present study, the statistical method Exploratory Factor Analysis (EFA) was executed to scrutinize the studied constructs before proceeding to analyze the data through other applications such as Structural Equation Modelling (SEM). Upon conducting EFA, the very earlier tests that need to be done are Bartlett's test of sphericity and Kaiser Mayer Olkin (KMO). The former refers to sampling adequacy whereas the latter signifies the existence of correlation among variables understudied. Regarding these, the KMO value ranges from 0 to 1, and the KMO value must achieve at least 0.60 and Bartlett's test of sphericity should be significant at a p-value less than 0.05 to proceed with factor analysis (Tabachnick & Fidell, 2007; Pallant, 2010).

Table 4.10 KMO and Bartlett's Test

Kaiser-Meyer-olkin Measure of Sampling Adequacy		.942
Bartlett's Test of Sphericity	Approx. Chi-Square	18998.965
	df	1176
	Sig.	.000

p-value < 0.05

As depicted in Table 4.10 KMO and Bartlett's Test the data revealed a KMO value of 0.942 and Bartlett’s test of sphericity was statistically significant at 0.000. Having said that, the samples were confirmed to be adequate showing sufficient items for each factor as well as the correlation matrix was not an identity matrix indicating that all of the variables were inter-correlated. As depicted in the table below the data revealed a KMO value of 0.942 and Bartlett’s test of sphericity was statistically significant at 0.000. Having said that, the samples were confirmed to be adequate showing sufficient items for each factor as well as the correlation matrix was not an identity matrix indicating that all of the variables were inter-correlated.

This indicates that the current data is suitable for the principal component analysis (PCA). Likewise, Barlett’s test of sphericity is significant ($p<.001$) and ($P = 0.000$), indicating that there is enough correlation between the variables. When the test results of the KMO and Barlett’s test of sphericity are significant, factor analysis can be conducted (Hair et al., 2010). The KMO and Barlett’s test of sphericity results in this study also show the suitability of the factor analysis.

Employment of Principal Component Analysis (PCA) with Varimax rotation in this particular study extracted eight components altogether. The Kaiser’s criterion also known as the eigenvalue rule was used to determine the number of factors by selecting only factors with an eigenvalue of more than 1.00 to be retained (Pallant, 2010). In terms of factor loadings, as a rule of thumb, the cut-off value was set to be 0.30 which means items that had factor loadings less than that were eliminated from this study (Hair et al., 1998; Hair et al., 2014). To illustrate, Hair et al. (1998) and Hair et al. (2014) stated that standardized factor loadings ranging from 0.30 to 0.39 are considered significant; loadings ranging from 0.40 to 0.49 are considered more important, and loadings of 0.50 or greater are considered very significant. Consequently, the EFA discovered a total of eight factors with eigenvalues greater than 1.00, explaining about 76.034 percent of the total variance. As stated by Hair et al. (2014) the enough factors to meet a specified percentage of variance explained, usually 60% or higher. Therefore, the percentage was considered acceptable for social science research.

Thirteen items on ITS were loaded on component one, seven items on EE were loaded on component two, eleven items on selection were loaded on component three, six items of OC were loaded on component four, five items of compensation were loaded on component five, two of TD items loaded on component six, two of JD items loaded on component seven, while two items of JS loaded on component eight. Items that have factor loadings higher than 0.30 are clustered to form constructs.

Table 4.11 below shows that eight components are extracted successfully with 48 items out of the 48 items whereby no items are excluded as they do not cluster with more than two items. The table also shows the factor loading results of between 0.430 and 0.923. All factor loadings of the extracted items were greater than the minimum cut-off value of 0.30 (Hair et al., 1998), hence deemed good. In addition, all of the items had commonalities over the 0.50 threshold (Pallant, 2010; Hair et al., 2014), with the exception of the ITS6 item, which had a reported 0.229 commonalities, which is below the 0.50 minimum cut-off value. According to Zikmund et al. (2013), low communality denotes a weak association between a variable and the other variables, while high commonality shows that a variable shares a great deal of similarities with the other variables taken as a group. As a result, item ITS6 has been excluded from the scale to increase the total variance explained (Pallant, 2010). After eliminating ITS6, component eight has been eliminated, indicating that there are insufficient item numbers—less than two items—in this component. Especially Pallant (2010) illustrates that If some components do not load with items the researcher needs to consider removing them. Consequently, out of nine components, two were dropped due to an eigenvalue, and the commonalities value. To illustrate, component number nine has been excluded due to the eigenvalue being less than 1.00 while component number eight has been excluded due to the commonalities value being less than 0.50.

Four of the seven factors—selection, *compensation*, *TD, and JD*—represent the current study's independent variables. The three remaining factors, *EE, ITS, and OC* were identified as the mediating, dependent, and moderating variables, respectively.

Based on the results in Table 4.11, the first factor extracted called *ITS* explained the highest variance of 48.977 percent of the total variance (eigenvalue = 23.509), followed by the second factor named *EE* with a variance of 7.709 percent and eigenvalue of 3.700. Next, the third factor recognized as *selection* explained at 5.052 percent and eigenvalue of 2.425, succeeding this factor is another extracted factor termed *OC* (variance = 3.465 percent, eigenvalue = 1.663), *compensation* (variance = 3.106, eigenvalue = 1.491), *TD* (variance = 3.003, eigenvalue = 1.442), and *JD* (variance = 2.427, eigenvalue = 1.165) respectively. and. The overall detailed results of EFA are described in Table 4.11 below reorganization of the factors was made to make the table look systematic and comprehensive.

Table 4.11 Summary of Exploratory Factor Analysis (EFA)

Component/Items	**Factor Loadings**	**Communalities**
Component 1 Intention to Stay (ITS) Eigenvalue: 23.509 Percentage of Variance: 48.977 Cumulative Variance: 48.977 Cronbach's alpha:	Factor Loading Threshold ≥ 0.30 (Hair et al., 1998)	Communalities Threshold > 0.50 (Pallant, 2010)
(JS1)	0.656	0.633
(JS2)	0.539	0.577
(JS3)	0.662	0.626
(JS4)	0.666	0.635
(JS5)	0.577	0.741
(JS6)	0.679	0.677
(ITS2)	0.594	0.770
(ITS4)	0.644	0.742
(ITS5)	0.525	0.747
(ITS7)	0.555	0.766
(C3)	0.554	0.690
(C4)	0.568	0.844

Component/Items	Factor Loadings	Communalities
(TD1)	0.540	0.650
Component 2 Employee Engagement (EE) Eigenvalue: 3.700 Percentage of Variance: 7.709 Cumulative Variance: 56.686 Cronbach's alpha :		
(EE1)	0.813	0.805
(EE2)	0.914	0.908
(EE3)	0.923	0.917
(EE4)	0.798	0.788
(EE6)	0.692	0.625
(JD2)	0.542	0.583
(ITS3)	0.519	0.558
Component 3 Selection (S) Eigenvalue: 2.425 Percentage of Variance: 5.052 Cumulative Variance: 61.738 Cronbach's alpha :		
(S1)	0.674	0.719
(S2)	0.610	0.731
(S3)	0.673	0.727
(S4)	0.531	0.727
(S5)	0.652	0.745
(OC1)	0.584	0.686
(OC2)	0.657	0.843
(OC3)	0.533	0.770
(JD1)	0.504	0.680
(TD4)	0.487	0.737
(PA1)	0.503	0.559
Component 4 Organizational Culture (OC) Eigenvalue: 1.663 Percentage of Variance: 3.465		

Component/Items	Factor Loadings	Communalities
Cumulative Variance: 65.203 Cronbach's alpha :		
(OC4)	0.624	
(OC5)	0.737	
(OC6)	0.788	
(OC7)	0.720	
(OC8)	0.741	
(EE5)	0.487	
Component 5 Compensation (C) Eigenvalue: 1.491 Percentage of Variance: 3.106 Cumulative Variance: 68.308 Cronbach's alpha :		
(C1)	0.519	0.686
(C2)	0.675	0.843
(PA2)	0.430	0.694
(PA3)	0.470	0.592
(PA4)	0.492	0.552
Component 6 Training and development (TD) Eigenvalue: 1.442 Percentage of Variance: 3.003 Cumulative Variance: 71.311 Cronbach's alpha :		
(TD2)	0.690	0.797
(TD3)	0.656	0.766
Component 7 Job Design (JD) Eigenvalue: 1.165 Percentage of Variance: 2.427 Cumulative Variance: 73.739 Cronbach's alpha :		

Component/Items	Factor Loadings	Communalities
(JD3)	0.625	0.839
(JD4)	0.588	0.737
Component 8 Job Security Eigenvalue: 1.101 Percentage of Variance: 2.295 Cumulative Variance: 76.034 Cronbach's alpha :		
(ITS6)	0.448	0.229 < 0.50 Drop
(JS7)	0.578	0.582

Note(s): Factor Loading Threshold ≥ 0.30; Communalities Threshold > 0.50 (Pallant, 2010; Hair et al., 1998)

Source: The author

Consequently, the first factor (intention to stay) contains thirteen items namely JS1, JS2, JS3, JS4, JS5, JS6, ITS2, ITS4, ITS5, ITS7, C3, C4, and TD1. The second factor (employee engagement) comprises seven items: EE1, EE2, EE3, EE4, EE6, JD2, and ITS3. The third factor (selection) contains eleven items, namely, S1, S2, S3, S4, S5, OC1, OC2, OC3, JD1, TD4, and PA1. (Organizational culture) which is the fourth contains six items: OC4, OC5, OC6, OC7, OC8, and EE5. (Compensation) is the next factore contains five items namely C1, C2, PA2, PA3, and PA4. Then the (training and development) contains two items, namely, TD2 and TD3. Two items are extracted for the job design factor these are JD3 and JD4.

Afterwards the extraction of factors, the researcher checked the reliability statistics (Cronbach's Alpha) again. The Alpha values for all the construct variables were found to be more than 0.70 and thereby can proceed for further analysis. The minimum cut-off value usually ranges from 0.60 to 0.70 to validate the internal consistency of the measurement tools used in any study (Hair et al., 2010). The overall detailed results of EFA and final constructs with items and Cronbach values are described in Table 4.12 below.

Table 4.12 Final Constructs with items and Cronbach Value

Construct name	Items	Item remaining	Cronbach's Alpha
Intention to Stay (ITS)	13	JS1, JS2, JS3, JS4, JS5, JS6, ITS2, ITS4, ITS5, ITS7, C3, C4, and TD1	0.945
Employee Engagement (EE)	7	EE1, EE2, EE3, EE4, EE6, JD2, and ITS3	0.928
Selection (S)	11	S1, S2, S3, S4, S5, OC1, OC2, OC3, JD1, TD4, and PA1	0.916
Organizational Culture (OC)	6	OC4, OC5, OC6, OC7, OC8, and EE5	0.947
Compensation (C)	5	C1, C2, PA2, PA3, and PA4	0.880
Training and Development (TD)	2	TD2 and TD3	0.888
Job Design (JD)	2	JD3 and JD4	0.843

Table 4.12 reveals the entire construct's reliability by utilizing Cronbach's alpha as proposed by most researchers (Bryne, 2010; Hair et al., 2010; Kline, 2011; Pallant, 2007). The Cronbach's alpha values are more than the proposed threshold value of 0.70 (Nunnaly, 1978). However, a higher value for Cronbach's alpha is significant as it indicates internal consistency (Pallant, 2007). In the present research, Cronbach's alpha values range from 0.843 to 0.947 for all constructs suggesting good internal consistency as well as items' reliability.

4.10 CONFIRMATORY FACTOR ANALYSIS

CFA is regarded as providing a stricter explanation of uni-dimensionality compared to other techniques (Anderson and Gerbing, 1992). Each individual construct was tested using AMOS version 22 to assess the measurement model for exogenous and endogenous variables. Construction was also tested for specific offending estimates, standardized coefficients exceeding 1.0, and very large standard errors related to any estimation coefficient as indicated by Hair et al. (2010). According to Byrne (2001) and Hair et al. (2014), CFA includes several reasons; these causes involve:

1. The CFA method is a powerful tool considering that it considers the modeling of interactions, nonlinearities, correlated independence, measurement errors, correlated error terms, multiple latent independents each measured by multiple indicators, and one or more latent dependents with multiple indicators (Byrne 2001).

2. CFA provides better estimations of the coefficient and analysis of the variance by including the error variance in the research model.

3. CFA used in this study to analyze the fitness of the proposed measurement models with the data surveyed and to check the convergent validity of the data is therefore justified.

4. CFA includes several functions; these functions involve (i) testing the factor loading in each variable, (ii) estimating the measurement error in the framework and (iii) confirming that the instruments are related to the latent variables.

After using the exploratory factor analysis to explore the pattern of relationship between items, CFA tests the validity of a single factor model (Hair et al., 2006) there are many objectives to performing CFA:

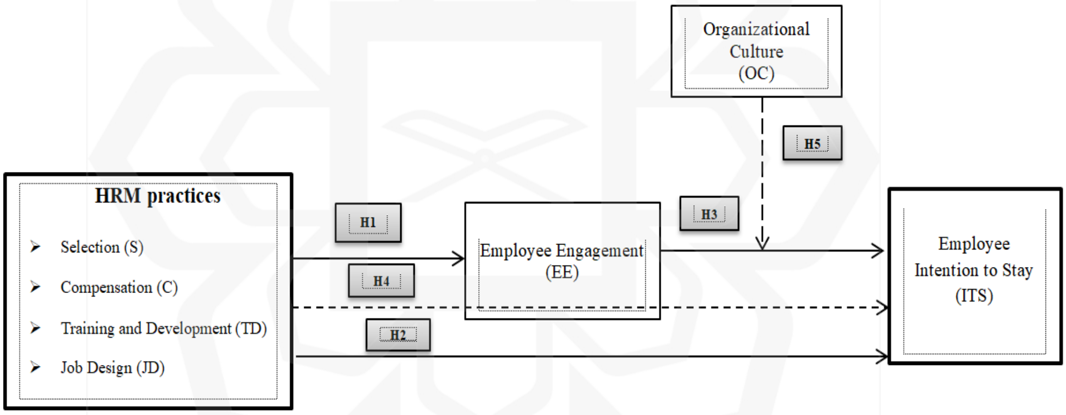
1. To exclude any scale item or latent variables that are not suitable and thus create the best possible measurement model.

2. To test the validity, reliability, and uni-dimensionality of multi-item measures.

3. To test the convergent validity of each variable.

4. To examine the set of factors and variable loading items to confirm the requirement for measurement (Bollen, 1989).

In the current study, IBM AMOS (version 22) has been used for confirmatory factor analysis. There are varieties of indicators that tell us how well the model fits through the Structured Equation Modelling (SEM) technique. The global model fit can be done in two non-exclusive ways, by using inference statistics, i.e. so-called tests of model fit, or by the use of fit indices, i.e. an assessment of approximate model fit (Hair et al., 2017). Nowadays, it has become usual to find out the model fit both for the measurement model and for the structural model. The structural model means that all constructs correlate freely.



Source: The author

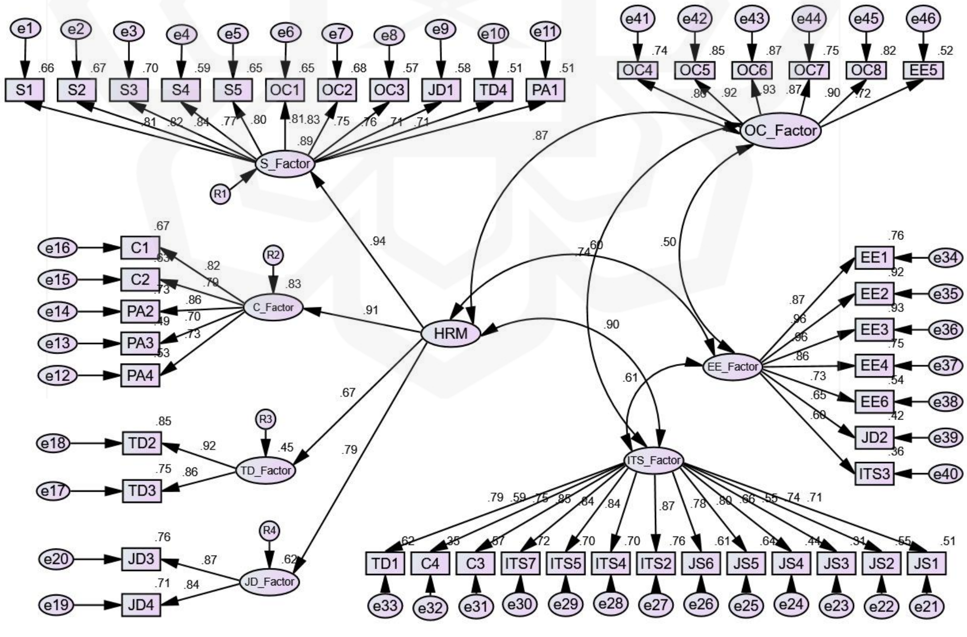
Figure 4.3 The Research Framework for the Study

This section introduces the basic building blocks of SEM analyses, which follow a logical sequence according to Schumacker & Lomax (2010) of five steps or processes: model specification, model identification, model estimation, model testing, and model modification. This chapter has further illustrated these five steps. These basic building blocks are essential to conducting SEM models.

4.10.1 Model Specification

Model specification involves determining every relationship and parameter in the study model that is of interest to the researcher. In other words, model specification involves using all of the available relevant theory, research, and information to develop a theoretical model and to decide which variables to include in the theoretical model (which implicitly also involves which variables not to include in the model) and how these variables are related (Schumacker & Lomax, 2010).

In this particular study, Figure 4.3 depicts the research framework for the study, and Figure 4.4 denotes the proposed CFA Model. There are seven latent constructs, the ITS, and four dimensions (Practices) of HRM (i.e. Selection, Compensation, TD, and JD, EE, and OC respectively. All the constructs in the research framework are described subsequently.



Note(s): TD = Training and development, S = Selection, C = Compensation, JD = Job design, EE = Employee engagement, ITS = Intention to stay, OC = Organizational culture
Source: The author's results

Figure 4.4 Supposed CFA Model Generated Using AMOS

I. Intention to stay (ITS) – ITS acts as a dependent variable (endogenous) in this study. It is measured by 7 items stated as ITS1, ITS2, ITS3, ITS4, ITS5, ITS6, and ITS7. It is adapted from the study of Kyndt et al. (2009). After conducting the EFA, 13 items on ITS were loaded (JS1, JS2, JS3, JS4, JS5, JS6, ITS2, ITS4, ITS5, ITS7, C3, C4, and TD1). In terms of ITS relevant theory and research, SET explains the connection between ITS and the other model variables in this study. For instance, Brenyah and Darko (2017) the SET to explain the connection between OC, EE, and employee ITS. In addition, Blau (1964) and Gouldner (1960) studies revealed that SET can be used to explain the favorable association between HRMPs and staff intention to remain in organizations.

II. Selection – is an independent variable (exogenous), and it is measured by 5 items stated as S1, S2, S3, S4, and S5. It is adapted from the study of Saad et al. (2021). After conducting the EFA, 11 items on selection were loaded (S1, S2, S3, S4, S5, OC1, OC2, OC3, JD1, TD4, and PA1). selection is one of the HRMPs in this study as stated by several studies selection is one of the important HRMPs (Iqbal et al., 2019; Saad et al., 2021). In terms of selection variables relevant to theory and research, SET explains the connection between selection and the other model variables in this study. For instance, Blau (1964) and Gouldner (1960) studies revealed that SET can be used to explain the favorable association between HRMPs with employee ITS and EE. Besides, several researchers have indicated that HRMPs should be taken into account as good antecedents of EE (e.g., Juhdi et al., 2013; Khoreva, 2018; Kavyashree, 2023).

III. Compensation – is an independent variable (exogenous), and it is measured by 4 items stated as C1, C2, C3, and C4. It is adapted from the study of Olaimat & Awwad, (2017). After conducting the EFA, 5 items on compensation were loaded (C1, C2, PA2, PA3, and PA4). Compensation is one of the HRMPs in this study as stated by several studies compensation is one of the important HRMPs (Olaimat & Awwad, 2017; Iqbal et al., 2019; Saad et al., 2021). Regarding the compensation variable relevant theory and research, SET explains the connection between compensation and the other model variables in this study. For instance, Gulzar et al. (2017); Kaleemullah & Behl (2019); Absalom & Alexander (2021); and Perera & Edirisooriya (2021) revealed the significant effect of compensation on employee ITS. Moreover, Blau (1964) and Gouldner (1960) studies revealed that SET can be used to explain the favorable association between HRMPs with employee ITS and EE.

IV. Training and Development (TD) – TD is an independent variable (exogenous), and it is measured by 4 items stated as TD1, TD2, TD3, and TD4. It is adapted from the study of Elsafty & Oraby, (2022). After conducting the EFA, 2 items on TD were loaded (TD2 and TD3). TD is one of the HRMPs in this study as stated by several studies that TD is one of the important HRMPs (Olaimat & Awwad, 2017; Iqbal et al., 2019; Elsafty & Oraby, 2022). Regarding TD variable relevant theory and research, SET explains the connection between TD and the other model variables in this study. Blau (1964) and Gouldner (1960) studies revealed that SET can be used to explain the favorable association between HRMPs with employee ITS and EE. Likewise, Memon et al. (2020); Vuong & Sid (2020); Jose et al. (2021); and Alsafadi & Altahat (2021) showed that perceived HRMPs such as TD lead to higher EE levels.

V. Job Design (JD) – JD is an independent variable (exogenous), and it is measured by 4 items stated as JD1, JD2, DJ3, and JD4. It is adapted from the study of Saad et al. (2021). After conducting the EFA, 2 items on selection were loaded (JD3 and JD4). JD is one of the HRMPs in this study as stated by several studies that JD is one of the important HRMPs (Olaimat & Awwad, 2017; Iqbal et al., 2019; Saad et al., 2021). JD variable relevant theory and research, SET explains the connection between JD and the other model variables in this study. Blau (1964) and Gouldner (1960) studies revealed that SET can be used to explain the favorable association between HRMPs with employee ITS and EE.

Likewise, Hlanganipai & Mazanai (2014); Wakio (2019); Divyashree & Jayanna (2019); Juariyah et al. (2020); Soenanta et al. (2021) confirmed that JD has a positive effect on employee ITS.

VI. Employee Engagement (EE) – EE is proposed as the mediating construct in this study, and it is measured by 6 items. They include EE1, EE2, EE3, EE4, EE5, and EE6. It is adapted from the study of Yucel et al. (2023). After conducting the EFA, 7 items on EE were loaded (EE1, EE2, EE3, EE4, EE6, JD2, and ITS3). Regarding EE-relevant theory and research, the SDT can act as a valuable framework to explain EE and ITS in their companies by highlighting crucial mechanisms (Macey and Schneider, 2008; Sarkar et al., 2023). Several studies explained the relationship between EE and other study variables (Kumar, 2021; Lyons & Bandura, 2021).

VII. Organizational Culture (OC) – OC is proposed as the moderating construct in this study, and it is measured by 8 items. They include OC1, OC2, OC3, OC4, OC5, OC6, OC7, and OC8. It is adapted from the study of Abonyo (2023). After conducting the EFA, 6 items on OC were loaded (OC4, OC5, OC6, OC7, OC8, and EE5). Regarding organizational culture -relevant theory and research, the organizational culture theory offers a deeper perspective on how OC affects the employees' behavior in the organization (Schein, 1990, 2010). To increase member job engagement and intention to remain rates, OC becomes a critical organizational requirement. Several studies explained the relationship between OC and other study variables (Al Shehri et al., 2017; Meng & Berger, 2019; Hieu & Nwachukwu, 2020).

Based on the items described above, the constructs of ITS, HRMPs (selection, compensation, TD, and JD), EE, as well as OC, are derived from the EFA to determine the items' dimensions. The EFA reveals that each construct is developed from several constructs and items that are redundant in each sub-construct are removed. The remaining constructs are analyzed with the values of Cronbach's alpha being at acceptable ranges (see Section 4.9) (Hair et al., 2010).

4.10.2 Model Identification

After theoretically defining the model, the identification problem must be solved by the researcher before estimating the parameters in structural equation modeling (Schumacer & Lomax, 2010). The identification issue can be summed up in the following question: Based on the data available in the studied sample, which takes the form of the variance and covariance matrix for sample variance-covariance matrix, and based on the assumed CFA model which data represents the variance and covariance matrix of the population (which is symbolized by Σ), is it possible to arrive at specific, single estimates of the parameters free for the assumed model. In other words, the problem of model identification concerns the availability of sufficient information in the sample data to reach a single and specific solution for the free parameters of the assumed CFA model (Schumacker & Lomax, 2010; Hair et al., 2014).

Models and even constructs can be characterized by their degree of identification, which is defined by the degrees of freedom of a model after all the parameters to be estimated are specified (Schumacker & Lomax, 2010; Hair et al., 2014). The following are the three levels of model identification: Underidentified. An unidentified model (also termed unidentified) has more parameters to be estimated than unique indicator variable variances and covariances in the observed variance/covariance matrix.

The following are the three levels of model identification: the first level is the under-identified model (also termed unidentified) has more parameters to be estimated than unique indicator variable variances and covariances in the observed variance/covariance matrix. The second level is the Just-Identified model means that there are just enough degrees of freedom to estimate all free parameters. This means that there are just enough degrees of freedom to estimate all free parameters. All of the information is used, which means that the CFA analysis will reproduce the sample covariance matrix identically. the last level is overidentified models have more unique covariance and variance terms than parameters to be estimated. Thus, for any given measurement model a solution can be found with positive degrees of freedom.

The objective when applying CFA and SEM is to have an overidentified model (Schumacker & Lomax, 2010; Hair et al., 2014). Thus, by going through the model identification stage, this study model is considered overidentified, because the model has more unique covariance and variance terms than parameters to be estimated and the degree of freedom has a positive value (df = 734).

4.10.3 Model Estimation

This section looks at various approaches to model parameter estimation, specifically estimations of the population parameters in a structural equation model (Schumacker & Lomax, 2010). We want to obtain estimates for each of the parameters specified in the model that produces the implied matrix Σ, such that the parameter values yield a matrix as close as possible to S, our sample covariance matrix of the observed or indicator variables. The estimation process involves the use of a particular fitting function to minimize the difference between Σ and S. Several fitting functions or estimation procedures are available. Some of the earlier estimation methods included unweighted or ordinary least squares (ULS or OLS), generalized least squares (GLS), and maximum likelihood (ML) (Schumacker & Lomax, 2010).

4.10.4 Model Testing

Once the parameter estimates are obtained for a specified SEM model, the researcher should determine how well the data fit the model. With the measurement model specified, sufficient data collected, and the key decisions such as the estimation technique already made, the researcher comes to the most fundamental event in SEM testing: "Is the measurement model valid?" Measurement model validity depends on establishing acceptable levels of goodness-of-fit (GOF) for the measurement model (Byrne, 2016). Goodness-of-fit (GOF) indicates how well the specified model reproduces the observed covariance matrix among the indicator items (i.e., the similarity of the observed and estimated covariance matrices) (Hair et al., 2014).

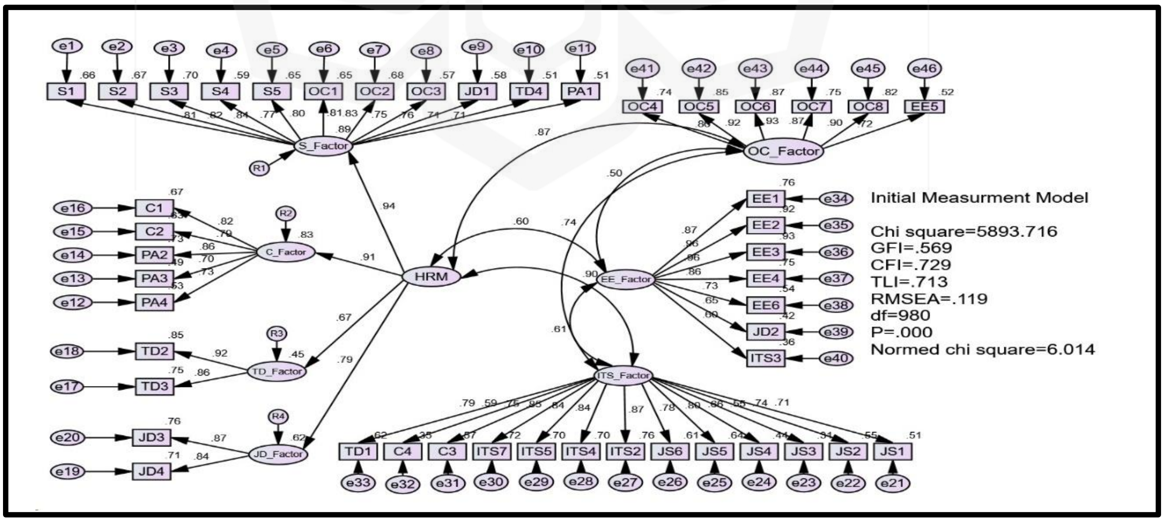
In the model testing stage, this study relied on the most widely reported GOF measures, which are CMIN/DF, the goodness of Fit Index (GFI), Comparative Fit Index (CFI), Tucker–Lewis Index (TLI), Standardized Root Mean Residual (SRMR), Root Mean Square Error of Approximation (RMSEA), and Normed Chi-Square as illustrated in the Table 4.13 below with the recommended threshold (Browne & Cudeck, 1993; Hu and Bentler, 1998; Schumacker & Lomax, 2004; Kline, 2016; Byrne, 2016).

Table 4.13 Model-Fit Criteria and Acceptable Fit Interpretation

Model-Fit Criterion	Acceptable Level	Source
CMIN/DF	<5.0	(Kline, 2016; Byrne, 2016; and Schumacker & Lomax, 2010)
GFI	> 0.9	(Hair et al., 2010)
CFI	> 0.9	(Bentler, 1990)
TLI	> 0.9	
SRMR	< 0.08	(Browne & Cudeck, 1993; Hu and Bentler, 1998)
RMSEA	< 0.10	
Normed Chi-Square	<5.0	(Kline, 2016; Byrne, 2016; and (Schumacker & Lomax, 2010)

Note(s): GFI = Goodness of Fit Index, CFI = Comparative Fit Index, TLI = Tucker–Lewis Index, SRMR = tandardized Root Mean Residual, RMSEA = Root Mean Square Error of Approximation
Source: Kline, 2016; Byrne, 2016; and Schumacker & Lomax, 2010; Hair et al., 2010; Bentler, 1990; Browne & Cudeck, 1993; Hu and Bentler, 1998

Figure 4.5 below illustrates the latent constructs denoted by the ellipses in the AMOS Graphics. The forms of variables and latent constructs as shown in Figure 4.5 are well described. SEM is a confirmatory method that provides a complete method for evaluating and modifying a measurement model.



Note(s): TD = Training and development, S = Selection, C = Compensation, JD = Job design, EE = Employee engagement, ITS = Intention to stay, OC = Organizational culture, M = Mean, SD = Standard deviation
Source: The author's results

Figure 4.5 The Initial Pooled Measurement Model Generated Using AMOS Graphics (assessment of CFA for study constructs)

The initial measurement model for this study, in which all the variables are combined, is shown in Figure 4.5. As seen in Table 4.14 the model did not initially meet the required fitness because the CMIN/df = 6.014, GFI= 0.569, CFI= 0.729, TLI= 0.713, SRMR=0.0896, RMSEA= 0.119, Normed Chi-Square= 6.014 values were not within their respective common acceptance levels (Kline, 2016; Byrne, 2016).

Table 4.14 Assessment of Fit for Initial Measurement Model

Model-Fit Criterion	Acceptable Level	Obtained Value	Source
CMIN/DF	<5.0	6.014	(Kline, 2016; Byrne, 2016; and (Schumacker & Lomax, 2010)
GFI	> 0.9	0.569	(Hair et al., 2010)
CFI	> 0.9	0.729	(Bentler, 1990)
TLI	> 0.9	0.713	
SRMR	< 0.08	0.0896	(Browne & Cudeck, 1993; Hu and Bentler, 1998)
RMSEA	< 0.10	0.119	
Normed Chi-Square	<5.0	6.014	(Kline, 2016; Byrne, 2016; and (Schumacker & Lomax, 2010)

Note(s): GFI = Goodness of Fit Index, CFI = Comparative Fit Index, TLI = Tucker–Lewis Index, SRMR = tandardized Root Mean Residual, RMSEA = Root Mean Square Error of Approximation
Source: Kline, 2016; Byrne, 2016; and Schumacker & Lomax, 2010; Hair et al., 2010; Bentler, 1990; Browne & Cudeck, 1993; Hu and Bentler, 1998

As a result, additional modifications should be made to the model to meet all of the goodness of fit requirements and move forward with the following analysis. Connections between error terms should be changed, and since all factor loading values were higher than the usual threshold level of 0.50 (Hair et al., 1998; Hair et al., 2014), there is no need to remove any items—all of them would remain. Taking into consideration, that we should never covary error terms across constructs, we should never covary error terms with the unobservable construct, while we can add covariances between error terms within the same construct (Collier, 2020; Awang, 2015).

4.10.5 Model Modification

Model modification is the last phase in the structural equation modeling process. Put another means, the researcher usually does a specification search to find a better-fitting model if the model's fit is not quite satisfactory regarding the model fit indices (Schumacker & Lomax, 2010). Several methods can aid this search to improve the model fit indices. There are three methods for improving the model fit indices: the first is the standard regression estimates (Factor Loading), the second method is by using modification indices, and the third and last method is by the standardized residual covariance (Schumacker & Lomax, 2010).

In terms of improving the model based on standardized regression estimates (Factor Loading), the standardized regression weights are often denoted by the Greek letter β (beta). They are usually displayed in a path diagram or in a table alongside the unstandardized regression weights (often denoted by the Greek letter γ, gamma). The standardized weights can be useful for comparing the relative importance of different variables in the model and for assessing the strength and direction of the relationships. Moreover, any variable whose loading on the factor is less than 0.50, should be removed (Hair et al., 1998; Hair et al., 2014).

While improving the model using modification indices, the researchers determine the modification indices as a statistical tool used in structural equation modeling (SEM) to identify potential improvements to a model by suggesting specific modifications (Byrne, 2016). MIs are calculated based on the discrepancy between the observed covariance matrix and the model-implied covariance matrix. A modification index is calculated for each parameter in the model and represents the expected reduction in the chi-square statistic associated with including or excluding that parameter (Byrne, 2016). The model may need to be modified to improve the fit, thereby estimating the most likely relationships between variables. Modification indices guide you for the minor modifications. Furthermore, modification indices report the change in chi-square value. Modifications that improve model fit may be flagged as potential changes that can be made to the model.

In this modification indices method there are rules for covarying the error terms that the researcher consedrate about, firstly, which are that while we can add covariances between error terms within the same construct, we should never covary error terms across constructs or with the unobservable construct (Collier, 2020; Awang, 2015). Secondly, modification indices less than 20 should not be used, the third one is more than three parameters should not be connected to avoid overfitting, and lastly, parameters can be connected only in a permissible way.

The third step is standardized residual covariances which is typically expressed in terms of standard deviations. They indicate the degree to which the observed covariance between two variables deviates from the expected covariance based on the estimated model (Schumacker & Lomax, 2010). A standardized residual covariance of zero suggests that the observed covariance matches the expected covariance, while non-zero values indicate discrepancies. Besides, in this step, any variable which is having a value of more than 0.4 should be deleted.

In the current study, the three methods have been followed to improve the first and second-order measurement model for all study variables to reach the final pooled measurement model. The sections below demonstrate the whole modification stages for the first-second order measurement model in addition to the final pooled measurement model with the modification indices values. To illustrate, in this study, the researcher performs CFA for the intention to Stay (ITS), four dimensions (Practices) of HRM (i.e. selection, compensation, TD, and JD, EE, respectively model of measurement separately in addition to running the model for pooled measurement model. The pooled measurement model's CFA is more successful and highly recommended.

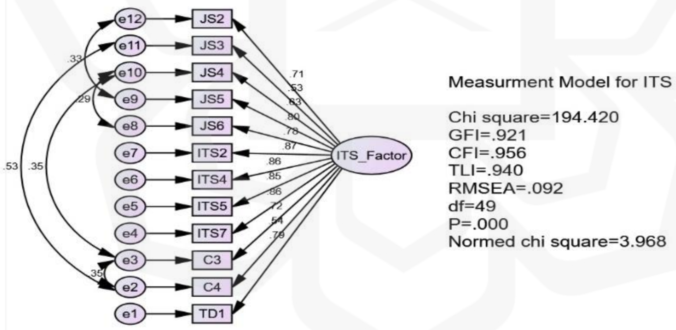
4.10.5.1 First-Order Measurement Model for Latent Intention to Stay (ITS)

ITS is endogenous with 7 items stated as ITS1, ITS2, ITS3, ITS4, ITS5, ITS6, and ITS7. It is adapted from the study of Kyndt et al. (2009). After conducting the EFA, 13 items on intention to stay were loaded (JS1, JS2, JS3, JS4, JS5, JS6, ITS2, ITS4, ITS5, ITS7, C3, C4, and TD1).

Table 4.15 Stages of ITS First Order Measurement Model Development

Stage	Improving Model Method	CMIN/DF	GFI	CFI	TLI	SRMR	RMSEA	Normed Chi-Square	Parameter
1	Factor Loading	9.765	0.779	0.843	0.811	0.0695	0.158	9.765	All ITS items are more than 0.50 (Hair et al., 2014).
2	Modification Index	8.107	0.814	0.874	0.847	0.0603	0.142	8.107	e2-e11
3		6.852	0.846	0.898	0.874	0.0549	0.129	6.852	e2-e3
4		6.388	0.855	0.908	0.884	0.0524	0.124	6.388	e3-e10
5		6.097	0.864	0.941	0.890	0.0495	0.120	6.097	e11-e13
6		5.809	0.874	0.920	0.896	0.0487	0.117	5.809	e12-e13
7		5.359	0.885	0.929	0.906	0.0490	0.111	5.359	e8-e10
8		4.908	0.895	0.937	0.916	0.0474	0.105	4.908	e9-e12
9	Standardized Residual Covariance	3.968	0.921	0.956	0.940	0.0408	0.092	3.968	Removing JS1
Remaining items for ITS after CFA are 12item (JS2,JS3,JS4,JS5,JS6,ITS2,ITS4, ITS5, ITS7,C3, C4, and TD1)									

Source: The author's results



Note(s): ITS = Intention to stay, GFI = Goodness of Fit Index, CFI = Comparative Fit Index, TLI = Tucker–Lewis Index, SRMR = tandardized Root Mean Residual, RMSEA = Root Mean Square Error of Approximation
Source: The author's results

Figure 4.6 First-order Measurement Model for ITS

Table 4.15 and Figure 4.6 CFA are conducted to recognize the salient items denoting the ITS variable. By following the first modification method (Factor Loading), Figure 6 shows that the remaining 12-item (JS2, JS3, JS4, JS5, JS6, ITS2, ITS4, ITS5, ITS7, C3, C4, and TD1) factor loadings are 0.71, 0.53, 0.63, 0.80, 0.78, 0.87, 0.86, 0.85, 0.86, 0.72, 0.54, and 0.79. All the factor loadings exceed 0.50 (Hair et al., 2014). This indicates that the items contribute toward the measured construct. Moreover, Table 4.15 shows the whole stages of the two modification methods. In the modification index method, connections between error terms have been made. At the same time, in the standardized residual covariance, one item (JS1) has been deleted to meet all of the goodness of fit requirements (CMIN/DF=3.968, GFI=0.921, CFI=0.956, TLI=0.940, SRMR=0.0408, RMSEA=0.092, and Normed Chi-Square=3.968).

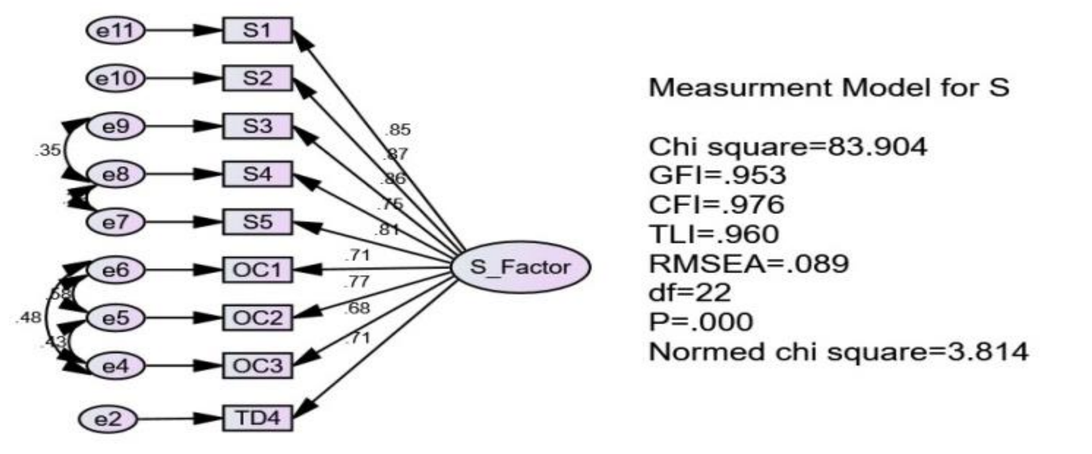
4.10.5.2 First-Order Measurement Model for Selection

Selection is exogenous with 5 items stated as S1, S2, S3, S4, and S5. It is adapted from the study of Saad et al. (2021). After conducting the EFA, 11 items on S were loaded (S1, S2, S3, S4, S5, OC1, OC2, OC3, JD1, TD4, and PA1).

Table 4.16 Stages of S First Order Measurement Model Development

Stage	Improving Model Method	CMIN/ DF	GFI	CFI	TLI	SRMR	RMSEA	Normed Chi-Square	Parameter
1	Factor Loading	10.142	0.796	0.870	0.838	0.0546	0.161	10.142	All S items are more than 0.50 (Hair et al., 2014).
2	Modification Index	8.192	0.844	0.900	0.872	0.0523	0.143	8.192	e5-e6
3		7.702	0.856	0.909	0.881	0.0483	0.138	7.702	e4-e6
4		6.501	0.881	0.927	0.902	0.0442	0.125	6.501	e4-e5
5		5.864	0.893	0.937	0.914	0.0406	0.118	5.864	e8-e9
6		5.188	0.909	0.947	0.926	0.0376	0.109	5.188	e7-e8
7	Standardized Residual Covariance	4.552	0.930	0.962	0.944	0.0333	0.100	4.552	Removing PA1
8		3.814	0.953	0.976	0.960	0.0246	0.089	3.814	Removing JD1
Remaining items for ITS after CFA are 9 item (S1, S2, S3, S4, S5, OC1, OC2, OC3 and TD4)									

Source: The author's results



Note(s): S = Selection, GFI = Goodness of Fit Index, CFI = Comparative Fit Index, TLI = Tucker–Lewis Index, SRMR = tandardized Root Mean Residual, RMSEA = Root Mean Square Error of Approximation
Source: The author's results

Figure 4.7 First-order Measurement Model for S

As seen in Table 4.16 and Figure 4.7 CFA is conducted to recognize the salient items denoting the selection variable. By following the first modification method (Factor Loading), Figure 7 shows that the remaining 9-item (S1, S2, S3, S4, S5, OC1, OC2, OC3 and TD4) factor loadings are 0.85, 0.87, 0.86, 0.75, 0.81, 0.71, 0.77, 0.68, and 0.71. All the factor loadings are greater than 0.50 (Hair et al., 2014). This indicates that the items contribute toward the measured construct. Moreover, Table 4.16 shows the whole stages of the two modification methods. In the modification index method, connections between error terms have been made, while in the standardized residual covariance, two items (PA1, JD1) have been deleted to meet all of the goodness of fit requirements (CMIN/DF=3.814, GFI=0.953, CFI=0.976, TLI=0.960, SRMR=0.0246, RMSEA=0.089, and Normed Chi-Square=3.814).

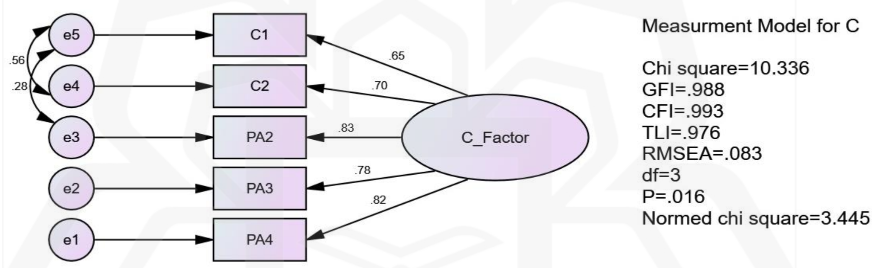
4.10.5.3 First-Order Measurement Model for Compensation

Compensation is exogenous with 4 items stated as PA1, PA2, PA3, and PA4. It is adapted from the study of Olaimat & Awwad, (2017). After conducting the EFA, 5 items on compensation were loaded (C1, C2, PA2, PA3, and PA4). The 5-item factor loadings are 0.65, 0.70, 0.83, 0.78, and 0.82.

Table 4.17 Stages of PA First Order Measurement Model Development

Stage	Improving Model Method	CMIN/DF	GFI	CFI	TLI	SRMR	RMSEA	Normed Chi-Square	Parameter
1	Factor Loading	24.592	0.872	0.885	0.769	0.0620	0.259	24.592	All compensation items are more than 0.50 (Hair et al., 2014).
2	Modification Index	8.989	0.959	0.969	0.922	0.0306	0.151	8.989	e4-e5
3		3.445	0.988	0.993	0.976	0.0179	0.083	3.445	e3-e5
Remaining items for PA after CFA are 5 item (C1, C2, PA2, PA3, and PA4)									

Source: The author's results



Note(s): C = Compensation, GFI = Goodness of Fit Index, CFI = Comparative Fit Index, TLI = Tucker–Lewis Index, SRMR = tandardized Root Mean Residual, RMSEA = Root Mean Square Error of Approximation
Source: The author's results

Figure 4.8 First-order Measurement Model for Compensation

Table 4.17 and Figure 4.8 CFA are conducted to recognize the salient items denoting the compensation variable. By following the first modification method (Factor Loading), Figure 8 shows that the 5-item (C1, C2, PA2, PA3, and PA4) factor loadings are 0.65, 0.70, 0.83, 0.78, and 0.82. All the factor loadings exceed 0.50 (Hair et al., 2014). This indicates that the items contribute toward the measured construct. Moreover, Table 4.17 shows the whole stages of the two modification methods. In the modification index method, connections between error terms have been made. At the same time, in the standardized residual covariance, no items have been deleted because the model had met all of the goodness of fit requirements (CMIN/DF=3.445, GFI=0.988, CFI=0.993, TLI=0.976, SRMR=0.0179, RMSEA=0.083, and Normed Chi-Square=3.445).

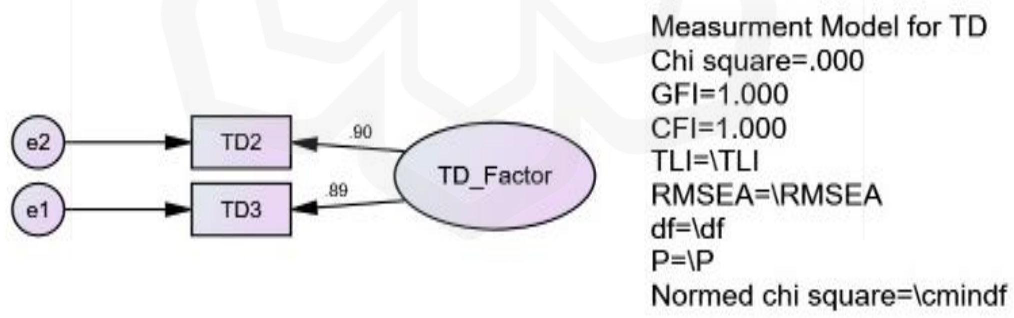
4.10.5.4 First-Order Measurement Model for Training and Development (TD)

TD is exogenous with 4 items stated as TD1, TD2, TD3, and TD4. It is adapted from the study of Elsafty & Oraby, (2022). After conducting the EFA, 2 items on TD were loaded (TD2 and TD3). The 2-item factor loadings are 0.90 and 0.89. All the factor loadings are greater than 0.50 (Hair et al., 2014).

Table 4.18 Stages of TD First Order Measurement Model Development

Stage	**Improving Model Method**	**CMIN/DF**	**GFI**	**CFI**	**TLI**	**SRMR**	**RMSEA**	**Normed Chi-Square**	**Parameter**
1	No improvement has been made (The model represents a high fit.)	-	1.000	1.000	-	-	0.0000	-	-
✓ Referring to Kenny et al. (2015) the small number of df in the model, the RMSEA is not meaningful. ✓ The researcher has to decide on the acceptance of the model based on CFI. Referring to Byrne (2016) the CFI value is one close to .95, thus it represents a high fit.									
The remaining items for TD after CFA are 2 items (TD2 and TD3)									

Source: The author's results



Note(s): TD = Training and development, GFI = Goodness of Fit Index, CFI = Comparative Fit Index, TLI = Tucker–Lewis Index, SRMR = tandardized Root Mean Residual, RMSEA = Root Mean Square Error of Approximation
Source: The author's results

Figure 4.9 First-order Measurement Model for TD

As seen in Table 4.18 and Figure 4.9 CFA is conducted to recognize the salient items denoting the TD variable. By following the first modification method (Factor Loading), Figure 4.9 shows that the 2-item factor loadings are 0.90 and 0.89. All the factor loadings are greater than 0.50 (Hair et al., 2014). This indicates that the items contribute toward the measured construct. Kenny (2011) and Byrne (2013), list the conditions for identification in terms of the number of indicators per latent variable and mention that the construct could have at least two indicators whose errors are uncorrelated. In this case, the TD latent variable has two indicators whose errors (e1 and e2) are uncorrelated.

Moreover, Table 4.18 shows the whole stages of the two modification methods. In the modification index method, no connections between error terms have been made, while in the standardized residual covariance, no items have been deleted because the TD measurement model represents a high fit (GFI=1, CFI=1). Referring to Kenny et al. (2015) the small number of df in the model, the RMSEA is not meaningful. In the TD measurement model the df=0, thus, the RMSEA is not meaningful. Besides, in this PA first-order measurement model the CFI= 1, referring to Byrne (2016) the CFI value is one close to .95, thus it represents a high fit. Therefore, The researcher has to decide on the acceptance of the model based on CFI.

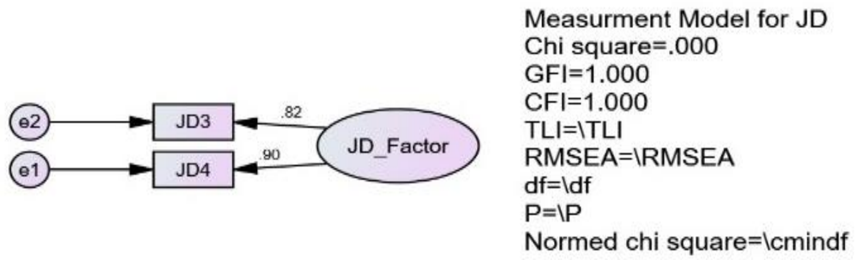
4.10.5.5 First-Order Measurement Model for Job Design (JD)

JD is exogenous with 4 items stated as JD1, JD2, DJ3, and JD4. It is adapted from the study of Saad et al. (2021). After conducting the EFA, 2 items on selection were loaded (JD3 and JD4). The 2-item factor loadings are 0.82 and 0.90. All the factor loadings are greater than 0.50 (Hair et al., 2014).

Table 4.19 Stages of JD First Order Measurement Model Development

Stage	**Improving Model Method**	**CMIN/DF**	**GFI**	**CFI**	**TLI**	**SRMR**	**RMSEA**	**Normed Chi-Square**	**Parameter**
1	No improvement has been made (The model represents a high fit.)	-	1.000	1.000	-	-	0.0000	-	-
✓ Referring to Kenny et al. (2015) the small number of df in the model, the RMSEA is not meaningful. ✓ The researcher has to decide on the acceptance of the model based on CFI. Referring to Byrne (2016) the CFI value is close to .95, thus it represents a high fit.									
The remaining items for JD after CFA are 2 items (JD3 and JD4)									

Source: The author's results



Note(s): JD = Job design, GFI = Goodness of Fit Index, CFI = Comparative Fit Index, TLI = Tucker–Lewis Index, SRMR = tandardized Root Mean Residual, RMSEA = Root Mean Square Error of Approximation
Source: The author's results

Figure 4.10 First-order Measurement Model for JD

As seen in Table 4.19 and Figure 4.10 CFA is conducted to recognize the salient items denoting the JD variable. By following the first modification method (Factor Loading), Figure 4.10 shows that the 2-item factor loadings are 0.82 and 0.90. All the factor loadings are greater than 0.30 (Hair et al., 2014). This indicates that the items contribute toward the measured construct. Kenny (2011) and Byrne (2013), list the conditions for identification in terms of the number of indicators per latent variable and mention that the construct could have at least two indicators whose errors are uncorrelated. In this case, the JD latent variable has two indicators whose errors (e1 and e2) are uncorrelated.

Moreover, Table 4.19 shows the whole stages of the two modification methods. In the modification index method, no connections between error terms have been made, while in the standardized residual covariance, no items have been deleted because the JD measurement model represents a high fit (GFI=1, CFI=1). Referring to Kenny et al. (2015) the small number of df in the model, the RMSEA is not meaningful. In the JD measurement model the df=0, thus, the RMSEA is not meaningful. Besides, in this JD first-order measurement model the CFI= 1, referring to Byrne (2016) the CFI value is one close to .95, thus it represents a high fit. Therefore, The researcher has to decide on the acceptance of the model based on CFI.

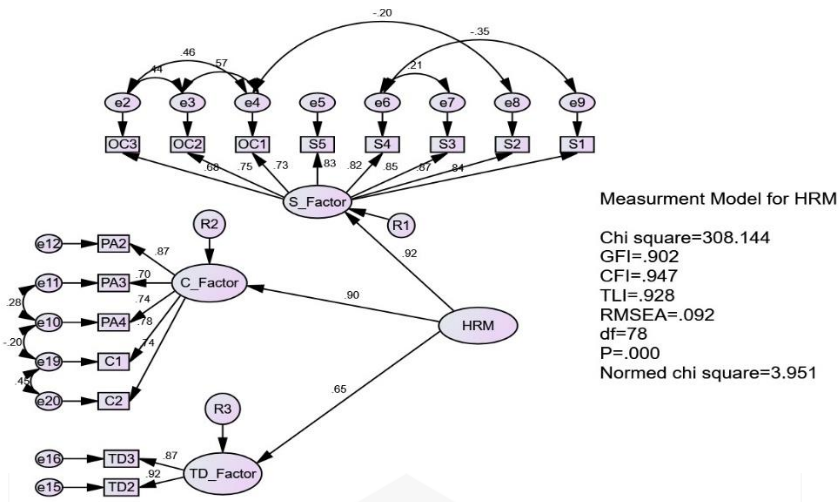
4.10.5.6 Second-Order Measurement Model for Human Resource Management (HRM)

Figure 4.11 shows the second-order CFA conducted for the human resource management (HRM) construct. Initially, after conducting the CFA for each HRM practice separately the HRM's measurement model contains four practices (selection (S), performance appraisal (PA), training and development (TD), and job design (JD) derived from the Explanatory Factor Analysis (EFA). While, the second-order HRM measurement model contains three practices (selection (S), performance appraisal (PA), training and development (TD) as shown in Figure 4.11 below.

Table 4.20 Stages of HRM Second Order Measurement Model Development

Stage	**Improving Model Method**	**CMIN/DF**	**GFI**	**CFI**	**TLI**	**SRMR**	**RMSEA**	**Normed Chi-Square**	**Parameter**
1	Factor Loading	7.635	0.762	0.837	0.810	0.0602	0.137	7.635	All HRM items are more than 0.50 (Hair et al., 2014).
2	Modification Index	6.858	0.790	0.857	0.832	0.0586	0.129	6.858	e3-e4
3		6.386	0.802	0.870	0.846	0.0590	0.124	6.386	e13-e14
4		6.193	0.809	0.875	0.851	0.0564	0.121	6.193	e10-e11
5		6.010	0.812	0.881	0.856	0.0548	0.119	6.010	e2-e4
6		5.554	0.830	0.892	0.869	0.0536	0.114	5.554	e2-e3
7		5.303	0.838	0.899	0.877	0.0544	0.111	5.303	e6-e9
8		5.192	0.841	0.903	0.880	0.0547	0.109	5.192	e10-e14
9		5.109	0.845	0.905	0.882	0.0540	0.108	5.109	e4-e8
10		5.029	0.847	0.908	0.884	0.0532	0.107	5.029	e6-e7
11	Standardized Residual Covariance	4.846	0.863	0.920	0.896	0.0509	0.105	4.846	Removing TD4
12		3.951	0.902	0.947	0.928	0.0431	0.092	3.951	Removing JD4 and JD3 (Drop JD variable because one item remains JD3 (Hair et al., 2014)).
The remaining variables are 3 out of 4 in the HRM CFA model. The remaining items: 8 items belong to the S variable (S1, S2, S3, S4, S5, OC1, OC2, and OC3), 5 items belong to the PA variable (PA2, PA3, PA4, C1, and C2), the and last variable is TD with 2 items (TD2 and TD3).									

Source: The author's results



Note(s): S = Selection, C = Compensation, TD = Training and development, GFI = Goodness of Fit Index, CFI = Comparative Fit Index, TLI = Tucker–Lewis Index, SRMR = tandardized Root Mean Residual, RMSEA = Root Mean Square Error of Approximation
Source: The author's results

Figure 4.11 Second-order Measurement Model for HRM

As seen in Table 4.20 and Figure 4.11 second-order measurement model is conducted to recognize the salient practices and items denoting the HRM variable. By following the first modification method (Factor Loading), Figure 4.11 shows that all the remaining 15-item factor loadings are greater than 0.50 (Hair et al., 2014). To illustrate, all the selection variable 8 items (S1, S2, S3, S4, S5, OC1, OC2, and OC3) factor loadings are greater than 0.50 which recorded 0.94, 0.87, 0.85, 0.82, 0.83, 0.73, 0.75, and 0.68 respectively, all the compensation variable 5 items (PA2, PA3, PA4, C1, and C2) factor loadings are greater than 0.50 which recorded 0.87, 0.70, 0.74, 0.78, and 0.74 respectively, moreover, all the training and development variable 2 items (TD2 and TD3) factor loadings are greater than 0.50 which recorded 0.92 and 0.87 respectively. Furthermore, Table 4.20 shows the whole stages of the two modification methods. In the modification index method, connections between error terms have been made, while in the standardized residual covariance, three items have been deleted (TD4 and two items belong to the JD variable) to meet all of the goodness of fit requirements (CMIN/DF=3.951, GFI=0.902, CFI=0.947, TLI=0.928, SRMR=0.0431, RMSEA=0.092, and Normed Chi-Square=3.951). Thus, 3 out of 4 HRMPs remained in the HRM CFA model.

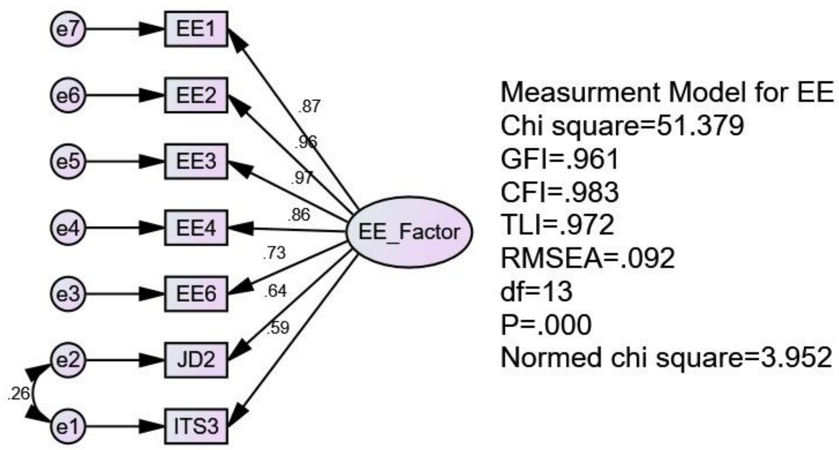
4.10.5.7 First Order Measurement Model for Employee Engagement (EE) Latent

(EE) – employee engagement is proposed as the mediating construct in this study, and it is measured by 6 items. They include EE1, EE2, EE3, EE4, EE5, and EE6. It is adapted from the study of Yucel et al. (2023). After conducting the EFA, 7 items on EE were loaded (EE1, EE2, EE3, EE4, EE6, JD2, and ITS3).

Table 4.21 Stages of EE First Order Measurement Model Development

Stage	**Improving Model Method**	**CMIN/DF**	**GFI**	**CFI**	**TLI**	**SRMR**	**RMSEA**	**Normed Chi-Square**	**Parameter**
1	Factor Loading	5.418	0.947	0.972	0.959	0.0389	0.112	5.418	All EE items are more than 0.50 (Hair et al., 2014).
2	Modification Index	3.952	0.961	0.983	0.972	0.0251	0.092	3.952	e1-e2
3	Standardized Residual Covariance	-	-	-	-	-	-	-	No need to go through this method because the model represents a high fit.
Remaining items for EE after CFA are 7 item (EE1, EE2, EE3, EE4, EE6, JD2, and ITS3)									

Source: The author's results



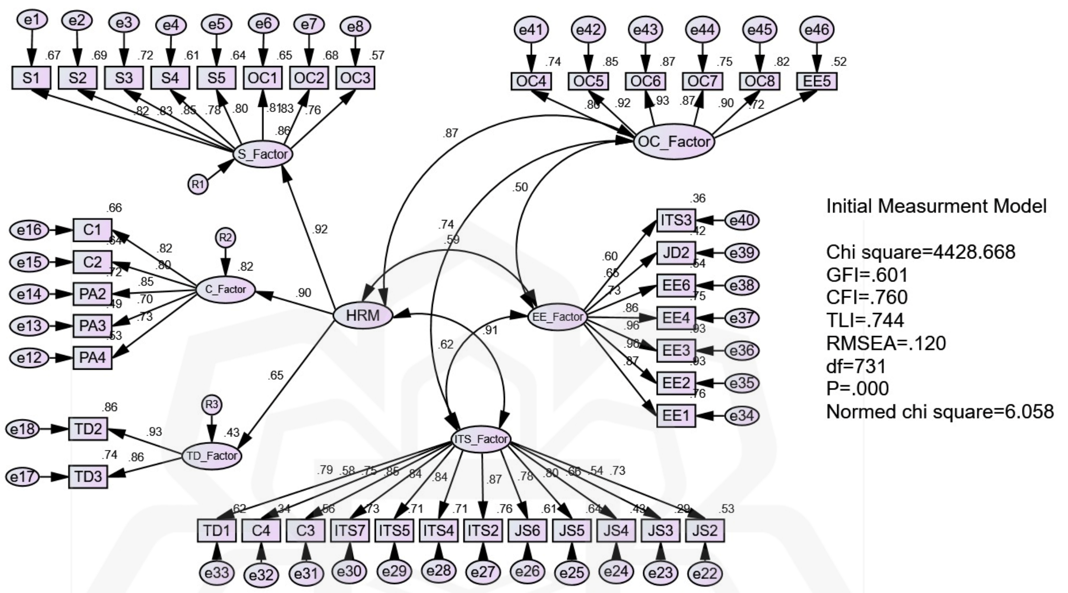
Note(s): EE = Employee engagement, GFI = Goodness of Fit Index, CFI = Comparative Fit Index, TLI = Tucker–Lewis Index, SRMR = tandardized Root Mean Residual, RMSEA = Root Mean Square Error of Approximation
Source: The author's results

Figure 4.12 First-order Measurement Model for EE

As seen in Table 4.21 and Figure 4.12 CFA is conducted to recognize the salient items denoting the EE variable. By following the first modification method (Factor Loading), Figure 4.12 shows that the remaining 7-item (EE1, EE2, EE3, EE4, EE6, JD2, and ITS3) factor loadings are 0.87, 0.96, 0.97, 0.86, 0.73, 0.64, and 0.59. All the factor loadings are greater than 0.50 (Hair et al., 2014). This indicates that the items contribute toward the measured construct. Moreover, Table 4.21 shows the whole stages of the two modification methods. In the modification index method, connections between error terms have been made, while in the standardized residual covariance, no items have been deleted because the EE measurement model meets all of the goodness of fit requirements (CMIN/DF=3.952, GFI=0.961, CFI=0.983, TLI=0.972, SRMR=0.0251, RMSEA=0.092, and Normed Chi-Square=3.952).

4.10.5.8 Initial Pooled CFA Measurement Model

The first measurement model for this investigation after assessment of CFA for each construct, in which all the variables are combined, is shown in Figure 4.13. The model consists of five latent variables: the ITS variable, which has 12 items; the S variable, which has 8 items; the C variable, which has 5 items; the TD variable, which has 2 items; and the EE variable, which has 7 items. Factor loadings are all greater than 0.50, as seen in Figure 4.13.



Note(s): TD = Training and development, S = Selection, C = Compensation, EE = Employee engagement, ITS = Intention to stay, OC = Organizational culture
Source: The author's results

Figure 4.13 Initial Pooled CFA Measurement Model (after assessment of CFA for each construct)

Table 4.22 below shows the modification indices for the initial measurement model and it indicates that the model initially did not meet the required modification indices standard threshold level, thus, further modifications are needed correspondingly. It is observed that the initial pooled CFA did not meet the requirements of the goodness of fit model (CMIN/DF= 6.058, GFI= 0.601, CFI= 0.760, TLI= 0.744, SRMR= 0.0907, RMSEA= 0.120, and Normed Chi-Square= 6.058).

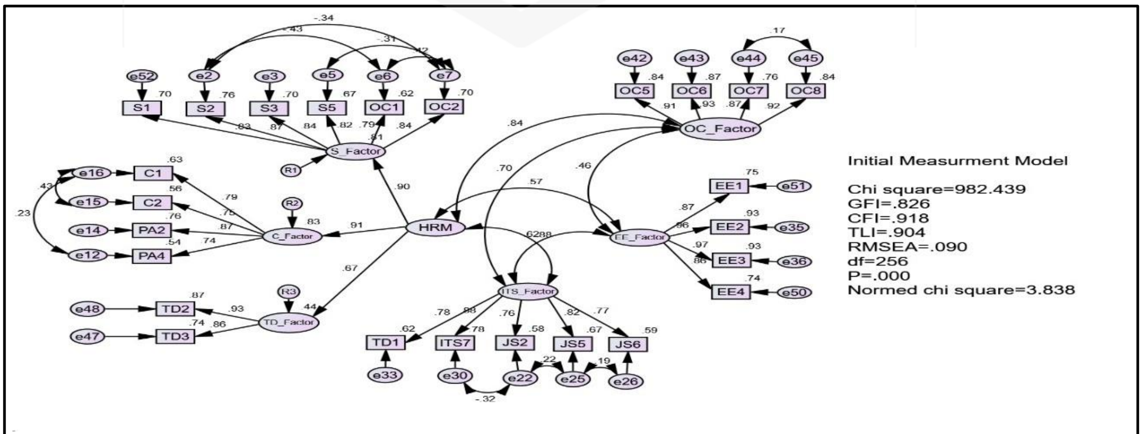
Table 4.22 Modification Indices for Initial Measurement Model

Name of Index	Level of Acceptance	Index value	Comments
CMIN/DF	<5.0	6.058	Not Fulfilled the threshold level
GFI	> 0.9	0.601	
CFI	> 0.9	0.760	
TLI	> 0.9	0.744	
SRMR	< 0.08	0.0907	
RMSEA	< 0.10	0.120	
Normed Chi-Square	<5.0	6.058	

Source: The author's results

4.10.5.9 Pooled CFA Measurement Model

The final pooled measurement model for this study, in which all the variables are combined, is shown in Figure 4.14. After going through the modification stage to reach the goodness of fit model, six out of six latent variables remain in the study model, which are three HRMPs (selection, compensation, and TD), in addition to the intention to stay latent variable, employee engagement, and lastly, the organizational culture variable as seen in Figure 4.14. The model meets the required fitness because all of the goodness of fit requirements (CMIN/DF=3.838, GFI=0.826, CFI=0.918, TLI=0.904, SRMR=0.0612, RMSEA=0.090, and Normed Chi-Square=3.838) were in the standard threshold level to move forward with the following analysis (Browne & Cudeck, 1993; Hu and Bentler, 1998; Kline, 2016; Byrne, 2016).



Note(s): TD = Training and development, S = Selection, C = Compensation, EE = Employee engagement, ITS = Intention to stay, OC = Organizational culture

Source: The author's results

Figure 4.14 Final Pooled CFA Measurement Model

Table 4.23 Stages of Pooled CFA Measurement Model Development

Stage	Improving Model Method	CMIN/DF	GFI	CFI	TLI	SRMR	RMSEA	Normed Chi-Square	Parameter
1	Factor Loading	6.058	0.601	0.760	0.744	0.0907	0.120	6.058	All items are more than 0.50 (Hair et al., 2014).
2	Modification Index	5.896	0.607	0.768	0.752	0.0896	0.118	5.896	e23-e32
3		5.791	0.620	0.774	0.758	0.0893	0.117	5.791	e31-e32
4		5.677	0.628	0.779	0.763	0.0903	0.115	5.677	e6-e7
5		5.605	0.637	0.783	0.767	0.0910	0.114	5.605	e15-e16
6		5.557	0.642	0.785	0.770	0.0907	0.114	5.557	e24-e31
7		5.511	0.646	0.788	0.772	0.0904	0.113	5.511	e24-e26
8		5.470	0.648	0.790	0.774	0.0903	0.113	5.470	e22-e25
		5.428	0.650	0.792	0.776	0.0892	0.112	5.428	e12-e13
9	Standardized Residual Covariance	5.394	0.658	0.800	0.784	0.0848	0.112	5.394	Removing JD2
10	Modification Index	5.358	0.658	0.802	0.785	0.0843	0.111	5.358	e3-e4
11		5.317	0.662	0.804	0.787	0.0837	0.111	5.317	e5-e8
12		5.268	0.666	0.806	0.790	0.0832	0.110	5.268	e2-e6
13		5.230	0.672	0.808	0.792	0.0820	0.110	5.230	e44-e45
14		5.200	0.673	0.810	0.793	0.0818	0.109	5.200	e25-e26
15	Standardized Residual Covariance	5.010	0.685	0.824	0.807	0.0764	0.107	5.010	Removing ITS3
16		4.988	0.693	0.828	0.812	0.0733	0.106	4.988	Removing C4
17		4.863	0.708	0.838	0.822	0.0704	0.105	4.863	Removing EE5
18		4.895	0.716	0.844	0.828	0.0682	0.105	4.895	Removing JS3
19		4.974	0.721	0.846	0.830	0.0664	0.106	4.974	Removing EE6
20		4.942	0.727	0.851	0.834	0.0644	0.106	4.942	Removing EE1
21		4.761	0.741	0.861	0.845	0.0613	0.103	4.761	Removing C3
22		4.582	0.752	0.869	0.854	0.0595	0.101	4.582	Removing OC4
23		4.497	0.766	0.878	0.862	0.0583	0.100	4.497	Removing JS4
24		4.177	0.782	0.891	0.877	0.0569	0.095	4.177	Removing S4
25		4.136	0.790	0.896	0.881	0.0568	0.094	4.136	Removing ITS4
26		4.109	0.799	0.899	0.885	0.0578	0.094	4.109	Removing ITS2
27		3.990	0.826	0.913	0.898	0.0557	0.092	3.990	Removing OC3
28	Modification Index	3.931	0.829	0.915	0.900	0.0552	0.091	3.931	e5-e7
29		3.861	0.832	0.917	0.903	0.0549	0.090	3.861	e22-e30
30		4.030	0.822	0.910	0.895	0.0605	0.093	4.030	e12-e16

Stage	Improving Model Method	CMIN/DF	GFI	CFI	TLI	SRMR	RMSEA	Normed Chi-Square	Parameter
31		3.972	0.824	0.913	0.897	0.0606	0.092	3.972	e2-e7
33		3.893	0.843	0.923	0.907	0.0584	0.091	3.893	Removing PA3
34		3.838	0.826	0.918	0.904	0.0612	0.090	3.838	Removing S1
The remaining variables are 3 out of 3 in the HRM CFA model. The remaining items: 6 items belong to the S variable (S1, S2, S3, S4, S5, OC1, and OC2), 4 items belong to the Compensation variable (C1, C2, PA2, and PA4), and 2 items belong to TD variable (TD2, and TD3). Moreover, 5 items (TD1, ITS7, JS2, JS5, JS6) belong to ITS. 4 items (EE1, EE2, EE3, EE4) belong to EE variable. Lastly, 4 items belong to the OC variable which are OC5, OC6, OC7, and OC8.									

Source: The author's results

Table 4.23 illustrates the stages of pooled CFA measurement model development. By following the first modification method (Factor Loading), Figure 4.14 shows that all the factor loading values in the model exceed 0.50 (Hair et al., 2014), thus no variables were deleted in this stage and indicates that the items contribute toward the measured constructs. Moreover, Table 4.23 shows the whole stages of the two modification methods. In the modification index method, connections between error terms have been made. At the same time, in the standardized residual covariance, 16 items have been deleted (JD2, ITS3, C4, EE5, JS3, EE6, EE1, C3, OC4, JS4, S4, ITS4, ITS2, OC3, PA3, and S1) to meet all of the goodness of fit requirements (CMIN/DF=3.838, GFI=0.826, CFI=0.918, TLI=0.904, SRMR=0.0612, RMSEA=0.090, and Normed Chi-Square=3.838).

4.10.6 Assessment Of Measurement Model

Evaluating the measurement model's validity and reliability aims to assess the inner path model's estimates (Henesler et al., 2009). The following analyses are used in the assessment process: internal consistency reliability, convergent validity, and discriminant validity.

4.10.6.1 Internal Consistency Reliability

The internal consistency reliability of the measurement model is evaluated using composite reliability (CR). Henseler at al. (2009) and Kim & Cha (2002) suggest using CR to measure internal consistency reliability is effective and reliable. For the measurement model to have satisfactory internal consistency reliability, the composite reliability of each construct should exceed the recommended value of 0.70 (Hair et al., 2010, 2013). Nonetheless, Nunnally and Bernstein (1994) suggested that internal consistency dependability and research in general be deemed good when CR levels exceed 0.8 or 0.9. The CR values of each construct are shown in Table 4.24.

Table 4.24 Composite Reliability

Construct		**Composite Reliability (CR > 0.80)**
HRM Practices	Selection	0.870
	Compensation	
	Training and Development	
Intention to Stay		0.901
Employee Engagement		0.954
Organizational Culture		0.951

Source: The author's results

As shown in Table 4.24, the CR values ranged from 0.870 to 0.954. All values are above the recommended threshold of 0.80. Based on the results of CR, the indicators used to measure the constructs in this research have satisfactory internal consistency reliability.

4.10.6.2 Convergent Validity

Convergent validity represents a set of indicators of the same underlying construct that can be demonstrated by their unidimensionality (Henseler et al., 2009; Hair et al., 2014). Convergent validity is based on the correlation between responses obtained by different measurement methods of the same construct (Robinson et al., 1991). A common method of measuring convergent validity is the Average Variance Extracted (AVE) criterion (Fornell and Larcker, 1981). For a measurement model to have adequate convergent validity, the constructs should have an AVE value of 0.5 or above (Chin, 1998; Fornell and Larcker, 1981; Henseler et al., 2009), this implies that the indicators share at least half of their variance with the construct (Henseler et al., 2009). Table 4.25 displays the AVE values for the constructs in this research.

Table 4.25 Average Variance Extracted Construct

Construct		**Average Variance Extracted (AVE > 0.50)**
HRM Practices	Selection	0.694
	Compensation	
	Training and Development	
Intention to Stay		0.647
Employee Engagement		0.839
Organizational Culture		0.828

Note(s): AVE = Average Variance Extracted
Source: The author's results

The analysis shows that the AVE for constructs ranged from 0.647 to 0.839 and exceeded the recommended threshold value of 0.50. Such results show that the measurement model has adequate convergent validity, and indicate that the measurements used were robust.

Moreover, the size of the factor loading is one important consideration. In the case of high convergent validity, high loadings on a factor would indicate that they converge on a common point, the latent construct. A good rule of thumb is that standardized loading estimates should be .5 or higher, and ideally .7 or higher. The factor loading for each item in this research is at least 0.50 or higher which shows that the required level has been reached (see Table 4.26). With CFA, the average variance extracted (AVE) is calculated as the mean variance extracted for the items loading on a construct and is a summary indicator of convergence. A common method of measuring convergent validity is the Average Variance Extracted (AVE) criterion (Fornell and Larcker, 1981). For a measurement model to have adequate convergent validity, the constructs should have an AVE value of 0.5 or above (Chin, 1998; Fornell and Larcker, 1981; Hair et al., 2013), this implies that the indicators share at least half of their variance with the construct (Henseler et al., 2009). Table 4.26 displays the AVE values for the constructs in this research.

Table 4.26 Convergent Validity of the CFA Model

Constructs	**Items**	**Loadings (Factor Loading > 0.50**
Selection	S1	0.83
	S2	0.87
	S3	0.84
	S5	0.82
	OC1	0.79
	OC2	0.84
Compensation	C1	0.79
	C2	0.75
	PA2	0.87
	PA4	0.74
Training and Development	TD2	0.93
	TD3	0.86
Intention to Stay	TD1	0.78
	ITS7	0.88
	JS2	0.76
	JS5	0.82
	JS6	0.77
Employee Engagement	EE1	0.87
	EE2	0.96
	EE3	0.97
	EE4	0.86
Organizational Culture	OC5	0.91
	OC6	0.93
	OC7	0.87
	OC8	0.92

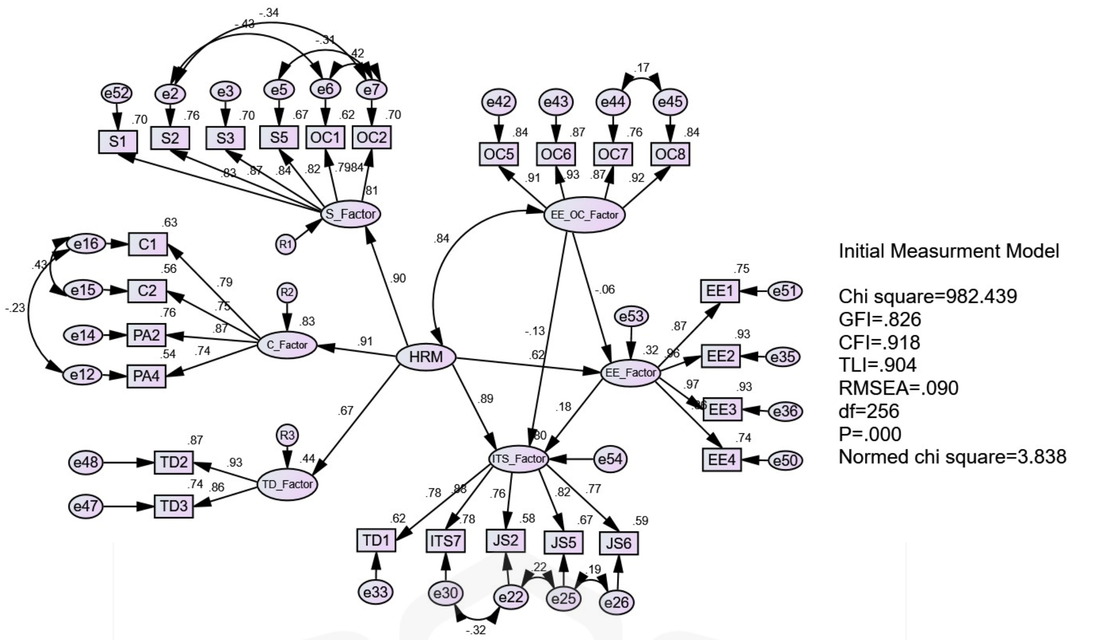
Source: The author's results

4.10.6.3 Discriminant Validity

Discriminant validity means that all the constructs are free from redundancies and high correlations between one another. Researchers reported a few acceptable cut-off values of 0.85 (Hair et al., 2010) and 0.90 (Gye-Soo, 2016; Abd Hamid et. al., 2017) in establishing discriminant validity. If the correlation between a pair of constructs is higher than the threshold, it simply means that both of them are redundant. Based on Figure 4.14 it is noted that all the correlations between the constructs were less than the required cut-off (0.46, -0.57, 0.62, 0.70, 0.84, and 0.88). Thus, the existence of discriminant validity was proven for this particular study.

4.11 HYPOTHESES TESTING

Once CFA is completely performed, the next analysis would be hypothesis testing using a structural model. The final measurement model was converted to a structural model in AMOS and inclusion of structural paths was done accordingly. The structural model consists of constructs, also known as latent variables and the paths that connect them, as shown in Figure 4.15. The structural model assessment specifies the relationship between the latent variables (Henesler et al., 2009). The purpose of the structural model assessment is to determine its validity (Kamarul, 2012) and path estimates (Henseler et al., 2009) and thus test the suggested hypotheses (Ida et al., 2012; Kamarul, 2012). As illustrated in Figure 4.15, the overall structural model results showed that the goodness-of-fit indices met the threshold level accordingly with (CMIN/DF=3.838, GFI=0.826, CFI=0.918, TLI=0.904, SRMR=0.0612, RMSEA=0.090, and Normed Chi-Square=3.838).



Note(s): TD = Training and development, S = Selection, C = Compensation, EE = Employee engagement, ITS = Intention to stay, OC = Organizational culture
Source: The author's results

Figure 4.15 Structural Model

The research hypotheses are tested using the results obtained from the estimated (path coefficient) assessment in the structural model. To test the hypotheses, both path estimates and C.R with their p-values are used to support or refute the hypothesis. P-values of 0.1, 0.05, and 0.01 respectively (Hair et al., 2011). In addition, Lehner and Haas (2010) explain that when the estimated value (path coefficient) ranges from 0 to 1, it represents a perfect positive correlation, which means that the variation in the independent variable leads to equal variation in the respective dependent variable. On the other hand, if the estimated value (path coefficient) ranges from 0 to -1, it represents a perfect negative correlation, which means that the increase in the independent variable leads to an equal decrease in the respective dependent variable. Table 4.27 displays the results of the hypotheses tested with the estimated (path coefficients), C.R, and P-value (significance levels) values.

Table 4.27 Hypotheses Testing Result

NO	Hypothesis	Estimated (path coefficients)	S.E.	C.R	P- value	Result
1	HRM→EmoloyeeEngagement	0.688	0.129	5.331	*** 0.002<0.05	Significant
2	HRM→IntentionToStay	0.938	0.117	8.008	*** 0.002<0.05	Significant
3	EmoloyeeEngagement→IntentionToStay	0.166	0.043	3.859	*** 0.047<0.05	Significant
4	HRM→Selection	1.000	-	-	*** 0.001<0.05	Significant
5	HRM→Compensation	0.669	0.049	13.643	*** 0.002<0.05	Significant
6	HRM→TrainingAndDevelopment	0.615	0.056	11.037	*** 0.001<0.05	Significant

Source: The author's results

Based on the structural model output, the hypothesized path coefficients are presented in Table 4.27 which shows the critical ratios (CR) obtained for the model. It presents the hypothesized paths, estimates, CR, and the p-values. The critical ratio and significance of path coefficients are used as the basis for supporting or rejecting the proposed hypotheses in this research. As such, the CR must be greater than ± 1.96 and the p-value must be significant at 0.05 (Kline, 2016). Discussions of the hypothesis testing result are provided below:

Hypothesis 1**:** *HRM practices have a positive impact on employee engagement in Jordanian telecommunication companies.*

There is a significant relationship observed between HRMPs and EE. The first hypothesis from the research question has been evaluated after analyzing the data employing SEM. It is positively related to EE. The positive effect is shown in Tables 4.28 and 4.29 supported by the CR value of 5.331 ($\beta = 0.688$, $p < 0.05$).

Table 4.28 Hypothesis 1 (H1) Findings

No	Hypotheses	Estimate	CR	Assessment
H1	HRM practices have a positive impact on employee engagement in Jordanian telecommunication companies.	0.616	5.331	Supported
H1-a	Training and development practices have a positive impact on employee engagement in Jordanian telecommunication companies.	0.666	11.037	Supported
H1-b	Selection practices have a positive impact on employee engagement in Jordanian telecommunication companies.	0.901	-	Supported
H1-c	Compensation practices have a positive impact on employee engagement in Jordanian telecommunication companies.	0.910	13.643	Supported

Note(s): CR = Critical ratio
Source: The author's results

Hypothesis 2: *HRM practices have a positive impact on employee intention to stay in Jordanian telecommunication companies.*

The second hypothesis from the second research question has been evaluated after analyzing the data employing SEM. The second hypothesis is between HRM and employee ITS in Jordan's telecommunication sector. The positive effect of HRM on employee ITS is supported see Table 4.28 and 4.29 CR values is 8.008 (β= 0.938, $p < 0.05$).

Table 4.29 Hypothesis 2 (H2) Finding

No	Hypotheses	Estimate	CR	Assessment
H2	HRM practices have a positive impact on employee intention to stay in Jordanian telecommunication companies.	0.894	8.008	Supported
H2-a	Training and development practices have a positive impact on employee engagement in Jordanian telecommunication companies.	0.666	11.037	Supported
H2-b	Selection practices have a positive impact on employee engagement in Jordanian telecommunication companies.	0.901	-	Supported
H2-c	Compensation practices have a positive impact on employee engagement in Jordanian telecommunication companies.	0.910	13.643	Supported

Note(s): CR = Critical ratio
Source: The author's results

Hypothesis 3: *Employee engagement has a positive impact on employee intention to stay in Jordanian telecommunication companies.*

The third hypothesis from the third research question has been evaluated after analyzing the data employing SEM. The third hypothesis is between EE and employee ITS in Jordan's telecommunication sector. The positive effect of EE on employee ITS is supported see Tables 4.30 and 4.31 the CR value is 3.859 ($\beta = 0.166$, $p < 0.05$).

Table 4.30 Hypothesis 3 (H3) Finding

No	Hypotheses	Estimate	CR	Assessment
H3	Employee engagement has a positive impact on employee intention to stay in Jordanian telecommunication companies.	0.177	3.859	Supported

Note(s): CR = Critical ratio
Source: The author's results

Hence, it can be concluded that hypotheses H1, H2, and H3 were supported as the CR values were 5.331 ($\beta = 0.688$, $p < 0.001$), 8.008 ($\beta= 0.938$, $p < 0.001$), 3.859 ($\beta = -0.166$, $p < 0.001$) respectively. In short, it could be further understood that all direct effects among the constructs were significant ($p < 0.05$). This has led to an early assumption of the mediating role of EE in the relationship between HRMPs and employee ITS. To gain detailed results, further analyses should be employed.

Moreover, the coefficient of determination, so-called R squared value (R2) indicates the structural model's degree of strength (Hair et al., 2012). It is a number ranging from 0 to 1 that evaluates how well a statistical model predicts an outcome. Different R2 cut-off values are utilized by researchers in various fields of study. The R2 values of 0.02, 0.13, and 0.26 are regarded as poor, medium, and strong for business studies, respectively (Cohen, 1988). Exogenous constructs namely HRMPs (i.e. selection, compensation, and TD), EE, and OC explain 80 percent (R2 = 0.80) of the variation in employee ITS according to the structural model. Consequently, another 20 percent of the variation in ITS among Jordan Telecommunication sector employees could be explained by other factors. The percentage is considered acceptable for social science research as most studies that deal with human behavior find it hard to get a high R-squared value.

4.11.1 Mediation Testing Effect

When a third variable intervenes between two other related constructs, mediation occurs. In the structural model, a change in the exogenous construct leads to a change in the mediator variable, which leads to a change in the endogenous construct. As a result, the nature (i.e., the underlying mechanism or process) of the link between two constructs is governed by a mediator variable. In this analysis, there is a mediation effect of EE between HRM and ITS. To analyze the hypothesis (H4), a mediation model was also included in the main structural model (Figure 4.15). Tables 4.30 and 4.31 also represent the results of the direct and indirect paths. From the prior results, it is proven that the direct path (HRM → ITS) is significant, and the indirect paths (HRM → EE and EE → ITS) were significant. Therefore, there was a partial mediation of EE between HRM and ITS. So, Hypothesis H4 is supported.

Table 4.31 Mediation Testing Results

Hypothesis	Direct Effect	Indirect Effect	Result
H4: HRM→EE→ITS	0.938 (p=0.002)	0.114 (p=0.019)	Supported (Partial Mediation)

Note(s): CR = Critical ratio
Source: The author's results

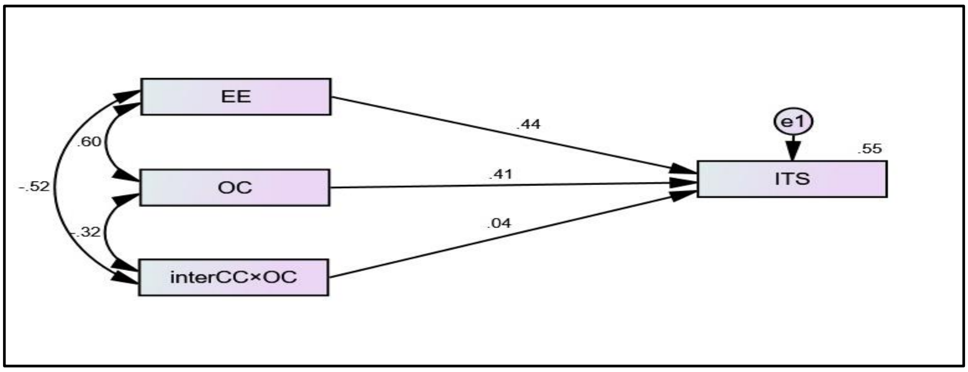
Hypothesis 4: *Employee engagement mediates the effect of HRM on employee intention to stay in Jordanian telecommunication companies.*

Table 4.31 illustrates the p-value < 0.05, which means that EE mediates the relationship between the HRMPs and the employee's ITS. Besides, the indirect effect value is 0.114 which means that EE enhances the effect of HRMPs on employee ITS. Hence, Hypothesis H4 is supported.

4.11.2 Moderation Testing Effect

For the moderation test, the calculation of continuous variables' (EE, OC, and ITS) means and the formation of standardized values of the variables was made in SPSS (Kline, 2016). To illustrate, the first step was the mean centering by determining the mean values for each composite variable employee engagement (EE) and organizational culture (OC) which are 3.9873 and 3.7482 respectively (Kline, 2016). Then, new variables were created in the SPSS "centerEE" and "centerOC" for EE and OC variables respectively by subtracting the mean values from the original variables.

The second step is to create an interaction term (centered mediator * centered moderator) (Kline, 2016). Thus, a new term (interaction) variable has been created called "InterEE^{x}OC". Step three is drawing the study moderation model in AMOS to test the interaction variable as shown in Figure 4.16 below.



Note(s): EE = Employee engagement, OC = Organizational culture, ITS = Intention to stay
Source: The author's results

Figure 4.16 Moderation Model

Table 4.32 Moderation Test Results

NO	Hypothesis	Estimated (path coefficients)	S.E.	C.R	P- value	Result
1	Intention To Stay → Employee Engagement	0.419	0.047	8.853	*** <0.05	Significant
2	Intention To Stay → Organizational Culture	0.344	0.037	9.233	*** <0.05	Significant
3	Intention To Stay → inter CCˣOC	0.031	0.030	1.029	0.303>0.05	Significant

Note(s): CR = Critical ratio, P value <0.05
Source: The author's results

Hypothesis 5: *Organizational culture moderates the effect of employee engagement on employee intention to stay in Jordanian telecommunication companies.*

After running the test, the final result shown in Table 4.32 revealed that the CR value of the moderation variable (Interaction) was 1.029, below the threshold and statistically not significant at 0.303 (Table 4.32). Henceforth, Hypothesis H5 is not supported which means that the OC is not moderating the relationship from EE to ITS (Kline, 2016).

4.12 SUMMARY OF HYPOTHESES

Table 4.33 represented below summarizes the results of hypotheses testing.

Table 4.33 Summary of Hypotheses Test Results

Research Hypotheses	Findings
H1: HRM practices have a positive impact on employee engagement in Jordanian telecommunication companies. **H1-a:** Training and development practices have a positive impact on employee engagement in Jordanian telecommunication companies. **H1-b:** Selection practices have a positive impact on employee engagement in Jordanian telecommunication companies. **H1-c:** Compensation practices have a positive impact on employee engagement in Jordanian telecommunication companies.	Supported
H2: HRM practices have a positive impact on employee intention to stay in Jordanian telecommunication companies. **H2-a:** Training and development practices have a positive impact on employee intention to stay in Jordanian telecommunication companies. **H2-b:** Selection practices have a positive impact on employee intention to stay in Jordanian telecommunication companies. **H2-c:** Compensation practices have a positive impact on employee intention to stay in Jordanian telecommunication companies.	Supported
H3: Employee engagement has a positive impact on employee intention to stay in Jordanian telecommunication companies.	Supported
H4: Employee engagement mediates the effect of HRM on employee intention to stay in Jordanian telecommunication companies.	Supported
H5: Organizational culture moderates the effect of employee engagement on employee intention to stay in Jordanian telecommunication companies.	Not Supported

Source: The author's results

4.8 SUMMARY OF THE CHAPTER

This chapter illustrates the analysis results of the investigations carried out during the study. Starting with the demographic characteristics of the respondents, this chapter elaborates each and every method applied during the analysis of the collected data for conducting reliability and validity tests. Exploratory and confirmatory factor analysis took pace to assess the research model and path analysis. Additionally, the moderation test also took place using SPSS and AMOS. Finally, the results are stated in summary of hypotheses section.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 INTRODUCTION

This final chapter summarises the whole study and comprises six sections. The first section consists of the chapter's introduction followed by the second section, which entails a brief research overview. The next section presents detailed discussions of the findings formerly presented in Chapter Four. Subsequently, the research implications and recommendations of the study are elaborated in section four. Finally, limitations and suggestions for future research are discussed in sections five and six respectively.

5.2 RESEARCH OVERVIEW

The relationship between human resource management practices (HRM), employee engagement (EE), organizational culture (OC), and intention to stay (ITS) was studied in this particular study. Furthermore, TD, selection, and compensation have been categorized as HRMPs. The present study also investigated the mediating effect of EE as well as the moderating effect of OC. The research started with a few motivations such as EE as well as serving willingness to stay among all employees in Jordan's telecommunication sector. These issues are still scarce, especially in Jordan's context of telecommunication companies and therefore, this study is deemed as desirable. It is then supported by a comprehensive literature review on all studied constructs as well as underpinning theories used. Afterward, the research methodology was further designed based on prior research questions, objectives, and hypotheses. Finally, collected data were thoroughly analyzed to achieve robust findings, and comprehensive discussions were elaborated accordingly with support of existing literature.

The extensive literature review aimed at gaining vast knowledge about the studied construct as much as possible in order to better comprehend the subject area. Moreover, as mentioned earlier limited studies were found on the topic related to Jordan telecommunication employees, so the researcher had to review other closely related literature that was conducted in other contexts as well as professional groups. This is crucial specifically in developing some ideas and comparing diverse findings. In accordance with the reviews of the literature, the study projected a few hypotheses as shown in Table 5.1 below.

Table 5.1Summary of Hypotheses Test Results

Research Hypotheses	Findings
H1: HRM practices have a positive impact on employee engagement in Jordanian telecommunication companies. **H1-a:** Training and development practices have a positive impact on employee engagement in Jordanian telecommunication companies. **H1-b:** Selection practices have a positive impact on employee engagement in Jordanian telecommunication companies. **H1-c:** Compensation practices have a positive impact on employee engagement in Jordanian telecommunication companies.	Supported
H2: HRM practices have a positive impact on employee intention to stay in Jordanian telecommunication companies. **H2-a:** Training and development practices have a positive impact on employee intention to stay in Jordanian telecommunication companies. **H2-b:** Selection practices have a positive impact on employee intention to stay in Jordanian telecommunication companies. **H2-c:** Compensation practices have a positive impact on employee intention to stay in Jordanian telecommunication companies.	Supported
H3: Employee engagement has a positive impact on employee intention to stay in Jordanian telecommunication companies.	Supported
H4: Employee engagement mediates the effect of HRM on employee intention to stay in Jordanian telecommunication companies.	Supported
H5: Organizational culture moderates the effect of employee engagement on employee intention to stay in Jordanian telecommunication companies.	Not Supported

Source: The author's results

The total samples that participated in this study were 353 telecommunication sector employees. A self-administered survey was distributed online upon approval from the upper management of the telecommunication sector. Based on the findings, it is noted that Respondents expressed a high intent to stay in their telecommunication companies. Based on Table 5.1 above, all the study hypotheses are supported, except the moderating hypothesis H5 is not supported. A detailed explanation of the moderating hypothesis is shown in Chapter Four. A detailed discussion of the results of the current study is presented in the following section.

For pictorial comprehension of the variable relationship understating of the hypotheses with their corresponding results was discussed in detail based on the proposed research model shown in Figure 4.15 and Table 5.1 having summarized the outcome of the research hypotheses, it may be adequately suitable to align the research questions, research objectives, hypotheses, and research findings concisely. This gives a holistic view of the overall study. Table 5.2 shows this alignment. Given the alignment shown in Table 5.2, a detailed discussion is provided on each of the research questions underlying each of this study.

Table 5.2 Summary of the Research Questions, Research Objectives, Hypotheses, and Research Findings Research

Research Objectives	**Research Questions**	**Hypotheses**	**Findings**
1- To examine the effect of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee engagement in the Jordanian	1- What is the effect of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee engagement in the Jordanian	H1: HRM practices have a positive impact on employee engagement in Jordanian telecommunication companies.	The HRM practices such as training and development, selection, and compensation are all variables that create a positive effect on employee engagement. The same variables are useful instruments for employee effectiveness that create a positive influence on the employees and the telecommunication goals. The research

Research Objectives	Research Questions	Hypotheses	Findings
telecommunications sector.	telecommunications sector?		question shows significance.
2- To examine the effect of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee intention to stay in the Jordanian telecommunications sector.	2- What is the impact of HRM practices (training and development, selection practices, compensation practices, job security, job design, and performance appraisal) on employee intention to stay in the Jordanian telecommunications sector?	H2: HRM practices have a positive impact on employee intention to stay in Jordanian telecommunication companies.	The finding proved that HRM is positively related to employee intention to stay and the impact of HRM practices on employee intention to stay in Jordan's telecommunication sector was found significant.
3- To examine the effect of employee engagement on employee intention to stay in the Jordanian telecommunications sector.	3- What is the impact of employee engagement on employee intention to stay in the Jordanian telecommunications sector?	H3: Employee engagement has a positive impact on employee intention to stay in Jordanian telecommunication companies.	The findings showed that employee engagement positivity related to the employee intention to stay Jordanian telecommunication companies.
4- To examine whether employee engagement mediates the influence of HRM practices on employee intention to stay in the Jordanian telecommunications sector.	4- Does employee engagement mediate the effect of HRM on employee intention to stay in the Jordanian telecommunications sector?	H4: Employee engagement mediates the effect of HRM on employee intention to stay in Jordanian telecommunication companies.	The finding also proved that EE mediates the relationship between HRM practice and ITS, however, it is a partial mediation. All propensities related to this research question are found significant.
5- To examine whether organizational culture moderates the	5- Does Organizational culture moderate the effect of employee	H5: Organizational culture moderates the effect of employee	The findings approved that organizational culture does not moderate the relationship between

Research Objectives	Research Questions	Hypotheses	Findings
effect of employee engagement on employee intention to stay in the Jordanian telecommunications sector.	engagement on employee intention to stay in the Jordanian telecommunications sector?	engagement on employee intention to stay in Jordanian telecommunication companies.	employee engagement and intention to stay.

Source: The author

5.3 DISCUSSION OF FINDINGS

This section elaborated on the results of all tested research hypotheses arranged according to the prior research questions. First and foremost is the effect of HRMPs on employee engagement. Next is the influence of HRMPs on the ITS, followed by the influence of EE on the ITS. Last but not least, the mediating role of EE and the moderating role of OC are discussed respectively.

5.3.1 The Positive Effect of HRM Practices on Employee Engagement

Research Question 1 states, “What is the effect of HRMPs on employee engagement ?”. To answer this question hypothesis 1 has been tested “H1: HRMPs have a positive impact on employee engagement”.

The evaluation of Hypothesis 1, delving into the correlation between HRMPs and EE, presents compelling evidence affirming the hypothesis. Hence, drawing from these findings, it can be inferred that a meaningful positive link exists between HRMPs and EE within the research framework. This indicates that improving HRMPs such as TD, selection, and compensation practices among telecommunication sector employees enhances their work engagement positively. Such outcomes highlight the pivotal significance of implementing effective HRMPs to optimize EE in the telecommunication sector, stressing the importance of fostering an atmosphere of safety, motivation, and emotion through a set of training actions aimed at improving a telecommunication employee's skills and knowledge, hire the most competent individuals with the job they need to achieve their objectives and offer a proper compensation program (wages and social benefits).

The findings of the present study align with earlier research. For instance, prior studies have highlighted the correlation between HRMPs and EE. Previous research has concluded that HRMPs enhance EE (Faeq, 2022; Fazal, 2023; Kavyashree, 2023; Alsakarneha et al., 2024; Stalin & Maheswari, 2024). Additionally, it has been established that HRMPs are a significant predictor of EE, particularly in the context of developing countries like Jordan (Faeq, 2022; Fazal, 2023; Alsakarneha et al., 2024), suggesting that the employees' enthusiasm, passion, and devotion toward their work may be significantly influenced by HRMPs (Yustrilia et al., 2022). Erdogan & Kunday (2022) Findings indicated a positive relationship between employee recruitment and selection, TD, performance management, career management, and EE in the telecommunication sector. Based on the study's findings, telecommunication workers in Jordan are more likely to be engaged in their work when they have the opportunity to apply and develop their skills in the workplace; when their job is relevant to their skills and qualifications; and when their compensation package is attractive, they are more likely to be engaged in their work. Consequently, the absence of effective HRMPs negatively impacts EE (Kavyashree, 2023).

Furthermore, it has been shown that HRMPs significantly predict EE, especially when considered in the context of SET and SDT (Kinnie et al., 2005; Sarkar et al., 2023). This theory postulates that when a company adopts appropriate HR practices, its employees view it as a commitment to them, and in turn, they give back to the company through positive behaviors like EE.

The positive effect of HRMPs on Jordan telecommunication EE might be due to the length of the experience, educational qualification, and telecommunication branch location telecommunication employees. The majority of the participants appeared to have Less than 5 years of experience 216(61.2%) as well and the lowest percentages were recorded by those with postgraduate degrees, thus HRMPs are important in raising EE and enhancing work performance such as TD for those employees with less work experience and low educational level. Besides, in terms of telecommunication branch location investigations showed that 237(67.1%) participants belong to the Amman branch which is the capital of Jordan which is a highly competitive workplace that needs highly skilled and developed employees in their right aligned jobs. This is explained by the employees affected by the existence of proper HRMPs to be engaged and active in their work.

majority of the TD items mean are above 4 which represents that TD is strong enough to have a significant impact on the Jordan telecommunication employees' engagement.

5.3.2 The Positive Effect of HRM Practices on Intention to Stay

Research Question 2 states, “What is the effect of HRMPs on employee intention to stay ?”. To answer this question hypothesis 2 has been tested “H2: HRMPs have a positive impact on employee intention to stay”.

The evaluation of Hypothesis 2, delving into the correlation between HRMPs and employee ITS, presents compelling evidence affirming the hypothesis. Hence, drawing from these findings, it can be inferred that a meaningful positive link exists between HRMPs and employee ITS within the research framework. This indicates that improving HRMPs such as TD, selection, and compensation practices among telecommunication sector employees enhances their ITS positively. Such outcomes highlight the pivotal significance of implementing effective HRMPs to optimize employee ITS in the telecommunication sector, stressing the importance of decreasing the employees' relative intent toward discretionary and permanent employment discontinuation through a set of training actions aimed at improving a telecommunication employee's current work abilities, knowledge, attitudes, and/or behavior, development actions aimed at improving a telecommunication employee's knowledge and attitudes which will be helpful in higher and future positions, selection actions aimed at hiring the most competent individuals with the job they need to achieve their objectives, and compensation actions aimed at offering a proper compensation program (wages and social benefits).

The current study's conclusions are consistent with previous studies. For example, earlier research has shown that HRMPs and employee ITS are correlated. Previous studies (Aburumman et al., 2020; Chumo, 2022; Hassan, 2022; Dorota, 2022; Kin et al., 2022; Muthuswamy, 2023; Jiang,& Po, 2023; Halid et al., 2024; Ali et al., 2024; Shrestha & Prajapati, 2024) have found that HRMPs increase employee ITS. Furthermore, it has been demonstrated that HRMPs significantly predict employee ITS, especially when considered in the context of SET (Blau, 1964; Gouldner, 1960). This suggests that HRMPs may have a major impact on employees' relative intent to remain employed (Harun & Ahmad, 2022). To explain, this theory postulates that when a company adopts appropriate HR practices, its employees view it as a commitment to them, and in turn, they give back to the company through positive behaviors like employee ITS.

The results of the study indicate that telecommunication workers in Jordan are more likely to remain with their jobs when they have the chance to use and grow their skills at work when their position is a good fit for their qualifications and skills, and when the C covers financial rewards (e.g. pay, reward, remuneration, or salary) and non-financial rewards (e.g. type of leave, yearly level, accident and health, retirement scheme). As such, the absence of efficient HRM procedures has an adverse impact on employees' desire to remain (Hassan, 2022).

Regarding the positive impact of HRMPs on employee desire to stay, this might be attributed to telecommunication employees' length of service, level of education, and telecommunication branch location. The majority of participants (61.2%) appeared to have less than five years of experience, and those with postgraduate degrees recorded the lowest percentages. As a result, HRMPs —such as providing TD for employees with low educational attainment and less work experience—are crucial in encouraging employees' ITS in their current positions. Furthermore, the telecommunication branch location studies revealed that 237 (67.1%) of the participants are affiliated with the Amman branch, located in the capital city of Jordan. This workplace is extremely competitive and requires highly skilled and developed individuals in positions that are appropriately matched to their abilities. This is explained by the employees affected by the existence of proper HRMPs to stay in their telecommunication companies and be active in their work. Thus, For the present study, the provision of TD, selection, and compensation is quite important in the sense that, when telecommunication employees in Jordan feel sufficient and worthy, and existence of an appropriate work atmosphere will increase the staff's ITS and vice versa.

5.3.3 The Positive Influence of Employee Engagement on Intention to Stay

Research Question 3 states, “What is the impact of employee engagement on employee intention to stay ?”. To answer this question hypothesis 3 has been tested “H3: Employee engagement has a positive impact on employee intention to stay”.

The evaluation of Hypothesis 3, delving into the correlation between EE and employee ITS, presents compelling evidence affirming the hypothesis. Hence, drawing from these findings, it can be inferred that a meaningful positive link exists between EE and employee ITS within the research framework. This indicates that improving EE among telecommunication sector employees enhances their ITS positively. Such outcomes highlight the pivotal significance of EE to optimize employee ITS in the Jordan telecommunication sector, stressing the importance of enhancing the employees' intent to stay in their employment by strengthening the employees' enthusiasm, passion, and devotion toward their work as well as their willingness to expend discretionary effort in support of the companies.

The current study's findings are consistent with previous studies. For example, earlier research has shown that EE and employee ITS are correlated. Previous studies (Ibrahim et al., 2020; Yucel et al., 2023; Bellamkonda & Pattusamy, 2022; Park & Kim, 2024, Prilian Situmorang, 2024, Adhanissa & Saragih, 2024, Kanchana, 2024, and Billman et al., 2024) suggest that an engaged and committed staff can provide numerous benefits to a business, mostly in terms of employee intention to remain through decreased turnover intentions and reduced absenteeism. Furthermore, it has been demonstrated that EE significantly predicts employee ITS, especially when considered in the context of SET and SDT (Blau, 1964; Gouldner, 1960). This suggests that EE may have a major impact on employees' relative intent to remain employed (Bellamkonda & Pattusamy, 2022). To put it another way, these theories propose that when a business fosters a positive, upbeat, and inspiring work environment, it increases

EE and facilitates beneficial and equitable interactions between the company and its members. This, in turn, promotes excellent work habits and positive employee attitudes, such as the desire to stay. This line of thinking has received a lot of attention, with most studies using Blau's (1964) paradigm to identify interactions involving social exchange.

Regarding the positive impact of EE on employee desire to stay, according to the study's findings, telecommunication employees in Jordan have a higher chance of remaining with their jobs when their employers offer a supportive, inspiring, and positive work environment that raises the degree of EE. The results of this study show that Orange telecommunication employees in Jordan have a higher desire to stay than those of Zain and Umniah Telecom. This suggests that Orange employees were more engaged than those of the other telecommunication companies due to the presence of a supportive and motivating work environment.

The current study results are in line with Azeez (2021) study. Azeez (2021) study findings indicated that EE including its three dimensions namely, vigour, dedication, and absorption are significantly positively related to the intention to remain, and dedication was the most potent positive indicator of retention followed by absorption and vigour in that order. For instance, Table 4.8 in Ch 4 shows that the mean scores of EE items that reflect the dedication dimension are above 4 (e.g. I feel happy when I work hard) which represents EE is strong enough to have a significant impact on the ITS of the employees in Jordan telecommunications sector.

5.3.4 The Mediating Role of Employee Engagement

Research Question 4 states, “Does employee engagement mediate the effect of HRM on employee intention to stay ?”. To answer this question hypothesis 4 has been tested “H4: Employee engagement mediates the effect of HRM on employee intention to stay”.

The mediation test was done simultaneously using bootstrapping in AMOS. There is a proposed mediation hypothesis EE mediates the influence of HRMPs on the ITS (H4). Based on the result, there is no evidence to reject the proposed hypothesis.

The study was compatible with existing studies like an empirical study done by Moore et al. (2020); Sepahvand & Khodashahri (2021); and Kumar (2021) verified EE mediated significantly the relationship between HRM and ITS. An empirical study thoroughly verified the three-path model in which EE significantly and partially mediated the relationship between HRMPs and ITS (Kamau et al., 2020; Kossyva et al., 2021; Mahfouz et al., 2022). In the context of the current study, EE is a partial mediator of HRMPs and ITS among telecommunication sector employees in Jordan. Based on the findings, especially when considered in the context of SET and SDT (Kinnie et al., 2005; Sarkar et al., 2023), it is noted that, if TD, selection, and compensation (HRMPs) are experienced by work-engaged telecommunication employees, thus their ITS in their organization would be moderately affected. Apart from that, there was also a reduction in the relationship between HRMPs and ITS when EE intervened.

5.3.5 The Moderating Role of Organizational Culture

Research Question 5 states, "Does Organizational culture moderate the effect of employee engagement on employee intention to stay?". To answer this question hypothesis 5 has been tested "H5: Organizational culture moderates the effect of employee engagement on employee intention to stay".

Findings from the collected data revealed the other way around in which the hypothesis was not a significant relationship between the two. In fact, the moderator would not change the previous direction of the relationship between EE and ITS. The construct of OC does not significantly moderate the influence of EE and ITS among telecommunication sector employees, therefore, H5 is not supported.

Contrary to what has been discovered by Nwachukwu (2020), Murtiningsih (2020), Dasgupta and Dey (2021), Maryati et al. (2022), and Soomro (2023) their study stated the essential role of creating an OC that is compatible with the values of its members can remain and engage its staff efficiently. In fact, these findings show that OC played its role as a self-motivating factor and consequently shaped employees' behavior and attitudes towards the job. For the current context, all else is not equal, but in line with Aulia & Setyaning (2024) and Dunan & Novita (2024) studies, it is expected that those engaged telecommunication employees show high ITS in their jobs without being affected by the OC.

As for the current research, the rejection of this hypothesis and the telecommunication sector employees' behavior not being affected by the OC as a moderator might be due to the length of employment. Studies have found that OC affects the behaviors of individuals and groups (Murtiningsih, 2020; Denis & Khodor, 2021; Maryati et al., 2022; Hendriati et al., 2024) and correlates with a longer length of employment (Minh & Nwachukwu, 2020). The results of the current study indicate that 61% of respondents have less than five years of work experience; as a result, they are still relatively new, and as a result, their OC perception of Jordan telecommunication is still low/weak. Thus, the OC has no bearing on how these low-expert employees think, feel, or act at work since they are still oblivious to the values, beliefs, and norms of the Jordanian telecommunication company (Hillary, 2018). Moreover, Najm and Ali (2024) revealed that OC had no significant effect on EE among the employees in the Jordanian telecommunications sector.

Furthermore, Table 4.8 in Ch 4 shows that the majority of the OC items mean scores are below 4 which represents that OC is not strong enough to have a significant impact on Jordan telecommunication EE and ITS.

According to organizational culture theory, OC has an impact on how individuals behave inside it (Schein, 1990, 2010). OC becomes an essential organizational prerequisite in order to boost member work engagement and ITS rates by matching the employees' aspirations with the organization's goals, values, and norms. This study demonstrates that, among employees in the telecommunication sector, the construct of OC does not significantly attenuate the influence of EE and ITS. This finding contradicts the context of organizational culture theory, given the low level of expertise in the telecommunication sector.

5.4 RESEARCH CONTRIBUTIONS

The following sections explain the contributions of the present study toward the theories, practitioners, and also policymakers.

5.4.1 Theoretical Contribution

The findings of this present study contribute significantly to the body of knowledge in diverse ways. First and foremost, SET, SDT, and organizational culture theory as the underpinning theories of the study has been proven to be among the suitable theories for investigating the relationship between HRMPs, namely TD, selection, compensation, JS, JD, and PA on the employees' ITS, with EE as a mediating variable between the HRMPs and employee ITS, in addition to the OC moderates the effect of EE on their ITS at all telecommunication job levels in Jordan. This is due to the fact that four out of five hypotheses were supported by the prior prediction of the theories. Besides, using the three aforementioned hypotheses to study the phenomenon of ITS and improving understanding of this phenomenon in Jordanian telecommunications companies is considered a theoretical contribution. As most of the studies proved the flexibility and applicability of this theory, the findings of this study also do enhance the same things particularly when dealing with employee well-being in any organization.

Second, the inclusion of HRMPs (independent variables), ITS (dependent variable), and EE (mediator) into the model were also parts of the contribution. To explain, this study's contribution would be to examine how EE affects ITS while accounting for HRM practices (Iqbal et al., 2018; Kumar, 2021). Furthermore, the contribution of this study would be by examining each of the HRM practices (training and development, selection, reward and payment, job security, and job design) independently in order to compare the effects of each on EE (Saad., et al., 2021).

Third, since a lack of research has looked at the moderating role of OC in the relationship between HRM and staff ITS, empirically evaluating the relationship between HRMPs, staff ITS, and the moderating impact of the OC will be another contribution (Hieu and Nwachukwu, 2020). In particular, the impact of OC on IT firms has received relatively little research (Aranki et al., 2019).

Finally, this particular research fills the gap in existing literature, especially in the context of Jordan. A limited number of studies were conducted on issues related to ITS in the Jordanian setting is still lacking (Olaimat & Awwad, 2017; Motyka, 2018; Alhmoud & Rjoub, 2020; Kurdi et al., 2020). In contrast, 46% of all research is focused on Europe, and there is a dearth of literature in the Middle East (Motyka, 2018; Harazneh & Sila, 2021). Furthermore, research on employees' intentions to stay, attitudes towards their jobs, how they could truly benefit a company, and the reasons behind their departures is still scarce, especially in Jordanian institutions (Altarawneh and Al-Kilani, 2010; Kurdi et al., 2020). The literature demonstrates that the majority of publications have been undertaken in industrialized countries as opposed to developing ones. When examining the body of research on ITS, it can be observed that much of it has concentrated more on the intention of customers to stay than that of employees (Kurdi et al., 2020; Alshurideh et al., 2012). Additionally, it's important to determine how committed the workers at Jordan's telecommunication firms are to their jobs, Figure 2.4 from the Scopus database illustrates that the issue of the ITS in the telecommunication industry is not addressed. Accordingly, this represents an additional theoretical contribution.

5.4.2 Practical Contribution

This study's practical contribution concentrates on the Jordanian telecommunications industry. First, by concentrating on the Jordanian telecommunications industry as the primary driver of Jordan's domestic and economic production, this study makes a substantial contribution to the government economy of Jordan (Hamdoun et al., 2016; Yaseen et al., 2016; Alamri, 2020).

Second, this study helps the management of the Jordanian telecommunications sector understand, resolve, and enhance the intention of employees to remain in organizations, as the results showed that the majority of employees (61%) have less than five years of experience. This means that the telecommunication employees ITS is weak and their service period does not exceed five years, especially in Umniah telecommunication company (the extent of ITS is low among Umniah workers (Mean Score = 3.40), followed by Zain workers (Mean Score =3.71), while the highest extent of workers' ITS is among Orange company (Mean Score = 3.82). This notion is confirmed by Hend (2018) study which shows in statistics that 68% of all industrial employees in Jordan quit their jobs during the first three years.

Therefore, the results of the study recommended that HRM practitioners in Jordanian telecommunications companies should focus on enhancing an atmosphere of safety, motivation, and passion through a set of training procedures aimed at improving the skills and knowledge of the employees, employing the most qualified individuals in the job they need to achieve their goals, and providing an appropriate compensation program (Wages and social benefits) to improve the intention of employees to stay and their engagement thus achieve the goals of telecommunications companies positively.

Third, the results indicate that the high experienced participants with four groups of 15-10 years, 11-15 years, 16-20 years, and 21 years and above are more likely to stay in their companies (Mean Scores= 3.69, 4.16, 4.08, 3.66 respectively) compared to the low experienced participants with Less than 5 years (Mean Score = 3.55). As a result, this study recommended that the telecommunication industry in Jordan concentrate on this category of expertise with less than 5 years by giving workers the chance to apply and develop their skills in the workplace, find positions that are a good fit for their background and abilities, and offer them competitive compensation.

Finally, the results of this study suggest that the reason why the OC as a moderator does not appear to have an impact on the behavior of telecommunication employees in Jordan could be attributed to their length of service. According to the current study's results, 61% of respondents have less than five years of work experience, making them relatively fresh and contributing to the low/weak OC perception of Jordan telecom. Therefore, the study's recommendation for the Jordanian telecommunication industry is to concentrate on its workforce, particularly the less experienced ones, and help them understand the OC in terms of its values, beliefs, vision, and norms to achieve a strong culture in order to greatly increase the EE and retention.

5.4.3 Policy Makers

The Telecommunications sector is one of the major economic drivers of Jordan, With this in mind, Jordan as one of the developing countries should pay attention to the current situation of this sector. The turnover issue among Jordan's telecommunication sector employees has been a popular issue since then, hence, the policymakers should strictly endorse the targets in Sustainable Development Goals (SDG). Under the third SDG, promoting mental health and well-being is one of the goals. As such, policy pertaining to the health and well-being of telecommunication employees could be introduced by the Jordan government and Telecommunications Regulatory Commission. For instance, obligatory implementation of periodic assessments on the well-being of telecommunication staff in the telecommunication sector in, Jordan and the reports should be submitted to the government and telecommunications regulatory commission. In this regard, telecommunication companies' management will adhere to the policy and the same time, create awareness of the importance of good health and well-being. Table 2.7 shows this research adoption of the SDGs to substantially contribute to the practical aspect in terms of the organization and government economy level by choosing four SDGs and five indicators.

On top of that, the Government and Telecommunications Regulatory Commission is suggested to strengthen the role of the HRM system (training and development, Selection, and compensation) in building the employees and telecommunication administrators. By doing this, employees and administrators can utilize the HRM system which could enhance their competitive advantages and exchange knowledge. telecommunication employees require full support, training as well as encouragement through the existence of proper C programs in order to better perform their jobs and promote their ITS in their companies. Indeed, telecommunication companies are always in dire need of highly engaged employees in order to achieve their institutional goals. Therefore, all parties should work hand in hand for a successful result that could benefit the entire stakeholders.

5.5 RESEARCH LIMITATIONS

Researchers are not exempted from limitations and weaknesses so is this particular study. Amongst the limitations that existed were the scarcity of literature generalisability of findings and the possibility of bias. Further elaborations concerning these matters are as follows.

First and foremost, existing studies conducted among academic administrators could be considered as limited and to the best of the researcher's concern, in the Jordanian context, it is still in the infancy stage. On top of that, most of the studies were carried out in Western countries. As literature reviews play an integral part of the study foundation, hence, its scarceness somehow affects the overall interpretation and discussion on the subject matter.

Next, this study only examined the targeted population which were telecommunication sector employees in Jordan. As such, the issue of the generalisability of results does exist as it is not applicable to other professionals and other contexts. In return, diverse results might be gained even though the same study is being applied to other targeted populations. This is due to the fact that, when dealing with human perception and behavior, differences are always prevalent and unavoidable. Nevertheless, replication of the study is very much welcomed in the near future for the sake of theoretical expansion and practical knowledge.

The highest turnover rates in Jordan's industrial sectors are the plastic and rubber sectors (26.4%), followed by the engineering, electrical, and information technology sectors (24.8%). This study only examined the targeted population which were telecommunication sector employees in Jordan which is classified under the ICT sector which is considered a study limitation and the best for the researchers to be concerned with the two sectors the plastic and rubber sectors and the engineering, electrical, and information technology as the two highest turnover rates among Jordan industrial sectors.

Last but not least, another limitation would be possible bias among respondents during answering the questionnaires. A self-administered survey is not free from any bias because some items might not be appropriately answered based on respondents' true perceptions and actual thoughts. Sensitive questions would create hesitation and end up with common favorable answers which then affect the final results and analyses.

5.6 SUGGESTIONS FOR FUTURE RESEARCH

Expansion of this kind of study is essential in order to gain broader insights concerning HRMPs, EE, ITS, and OC across diverse groups and settings. A few suggestions for researchers to conduct future studies are listed below.

Firstly, future researchers interested in investigating this scope of study are suggested to employ a mixed-method approach, as this could give an in-depth finding and better understanding. The study can be conducted both quantitatively through a survey and qualitatively via interviews for instance. In fact, the combination of both methods would complement each other's possible limitations. The risk of bias is also minimized as researchers can directly observe respondents' gestures and expressions during interviews.

Secondly, the inclusion of other possible constructs would also be another suggestion for future research. According to the findings of this study, the R squared value was 80 percent; thus, the remaining variation of employee ITS could be explained by other constructs as well. Other HRMPs are also worth to be studied. Moreover, in terms of moderating variables, demographic profiles such as gender, age, and length of service can also be analyzed in future studies. Rarely used and contemporary constructs are also splendid for increasing the availability of literature, especially pertaining to current circumstances.

Finally, a comparative study of employees in the different job levels of the Jordan telecommunication sector is also valuable and should be conducted in the future. Grievances and complaints among them should be taken into account by the telecommunication management. The inclusion of the Jordan plastic and rubber sector with the telecommunication sector as the highest turnover rate is also another suggestion for future research to be undertaken. Therefore, by conducting extensive research on this population, it is hoped that prior issues such as employee retention and well-being could be solved or even minimized.

5.7 SUMMARY OF THE CHAPTER

Chapter Five presents a comprehensive overview and analysis of the study's findings, contributions, limitations, and future research directions. It begins with an introduction that sets the stage for discussing the results and their implications. Following the introduction, the chapter provides a detailed research overview, summarizing the key elements and objectives of the study. This section outlines how the research aimed to address its central questions and the approach used to analyze the data.

The discussion of findings delves into the results, interpreting how they align with or differ from existing literature. It provides insights into the implications of the findings for the studied constructs and offers a critical analysis of the results in the context of the research questions. The chapter then highlights the research contributions, detailing how the study advances understanding in the field, fills gaps in existing knowledge, and offers practical implications for practitioners and policymakers. In addressing research limitations, the chapter acknowledges the constraints faced during the study, such as methodological or contextual factors that may have impacted the results. Finally, the chapter concludes with suggestions for future research, proposing areas where further investigation could build on the current study's findings and address its limitations. This section aims to guide future scholars in exploring related topics and refining research methodologies.

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APPENDIX A

THE QUESTIONNAIRE IN ENGLISH

Which Jordanian telecommunications firm do you work for?		
Zain	Orange	Umniah

In which region is your company located?				
Amman	Arbid	Az-Zarqa	Al-Salt	AL-Mafraq
A:-karak	Madaba	Jerash	Ajlun	Aqaba
Ma’an	AL-Tafilah			

Section One: Demographic Data					
Gender	Male		Female		
Educational Qualification	Higher School	Diploma	Undergraduate (Bachelor Degree)	Postgraduate (Master and Ph.d)	Other
Working Experience	(Less than 5 years)	(5 - 10)	(11-15)	(16-20)	(21 years and above)

NO	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Section Two: Training and Development						
1	I see opportunities for promotion in my company.					
2	I have many opportunities for developing personal skills at work.					
3	I have the opportunity to use my ability at work.					
4	I receive adequate training from my company.					
Section Three: Selection						
5	It's important to my organization to choose employees who fit its strategic objectives.					
6	I think that my organization is effective in matching employees to its operational requirements.					
7	I believe my organization selects workers based on relevant skills and qualifications.					
8	My company spends a great effort in selecting the right person for every position.					
9	My company uses a variety of test and interviews in selection.					
Section Four: Compensation						
10	My company has a compensation program that is communicated to employees.					
11	My company offers a compensation package better than the minimal requirement by companies.					
12	My company offers an attractive compensation package compared to other companies nearby.					
13	My company has health and related benefits that are communicated to employees.					
Section Five: Job Security						
14	Providing employment security is important to employees.					
15	I am confident that I will be able to work for my organization as long as I wish.					
16	My company provides affordable medical insurance.					
17	My company offers suitable retirement benefits.					
18	I will stay in my job as long as I do it in the right manner.					
19	I think I will work in the same organization for many years.					
20	I am not worried about quitting my job.					

Section Six: Job Design (JD)						
NO	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
21	The jobs inside my organization are designed to be inspiring.					
22	I am interested in the job I do.					
23	I have complete freedom to do the job in the way I think is right.					
24	My organization offers me flexibility in doing the job.					
Section Seven: Performance Appraisal (PA)						
NO	Statement	Strongly	Disagree	Neutral	Agree	Strongly Agree
25	My company has regularly scheduled employee-performance appraisal periods for employees.					
26	My performance is measured with objective quantifiable results (measure overall performance).					
27	My manager/superior handles performance appraisal without biasness.					
28	The duration of performance appraisal reviewed is sufficient in my company.					
Section Eight: Employee Engagement						
29	I feel energetic while doing my job.					
30	I feel passionate about my job.					
31	I work enthusiastically.					
32	My job inspires me.					
33	I am proud of my work.					
34	I feel happy when I work hard.					
Section Nine: Employee Intention to Stay						
35	I'm planning on working for another organization within a period of three years.					
36	My work within this organization gives me satisfaction.					
37	If I wanted to do another job or function, I would look first at the possibilities within this organization.					
38	I see a future for myself within this organization.					
39	If it were up to me, I will definitely be working for this organization for the next five years.					

40	If I could start over again, I would choose to work for another organization					
41	I love working for this organization.					
Section Ten: Organizational Culture						
NO	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
42	In my organization, the vision of the business future is clear to all employees.					
43	In my Organization HR processes are aligned with the organization strategy.					
44	In my organization, there is interaction between individuals due to absence of the organizational barriers.					
45	In my organization, there is a disciplined change process that achieves change goals.					
46	My organization acknowledges me for my contribution when organizations goals and objectives are achieved.					
47	In my organization, there is a mechanism for producing new ideas and a climate for adopting them.					
48	In my organization, resources are allocated where they create impact.					
49	In my organization, there are structures and processes to support the future of the business.					

Section One: Demographic Data					
NO	Statement				
1	Gender	Male		Female	
2	Educational qualification	Postgraduate	Higher Diploma	Bachelor	Diploma
3	Experience	(Less than 5 years)	(5 - less than 10 years)	(10 - less than 15 years)	(15 years and over)
4	Job title	Director-General / Top Management	Director of the Department	Head of Department	Other
Section Two: Training and Development					

NO	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5	I see opportunities for promotion in my company.					
6	I have many opportunities for developing personal skills at work.					
7	I have the opportunity to use my ability at work.					
8	I receive adequate training from my company.					
Section Three: Selection						
NO	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9	It's important to my organization to choose employees who fit its strategic objectives.					
10	I think that my organization is effective in matching employees to its operational requirements.					
11	I believe my organization selects workers based on relevant skills and qualifications.					
12	My company spends a great effort in selecting the right person for every position.					
13	My company uses a variety of test and interviews in selection.					
Section Four: Compensation						
NO	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14	My company has a compensation program that is communicated to employees.					
15	My company offers compensation better than the minimal requirement by employment.					
16	My company offers an attractive compensation program package compared to other companies nearby.					
17	My company has health and related benefits that are communicated to employees.					

Section Five: Job Security						
18	Providing employment security is important to my organization.					
19	I will stay in my job as long as I do it in the right manner.					
20	I think I will work in the same organization for many years.					
21	I am not worried about quitting my job.					
Section Six: Job Design (JD)						
22	The jobs inside my organization are designed to be inspiring.					
23	I am interested in the job I do.					
24	I have complete freedom to do the job in the way I think is right.					
25	My organization offers me flexibility in doing the job.					
Section Seven: Performance Appraisal (PA)						
26	My company has regularly scheduled employee-performance appraisal periods for employees.					
27	My performance is more often measured with objective quantifiable results (measure overall performance).					
28	My manager/superior handles performance appraisal without biasness/ favoritism.					
29	The duration of performance appraisal reviewed is sufficient in my company.					
Section Eight: Employee Engagement						
30	I feel very energetic while doing my job.					
31	I feel enthusiastic/passionate about my job.					
32	I want to go to work when I wake up in the morning.					
33	My work gives me enthusiasm.					
34	My job inspires me.					
35	I am proud of my work.					
36	I feel happy when I work hard.					
37	I am immersed in my work.					

Section Nine: Employee Intention To Stay						
38	I'm planning on working for another organization within a period of three years.					
39	My work within this organization gives me satisfaction.					
40	If I wanted to do another job or function, I would look first at the possibilities within this organization.					
41	I see a future for myself within this organization.					
42	If it were up to me, I will definitely be working for this organization for the next five years.					
43	If I could start over again, I would choose to work for another organization					
44	I love working for this organization.					
Section Ten: Organizational Culture						
45	The vision of the business future is active and clear to all employees					
46	In my Organization HR processes are aligned with the organization strategy.					
47	There is flawless inter-individual interaction which gets work done without any form of organizational roadblocks					
48	There is a disciplined change process that achieves change goals					
49	My organization acknowledges me for my contribution when organizations goals and objectives are achieved					
50	There is a mechanism for producing new ideas and a climate for adopting them					
51	Resources are allocated where they create impact					
52	There are structures and processes to support the future of the business					

APPENDIX B

THE QUESTIONNAIRE SOURCES

Constructs	Items	Source	Likert scale
Training and development (TD)	✓ I see opportunities for promotion in my company. ✓ I have many opportunities for developing personal skills at work. ✓ I have the opportunity to use my ability at work. ✓ I receive adequate training from my company.	Elsafty, A., & Oraby, M. (2022). The Impact of Training on Employee Retention: An Empirical Research on the Private Sector in Egypt. International Journal of Business and Management, 17(5), 58-74.	Five-point Likert scale
Selection practices	✓ It's important to my organization to choose employees who fit its strategic objectives. ✓ I think that my organization is effective in matching employees to its operational requirements. ✓ I believe my organization selects workers based on relevant skills and qualifications. ✓ My company spends a great effort in selecting the right person for every position. ✓ My company uses a variety of test and interviews in selection.	Saad, M. M., Gaber, H. R., & Labib, A. A. (2021). Investigating the impact of human resource management practices on employee engagement, and the moderating role of strategy implementation in Egypt. SA Journal of Human Resource Management, 19, 9.	Five-point Likert scale
Compensation Practices	✓ My company has a compensation program that is communicated to employees. ✓ My company offers compensation better than the minimal requirement by employment. ✓ My company offers an attractive compensation program package compared to other companies nearby. ✓ My company has health and related benefits that are communicated to employees.	Olaimat, D., & Awwad, B. (2017). Exploring the relationship between human resource practices and employee retention in the house of representatives in Jordan. International Journal of Business and Social Science, 8(10), 178-185.	Five-point Likert scale

Constructs	Items	Source	Likert scale
Job Security (JS)	✓ Providing employment security is important to my organization. ✓ I will stay in my job as long as I do it in the right manner. ✓ I think I will work in the same organization for many years. ✓ I am not worried about quitting my job.	Saad, M. M., Gaber, H. R., & Labib, A. A. (2021). Investigating the impact of human resource management practices on employee engagement, and the moderating role of strategy implementation in Egypt. SA Journal of Human Resource Management, 1 9, 9.	Five-point Likert scale
Job Design (JD)	✓ The jobs inside my organization are designed to be inspiring. ✓ I am interested in the job I do. ✓ I have complete freedom to do the job in the way I think is right. ✓ My organization offers me flexibility in doing the job.		Five-point Likert scale
Performance Appraisal (PA)	✓ My company has regularly scheduled employee-performance appraisal periods for employees. ✓ My performance is more often measured with objective quantifiable results (measure overall performance). ✓ My manager/superior handles performance appraisal without biasness/ favoritism. ✓ The duration of performance appraisal reviewed is sufficient in my company.	Olaimat, D., & Awwad, B. (2017). Exploring the relationship between human resource practices and employee retention in the house of representatives in Jordan. Internati onal Journal of Business and Social Science, 8(10), 178-185.	Five-point Likert scale
Employee Engagement (EE)	✓ I feel very energetic while doing my job. ✓ I feel enthusiastic / passionate about my job. ✓ I want to go to work when I wake up in the morning. ✓ My work gives me enthusiasm. ✓ My job inspires me. ✓ I am proud of my work. ✓ I feel happy when I work hard. ✓ I am immersed in my work.	Yucel, I., Şirin, M. S., & Baş, M. (2023). The mediating effect of work engagement on the relationship between work–family conflict and turnover intention and moderated mediating role of supervisor support during global pandemic. Inter national Journal of Productivity and Performance Management, 7 2(3), 577-598.	Five-point Likert scale

Constructs	Items	Source	Likert scale
Employee Intention To Stay (ITS)	✓ I'm planning on working for another organization within a period of three years. ✓ My work within this organization gives me satisfaction. ✓ If I wanted to do another job or function, I would look first at the possibilities within this organization. ✓ I see a future for myself within this organization. ✓ If it were up to me, I will definitely be working for this organization for the next five years. ✓ If I could start over again, I would choose to work for another organization ✓ I love working for this organization.	Kyndt, E., Dochy, F., Michielsen, M., & Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives. Vocations and Learning, 2(3), 195-215.	Five-point Likert scale
Organizational Culture	✓ The vision of the business future is active and clear to all employees ✓ In my Organization HR processes are aligned with the organization strategy. ✓ There is flawless inter-individual interaction which gets work done without any form of organizational roadblocks ✓ There is a disciplined change process that achieves change goals ✓ My organization acknowledges me for my contribution when organizations goals and objectives are achieved ✓ There is a mechanism for producing new ideas and a climate for adopting them ✓ Resources are allocated where they create impact ✓ There are structures and processes to support the future of the business	Abonyo, F. F. (2023). Relation ships between perception of organizational culture, work life balance and employee engagement (D octoral dissertation, Makerere University).	Five-point Likert scale

APPENDIX C

SUPPORTING LETTER FROM THE MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH-JORDAN

التاريخ : 2023-10-17

الرقم الصادر : 2023/8595

عطوفة الرئيس التنفيذي لهيئة تنظيم قطاع الاتصالات

الموضوع: تسهيل مهمة

تحية طيبة وبعد ...

أرفق لعطوفتكم كتاب وزارة التعليم العالي والبحث العلمي رقم (3ت/14994) تاريخ 2023/10/15 والمتضمن طلب تسهيل مهمة طالبة الدكتوراه (ليان محمد حماد القطامين) من الجامعة الإسلامية العالمية ماليزيا/ كلية الاقتصاد والعلوم الإدارية، لتوزيع الاستبانة المرفقة على شركات الاتصالات في الأردن لاستكمال الدراسة التي تجريها.

يرجى عطوفتكم التكرم بالاطلاع وإجراء ما ترونه مناسبًا.

وتفضلوا بقبول فائق المحبة والاحترام ...

نسخة: وزارة التعليم العالي والبحث العلمي

"محمد سلامه" فارس النابلسي

وزير الشباب

ووزير الاقتصاد الرقمي والريادة بالوكالة

عنه / سميرة محمد الزعبي 2023

أمين عام وزارة الاقتصاد الرقمي و الريادة للشؤون الادارية و المالية

٢٠٢٣/١٠/١٩

المملكة الأردنية الهاشمية

وزارة التعليم العالي والبحث العلمي

18 OCT 2023

رقم السجل: ١٨٤٤٠

اسم المديرية: مؤسسات

بدون مرفقات

وارد تراسل

جائزة الملك عبدالله الثاني
لتميز الأداء الحكومي والشفافية
[illegible] (٢٠١٦-٢٠١٧)
[illegible]

وزارة التعليم العالي والبحث العلمي

الرقم ٣ت/ ١٤٩٩٤
التاريخ ٣٠ ربيع الأول ١٤٤٥
الموافق ١٥/١٠/٢٠٢٣

معالي وزير الاقتصاد الرقمي والريادة

الموضوع: تسهيل مهمة الطالبة
ليان محمد حماد القطامين

تحية طيبة، وبعد،

أرفق طياً صورة عن الاستدعاء المقدم من طالبة الدكتوراه (ليان محمد حماد القطامين) في الجامعة الإسلامية العالمية ماليزيا / كلية الاقتصاد والعلوم الإدارية تاريخ ٢٠٢٣/١٠/١١ ومرفقه المتضمن طلب تسهيل مهمتها لتوزيع الاستبانة المرفقة لدى شركات الاتصال في الأردن لاستكمال دراسة الدكتوراه.

أرجو التكرم بالإطلاع.

وتفضلوا معاليكم بقبول فائق الاحترام

ع/وزير التعليم العالي والبحث العلمي

الأستاذ الدكتور مأمون محمد الدبعي

الأمين العام

نسخة إلى:
مدير مديرية مؤسسات التعليم العالي
رئيس قسم شؤون مؤسسات التعليم العالي (مع المرفق)

SH

APPENDIX D

ZAIN TELECOM APPROVAL

zain

Date: 01/11/2023

Book No. HRD-ZY-2023-154

Dear International Islamic University Malaysia,

We are writing to inform you that the distribution of the survey for **Ms. Liana Qatamin** within the Jordanian Mobile Services Company "Zain Jordan" has been approved.

Regards,

Human Resources and Administration Department

HR Communications and Youth Division

ZY

Telephone: +962 79 7900900
P.O Box: 940821 Amman- 111194- Jordan
Mobile: +962 79 5797979
Fax: +962 79 8510620
E-mail: info@jo.zain.com
www.zain.com

APPENDIX E

UMNIAH TELECOM APPROVAL

LEADING THE WAY

KULLIYYAH OF ECONOMICS AND MANAGEMENT SCIENCES

IIUM/302/12/14/1/ G1914960
31 March 2023

TO WHOM IT MAY CONCERN

Assalamu'alaikum and Salam Sejahtera.

Dear Sir/Madam,

REQUEST FOR A PERMISSION TO COLLECT DATA AND DISTRIBUTE THE QUESTIONNAIRES FOR RESEARCH

NAME OF STUDENT : QATAMIN LIANA MOHD HAMMAD
MATRIC NO. : G1914960
NATIONALITY : JORDAN

We wish to inform you that the above named student is pursuing her Doctor of Philosophy (Business Administration) at Kulliyyah of Economics and Management Sciences (KENMS), International Islamic University Malaysia (IIUM).

We appreciate if you could assist her to respond to the questionnaires prepared by her for her thesis entitled "**HRM and Employee Retention: Mediating Role of Employee Engagement and Moderator Role of Organization Culture in Jordanian Telecommunications Companies**" under the supervision of Assoc. Prof. Dr. Nurita Juhdi and Assoc. Prof. Dr. Rodrigue Ancelot Harvey Fontaine from the Department of Business Administration.

The information obtained will be used solely for the research purpose only and will be treated as confidential.

Your kind cooperation is highly appreciated.

Thank you.

ASSOC. PROF. DR. ZULKUFLY RAMLY
Deputy Dean (Postgraduate and Responsible Research)
Kulliyyah of Economics and Management Sciences

Approved

c.c. Student's File

umniah

LEADING THE WAY | SUSTAINABILITY INSTITUTION OF THE YEAR

RESEARCH MANAGEMENT CENTRE (RMC)

Our Ref. : IIUM/504/14/11/2/ IREC 2023-092
Date : 23 May 2023

Sis. Liana Qatamin (Principal Investigator)
Kulliyyah of Economics and Management Sciences
IIUM Gombak Campus
53100 Gombak

Dear Sis.,

SUPPORTING DOCUMENT FOR JORDAN LOCAL ETHICS COMMITTEE

The IIUM Research Ethics Committee (IREC) has received your study protocol as mentioned below:-

ID NO.	: IREC 2023-092
RESEARCH TITLE	: HRM And Employee Intention To Stay: Mediating Role Of Employee Engagement And Moderating Role Of Organizational Culture In Jordanian Telecommunications Companies
REGISTRATION DATE	: 06 May 2023
CO-INVESTIGATOR	: Assoc. Prof. Dr. Nurita Binti Juhdi Assoc. Prof. Dr. Rodrigue Ancelot Fontaine
STUDY SITE	: Telecommunication companies in Jordan
SAMPLE SIZE	: 245

The IIUM Research Ethics Committee (IREC) operates in accordance to the Declaration of Helsinki, International Conference of Harmonization Good Clinical Practice Guidelines (ICH-GCP), Malaysia Good Clinical Practice Guidelines and Council for International Organizations of Medical Sciences (CIOMS) International Ethical Guidelines

The following documents have been reviewed and recommended to the above study:-

1. Study Proposal/Protocol: Version 1, dated 06 May 2023
2. Informed Consent Form (ICF) –
   i. Information Sheet (English) – Version 1, dated 17 May 2023
   ii. Consent Form (English) - Version 1, dated 17 May 2023
3. Questionnaire - Version 1, dated 06 May 2023
4. Approval Letter from Kulliyyah of Economics and Management Sciences, IIUM
5. Principal Investigator's CV

Approved

Majd Al-Zubaidi

Research Management Centre
...ic University Malaysia, Jalan Gombak, 53100 Kuala Lumpur
...elephone: (+603) 6421 5059 / 5010 | Fax: (+603) 6421 4862

APPENDIX F

ORANGE TELECOM APPROVAL

LEADING THE WAY | SUSTAINABILITY INSTITUTION OF THE YEAR

KULLIYYAH OF ECONOMICS AND MANAGEMENT SCIENCES

IIUM/302/12/14/1/ G1914960
31 March 2023

TO WHOM IT MAY CONCERN

Assalamu'alaikum and *Salam Sejahtera*,

Dear Sir/Madam,

REQUEST FOR A PERMISSION TO COLLECT DATA AND DISTRIBUTE THE QUESTIONNAIRES FOR RESEARCH
NAME OF STUDENT : QATAMIN LIANA MOHD HAMMAD
MATRIC NO. : G1914960
NATIONALITY : JORDAN

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The information obtained will be used solely for the research purpose only and will be treated as confidential.

Your kind cooperation is highly appreciated.

Thank you.

ASSOC. PROF. DR. ZULKUFLY RAMLY
Deputy Dean (Postgraduate and Responsible Research)
Kulliyyah of Economics and Management Sciences

c.c Student's File

orange

Kulliyyah of Economics and Management Sciences
International Islamic University Malaysia
Jalan Gombak
53100 Kuala Lumpur, Malaysia

Telephone: (+603) 6421 4778 | Fax: (+603) 6421 4850

LEADING THE WAY | SUSTAINABILITY INSTITUTION OF THE YEAR

RESEARCH MANAGEMENT CENTRE (RMC)

Our Ref. : IIUM/504/14/11/2/ IREC 2023-092
Date : 23 May 2023

Sis. Liana Qatamin (Principal Investigator)
Kulliyyah of Economics and Management Sciences
IIUM Gombak Campus
53100 Gombak

Dear Sis.,

SUPPORTING DOCUMENT FOR JORDAN LOCAL ETHICS COMMITTEE

The IIUM Research Ethics Committee (IREC) has received your study protocol as mentioned below:-

ID NO.	: **IREC 2023-092**
RESEARCH TITLE	: **HRM And Employee Intention To Stay: Mediating Role Of Employee Engagement And Moderating Role Of Organizational Culture In Jordanian Telecommunications Companies**
REGISTRATION DATE	: **06 May 2023**
CO-INVESTIGATOR	: **Assoc. Prof. Dr. Nurita Binti Juhdi** **Assoc. Prof. Dr. Rodrigue Ancelot Fontaine**
STUDY SITE	: **Telecommunication companies in Jordan**
SAMPLE SIZE	: **245**

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4. Approval Letter from Kulliyyah of Economics and Management Sciences, IIUM
5. Principal Investigator's CV

Research Management Centre
International Islamic University Malaysia, Jalan Gombak, 53100 Kuala Lumpur
Telephone: (+603) 6421 5002 / 5010 | Fax: (+603) 6421 4862
Email: rescentre@iium.edu.my | Website: https://www.iium.edu.my/centre/rmc

APPENDIX G

(KPGRC) & (IREC) SUPPORTING LETTERS

LEADING THE WAY | SUSTAINABILITY INSTITUTION OF THE YEAR

RESEARCH MANAGEMENT CENTRE (RMC)

Our Ref. : IIUM/504/14/11/2/ IREC 2023-092
Date : 23 May 2023

Sis. Liana Qatamin (Principal Investigator)
Kulliyyah of Economics and Management Sciences
IIUM Gombak Campus
53100 Gombak

Dear Sis.,

SUPPORTING DOCUMENT FOR JORDAN LOCAL ETHICS COMMITTEE

The IIUM Research Ethics Committee (IREC) has received your study protocol as mentioned below:-

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RESEARCH TITLE	: **HRM And Employee Intention To Stay: Mediating Role Of Employee Engagement And Moderating Role Of Organizational Culture In Jordanian Telecommunications Companies**
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STUDY SITE	: **Telecommunication companies in Jordan**
SAMPLE SIZE	: **245**

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Research Management Centre
International Islamic University Malaysia, Jalan Gombak, 53100 Kuala Lumpur
Telephone: (+603) 6421 5002 / 5010 | Fax: (+603) 6421 4862
Email: researchmc@iium.edu.my | Website: https://www.iium.edu.my/centre/rmc

The investigator(s) are required to

a) apply for ethical approval from Jordan local ethics committee using this letter as supporting document.
b) comply with Jordan local ethics committee policy.

Yours sincerely,

PROF. DR. NASSER MUHAMMAD AMJAD
Chairman
IIUM Research Ethics Committee (IREC)

INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA
Garden of Knowledge and Virtue

LEADING THE WAY
KHALĪFAH • AMĀNAH • IQRA' • RAHMATAN LIL-ĀLAMĪN
SUSTAINABILITY INSTITUTION OF THE YEAR

KULLIYYAH OF ECONOMICS AND MANAGEMENT SCIENCES

IIUM/302/12/14/1/ G1914960
31 March 2023

TO WHOM IT MAY CONCERN

Assalamu'alaikum and *Salam Sejahtera*,

Dear Sir/Madam,

REQUEST FOR A PERMISSION TO COLLECT DATA AND DISTRIBUTE THE QUESTIONNAIRES FOR RESEARCH
NAME OF STUDENT : QATAMIN LIANA MOHD HAMMAD
MATRIC NO. : G1914960
NATIONALITY : JORDAN

We wish to inform you that the above named student is pursuing her Doctor of Philosophy (Business Administration) at Kulliyyah of Economics and Management Sciences (KENMS), International Islamic University Malaysia (IIUM).

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Your kind cooperation is highly appreciated.

Thank you.

ASSOC. PROF. DR. ZULKUFLY RAMLY
Deputy Dean (Postgraduate and Responsible Research)
Kulliyyah of Economics and Management Sciences

c.c Student's File

APPENDIX H

IIUM ACADEMY ENDORSEMENT OF PROOFREADING

الجامعة الإسلامية العالمية ماليزيا
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA
Garden of Knowledge and Virtue

LEADING THE WAY
KHALÎFAH • AMÂNAH • IQRA' • RAHMATAN LIL-ÂLAMÎN
LEADING THE WORLD

INTERNATIONAL MULTI-AWARD WINNING INSTITUTION FOR SUSTAINABILITY

IIUM ACADEMY OF GRADUATE AND PROFESSIONAL STUDIES

Our Reference : IIUM/415/G/15/5/1
Date : 06 August 2024

TO WHOM IT MAY CONCERN

Assalamualaikum Warahmatullahi Wabarakatuh

IIUM ACADEMY ENDORSEMENT OF PROOFREADING

May this letter find you in the best of health and *iman*.

This is to certify that the proofreading of the following abstracts has been completed at IIUM Academy.

The details are as follows:

Name of Student	:	LIANA MOH'D HAMMED QATAMIN
Matric No.	:	G1914960
Thesis Title	:	HRM AND EMPLOYEE INTENTION TO STAY: MEDIATING ROLE OF EMPLOYEE ENGAGEMENT AND MODERATING ROLE OF ORGANIZATIONAL CULTURE IN JORDANIAN TELECOMMUNICATIONS COMPANIES
Date of Endorsement	:	06 AUGUST 2024

Thank you.

'LEADING THE WAY'

Yours sincerely,

INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA
IIUM ACADEMY

Asst. Prof. Dr. Nur Suriya Binti Mohd Nor
Deputy Dean of Academic Affairs and Student Management
IIUM Academy of Graduate and Professional Studies

AIGA
unesco Chair

Level 1, Block E, Kulliyyah of Information & Communication Technology (KICT) Building, International Islamic University Malaysia, Jalan Gombak, 53100 Kuala Lumpur.
Tel: +603-6421 5000
Email: academy@iium.edu.my Website: academy.iium.edu.my

APPENDIX I

QUESTIONNAIRE PROOFREADING

Reference no.: B0905

Pathway Proofreaders
Academic & research support services
Gapura Ehsan Initiatives Enterprise
SSM: CA0343634-H

CERTIFICATE OF PROOFREADING

This certificate is presented to

Liana Qatamin

to certificate that the document related to the thesis/paper titled

HRM PRACTICES AND EMPLOYEE INTENTION TO STAY: MEDIATING ROLE OF EMPLOYEE ENGAGEMENT AND MODERATING ROLE OF ORGANIZATIONAL CULTURE IN JORDANIAN TELECOMMUNICATIONS COMPANIES

has been proofread by Pathway Proofreaders.

Issued by:

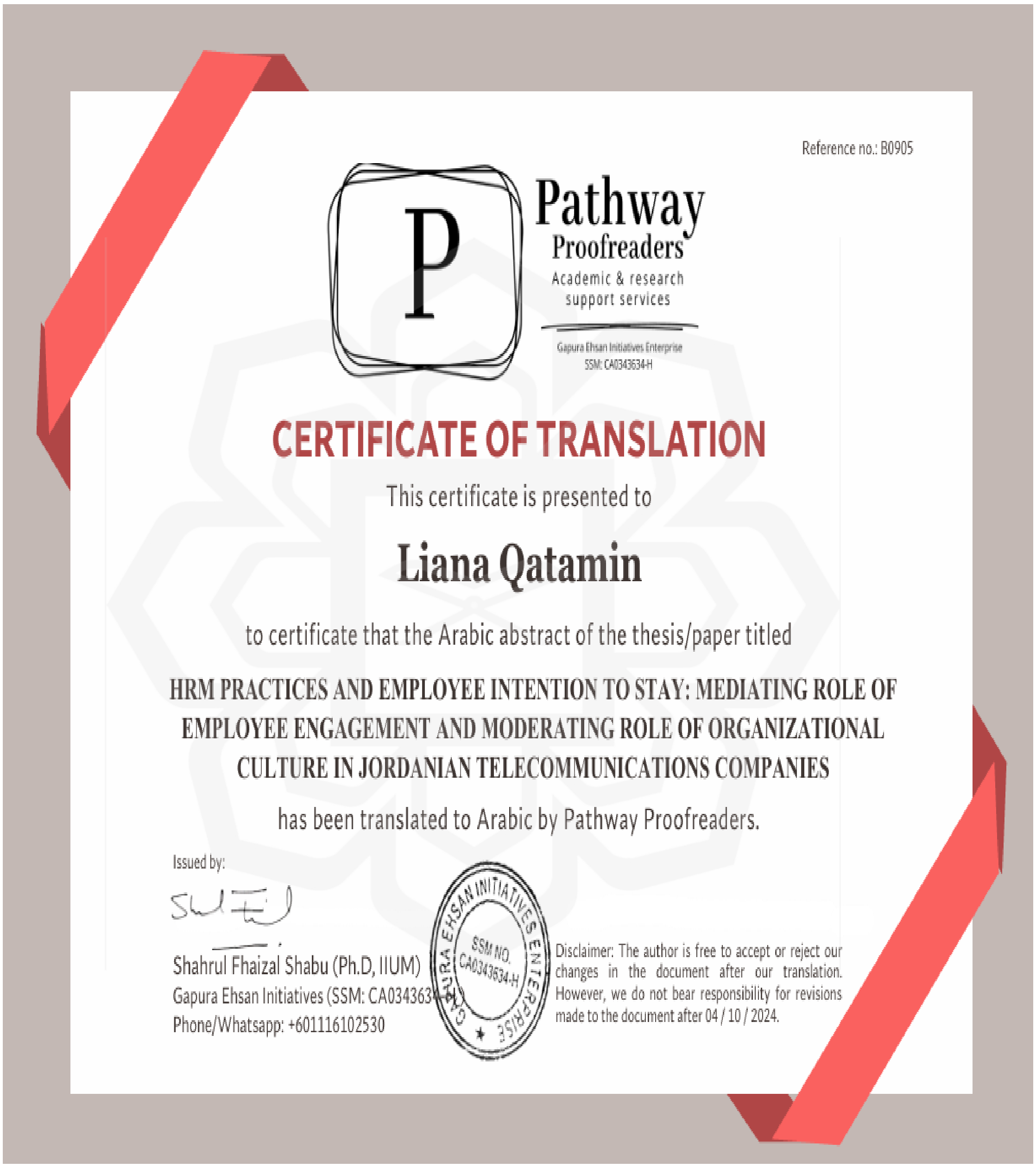
Shahrul Fhaizal Shabu (Ph.D, IIUM)
Gapura Ehsan Initiatives (SSM: CA034363
Phone/Whatsapp: +601116102530

GAPURA EHSAN INITIATIVES ENTERPRISE SSM NO. CA0343634-H

Disclaimer: The author is free to accept or reject our changes in the document after our proofreading. However, we do not bear responsibility for revisions made to the document after 04 / 10 / 2024.

APPENDIX J

ARABIC ABSTRACT PROOFREADING



Reference no.: B0905

Pathway Proofreaders
Academic & research support services
Gapura Ehsan Initiatives Enterprise
SSM: CA0343634-H

CERTIFICATE OF TRANSLATION

This certificate is presented to

Liana Qatamin

to certificate that the Arabic abstract of the thesis/paper titled

HRM PRACTICES AND EMPLOYEE INTENTION TO STAY: MEDIATING ROLE OF EMPLOYEE ENGAGEMENT AND MODERATING ROLE OF ORGANIZATIONAL CULTURE IN JORDANIAN TELECOMMUNICATIONS COMPANIES

has been translated to Arabic by Pathway Proofreaders.

Issued by:

Shahrul Fhaizal Shabu (Ph.D, IIUM)
Gapura Ehsan Initiatives (SSM: CA034363
Phone/Whatsapp: +601116102530

GAPURA EHSAN INITIATIVES ENTERPRISE
SSM NO. CA0343634-H

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