HRM practices, organizational commitment and employees' satisfaction through the lens of AMO theory: The Jordanian Universities Perspective

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Abstract.

There is a burgeoning evidence on the role of human resource management for organizational achievement. This is especially true for universities that need to deal with many uncertainties and transformation in adapting to a current situation. This study attempts to shed light on the effect of human resource management practices and organizational commitment on employees' satisfaction in Jordanian Universities. Based on data of 311 universities' employees, the main finding of this study indicates that human resource management practices and organizational commitment has a positive direct effect on employees' satisfaction. The same effect also recorded on organizational commitment. This study highlights that the elements of Ability, Motivation and Opportunity (AMO) captured in human resource practices significantly influence the employees' satisfaction in the universities. The implication of this study emphasizes the focus on better formulation towards employee empowerment, better job design and effective human resource practices implementation to achieve the desired employees' outcomes. The proposed model in this study could be used for future studies to link employees' outcomes with different aspects of the academicians' experience.

Keywords: human resource management, AMO theory, employees satisfaction, organizational commitment, university.

1. Introduction

The educational sector focuses on the nature of the administration work to make a competitive advantage, as well as to attract new students and hold existing ones. Therefore, they are focusing on employees to achieve these objectives. This is turning into a starting point for enlightening institutions around the world. Likewise, this is making universities end up a critical piece of the economy of countries (Al-Nimer & Ghaith, 2021; Teeroovengadum, Kamalanabhan & Seebaluck, 2016). The human element is a standout amongst the most basic management activities identified with the most profitable assets in the control of the educational sector (Ferretti & Hiebert, 2017). Moreover, human resource management viewed as a foundation of the educational sector. It intends to reinforce authoritative capacities and empowerment the educational sector to draw in and qualify the fundamental competencies equipped for staying aware of the current and future challenges, where human resource management unequivocally add to accomplishing the goals of the educational sector (Jiang, Hu, Liu & Lepak, 2017).

Human resource management influences the organizational elements, which lead to influences on the results of organization, achieving organization strategies, and a high level of satisfaction for employees (Ghaith & Mutia, 2019; Lee & Kramer, 2016). Employees' satisfaction is one of the important matters

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for organizations public and private organizations (Ghaith, Enas, Mutia, & Abdul Malek, 2018; Zamanan et al., 2020). Employees' satisfaction is a pivotal issue for all organizations regardless of whether out in working in advanced or underdeveloped countries or public or private organizations (Robertson & Kee, 2017). One of the reasons for this level of intrigue is that fulfilled faculty are accounted for as conferred specialists and duty is a sign for organizational yield and useful operations. However, these are chosen based on their performance measures of the organizations, theoretical importance derived from the results of the previous empirical literature (Huhtala, Tolvanen, Mauno & Feldt, 2015; Lee, Park, & Koo, 2015; Wiewiora, Trigunarsyah, Murphy & Coffey, 2013). The reason is that organizational commitment is an individual's dependability towards an organization. A commitment individual dependably expects to proceed with work with an organization and attempts earnest endeavors to accomplish its objectives (Ghaith & Mutia, 2019; Georgellis, 2015).

It is very important for organizations in developing countries, especially Jordan, to pay attention to human resource management and employee satisfaction as well as an organizational commitment as a priority to ensure the continuity of the work of these organizations (Edwards, 2016; Ghaith & Mutia, 2019; Iorgulescu & Marcu, 2015). Regarding Jordanian Universities, they should enjoy enough degree of human resource management, employee satisfaction, and organizational commitment (Suifan, 2015). This study stems from the idea that the human resource management, employee satisfaction, and the organizational commitment concept is new although its presumptive dimensions are old, and the studies of this subject are not enough in the Arab world especially, at the universities (Ramaprasad, Prabhu, Lakshminarayanan & Pai, 2017).

The significance of this study is underscored by the paucity of similar research in the subject area and universities in a developing country like Jordan as shown in the existing literature. Therefore, this study will fill the gap created by the previous studies to investigate the effect of human resource management practices on employee satisfaction by the mediating effect of organizational commitment in the Jordanian Universities. Moreover, it will increase the existing empirical evidence in this field and fill the research gap specifically in the academic sector, and will help the government to identify challenges facing universities in Jordan in the country and devise ways of correcting and overcoming the shortcomings. Moreover, this study will help employees Partial Least Square Structural Equation Model (PLS-SEM) to analysis the data will be collected through a self-administered questionnaire. In addition, this study uses AMO theory to support the study model.

2. Literature review

2.1 HRM practices

HRM practices are a set of management decisions and actions implemented strategically and coherently, which relate to the deployment of a highly committed and skilled workforce having an optimal relationship with the organization with the aim of securing service quality (Boselie, Dietz, & Boon, 2005). From the perspective of Delery (1998) HRM practices are managerial strategies that involve many decisions related to policies and practices to consolidate the employee relationship with organization. HRM bundles appear in recent studies that can provide an effect on the performance of firms (Boselie, Dietz, & Boon, 2005; Ferris, Hall, Royle, & Martocchio, 2004; Ghaith, Mutia, Maysoon, & Abdul Malek, 2018). This is because the individual practices that make up these bundles can support each other in enhancing specific workforce characteristics, thereby creating combined synergistic effects that are substantially greater than those of individual best practices (Al Dalaien, Ibrahim & Aburumman, 2020; Delery, 1998; Ferris, Hall, Royle, & Martocchio, 2004; Ghaith & Mutia, 2019).

Maheshwari and Vohra (2015) suggested a conceptual framework that distinguishes the main HRM rehearses that organizational help change and analyses their influence on employee discernment and commitment to change. A broad writing review on organizational change at a full-scale level has been done to recognize basic practices wanted from key organizational individuals among organizational change. Furthermore, a case for the significance of HRM works as a critical organizational part amid change displayed. Further study on the adequacy of HRM rehearses received by HRM experts amid organizational change inspected. In addition, a study on employee recognition and commitment to change is inspected to discover conceivable linkages to HRM works amid organizational change. At long last, they displayed eight recommendations to assemble an incorporated reasonable framework distinguishing essential HRM works on amid organizational change and their influence on employees' observation and commitment to change. In addition, they proposed that HRM rehearses embraced in the region of culture, administration, cross-useful mix, training, correspondence, and innovation whenever presented and executed will decidedly influence employees' discernment decreasing opposition and expanding commitment to change. Thus, reviewing employee observation about basic HRM rehearses at various phases of progress commencement, performance and union can empower understanding about employee commitment to change. It would also help HRM professionals to see the feasibility of HRM exercises carried out amidst change.

Ramaprasad, Prabhu, Lakshminarayanan, and Pai, (2017) examined the connection between HRM and organizational commitment. They embraced an exhaustive review that covers experimental research on HRM-OC relationship, which was distributed somewhere in the range of 2001 and 2016 in global peer-reviewed journals. A sum of 63 observational articles was incorporated into their review. They received the substance examination strategy to orchestrate the experimental discoveries on HRM - OC relationship and research strategies embraced. The larger part of the investigations gave proof of a positive relationship between HRM practices and OC (Mutia, Ghaith, & Ahmad, 2017). Evidence from their review pointed towards a critical intervening impact that the development of OC practiced between HRM rehearses and distinctive employee and organizational results. Likewise, their review discovered help for a circuitous connection between HRM practices or frameworks and OC interceded by organizational conditions described by elements such as work commitment, fulfilment with work, individual - association fit, and an empowering organizational atmosphere.

Suifan (2015) inspected the impact of HR rehearses on organizational commitment utilizing a sample of 500 subjects haphazardly chose from employees working for open and private associations in different enterprises in Amman. They got through reviews of 43. The outcomes called attention to that all HR rehearses analysed (training, individual association fit, and rewards) were fundamentally and decidedly connected with organizational commitment. Research confinements and future research headings were brought out. Dhar, Rahouma, Masruki, and Absar (2017) investigated the effect of Islamic HR rehearses on organizational performance however organizational commitment. They gathered the data from haphazardly chosen 170 branch supervisors of six Islamic Banks recorded on Dhaka Stock Exchange of Bangladesh. They likewise utilized the Structure Equation Model (SEM) technique to look at the dependability and legitimacy measure for the model builds. Their discoveries uncovered that Islamic HR rehearses have a critical effect on organizational performance however organizational commitment. Their discoveries of the study advocate that Islamic banks ought to stress more on Islamic HR practices to maintain their organizational performance.

2.2 Organizational commitment

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Organizational commitment has been defined as both an attitudinal and a social build, where the attitudinal meaning of organizational responsibility depends on the worker's improvement of an enthusiastic or mental connection to the work (Meyer & Allen, 1997). On the opposite side, the social meaning of organizational commitment depends on money-saving advantages choices of leaving or staying with the association (Karami, Farokhzadian, & Foroughameri, 2017). Besides, organizational commitment is viewed as a standout amongst the most critical ideas in the region of organizational conduct and human element the board (Cohen, 2007). Disregarding the way that organizational commitment is viewed as individual development, Meyer and Allen (1991) classified organizational commitment into three levels namely (1) emotional, (2) time, and (3) standardizing commitment. As indicated by Meyer and Allen (1991), full of feeling commitment is "employees passionate linking to, identifiable resistant with and presence in the association"; time commitment is "commitment dependent on the costs that representatives connect with leaving the association"; and standardizing commitment is "a worker's sentiments of commitment to stay with the association" (Meyer & Allen, 1991).

Organizational commitment is considered one of the most important factors of organizational viability (Steers, 1975). Ferris and Aranya (1983) expressed that "organizational commitment is turning into an inexorably utilized build to foresee performance, non-appearance, and turnover". Liou and Nyhan (1994) indicated that organizations should be perceiving the connection between organizational commitment and different organizational results such as employees' turnover, dissatisfaction, and underperformance. From the perspective of Liou and Nyhan (1994), there is a positive relationship exists between organizational commitment and different organizational results. Basically, previous studies were associating organization commitment to numerous essential organizational results. Numerous examinations additionally demonstrated a positive connection between the full of feeling part of organizational commitment and administration quality (Boshoff & Mels, 1995; Boshoff & Tait, 1996; Karim, Majid, Omar & Aburumman, 2020; Yousef, Hazril, & Ghaith, 2021).

Organizational culture is the information and reciprocal plans made by individuals and organizations for seeing, translating communicating, and reacting to the common substances around them (Ghaith & Mutia, 2019; Karami, Farokhzadian, & Foroughameri, 2017). Organizational culture makes a mutual example of guidelines to act in a typical way and realize the proper behaviour in different conditions. It indicates how alternate individuals from the organizational demonstrations in similar situations and accumulates organizational individuals under a similar umbrella (Boshoff & Mels, 1995). Culture introductions of the organization that influence employee satisfaction are; learning, performance culture, client introduction culture, and morals societies (Schein, 1992). Employee satisfaction from an organizational culture happens if the different blends of hierarchical culture result in common advantages between the organization and the employee (Gilbert, 2006). Vujičić et al. (2015) investigated the connection between employee satisfaction, job insecurity, and organizational commitment among employees of organizations employing in the travel industry part in Novi Sad, Serbia. Their investigation meant to find whether and to what degree there is a connection between these three factors, drawing on hypothetical methodologies and a poll directed in Novi Sad in 2012/2013 on a sample of 149 respondents in organizations engaged with the travel industry (hotels, vacationer offices, and eateries). The outcomes demonstrated that there are solid positive relationships between organizational commitment and the factors which measure employee satisfaction, while employee frailty corresponds adversely with the factors which depict employee satisfaction and organizational commitment.

Mathieu et al. (2016) proposed an auxiliary turnover aim show including supervisory conduct (individual arranged and assignment situated measurements), employee satisfaction and organizational commitment. Moreover, the examination proposed to test whether this model fits in both small and medium-sized undertakings and huge endeavours. The sample included 763 employers from various kinds of associations who have finished a proportion of their impression of their boss' conduct and self-administrated proportions of employee satisfaction, organizational commitment, and turnover aim. The outcomes demonstrated that individual situated initiative conduct influences turnover aims through employee satisfaction and organizational commitment more than errand arranged administration conduct. Just organizational commitment had an immediate impact in clarifying turnover aim. At long last, results demonstrated that the model is appropriate both in little and medium-sized ventures and substantial endeavours.

Lorber, Treven, and Mumel, (2018) analysed the connection between the pioneers' conduct, employee satisfaction and organizational commitment of employees in nursing in Slovenian healing centres. The contrasts between individual factors were dissected with the Mann-Whitney Test, Spearman connection investigation and the relapse examination. With the authority style, pioneers' qualities, pioneers' passionate knowledge, and cooperation in the unit we can clarify 51% of the all-out inconstancy of medical caretakers' activity satisfaction and 84% of organizational commitment. Pioneers' conduct has an essential segment of employee and connected with job satisfaction and organizational commitment of employees in nursing. Social insurance associations can be fruitful if the employees are happy with their employee and have an abnormal state of organizational commitment.

2.3 Employees satisfaction
Navimipour and Zareie (2015) defined employee satisfaction as any blend of components that incorporate mental, physiological, and natural circumstances that offer motivation to an individual reason to stay in the work. Although numerous external components support employee satisfaction, it lays on some internal sentiments of the employee (Aziri, 2011; Salleh et al., 2020). Vroom (1964) indicated that employee satisfaction is pretended by the person in the working environment. He characterizes employee satisfaction as sentiments people have toward work jobs in which they at present involved. Spector (1997) indicated that employee satisfaction has to do with the methodology of the inclination individuals have about their activity and its distinctive highlights. He further advanced that employee satisfaction has to do with the degree to which individuals like or aversion their activity. Subsequently, employee satisfaction and employee disappointment can occur in some random work conditions (Rožman, Treven & Čančer, 2017; Yousef, Hazril, & Ghaith, 2021).

Employee satisfaction is compared to a laborer's feeling of achievement and accomplishment at work. It is commonly maintained to have an immediate connection to efficiency and individual welfare (Rožman, Treven & Čančer, 2017). Employee satisfaction involves carrying out a responsibility one appreciates, doing it well, and being redressed (remunerated) for the person's efforts. It further signifies enthusiasm and happiness with one's work. Employee satisfaction has been again recognized as the key component that prompts affirmation, salary, headway, and the accomplishment of different objectives that lead to a sentiment of satisfaction (Zamanan et al., 2020). This definition is likewise shared by Statt (2004) as he sees employee satisfaction as the greatness to which a laborer is content with the prizes picked up from work, especially regarding characteristic inspiration. Aburumman, Salleh, Omar, and Abadi (2020), comparatively share the idea of mentality about work adding to employee satisfaction. They include that aside from harboring frames of mind concerning work; employees likewise can create

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dispositions concerning various parts of the jobs they do, for example, the nature of the work, their partners, bosses or subordinates, and their pay.

Factors that impact employee satisfaction can be assembled under natural, individual, and mental components. Variables that fall under nature include communication, employee acknowledgment among others (Krayer & Westbrook 1986; Weiss & Cropanzano 1996), while those that identify with the individual are feelings, innate qualities, and identity (Cote & Morgan, 2002). Mentally related factors incorporate one's life, family, and network (Wright & Cropanzano, 2000). These components are quickly clarified underneath. Communication is one of the principal factors inciting employee satisfaction. Communication can be believed to be over-burden, under-stack, and of a predominant subordinate kind. The administration of communication is necessary for headway at work (Dugguh & Dennis, 2014). Requests can be viewed as a communication stack that alludes to "the rate and intricacy of communication inputs an individual must process in a specific time allotment. Employees can encounter communication over-burden and communication under-load, and this can affect their dimension of satisfaction (Cote & Morgan, 2002).

A few investigations again assign that employees get satisfaction from working with organizations that are viable in the human asset (Dugguh & Dennis, 2014). The person's full of the emotion segment, feelings, and disposition is another factor that impacts employee satisfaction. Weiss and Cropanzano (1996) hypothesized that mind-sets tend to be enduring, while emotion is, for the most part, fantastic, brief, and have a reasonable reason. Positive feelings identify with generally speaking satisfaction of the activity (Weiss, Nicholas, & Daus, 1999). In overseeing feelings, the cognizant and oblivious endeavors to raise, support, or lower at least one part of a feeling must be used (Pugliesi, 1999). Repressing unpleasant conclusions brings down satisfaction, and the fortifying of wonderful feelings expands satisfaction (Cote & Morgan, 2002). Proceeding onward to additional factors, a few investigations have shown that hereditary qualities likewise affect satisfaction because of its job in natural - achievement or errand instead of external ecological factors, for example, working conditions (Aburumman, Salleh, Omar & Abadi, 2020; Ghaith & Mutia, 2019).

Satisfaction dimension of an employee is a concept mirroring how much the individual needs and wants are met and the degree to which this is seen by the employee (Navimipour & Zareie, 2015). Lu, Zhao, and While (2019) states that upgrades of each or a blend of the variables can prompt enhancement of employee satisfaction. Employee satisfaction is impacted by the executives or service style of practicing and imparting power (Dugguh & Dennis, 2014). The five bases of practicing and conveying power; are coercive, compensate, real, referent, and master (Wnuk, 2017). Occupation satisfaction is the way well an employee is happy with the work he performs (Cranny, Smith & Stone, 1992). Employees work satisfaction and performance are influenced by the nearness of abilities assortment, assignments character, undertaking hugeness, independence and input in a vocation (Gu, Wang & You, 2020). Occupation satisfaction increments employees intrigue, responsibility, and performance. The physical condition is the cleanliness considers that help Herzberg doubles processing plant hypothesis. Wnuk (2017) indicated the elements to incorporate space, ventilation, mishap-free work, salary, and advantages, working gear, and machines. Singular development is accomplished through professional movement and aptitudes securing. Preparing and improvement conspire in organisational confer to the employee the pertinent abilities which upgrade his performance and uplifting demeanour towards the organisational (Navimipour & Zareie, 2015).

2.4 AMO theory

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The AMO theory has been extensively used in order to understanding individual-level differences in performance and study individual-level performance outcomes for various aspects of an individual's performance (Jiang, Lepak, Hu & Baer 2012). Appelbaum, Bailey, Berg, Kalleberg, and Bailey (2000) indicate that employee performance is the function of ability, motivation, and opportunity enhancing practices. Ability can be improved if the selection or initial training of employees for advanced or job-specific skills and knowledge is provided for by the organization. Workers who are skilled and able then need to be motivated to become efficient, often using a combination of some intrinsic and extrinsic incentive systems, such as employment security, performance-related pay, internal promotions, and training investments (Appelbaum et al., 2000). Finally, willing and able workers tend to perform better when they have the opportunity to apply their skills and motivation to a given work context. Thus, working arrangements can provide employees with the opportunity to influence the decision-making process of a firm and motivates them to share their task-specific knowledge through an environment such as that of trust (Abdallah, Mastura, & Ghaith, 2021; Appelbaum et al., 2000).

AMO is an acronym derived from: (Abilities, Motivation, & Opportunity to perform). Ability is the individual skills necessary to perform, Motivation is the desire of the employee to perform, and Opportunity to perform is the involvement in policy development. Considering the AMO model, in the opinion of Boxall and Purcell (2003) performs better people when they are able to do something (can do the job because they have necessary knowledge and skills); have the motivation to do that (because they want this); their working environment provides the necessary support and means of expression. In the shed of AMO (Abdallah, Mastura, & Ghaith, 2021; Bailey 1993, Appelbaum et al., 2000) theory and reviewing literature on HRM practices and organization performance, this study will categories the HRM practices as a bundle enhancing employee Ability and Skills, Motivation and Opportunity to perform, (Subramony, 2009; Boselie, Dietz, & Boon, 2005; Ferris, Hall, Royle, & Martocchio, 2004; MacDuffie, 1995). Individual practices can have a positive effect on performance, but integrating these practices with each other will create a synergy that will lead to achieving a much greater success than that which would obtain applying HRM practices in each hand (Appelbaum et al., 2000). Based on previous literature, the following hypotheses have been developed:

Hypothesis 1: There is a positive effect of HRM practices (ability, motivation, and opportunity) on employees' satisfaction in Jordanian Universities.

Hypothesis 2: There is a positive effect of HRM practices (ability, motivation, and opportunity) on organizational commitment in Jordanian Universities.

Hypothesis 3: There is a positive effect of organizational commitment on employees' satisfaction in Jordanian Universities.

Hypothesis 4: Organizational commitment mediate the effect of HRM practices (ability, motivation, and opportunity) on employees' satisfaction in Jordanian Universities.
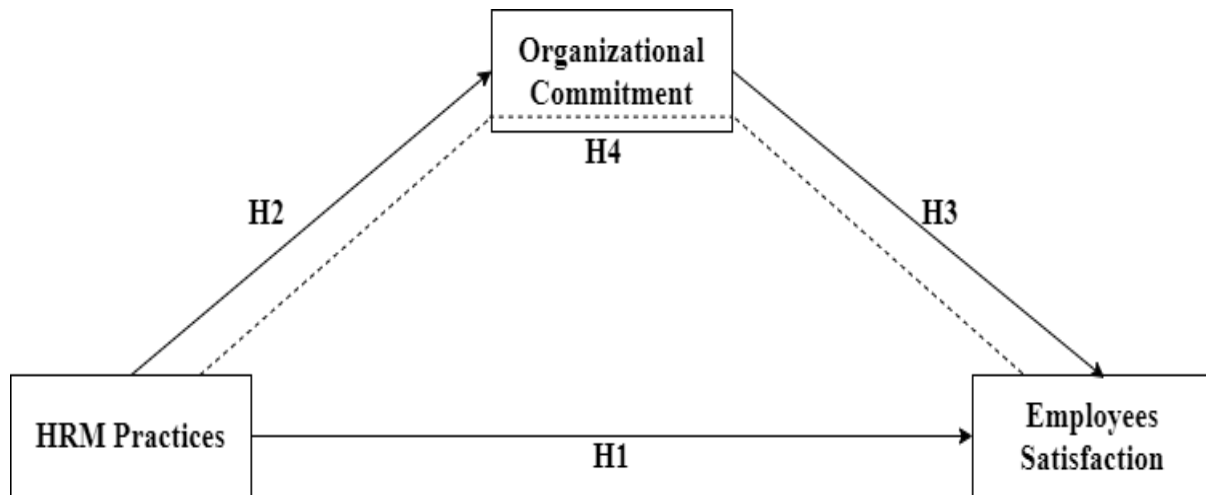
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Figure 1: Research model

3. Methodology

This study used survey questionnaire for data collection. The questionnaires were distributed among employees in three private universities in Jordan. The total sample size was 374 employees. This study used simple random sampling because this type of sampling technique provides an equal chance for every member of the population to be selected (Sekaran & Bougie, 2016). The total number of answered questionnaires were 311, which represents 83% of sample size, and a total of 63 questionnaires were missing.

On the measurement of the variables, HRM variable was measured using a scale adopted from Demoet al., (2012). The HRM variable was measured in twenty-nine items. Organizational commitment was measured using a scale adopted from Mayer (1999) which includes eighteen items Whilst, employee satisfaction was measured using a scale adopted from Gronroos (1984) which includes twenty items. All items have been measured using a 5-point Likert scalestarting from 1 "strongly disagree" to 5 "strongly agreed".

4. Data analysis and results

The study used Smart PLS version 3.3.2 to analyse the data. Figure 2 shows the results of measurement model assessment including path coefficients, factor loading, and coefficient of determination. Most items achieved factor loading more than 0.70. Therefore, items with factor loading more than 0.70 were retained and items with factor loading less than 0.70 were deleted (Hair et al., 2016).
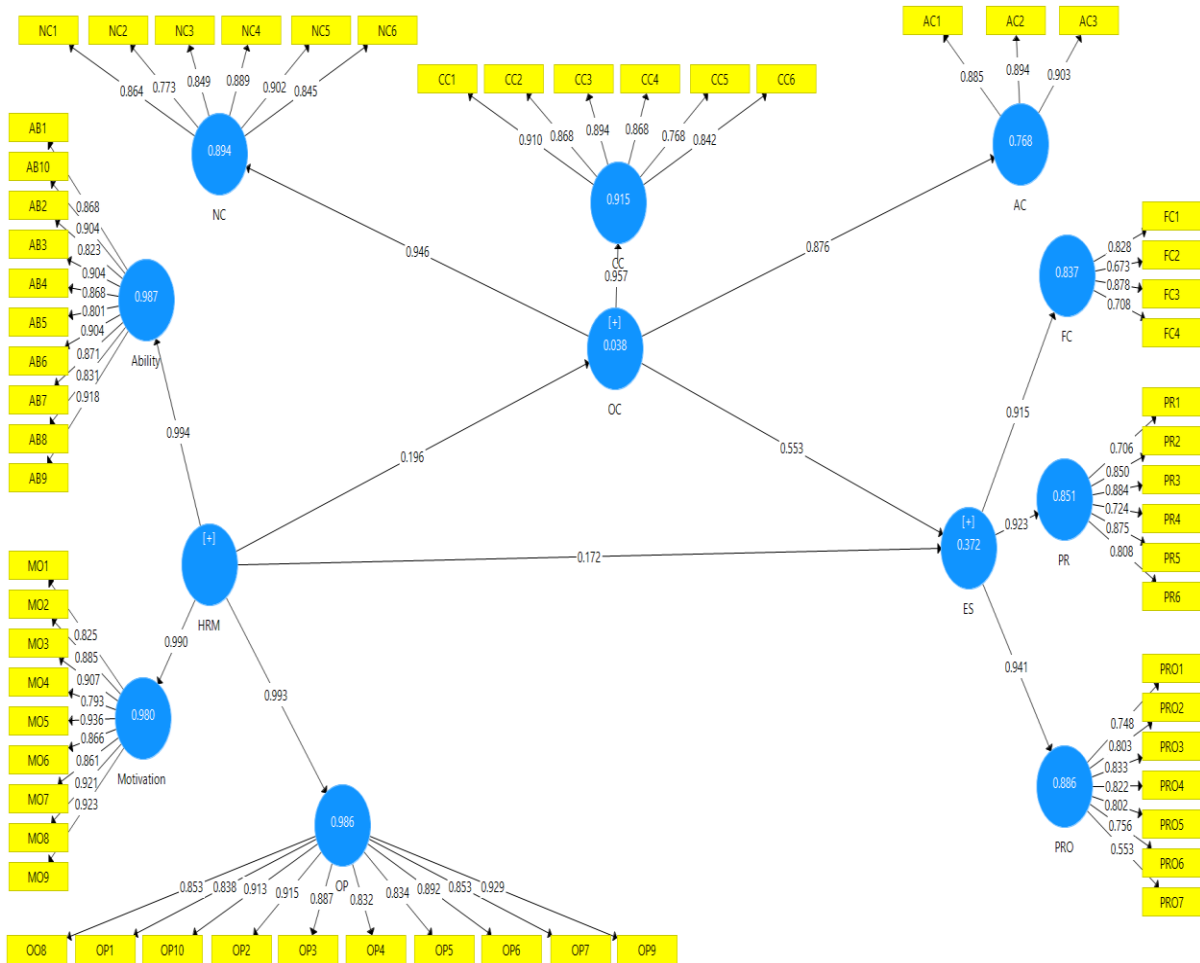
Figure 2: Results of PLS algorithm

For convergent validity, the analysis of composite reliability, Cronbach's alpha, and average variance extracted have been performed. Table 1 shows the results of convergent validity test, where Cronbach's alpha and composite reliability values of constructs were more than the suggested threshold that is 0.70 and above (Hair et al., 2016). The results of average variance extracted, all constructs achieved values greater than the suggested threshold value of 0.50 (Hair et al., 2016).

Table 1. Convergent validity

Construct		Cronbach's Alpha	Composite Reliability	Average Variance Extracted
HRM	Ability	0.964	0.969	0.757
	Motivation	0.964	0.969	0.776
	Opportunity	0.966	0.970	0.766
OC	Normative Commitment	0.926	0.942	0.730
	Continuance Commitment	0.929	0.944	0.739
	Affirmative Commitment	0.874	0.923	0.799
ES	Favourable Condition	0.775	0.857	0.6024
	Personal Relation	0.894	0.920	0.657
	Promotion	0.878	0.907	0.585

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To assess discriminant validity, the test of Heterotrait-Monotrait Ratio (HTMT) was performed. Table 2 shows the HTMT values were all smaller than 0.85 for each construct and were within the range of 0.203 to 0.612 (Hair et al., 2016).

Table 2. Discriminant validity by HTMT

Construct	HRM	Organizational Commitment	Employees Satisfaction
HRM			
Organizational Commitment	0.203		
Employees Satisfaction	0.289	0.612	

To analyse the hypotheses of the study, this study used PLS bootstrapping techniques embedded with Smart PLS version 3.3.2 with 5000 bootstrap samples. Table 3 shows hypotheses testing including path coefficient, t-value, p-value, and confidence interval.

Table 3. Hypotheses testing

No.	Hypotheses	Path Coefficient	T-Value	P-Value	Confidence Interval		Decision
					95% LL	95% UL	
H1	HRM→ES	0.172	2.730	0.003	0.079	0.290	Supported
H2	HRM→OC	0.196	2.419	0.008	0.048	0.314	Supported
H3	OC→ES	0.553	5.669	0.000	0.390	0.710	Supported

According to the results in Table 3, The hypothesis test results are presented as follows:

Hypothesis 1 was supported which indicated that: There is a positive effect of HRM practices (ability, motivation, and opportunity) on employees' satisfaction in Jordanian Universities at Path Coefficient = 0.172, P-Value = 0.003, LL= 0.079, and UL= 0.240.

Hypothesis 2 was supported which indicated that: There is a positive effect of HRM practices (ability, motivation, and opportunity) on organizational commitment in Jordanian Universities at Path Coefficient = 0.196, P-Value = 0.008, LL= 0.048, and UL= 0.314.

Hypothesis 3 was supported which indicated that: There is a positive effect of organizational commitment on employees' satisfaction in Jordanian Universities at Path Coefficient = 0.553, P-Value = 0.000, LL= 0.390, and UL= 0.710.

Table 4 shows testing the mediating effect of organizational commitment, where **Hypothesis 4** was supported which indicated that: Organizational commitment mediate the effect of HRM practices (ability, motivation, and opportunity) on employees' satisfaction in Jordanian Universities at Indirect Effect = 0.108, P-Value = 0.020, LL= 0.026; and UL= 0.199.

Table 4: Testing the mediating effect of organizational commitment

No.	Hypothesis	Indirect Effect	T-Value	P-value	Confidence Interval		Decision
					95% LL	95% UL	
H4	HRM→ OC→ES	0.108	2.062	0.020	0.026	0.199	Supported

5. Conclusion

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The purpose of this study is to examine the effect of human resource management practices and organizational commitment on employees' satisfaction in Jordanian Universities. The human resource practices are discussed through the lens of AMO theory. Findings of this study demonstrated that human resource management practices that captured all elements of ability, motivation, and opportunity have a positive direct effect on organizational commitment as well as employees' satisfaction. Further, organizational commitment among employees in the Jordanian universities significantly influence their satisfaction. These suggest the importance of the formulation of HRM practices to be integrated into all elements that cover employees' ability to perform their job, the right motivation that drive their commitment to the organization and opportunity offered by the organization for employees to perform. Drawing upon the AMO theory, it is evidenced that employees perform better when all elements exist. Individual element of AMO into the HRM practice can have a positive effect on performance, but integrating all elements has a potential for creating a synergy for better employees' work outcomes. Future studies could explore the enhancement of employee empowerment, modern job redesign and effort to measure HRM practices implementation towards employees' innovative work outcomes in light of many changes that happen to the labour market in recent times.

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