



The Impact of Human Resources Management Practices (HRMPs) on Job Satisfaction, Good Governance, and Supportive Work Environment at the Jordanian Food Industry Companies

Haitham Ali Hijazi
Jerash University, Business Faculty

Abstract

Objectives: The study aimed to examine the impact of HRM practices (Training & development, compensation & benefits, performance evaluation, and employee recognition) on (job satisfaction, good governance and supportive work environment) at the Jordanian food industry companies.

Methodology: The study population consisted of (55,000) employees working in food industry companies in Jordan, totaling (2,800) companies. The sample size for the study was (345) individuals, representing the total number of questionnaires that were retrieved and were valid for statistical analysis. A quantitative methodology involving partial structural equation modeling was used to analyze the impact of HRM practices on job satisfaction, good governance and supportive work environment. Structured questionnaires were used to collect data.

Findings: The results indicated that HRM Practices has a significant positive impact on job satisfaction, good governance, and supportive work environment.

Implications: Strong HRM practices promote higher levels of job satisfaction, better governance, and a conducive work environment. These qualities position HRM as a tool for driving better employee welfare and organizational integrity. Organizations should heavily invest in effective HR systems to drive performance, integrity, and a conducive working environment.

Conclusions: The results show that HRM is crucial for bettering job satisfaction, ensuring good governance, and creating a favorable working environment. These results underscore the critical importance of HRM in organization success. Investing in strengthening HRM systems leads to increased employee morale and ethical behavior. This implies that investment in HRM is important for sustainable growth and favorable working environment.

Key words

Human Resource Management Practices (HRMPs), Training & Development, Compensation & Benefits, Performance Evaluation, Employee Recognition.

1.Introduction

Human Resource Management (HRM) has become an essential driver of organizational performance and long-term sustainability while also enhancing employee engagement in today's business environment. Human Resource Management (HRM) has shifted from being an administrative function to a strategic partner that organizations rely on to gain competitive advantage especially within knowledge-based and service-intensive industries (Armstrong & Taylor, 2023; Boon et al., 2018). Training and development, plus compensation and benefits, and performance evaluation together, with employee recognition operate as integrated HRM mechanisms that deeply impact organizational dynamics and employee attitudes (Boxall et al., 2023).

The most significant result of successful HRM practices manifests as job satisfaction which encompasses employees' positive emotional reactions to their work experiences (Judge & Kammeyer-Mueller, 2012). A multitude of empirical research shows that transparent HRM methods correlate with greater job satisfaction and lower employee turnover while enhancing organizational commitment (Albrecht et al., 2018; Saks, 2022). When recruitment strategies match candidate abilities to organizational requirements it results in improved person-job fit while ongoing training and fair compensation systems generate feelings of recognition and growth (Noe et al., 2021; Pfeffer, 2022). Organizational resilience in today's labor markets of developing economies depends heavily on job satisfaction which serves as a major factor for employee retention.

HRM functions beyond generating job satisfaction by serving as a fundamental pillar for good governance in corporate organizations. Good governance which encompasses transparency, accountability, inclusivity, and integrity has traditionally been linked to

the public sector but is now gaining importance within private organizations (OECD, 2023; World Bank, 2023). The foundational principles of effective HRM practices support these established concepts. According to Islam et al. (2023), unbiased merit-based performance evaluation systems promote transparency and employee recognition programs improve trust and organizational justice. HRM policies must integrate governance principles because ethical conduct along with consumer trust and regulatory compliance are essential in industries like food production (Farazmand, 2022).

Another concept related to HRM which remains distinct involves the creation of a supportive work environment. A supportive work environment consists of the physical, psychological, and social conditions that help employees perform their roles effectively and feel appreciated at work. Management support along with peer collaboration and sufficient resources in a respectful and inclusive environment make up a supportive work setting (Kundu & Gahlawat, 2018; Kaufman, 2021). Through training & development and recognition HRM practices create workplace environments that develop psychological safety and employee belonging. Companies that prioritize supportive workplace environments experience better innovation outcomes along with decreased absenteeism rates and enhanced employee well-being (Bakker & Demerouti, 2007; Albrecht et al., 2018).

Jordan relies heavily on its food industry which serves as a fundamental component of its national economy through substantial contributions to employment rates and GDP while ensuring food security. The Jordan Chamber of Industry (2023) reports that the sector includes businesses of all sizes from small family operations to significant multinational corporations. The food industry remains vital to national economic growth yet struggles with HRM problems

such as high employee turnover rates and inadequate career development options that result in diminished employee engagement levels (Al-Zoubi & Almajali, 2020; Safi et al., 2022). The move toward worldwide food safety and labor rights standards requires HRM practices to align more closely with governance structures.

Research exploring how HRM practices combine to influence job satisfaction alongside governance and workplace conditions in this industry is still limited. Research frequently focuses on these variables separately which leads to an oversight of the combined benefits that integrated HRM strategies produce on organizational success. Research into HRM practices within Jordan and the broader MENA region has yet to adequately explore how cultural, economic and institutional differences impact regional outcomes (Karakas & Sarigöllü, 2019).

Given these gaps, the current study seeks to explore the combined effect of HRM practices—training and development, compensation and benefits, performance evaluation, and employee recognition—on three critical organizational aspects: job satisfaction, good governance, and supportive work environment. The Jordanian food industry needs to improve its organizational outcomes by focusing on HRM practices that enhance job satisfaction and good governance while fostering a supportive work environment. This research uses an integrative and empirically validated approach to advance both theoretical knowledge and practical solutions. This research should provide valuable insights for HR managers, policymakers, and organizational leaders who aim to boost organizational effectiveness while improving workforce well-being during industrial changes.

2. Problem Statement

Despite the vast recognition that HRM has tremendous importance for organization performance, there is little understanding of how individual HRM practices impact key factors such as job satisfaction, good governance, and supportive work environment in the food industry. Food firms struggle with issues as high turnover, diverse employee needs, and the very consciousness of ethical practices in production and service. While many studies focus on the phenomenon of HRM effects in other industries, there has been little research on the food industry, where operational demands may lead to stress and reduced employee engagement. HRM practices' impact on job satisfaction, good governance, and supportive work environment has again not been fully explored in this context. Therefore, systematic investigations need to be undertaken into HRM practices directly affecting these outcomes themselves and whether these practices have implications in promoting a climate that fosters individual and organizational success. The study closed that research gap by exploring how specific HRM practices within food companies create an impact on job satisfaction, good governance, and supportive work environment.

3. Research Questions

Based on the study problem, the following research questions were formulated:

Question1: Do human resource management practices (Training & development, compensation & benefits, performance evaluation, and employee recognition) impact (job satisfaction, good governance, and a supportive work environment) at Jordanian food industry companies?

Question2: Do human resource management practices (Training & development, compensation & benefits, performance evaluation, and employee rec-

ognition) impact job satisfaction at Jordanian food industry companies?

Question3: Do human resource management practices (Training & development, compensation & benefits, performance evaluation, and employee recognition) impact good governance at Jordanian food industry companies?

Question4: Do human resource management practices (Training & development, compensation & benefits, performance evaluation, and employee recognition) impact supportive work environment at Jordanian food industry companies?

4. Research Objectives

According to the problem statement and questions, the study aimed:

1. To investigate the impact of human resource management practices (training & development, compensation & benefits, performance evaluation, and employee recognition) on job satisfaction, good governance, and a supportive work environment in Jordanian food industry companies.
2. To assess the impact of human resource management practices on job satisfaction among employees in the Jordanian food industry.
3. To evaluate the impact of human resource management practices on good governance within Jordanian food industry companies.
4. To examine the impact of human resource management practices on creating and maintaining a supportive work environment in Jordanian food industry companies.

5. Importance of the Research

The Jordanian food industry is one of the main economic sectors in the country. Like many other economic sectors in the world, it is currently facing fierce global competition, shifting workforce demands, and

the emerging legal and regulatory landscape. These are some of the reasons why to consider the topic to be both academically and practically relevant. HRM is considered to be one of the crucial elements in achieving a firm's strategic objectives, but there are not many academic studies that examine the effects of HRM practices on job satisfaction, ethical governance, and supportive work environment in developing economies, especially in the MENA region. Thus, the main purpose of the research is to fill the gaps in theory and practice in HRM.

Specifically, this research examines the effects of four core HRM practices on three related dimensions of organizations – job satisfaction, governance, and supportive work environment. There are numerous studies that examined the influence of HRM practices on one of the three aspects, yet there is a dearth of studies that integrated all four HRM practices in a comprehensive research framework (Boon et al., 2018; Saks, 2022). The research contributes to the development of strategic HRM theory by providing a multi-dimensional analysis of the construct.

The study addresses the under-representation of the geographic area and the industrial sector in HRM research. Although the body of knowledge about HRM is extensive and mostly developed in Western and industrialized countries, there are limited empirical studies about HRM in the Jordanian context, especially in the important food manufacturing sector (Safi et al., 2022; Al-Zoubi & Almajali, 2020). Therefore, the study is vital because it examines HRM practices in the Jordanian food industry to provide relevant context for developing societies and cultures in the Arab world.

In addition, the study offers practical implications for HR managers and organization leaders in the food sector. Since the firms face challenges such as labor

shortages, labor market standards, and talent development, the research is important to create HR practices that can achieve goals such as employee satisfaction, good governance, and supportive work environment. This way, the HR managers can create effective strategies that can help the firm keep employees and improve productivity while establishing a healthy environment.

The study also has practical policy implications. It can provide knowledge for the government and non-governmental organizations to develop labor markets, establish effective corporate governance systems, and improve the competitiveness of industries. By linking with the national vision, the research can also contribute to Jordan's national goals, especially the Economic Modernization Vision 2033. This way, the HRM can be seen as a key factor in the reform of the labor market and the economy.

Lastly, the study advocates for the need to view the organization from an employee perspective. It states that job satisfaction, good governance, and supportive work environment are not only a nice-to-have factor but also an essential component of the sustainable organization. The research strengthens the shift towards stakeholder theory, corporate social responsibility, and sustainable HRM practices.

In summary, the research can provide new theoretical knowledge in the field of strategic HRM, fill the research gap in the region, and offer practical recommendations for practitioners and policymakers. By seeing the employee well-being as a central part of the organization, the research can offer a more holistic and people-centered view of HRM and its role in the economic and social development.

6. Literature Review

In today's world, Human Resources Management (HRM) has turned thus important in impact upon the organization-yet with increasing emphasis upon-the influence that would be felt tomorrow, thankfully harbored in varied sectors, bottoming companies that operate in very niche domains. Human Resource Management practices correlate with numerous organizational aspects such as job satisfaction, good governance, and supportive work environment, which are very critical for enhancing employee engagement, retention, and performance in such cases. This literature review examines the existing studies regarding the impact of HRM practices on three major aspects in the food sector.

Prior studies have identified the relationship between human resource management practices and the performance of food companies, but the current research contributes to that literature in several ways. Anwar (2017) examines job satisfaction, management effectiveness, and workplace culture to identify how employee actions lead to the company's performance. It was determined that when satisfying and developing staff, and establishing a culture, then utilizing human capital will help food companies succeed. This is essential since human resource management needs to adjust to the changing realities of businesses (Almeida et al., 2021). Despite the necessity for further study, the above investigation enables some of the intricate workings to be analyzed, which helps in enhancing understanding of how companies should use personnel to attain a competitive edge.

This study confirms that HRM practices that are properly executed result in job satisfaction, management, and a workplace environment which are all essential to the long-term performance of food companies. Therefore, knowledge that shows the influence of HRM practices designed to enhance morale,

instigate morality, and create a cooperative and positive work environment will aid in creating employee involvement, decreasing turnover, and increasing productivity (Anwar and Balcioglu, 2016). As such, it is beneficial to consider the aforementioned propositions for the benefit of HR specialists and food company managers (Decker et al., 2009). Employee training and evaluations in HRM strategies must be emphasized to create an environment of encouragement and positivity that will create a significant effect on job satisfaction and management (Ringle et al., 2019). Furthermore, the conclusions provide a point of view on why it is essential to devote time and money to the HRM system that puts an emphasis on morality, transparency, and empowerment of workers (Lombardi et al., 2020; Fernandez-Lopez et al., 2023). Considering that food companies are regulated and have a lot of competition, it is essential to reaffirm strong governance, such as transparency and accountability (Armstrong, 2006). These are crucial in assuring compliance with the regulations and establishing trust in employees and clients. This research confirms that there is a possibility for HRM practices to impact governance initiatives to assist food companies overcome challenges such as the sustainability of morality and organizational integrity. Thus, there is a future for research on HRM and further exploration on how some of the HRM practices will impact organizational outcomes, such as leadership development and work-life balance programs. There could be some longitudinal research to analyze the persistent effects of HRM practices on job satisfaction, management, and workplace culture.

6.1 Human Resource Management Practices

The practices of Human Resource Management (HRM) stand as the essential base for organizational success while shaping employee behavior, motivation and performance. Current HRM frameworks identify that when key HRM practices such as recruitment and

selection, training and development, compensation and benefits, performance evaluation, and employee recognition are strategically aligned organizations can create positive work environments and improve job satisfaction which leads to better organizational results (Boxall et al., 2023; Boon et al., 2018). The next sections provide an examination of both empirical evidence and theoretical principles underlying each primary HRM practice:

- Training and Development

Employee capabilities improvement and preparation for present and forthcoming positions depend on training and development. Global markets keep evolving which necessitates ongoing skill enhancement and knowledge growth particularly in labor-intensive industries such as food manufacturing. Training initiatives help employees develop job-related skills while fostering innovation and driving greater employee commitment (Saks, 2022). Organizations that prioritize development practices tend to keep their high-potential employees while building leadership capacity from within their ranks (Armstrong & Taylor, 2023). The research of Bednall et al. (2022) demonstrated that investments in employee training create positive outcomes such as increased employee satisfaction and stronger organizational commitment together with enhanced perceived organizational support. Jordanian industrial organizations which focus on training demonstrate improved quality measures along with boosted productivity according to Safi et al. (2022).

- Compensation and Benefits

The structure of compensation and benefits demonstrates how organizations value their employees' work. Direct financial rewards such as salary and bonuses along with indirect benefits including health insurance and paid leave make up the components of compensation. Research by Kwon et al.

(2017) demonstrates that fair and competitive compensation systems enhance employee motivation and satisfaction while improving performance. According to Karami et al. (2023) perceived fairness in compensation emerges as a strong predictor of organizational loyalty particularly in situations where employees have fewer alternative employment options. Benefits such as job security and healthcare provisions now hold heightened importance for employees in emerging markets facing escalating costs of living and inflationary pressures (Pfeffer, 2022). In Jordan businesses with transparent performance-based compensation systems maintain high-caliber talent more effectively (Al-Zoubi & Almajali, 2020).

- Performance Evaluation

Performance evaluation systems serve as vital mechanisms to track employee performance while delivering feedback and ensuring individual objectives match organizational aims. The foundational elements of effective appraisal systems include fairness along with clarity and consistency as stated by Dessler (2023). Proper implementation of these systems enables them to function as tools for holding individuals accountable and fostering employee development. Kaufman (2021) explains that when evaluations are poorly executed, they create perceptions of bias among employees and cause them to become disengaged. Modern evaluation systems now emphasize continuous development through 360-degree feedback and KPIs instead of traditional annual reviews (Saks, 2022). Performance evaluations within Jordanian food production firms operating under regulatory oversight are now vital for maintaining quality control and ensuring staff adhere to required standards (Safi et al., 2022).

- Employee Recognition

Employee recognition serves as a powerful motivational tool which supports desired behaviors and

builds a culture of appreciation despite its frequent underestimation. The system incorporates structured rewards such as employee of the month alongside casual forms of acknowledgment including praise and public recognition. Recognition fulfills psychological needs for esteem and belonging which are essential to maintaining ongoing engagement (Albrecht et al., 2018). Studies indicate that organizations cultivating high recognition environments experience less employee turnover and achieve better productivity along with enhanced morale (Saks, 2022; Islam et al., 2023). Collectivist societies such as Jordan place significant symbolic importance on social acknowledgment which makes recognition particularly powerful for enhancing both team unity and organizational commitment (Karakas & Sarigöllu, 2019).

Research findings show that comprehensive HRM practices play a critical role in both organizational performance and employee satisfaction. Through training and development programs build capacity; compensation and benefits drive performance incentives; performance appraisals guide employees; and recognition creates an appreciative workplace culture. The strategic application of HRM practices remains essential for developing agile, ethical workplaces that perform at high levels amidst growing organizational complexity.

6.2 HRM and Job Satisfaction

Job satisfaction is a significant principal for an organization, specifically in the industries usually characterized by elevated employee turnover, like the food industry. Research shows that HRM practices such as employee training & development, compensation & benefits, performance evaluation, and recognition stand at the core of enhancing job satisfaction (Saks, 2022), whereas Eisenberger et al. (1986) reveal that when employees perceive that they are being cared for and valued through HR practices, they become more

satisfied with their jobs, motivating them to perform well. A study conducted saw that, in the food-service field, those persons who would view HRM practices as fair and beneficial would normally report greater job satisfaction. Koys further stressed that job satisfaction in the food sector is closely related to issues of leadership and interpersonal relationships, which are usually influenced or impacted by HRM practices such as leadership training and communication strategies (Pham et al., 2020).

HRM and Good Governance

Good governance is necessary to maintain ethical standards and allow transparency in any organization. In the food sector, however, good governance frameworks are important due to the need to comply with health standards, sustainability practice, and ethical sourcing strategies. Proper application of HRM strategies would include clear policies regarding ethics and compliance, providing appropriate employee training about issues pertaining to governance and decision-making along straightforward lines. The research pointed out by Sandika et al. (2016) posits that accountability, fairness, and transparency will create trust amongst employees and into the external stakeholder milieu, thereby pushing through HRM systems which facilitate ethical leadership and corporate responsibility, which, in turn, means greater governance efficiency (Meyer & Leitner, 2023). During a time wherein ethical sourcing and labor practices are under increasing scrutiny in the food sector, HRM policies that will see compliance with other regulatory guidelines and receive endorsement from responsible standards are critical for efficient governance. The research conducted by Neubaum, et al. (2009) indicates that organizations having effective HRM systems have more robust governance systems, thereby enhancing their reputation and long-term sustainability.

HRM and Supportive Work Environment

A supportive work environment is one in which employees feel appreciated, recognized, and inspired to grow. HRM practices has a significant impact on organizational environment (Collins, 2021; Ulrich et al., 2023). To create a supportive workplace in the food industry, it is important because it plays a primary and decisive role in controlling employee turnover and improving employee engagement and satisfaction. There is a lack of empowerment and involvement from the employees through HRM practices that must create a culture of support and inclusion that have proven linked positively to job satisfaction and organizational commitment (Jiang et al., 2012). Further, HRM practices, such as flexible work hours and built-in team-building work, promote a supportive and collaborative work climate that is vital for the demanding, customer-oriented roles that prevail in the food industry (Tims et al., 2013).

6.3 Interrelationship between HRM practices, Job Satisfaction, Good Governance, and Supportive Work Environment

Although prior research has explored the impact of human resource management practices on job satisfaction as well as good governance structures and workplace environment separately there remains limited research about how these elements interconnect. Anwar & Qadir (2020) reference Guest (2002) to demonstrate how HRM practices that improve job satisfaction also strengthen the workplace environment and support good governance practices. HRM practices that are aligned with organizational values and ethical standards create a workplace environment that supports employee behavior which achieves company goals thus promoting successful governance and effective organizational culture (Armstrong, 2006). Organizational relationships in the food industry become important research subjects due to distinct op-

erational challenges that create meaningful investigation opportunities. Studies by Probst et al. (2017) and Zhao et al. (2024) reveals that food industry organizations with strong HRM systems achieve better job satisfaction as well as good governance and employee support essential for long-term success. According to Cooke et al., 2020 businesses achieve superior sustainable competitive advantage by effectively managing their human resources. Customized HR practices centered on data respond to various scenarios and challenges to show resource flexibility. Organizations sustain their competitive advantages through unique resources which competitors are unable to replicate or replace (Amrutha & Geetha, 2020).

7. Methodology

This part elaborates on the methodology, collection of data, and analysis that were resorted to in examining the impact of HRM practices on job satisfaction, good governance, and the supportive work environment in industrial food companies in Jordan.

7.1 Research Design

The research will involve quantitative research to investigate the impact of HRM practices on job satisfaction, good governance, and a supportive work environment. This method was selected as it allows gathering of numerical data for statistical analysis to find patterns, relations and cause-effect links.

7.2 Population and Sample

The study population comprised (55,000) employees. The present study used purposive random sampling procedure to select employees from (2800) firms in food industries companies in Jordan. The study sample amounted (345) employees, and was drawn according to Krejcie & Morgan (1970) at a 0.05 level. The sample included employees with different jobs in the food industry (production workers, service employees, managers, and HR personnel).

7.3 Data Collection

Self-designed structured questionnaire was used to collect data from respondents. All questions related with human resource practices, job satisfaction, good governance, and supportive work environment were measured on 5-point Likert scale which are strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

Data were collected through the self-administered survey, intended to measure employees' perception of HRM practices, job satisfaction, good governance, and supportive work environment. Four major sections included: (a) HRM Practices: This part covered the application and perceived impact of essential HRM practices Items were adapted from accepted HRM surveys (Hijazi, et al. 20121; Rathnaweera, 2010; Olimat, 2018) (b) Job Satisfaction: The Job Satisfaction Survey (JSS) developed by Choo and Bowley in 1997 is conditioned to assess job satisfaction. The scale encompasses various facets of work satisfaction. (c) Good Governance: This section examined the views of employees on governance. The items were in line with measures used in reviews on corporate governance (Neubaum et al., 2009). (d) Supportive Work Environment: This section dealt with work. The items were adapted from the Supportive Work Environment Scale (SWES) created by Danna & Griffin (1999).

7.4 Data Collection Procedure

The surveys were sent via email to the workers, and a reminder email was sent two weeks later. In workplaces where the employees had little access to the internet, the paper-based versions of the survey were distributed by HR officers. Before the distribution of the survey, approvals were obtained from the company's management. To avoid bias, the participants were told that their participation was purely voluntary and their individual responses were confi-

dential. They were also told that they were free to refuse to participate in the study and to quit the study at any time without any reason or consequence. Participants were informed of the purpose of the study, their rights, and their freedom to withdraw from the study without any consequences. The completed questionnaires were de-identified; no personal identifiers were collected from the participants to protect their privacy. Additionally, there were no incentives offered to the participants to influence their participation in the study.

7.5 Face Validity and Reliability of the Study Tool:

- Face Validity: The study tool (questionnaire) underwent review by expert judges who held academic positions in Jordanian public and private universities. This step sought expert opinions on the tool's appropriateness by examining item volume and quality through clarity and precision as well as coherence and cohesion and recording observations for potential modifications through deletions or additions. The evaluation phase and resulting changes functioned as a face validity assessment for the tool. After completing the required steps, the suggested improvements were implemented.

- Reliability Test: In assessing the internal consistency of survey items, Cronbach's alpha was calculated for each scale: HRM practices, job satisfaction, good governance, and supportive work environment. A value of more than 0.7 is considered acceptable for reliability of the scale.

Table (1): Reliability Analysis (Cronbach's Alpha)

Variable	Cronbach's Alpha
HRM Practices	0.89
Job Satisfaction	0.91
Good Governance	0.86
Supportive Work Culture	0.87

Table (1) the Cronbach's alpha for each scale used in this study. It is measured right here, referring to internal consistency-a measure of how uniformly items in a scale are assessing the same construct. Nunnally (1978) states that a Cronbach's alpha of 0.7 or greater is generally acceptable; and since the value for every scale in this table was higher than 0.7, this indicates a high level of reliability. For example, HRM Practices scale has shown a Cronbach's alpha of 0.89-a satisfactory score that indicates the items for HRM practices are reliable and effective in measuring the construct.

8. Results

Correlation Analysis:

Pearson's correlation was utilized to analyze the connections among HRM practices, job satisfaction, good governance, and a supportive work environment. This assisted the study in determining if good HRM practice correlates with increased job satisfaction, good governance, and a supportive work environment.

Table (2): Pearson Correlation Matrix

Variable	HRM Practices	Job Satisfaction	Good Governance	Supportive Work Culture
HRM Practices	1.00	0.65**	0.72**	0.69**
Job Satisfaction	0.65**	1.00	0.58**	0.73**
Good Governance	0.72**	0.58**	1.00	0.61**
Supportive Work Environment	0.69**	0.73**	**0.61	1.00

Table (2) provides the Pearson correlation coefficients for the four main variables. Correlation values range from -1 to +1; the closer the coefficient to +1, the stronger is the positive relationship. The double asterisks (**) show statistical significance at the 0.01 level**. To provide an example, there is a strong positive correlation between HRM practices and job satisfaction ($r=0.65$), which means that improvements in HRM practice would be likely to lead to greater job satisfaction. Similarly, there is a strong correlation of

HRM practices with good governance ($r=0.72$) and a supportive work environment ($r=0.69$), which implies that successful HRM practices are associated with improved governance and a more supportive work environment. Moreover, these results indicated a link between HRM practices and job satisfaction, good governance, and supportive work environment.

Descriptive Statistics:

The arithmetic means and standard deviations were extracted for the study dimensions: Human Resource Management Practices, Job Satisfaction, Good Governance, Supportive Work Environment. The results were as follows

Table (3): Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
HRM Practices	3.85	0.58	2.45	5.00
Job Satisfaction	4.12	0.72	2.95	5.00
Good Governance	3.98	0.66	2.67	5.00
Supportive Work Culture	4.07	0.61	2.83	5.00

Table (3) describes the significant characteristics of the variables under study: HRM practices, job satisfaction, good governance, and supportive work environment. Average values reflect the mean score for each variable; standard deviations account for the degree of variation among the responses of different subjects. On average, personnel scored HRM practices 3.85, showing that, generally, employees view HRM practices very positively. Minimum and maximum values show ranges of responses for each variable and thereby help in contextualizing the distribution of the data.

Multiple Regression Analysis:

To analyze the impact of HRM practices on (job satisfaction, good governance, and supportive work environment), a multiple regression analysis was used. The analysis helped provide evidence concern-

ing the contribution of HRM practices towards the variability of job satisfaction, good governance, and supportive work environment attributes with the consideration of demographic variables.

Table (4): Multiple Regression Analysis Results

Independent Variables	Dependent Variable	p-value	t-Statistic	Standard Error	Coefficient (β \ beta β)
HRM Practices	Job Satisfaction	0.000	5.63	0.08	0.45
	Good Governance	0.001	3.56	0.09	0.32
	Supportive Work Environment	0.071	1.81	0.11	0.20

Explanation of Results:

1. Job Satisfaction: HRM Practices ($\beta=0.45$, p-value = 0.000) has a significant positive impact on job satisfaction. This suggests that increased HRM Practices opportunities for employees are strongly associated with higher levels of job satisfaction.

2. Good Governance: HRM Practices ($\beta=0.32$, p-value = 0.001) has the most substantial positive impact on good governance, indicating that well-trained employees are more likely to adhere to ethical practices and governance standards.

3. Supportive Work Environment: HRM Practices ($\beta=0.20$, p-value = 0.071) is the most significant factor contributing to a supportive work environment. Organizations that invest in employee growth and skills development foster a collaborative and supportive work environment.

Table (5): Measurement Model - Loadings, Composite Reliability, and Average Variance Extracted (AVE)

Latent Construct	Indicator	Factor Loading (λ)	Composite Reliability (CR)	Average Variance Extracted (AVE)
HRM Practices	Training & Development	0.82	0.87	0.69
	Compensation & Benefits	0.75		
	Performance Evaluation	0.78		
	Employee Recognition	0.80		
Job Satisfaction	Job Satisfaction	0.85	0.90	0.74
	Satisfaction with Benefits	0.88		
Good Governance	Ethical Practices	0.91	0.92	0.80
	Transparency	0.87		
Supportive Work Environment	Collaboration	0.83	0.89	0.76
	Team Spirit	0.79		

1. **HRM Practices:** The factor loadings for the indicators of HRM practices are all above 0.7, with values ranging from 0.75 to 0.82. This suggests that each indicator has a strong relationship with the latent construct of HRM practices. The CR for HRM practices is 0.87, which is above the threshold of 0.7, indicating good internal consistency reliability. The AVE for HRM practices is 0.69, which is above the threshold of 0.5, confirming that the latent construct explains a substantial proportion of the variance in its indicators.

2. **Job Satisfaction:** The factor loadings for the indicators of job satisfaction range from 0.85 to 0.88, indicating that the indicators strongly reflect the job satisfaction construct. With a CR of 0.90, the internal consistency reliability for job satisfaction is excellent. The AVE for job satisfaction is 0.74, well above the 0.5 threshold, meaning that the construct explains a large proportion of the variance in the indicators.

3. **Good Governance:** The factor loadings for the indicators of good governance are high, ranging from

0.87 to 0.91, suggesting that both ethical practices and transparency are well-represented by the respective indicators. The CR for good governance is 0.92, indicating strong internal consistency reliability. With an AVE of 0.80, good governance explains a substantial proportion of the variance in its indicators, exceeding the 0.5 threshold.

4. **Supportive Work Environment:** The factor loadings for the indicators of supportive work environment range from 0.79 to 0.83, indicating that the indicators are good representations of the supportive work environment construct. The CR for supportive work environment is 0.89, indicating good internal consistency. The AVE for supportive work environment is 0.76, confirming that the construct explains a large proportion of the variance in its indicators.

9. Results Discussion:

The findings of the study demonstrate that HRM practices have a positive effect on several outcome variables, the strongest of which is job satisfaction. This finding shows that when organizations are committed to HRM practices such as broad training, compensation & benefits, fair performance appraisal, and employee recognition, employees are more satisfied in their jobs. This indicates that HRM has a key role in creating a driven and happy workforce.

In addition to job satisfaction, the research also finds that HRM has a positive impact on good governance. This means that when an organization gives adequate training and support to employees, they tend to engage in behaviors that are ethical and aligned with governance. This suggests that an investment in HRM is a worthwhile investment because it can also create an organization with more integrity and accountability.

Though HRM practices were found to have a posi-

tive association with the development of a supportive work environment, the relationship was less robust. Nonetheless, the trend suggests that organizations that invest in employee development and growth will be better positioned to create a collaborative and inclusive culture. It is likely that other factors of the organization will also play a role in creating a supportive work environment.

All of the measured variables had good psychometric properties. The indicators associated with HRM practices, job satisfaction, good governance, and supportive work environment all had high levels of internal consistency and convergent validity. The measurement models showed that the indicators successfully measured the underlying constructs, suggesting that the instruments used in this study were reliable and valid.

To summarize, there is evidence to support the claim that effective HRM practices can increase employee satisfaction and also make an organization more ethical and effective. These practices are a key foundation for creating a productive, moral, and supportive workplace.

10. Recommendations:

Based on the results of this study, the following recommendations are provided for the improvement of Human Resource Management (HRM) practices to contribute more effectively to job satisfaction, good governance, the supportive work environment:

1. Enhancing HRM Practices

- **Training and Development:** Since the factor loading was the highest, it is suggested that organizations invest more in the capabilities of employees through a range of upskilling programs, including career path development, and a series of professional development workshops. Such programs would support em-

ployees' growth and strengthen their long-term commitment to the organization.

- **Performance Evaluations:** To enhance employee motivation and perceived fairness, performance evaluations should be clear, fair, and conducted on time. Moreover, they should be linked to employees' performance goals and career path for a better alignment with employees' expectations and organizational goals.

- **Compensation and Benefits:** Organizations should benchmark the compensation and benefits packages with industry benchmarks and employees' expectations. It is also recommended to conduct regular checks to maintain competitiveness and support employees' satisfaction and retention.

- **Employee Recognition:** It is suggested that the HR departments establish formal recognition programs, e.g., "Employee of the Month" program and peer-nominated awards, to encourage desired behavior and increase job satisfaction. These programs should be based on organizational values to support an appreciation and performance-oriented culture.

- **HR Ethics Training:** The HR departments should make ethics and compliance training a mandatory requirement in their HR offerings. These programs should raise awareness of corporate governance policies and support ethical behavior among the workforce.

- **Transparent Communication:** It is recommended that management be more open and consistent in communicating about decisions, policies, and organizational performance. Transparent communication will foster employees' trust and engagement.

- **Rewards for Ethical Behavior:** It is recommend-

ed that organizations develop a reward system that recognizes and rewards employees for ethical behavior. In addition, training managers to recognize and promote ethical behavior would support governance and a values-driven culture.

- Governance Monitoring by HR: HR departments should be given a toolkit to assess and support the improvement of the organization's ethical climate. These include the ability to monitor transparency, identify unethical behavior, and remedy the situation based on corporate governance expectations.

2. Strengthening the Supportive Work Environment

The following targeted interventions might enhance the association between HRM practices and the supportive work environment:

- Team Building and Cross-Functional Collaboration: It is recommended that organizations facilitate the establishment of cross-functional teams and support interdepartmental communication for the sake of better cohesion and employee engagement.

- Managerial Responsibility: It is recommended that managers are trained to provide an inclusive, respectful, and psychologically safe environment for employees. When employees feel comfortable sharing ideas and concerns, team effectiveness and morale will increase.

- Mentorship and Buddy Programs: It is recommended that organizations set up structured mentorship and peer support programs to increase social integration, knowledge sharing, and collaboration among employees for a more supportive organizational culture.

- Monitoring and Evaluation: Considering the mar-

ginal statistical significance of the HRM-supportive environment association, it is recommended that the monitoring and evaluation of the workplace environment programs be regularly conducted. Adaptive and data-driven approaches could help identify the room for improvement and track the progress over time.

3. High Loading Indicators and Strategic Implications

The constructs with high factor loadings were found to be Job Satisfaction, Ethical Practices (0.91), Collaboration (0.83), and Training and Development (0.82). It is suggested that HRM efforts should be directed toward these four areas to maximize the impact on the organization.

- HRM Performance Evaluation Ongoing assessment of Composite Reliability (CR) and Average Variance Extracted (AVE) is recommended to assess the alignment of HRM practices with the intended outcomes. The evaluative approach could allow organizations to adapt their strategies to change and uphold the best practices in human capital management.

11. Conclusion

This study proves the impact of the Human Resource Management (HRM) practices on several organizational aspects in the Jordanian food industry. It proves that the impact of HRM in terms of training and development, ethics, and collaboration on job satisfaction, good governance, and the supportive work environment, was highly significant. Job satisfaction had the highest rank, followed by good governance and, in the end, the supportive work environment. These findings show that HRMPs has a considerable impact on the job satisfaction of the workforce, especially if HRM practices are well organized and managed. It also proves the impact of HRMPs on good governance. Good HRMPs and open communication channels create accountability and good governance.

Finally, the supportive work environment's relationship with HRM was weak but in the positive direction. Thus, a strategic HRM has a positive impact on the supportive work environment. The consistency and validity of the scales proved the study's reliability.

The findings show that the selected measurement tools were valid and reliable. The findings showed that all constructs have high consistency and validity. The discussion proved that these results are highly reliable. It proves that investing in HRM can benefit employees' satisfaction and positively affect their organizations' ethical behavior. In conclusion, this research proves that strategic and ethical HRM practices are drivers of job satisfaction, good governance, and supportive work environment in the Jordanian food industry. If HRM is organized and implemented in an ethical manner, it can be a base for a successful organization and employee well-being.

12. Implications

This study contained several implications, as follows:

1. For Organizations and Management:

- Strategic Value of HRM: The positive impact highlights that effective HRM practices are not just administrative tools but are strategic assets that contribute to broader organizational goals like governance and supportive work environment.

- Improved Job Satisfaction: When HRM practices (training & development, compensation & benefits, performance evaluation, employee recognition) are well-implemented, employees are more likely to feel satisfied in their roles. This can lead to: Higher productivity, Lower turnover rates, and Greater employee loyalty

- Better Governance: The link between HRM and

good governance suggests that ethical, transparent, and accountable management practices are reinforced by HRM systems. This might be particularly relevant in public or non-profit sectors, or organizations seeking to improve compliance and accountability.

- Enhanced Work Environment: A supportive work environment is typically associated with better collaboration, communication, and morale. This implies HRM can foster organizational cultures that are inclusive and respectful.

2. For Policy Makers and HR Professionals:

- Policy Development: HR policies should be developed with the understanding that they affect more than just operational efficiency—they shape the ethical and cultural fabric of the organization.

Investment in HR Functions: This evidence supports increased investment in HR departments, tools, and training as a way to achieve broader institutional goals.

3. For Researchers and Academics:

- Future Research Directions:

These findings could encourage more research into which specific HRM practices (e.g., performance appraisals, training programs) have the strongest impacts on each outcome. Also raises interest in contextual factors (e.g., industry, organizational size, culture) that might mediate or moderate these relationships.

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Biography of researchers

Haitham Ali Hijazi

PhD in Administration from the Arab Amman University for Graduate Studies. Currently a lecturer at Jerash University, previously served in senior government roles, including Secretary General of the Prime Ministry and President of the Civil Service Bureau. Certified Lead Assessor by EFQM, Board Member of the Irbid Reconstruction Foundation, and author of several books in administration.

Email: info@hijazi-km.com

ORCID: <https://orcid.org/0000-0001-8068-2061>