



The Impact of HRM Practices on Employee Creativity Through the Mediating Role of Employee Engagement in the Egyptian Hotels Context

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Abstract

Human Resource Management (HRM) practices play a pivotal role in organizational enhancement and association development. This study investigates the relationship between HRM practices, external factors, and their impact on employee satisfaction, performance, and creativity within Egyptian hotels. Key HRM practices considered include recruitment, selection, market-oriented training, productivity enhancement, and social security assessments.

The research methodology involved a unit of analysis focusing on employees in Egyptian hotels. A convenient sampling technique was employed, with 331 respondents participating in the study. Data was collected through a questionnaire comprising 42 statements adapted from previous studies. The proposed framework positions HRM practices as independent variables, employee creativity as the dependent variable, and employee engagement as a mediator.

Results indicate that recruitment, selection, performance appraisal, and career planning significantly influence employee satisfaction, while compensation, training, development, employment security, and employee involvement show partial support. Additionally, recruitment, selection, compensation, performance appraisal, and career planning significantly affect employee performance, with other factors showing partial support.

Moreover, employee engagement is found to mediate the relationship between HRM practices and employee creativity. Employee satisfaction fully mediates the relationship between specific HRM practices and creativity, while employee performance partially mediates this relationship. These findings provide insights into the nuanced impact of HRM practices on employee outcomes, emphasizing the critical role of employee engagement in fostering creativity.

The study concludes with practical recommendations for organizations to optimize HRM practices and enhance employee engagement for improved creativity and overall performance.

Keywords: HRM practices, employee satisfaction, employee performance, employee engagement, employee creativity.

1. Introduction

The growth and the development of many businesses and industries everywhere throughout the world have brought about

another arrangement of difficulties challenges and opportunities for the administration of the business. For as long as few decades a lot of nations have been utilizing the different business chances and opportunities to stay

competitive and focused in this environment. many industries are one of the most noteworthy segments of the worldwide economy, have encountered outstanding growth and remarkable development and in this manner have added to nations' economic income. To earn, support, and sustain competitive advantage, all of those sectors need to deliver new thoughts, ideas, methods, strategies, services, imagination, and creativity that can turn into a key component of long-term business achievement (Sattar et al., 2015).

Associations occupied with traditional strategic policies will be unable to contend, compete and survive by for any longer, particularly in developing and emerging economies, incompletely due to under-stressing imagination and emphasizing creativity. To contend and compete in the worldwide business environment, the creativity of the organization and employees have gotten an undeniably fundamental factor that ought to be effectively and efficiently integrated into the business system and structure.

One of the main roles of management and executives should perform in any organization is the management of employee creativity which is viewed as one of the fundamental administration procedures in this new rabid economic era. Invigorating creativity and stimulating innovativeness in employees can prompt better performance in associations through innovation and advancement. Explicit human resources management (HRM) practices that empower imaginative attitude and creative behavior must be intended to make elite performance work frameworks. Creativity and Innovativeness have many expressions, such as the statement of new, productive ideas and gainful thoughts by people. An enormous number of firms have been concentrating on thinking of procedures to saddle the creativity and imagination of their employees however have not had the option to take advantage of their potential. The idea of creativity may stay slippery except if the variables encouraging its improvement are likewise considered (Jaiswal et al., 2017).

Here, the importance of HRM role and its elaboration of HRM procedures and process

take place and can be reached out by considering ethical relations which must include the mental regulation. Subsequently, the activity regulation of representatives can most likely transmit their endeavors towards flourishing and effectiveness. Job satisfaction of the workers relies upon different socio-statistic and social factors, for example, the proficient frame of mind towards work, tolerant results, authoritative duty and passionate qualities appended with the expert conduct. HRM shows, (for example, quality instruction, market arranged training, vocation arranging, laborers' strengthening, and execution assessment) are interlinked with the hierarchical improvement from one perspective. Then again, different HRM practices, (for example, the opportunity of performance, collaboration, engagement, and remuneration) gives the arrangement of roused and capable workers. Be that as it may, training, empowerment, and rewards are three significant HR procedures and practices which to a great extent contribute towards quality performance and elevated levels of profitability in associations (Sattar et al., 2015).

On the other hand, employee performance has consistently been a significant test in organizational administration and embracing compelling approaches to rouse and motivate employees to accomplish and convey the higher performance of employees just as increment the organizational competitiveness is the fundamental target of each business association. researchers proposed that the disintegrating level of the worker or employee performance in many organizations is quick turning into a genuine danger to the endurance and survival of those businesses which should be addressed desperately. It is in this way accepted that employee performance is essential and instrumental to the growth, profitability, and development of any company. The employees are viewed as the significant business assets that facilitate the day-by-day exercises and tasks of an association. So also, a few researchers affirmed that organizational proficiency, effectiveness, and efficiency relies upon how successful, efficient and effective the employees in the company are (Inuwa, 2016).

Also, the employer's capacity to fathom employee's satisfaction and fulfillment as it identifies with timetables and everyday obligations will affect extraordinarily on employee productivity, efficiency and performance. Some researchers view employee satisfaction as a mix of agreeable and unlikable states of mind or attitude of individual labor on their work routine, inferring that when an individual is utilized or employed such individual may join wants, needs, and expectations which characterize their significance for being there. Employee satisfaction symbolizes the greatness to which optimism is line up with genuine rewards and benefits. As indicated by many researchers, most employees now have a high level of employee dissatisfaction and disappointment which makes attitudes that are unfortunate at work and thusly degenerate their performance capacity, productivity, and efficiency as well (Inuwa, 2016). The combination of both employee satisfaction and employee performance are emerged to what is called employee engagement which is associated with the HRM practices and employee creativity. Therefore, this paper attempt to discover and elaborate on the importance of HRM practices in employee engagement and creativity. Also, the researcher attempted to clarify the connection between employee engagement and creativity. Which will be discussed in the following sections.

2. Literature Review

In this section, the researcher tried to elaborate and demonstrate the concepts of the HRM practices, Employee Engagement (Employee Satisfaction and Employee Performance), and Employee Creativity. Then, he has illustrated their connection between those variables according to reviewing the previous literature.

2.1 HRM Practices and Employee Engagement

It has been noted that the term Human Resource Management (HRM) is a key strategic, coordinated, integrated, and coherent way and approach to deal with the business, employment, development, improvement, and

prosperity of the individuals (employees and workers) working in associations. To some researchers, it is the administration (management) of work and individuals towards wanted closures and desired ends. researchers portrayed HRM as elaborately planned and carefully designed blends (combinations) of such practices outfitted towards improving and enhancing organizational adequacy, effectiveness, productivity, and henceforth better performance results. Also, HRM practices allude to authoritative exercises and organizational activities coordinated at dealing with the pool of HR and guaranteeing that the assets and resources are utilized and employed towards the satisfaction and fulfilment of organizational objectives (Quansah, 2013).

It was seen that majority and the biggest share of studies characterize and define HRM regarding human resource practices or frameworks, bundles of procedures or groups of practices. Dissimilar perspectives exist on the idea and the nature of HRM. A few studies characterize HRM regarding individual practices or frameworks or packs of practices. HRM practice is a lot of particular yet interrelated exercises, capacities, and procedures that are coordinated to drawing in, developing, sustaining and maintaining (or discarding) workers and employees. A few researchers expressed that HRM practices ought to be increasingly explicit and target situated rather broad practices through which they can develop, improve, and enhance their human ability and proper HRM practices may rely upon the association's competency. different researchers uncovered that few fortifying practices, for example, thorough choice components and fiscal and non-monetary rewards may help to enhance and upgrade workers' proficiency and employee's performance (Aktar and Pangil, 2017).

In other words, human resource management (HRM) has a very critical standard in achieving individual and authoritative objectives and goals. The company's efficiency, productivity, reputation, notoriety, long term endurance (survival) and client care (customer service) is incredibly influenced by employees' feeling of reasonable treatment, eagerness,

enthusiasm, quality, fulfillment, satisfaction, and experience. HRM is viewed as a backbone and lifeblood for an association and organization. To accomplish the expressed objectives and accomplishments, the HRM must be appropriately observed and finely tuned. The traditions and customs of society, political positions, and religious beliefs impacts HRM practices yet this is only from time to time pushed and emphasized in the literature. The arrangement and provision in regards to relations to other people, good and bad, spirituality and work, discipline and reward is additionally detailed in religious teachings (Mahesar et al., 2016).

While scholastic writing and literature have displayed numerous definitions and many meanings of employee engagement. a few researchers utilized the idea of employee engagement and characterized as the bridling and harnessing of association individuals' selves to their work roles; in commitment, engagement, individuals utilize and convey what needs be physically, intellectually, and emotionally during their performance. Along these lines, employee engagement is a mental and psychological nearness of workers while performing any role in the association. Employee engagement is viewed as a basic subject and an imperative topic. Other researchers have endeavored to examine the connection between employee engagement and distinctive organizational and singular results, for example, financial performance and efficiency, turnover expectations and intentions, authoritative duty (organizational commitment), administrative citizenship practices. Thus, past researches proposed numerous forerunners of employee engagement (worker commitment) including organizational justice and equity (Mahesar et al., 2016).

There are numerous definitions cited to characterize the concept of employee engagement and estimating it. Definition of many researchers are quoting is generally pictured in the scholarly community that it is a positive satisfying business and fulfilling work-related perspective portrayed by energy, devotion, dedication, absorption, and retention. then again extensively depicted it as

authoritative, binding, and interfacing (connecting) of individuals with their job and work in such a way, that they take an interest and completely contribute in their work roles with physical, enthusiastic, emotional, and subjective assets. As such, engagement is a flourishing vitality that gives individuals something to do with inclusion, involvement and concentrate to accomplish organizational objectives. It is far-fetched that there will be any difference when every one of the scientists on engagement would consent to one single definition. Most of the researchers can consider engagement to be a related term however it tends to be advantageously separated from the related components like employment fulfilment, employee satisfaction, occupation responsibility, employee commitment or employee performance and efficiency (Ahmed et al., 2015).

In the other words, research on worker commitment and employee engagement throughout the years has pulled and attracted insignificant consideration and considerable attention with concern with many and several workplaces, work environments and individual attributes and characteristics. Engaged and drawn in the workforce assumes a basic task and critical role in the accomplishment of organizational destinations and achievement of administrative objectives. Which are the reasons, worker commitment and engagement are turning into a critical factor in estimating and measuring work environments? Also, for evaluating and assessing the performance and efficiency in the associations. It has been recognized that employee engagement is portrayed as positive, pleasing, satisfying, work and business-related perspective and attitude that is described by life, dedication, devotion, absorption, and retention such viewpoints require a worker to be gifted, talented, skilled and capable enough with the key organizational goals and administrative objectives could be accomplished (Albrecht et al., 2015).

The discoveries of many researchers demonstrated that all the HRM practices and activities to be specific professional success, career advancement, employer stability, job security, and efficiency or performance

feedback were emphatically and altogether identified with worker commitment and employee engagement which is predictable with a lot of theories. It shows that the nearness of appropriate HRM practices and procedures frameworks in the work environment gives a solid sign to their employees that they are esteemed, valued, appreciated, acknowledged, recognized and perceived inside the associations. For instance, career advancement and success relate to the interior vocation growth and development opportunities gave by their associations that mirror the administration's responsibility towards their workers and employees. others recommended that satisfactory vocation and adequate career opportunities offer a sign to the employees that their associations are keen on the movement and progress of their employees and workers which makes both workers and employees committed and they will apply a more significant level of effort in the working environment. Additionally, job security (professional stability) is likewise a significant sign by which employees feel secured and minded by their associations and will be most inclined to apply time and vitality during their work and job (Aktar, and Pangil, 2017).

Others have been investigated the connection between HRM practices and employee engagement. The result of many examinations and investigations created an explicit and unequivocal review of worker commitment and employee engagement patterns in many developing and developed economies and emerging markets. The outcomes caught the soundness of the workplace as normal and sound. It has been discovered that with HRM practices and techniques in their most alluring bundle displayed, the employee and manager or supervisor relationship couldn't go haywire yet to yield a strong holding, bonding, compassionate ambiance, and sympathetic feel. Serving in as an umbrella, the steady and consistent culture of value, security, and incentive for both employee and client gives a powerful shade under which most employees found their fulfilment and satisfaction. These were the confirmations revealed concerning

every commitment methodology and engagement strategy indicated for examination (Kaliannan, and Adjovu, 2015).

Others have stated that the principal intrigue of employee engagement for HRM is its conduct and behavioral just as the attitudinal spotlight on efficiency and performance. What separates engagement from ideas, for example, fulfilment (satisfaction) and commitment (responsibility) are it's establishing in performance results, and it is a (people-focused) worry with business productivity and performance that generally recognizes HRM from its past manifestation as workforce the board or the personal management. Though personnel management was to a great extent observed as a helping capacity giving regulatory, employee welfare and compromise resolution services to the board, HRM is quick to market its worth and value-added included and strategic contribution or commitment in quest for objectives, for example, worker responsibility (employee commitment), adaptability (flexibility) and quality. It could be stated that employee engagement offers both an idea and a lot of measurements for HRM to use to this end. Therefore, there is a connection between Employee engagement and HRM practices (Arrowsmith and Parker, 2013). From the previous reviewing, the researcher could develop the first hypothesis which could be constructed as follows:

H₁: There is a significant relationship between HRM practices and Employee Engagement

2.2 Employee Engagement and Employee Creativity

In the present quickly changing workplace and work environment, it is basic for directors to do all that they can to guarantee that representatives can meet the creative necessities of their employments. Thinking about this, researchers have concentrated on seeing how workplaces can cultivate worker inventiveness, creativity, and innovation. Scholars have displayed situational variables proposed to impact creativity, and observational and empirical researchers have

analyzed ecological and environmental attributes that can influence creativity at work. Aftereffects of this examination recommend that creativity can be encouraged or smothered by workplaces, however, the degree to which workplaces are organized to supplement the creativity necessities of jobs has not been inspected. The complementarity of relevant parts of workplaces with measures of job required innovation and creativity should influence job officeholders' mentalities, for example, job or employee satisfaction, employee performance, employee engagement, and determinations to stay with their associations (Shalley et al., 2000).

Even though these psychosocial results are significant all by themselves, researches additionally support their association with performance. Along these lines, this examination likewise researched whether the connection between work required innovativeness and psychosocial results were directed by the degree of integration between creativity prerequisites and workplace qualities. Employees working in advancement innovative situated environment have been found to illustrate more significant levels of satisfaction, performance, and engagement (Bijkerk, 2017). At the point, creativity is significant, it ought to be attractive for an association to give the kind of workplace that facilitates instead of smothers the creative procedures. In particular, a workplace supplementing the creativity prerequisites related to a job ought to be decidedly identified with satisfaction and performance of employees because this setting ought to encourage as opposed to ruining meeting job necessities. For example, some researches have indicated that when components of jobs don't supplement one another, workers and employees express more elevated levels of negative emotional states, such as stress (Shalley et al., 2000).

On the other hand, performance is fundamental in the present learning-based economy. This knowledge-based economy puts pressure on associations. To be a significant market player, associations must be fast with taking care of issues, problem-solving imaginative, innovative, and ready to grow new

thoughts for products, procedures, and techniques. To understand every one of these objectives, associations need to increment not just the degree of work engagement and commitment among their workers and employees, yet also their degree of creativity and innovation. Worker innovativeness and employee creativity are characterized as the creation of valuable thoughts, products, issue arrangements or techniques which must be novel or unique and helpful to the association. Other than the positive results referenced above, improving the innovativeness of workers and employee creativity is a basic advance for associations to accomplish competitive advantage (Bijkerk, 2017).

Along these lines, associations ought to put resources into the work engagement and commitment among their employees and simultaneously attempt to concentrate more on the worker inventiveness and employee creativity, since the two components can impact the accomplishment of an association. Earlier researchers and investigations that analyzed the importance of work engagement and commitment for imaginative assignment and creative task performance and efficiency. As a result, they revealed a positive connection between work engagement, work commitment, creative task performance and creativity of employees (Bijkerk, 2017). Also, in a study to examine how a services firm could achieve a higher level of performance by improving the capabilities of the frontline staff. This enhancement has been implemented in two stages, the first one is improving the employees' commitment and engagement by increasing the employee satisfaction of those employees. The second procedure was enhancing the quality of creativity and problem solving of those employees. It has been noticed that front desk workers who insignificantly take part in creative procedures are considered as normal or standard and contribute little to serving clients in the manners that reach out past the conventional job prerequisites of their positions. Conversely, almost certainly, bleeding-edge front desk representatives who take an interest in the creative procedure and produce imaginative thoughts may evoke solid

client reactions by conveying administration in an eye-getting and surprising way, improving assistance quality by including novel and helpful subtleties (Liu et al., 2013).

Engagement is defined as a work-oriented, constructive and satisfying approach that is connected with loyalty, authority, and preservation. Some researchers proposed the idea of job engagement and previous researches also propose that employees who remain engaged with the job are active and hold other organizational and daily life events effectively which influences their lives. Employees who practically demonstrate engagement with the job and show better performance due to their mental and emotional concern with the job. Employees demonstrate job engagement as they hold a charge in the office and start to perform a task, whether alone or in a group. Therefore, there is a link between creativity and the engagement of employees (Liu et al., 2013). In an investigation has been made to measure the connection between the job crafting and job creativity and the way of mediation of job engagement in this relation. In such a study tried to see how the engagement intervenes in the impact of job crafting and job creativity. The results show that there is a significant immediate and positive linkage between the autonomous (independent) factor (crafting), subordinate (dependent) variable (creativity) and intervening variable (Engagement). The results show that there exists a positive connection between the intervening (mediating) variable, engagement and ward variable, work creativity. Intervention testing reveals that within the sight of interceding variable engagement, there is a basic direct effect between the connections of employee engagement, work creativity, and the activity Crafting. The results demonstrate that there is full mediation among the factors in the investigation (Rizwan et al., 2016).

Some researchers have explored the conceivable relationship between employee creativity and imagination (for example character, work structure, and supervisor) and job commitment and employee engagement. The point of their examination is to add to research about expanding work commitment

and employee engagement among workers and employees. The aftereffects of their empirical examination recommend that there was a noteworthy constructive connection between enthusiastic knowledge (emotional intelligence), work commitment or engagement) and imaginative or creative personality. They propose a positive connection between employee creativity and the degree of work commitment and engagement (Bartlett, 2015). According to the previous reviewing and researchers, the researcher could build the second hypothesis as follows:

H₂: There is a significant relationship between Employee Engagement and Employee Creativity

2.3 HRM Practices and Employee Creativity

Late years, there is a wide accord that worker inventiveness, employee creativity, and job innovation will add to organizational performance, efficiency, and productivity. Researchers have recognized numerous variables that may either invigorate or smother innovativeness and creativity. At the organizational level, these incorporate top-level administration, authoritative and organizational culture, expansion of investment in R&D exercises, and authoritative or organizational structure and plan. At the particular job level, initiative leadership at the managerial or supervisory level and colleague support additionally assume apart. Other researchers contended that human resource management (HRM) can assume a proactive element in encouraging and facilitating innovation and creativity inside an evolving domain. Recently, researchers have started to consider the function of HRM for creativity and innovation (Jiang et al., 2012).

Employee creativity and Worker innovation are viewed as one of the essentials of firm advanced innovation. Albeit frequently expensive, costly and unsafe, innovation and creativity have been discovered to develop competitive advantages, enhance firm performance, and improve the efficiency of divisions. Some defined and characterized individual imagination and employee creativity

as the formation of an important and helpful item, product, service, thought, technique or procedure by people working in a social framework. Then again, the effective implementation and successful usage of a person's novel thought in an association is viewed as authoritative innovation and organizational creativity (Hon and Lui, 2016).

Also, employee creativity in the working environment happens when people work independently or together in bunches or groups on task undertakings. It is well-archived that people are increasingly creative and innovative when they cooperate as a group than separately. This pattern represented a significant test for innovation specialists, creativity researchers and supervisors since colleagues frequently produce different issues of relational and assignment clashes (task conflicts) that may impede innovativeness and creativity. Appropriately, organizational learning and administration research has given significant attention and thoughtfulness regarding creativity and innovation models, just as to different related elements, for example, character (personality), work errands (job tasks), group characteristics and organizational qualities, and their associations that can facilitate or ruin individual and group innovativeness and creativity (Zhang et al., 2015).

Thusly, it is important to distinguish the elements that invigorate hierarchical and organizational creativity or innovativeness. An innovative and creative association depends on its workforce environment to concoct inventive thoughts and creative ideas, yet impressively less research has been committed to investigating the significant role that HRM plays in encouraging and facilitating administrative innovation and organizational creativity, contrasted and other organizational relevant elements and contextual factors. Researchers accordingly emphasize HRM as a forerunner and antecedent of organizational creativity and innovation. Existing examinations and investigations have demonstrated the positive effect and beneficial outcome of strategic HRM (SHRM) on group, team or individual creativity, for example,

superior efficiency and performance work frameworks and high-responsibility work frameworks (Song et al., 2019).

Be that as it may, different researchers exhibited that some HRM practices inside existing SHRM frameworks were emphatically identified with employee creativity however some were most certainly not. Subsequently, systematically creating and developing strong and supportive HRM frameworks to advance, promote, sustain, and support organizational creativity is basic essential. Given this, many researchers recommend that innovativeness and creativity arranged HRM frameworks, which are characterized and defined as a lot of HRM practices that viably and effectively bolster organizational creativity and innovation by empowering employees to think of all the more new and helpful ideas and thoughts, may work superior to general HRM practices to encourage and facilitate organizational creativity (Song et al., 2019).

On the other hand, several researchers have proposed that as opposed to upsetting innovation, creativity, bureaucratic associations support this activity. They revealed that labor in these associations indicated more intellectual adaptability and receptiveness to encounter than those in different sorts of associations. Structuring keeps supervisors from settling on impulsive decisions, adopting responsive administrative strategies, or being limited, in this manner expanding employee stability (job security) and by suggestion enabling employees to go for broke and participate in creative assignments. At the point when requests are clear and calendars all around clarified, employees channel their assets to search out new and progressively powerful approaches to finish their work tasks. Researchers have likewise discovered that routinization is advantageous to creativity, innovativeness, and proactive practices because accessible assets are utilized to grow new thoughts at work (Hon and Lui, 2016).

Schedules and routines frequently free workers and employees to try and be increasingly innovative and creative. Some researchers noted that an organized undertaking procedure expands innovativeness and

creativity, essentially for those with an organized (systematic) cognitive style. Others demonstrated that the thoughts of individuals prepared in creativity layouts are a valuable strategy because most creative ideas and innovative thoughts can be ordered into a couple of steady, profound structures that at that point fill in as predefined schemes and plans to channel ideation toward imaginative thoughts and creative ideas. At that point, organizing HRM procedures is the way to increase employee creativity. Each HRM organizing process indicator adds to upgraded creativity. Many indicated the significance of inside consistency (synergy) of procedures, finding that absence of alignment between administrative qualities and managerial practices decreased the tendency to attempt new things, especially among laborers under evaluative pressure (Binyamin and Carmeli, 2010).

Further, irregularity lessens the feeling of psychological security and intensifies apparent vulnerability, creating mental pressure that drains cognitive and emotional assets. Under such conditions, employees will stick to their propensities instead of going out on a limb and evaluate new thoughts or actions. Overall, organizing HRM procedures is tied in with structuring a well- defined, arranged, and clear managerial system to make an environment that empowers employees to channel their vitality to gainful fields as opposed to agonizing over organizational strategies and their very own assessment, promotion, and rewards. Inside this space and environment, staff and employees have an impressive opportunity to start, investigation, and express their creativity, as long as they don't violate the fundamental organizational framework and system. Structuring and organizing of HRM forms as a matter of first importance make conditions that ease employee impression of vulnerability, perceptions of uncertainty and worry at work environment. Subduing uncertainty, stifling vulnerability, and stress is imperative to expand employee and worker psychological availability and mental accessibility, which is basic for upgrading and enhancing creativity (Binyamin and Carmeli, 2010). Thus, the

researcher can create and develop the third hypothesis as follows:

H₃: There is a significant relation between HRM Practices and Employee Creativity

3. Methodology

In order to test the research hypotheses that underpin this study, the research methodology adopted is based on several issues as illustrated below:

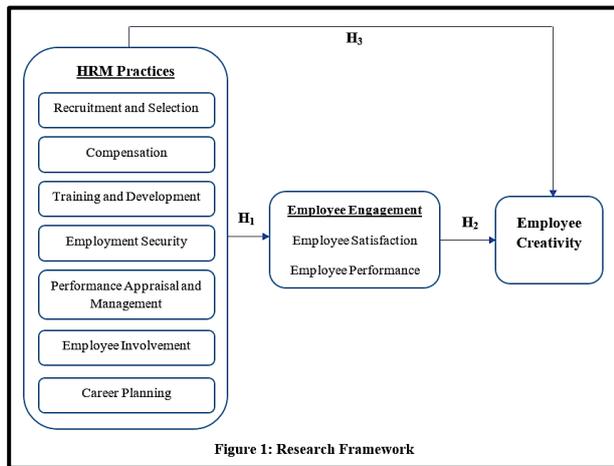
Unit of Analysis: It is the step of gathering of the data collected for the purpose of the data analysis process. It is represented in employees in Egyptian hotels.

Population and Sample: The target population for this research is considered as the total number of employees in Egyptian hotels. Since obtaining data about all members of a population is not available and very difficult (Yin, 2017), the sampling frame for this research could not be identified and accordingly a probability sampling is not obtained. Therefore, a convenient sampling technique was used as respondents were selected from Egyptian hotels who accepted to respond to the questionnaire. A total number of 331 were considered in the study after excluding questionnaire with missing responses.

Data Collection: the data collection process is handled through the development of a questionnaire that allows for the measurement of the Role of Employee Engagement between HRM Practices and Employee Creativity. The adoption of this data collection method was due to the need to measure the focal constructs of the model, as well as the extensive use of survey methodology in previous studies. The questionnaire is shown in the Table 1, where a total number of 42 statements were defined for the research variables. The questionnaire was adopted from the studies of (Quansah, 2013), (Jyoti and Dev, 2015), and (Inuwa, 2016).

Research Framework and Hypotheses: The proposed framework was introduced in Figure 1, where it could be observed that HRM Practices consider as the independent variables; Employee Creativity consider as the dependent

variable, while, Employee Engagement consider as mediators.



Accordingly, the research hypotheses could be formulated as follows:

H₁: There is a significant impact of HRM Practices on Employee Engagement

H₂: There is a significant impact of Employee Engagement on Employee Creativity

H₃: There is a significant impact of HRM Practices on Employee Creativity

H₄: Employee Engagement mediate the relationship between HRM Practices and Employee Creativity

Research Variables Measurement: the research variables are represented in Table 1 with their measurement scale.

Table 1: Research Variables Measurement Scale

Research Variables	Measurement Scale
Recruitment and Selection (Quansah, 2013)	Appointments in this organization is based on merit
	Applicants are fully informed about the qualifications required to perform the job before being hired
	There is formal induction, orientation and familiarization process designed to help new recruits understand the organization
	Selection system selects those having the desired knowledge, skills and attitude
Compensation (Quansah, 2013)	Pay for performance improves performance
	Employees are rewarded based on performance
	Compensation packages encourage employees to achieve organization's objectives
Training and Development (Quansah, 2013)	Employees are recognized and rewarded appropriately in this organization
	There is a training strategy and coherent training program
	Training incorporates the interests of the organization as well as the individual
	Every employee goes through various training programs every year
	There is a budget dedicated to training and development every year

Research Variables	Measurement Scale
Employment Security (Quansah, 2013)	Employees are assured of long-term future with the organization
	There is a formal, fair and reasonable process for handling grievances and complaints
	If the organization were facing economic problems, employees would be the last to get downsized
	It is very difficult to dismiss an employee
Performance Appraisal and Management (Quansah, 2013)	In this organization, employees are provided performance-based feedback and counselling
	The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge
	Appraisal system is growth and development oriented
	There is a well-defined performance management strategy
Employee Involvement (Quansah, 2013)	There is regular appraisal for promotion
	Employee participation is encouraged on a wide range of issues
	Employees can exercise independent thought and action in executing their jobs
	Adherence to instructions with little room for empowerment
Career Planning (Quansah, 2013)	You have regular staff meetings to encourage communication with peers and supervisors
	Employee's career aspirations within the organization are discussed with immediate supervisor
	Employees are clear about promotion possibilities
Employee Satisfaction (Inuwa, 2016)	The organization plans for the career and development of employees
	I find my job very interesting
	My current job meets my expectations
	I am satisfied with my salary and other incentives
Employee Performance (Inuwa, 2016)	I am satisfied with my current job position
	I understand the criteria of performance review of my organization
	I am able to resolve unexpected schedules on time
	I maintain good record of attendance in this organization
Employee Creativity (Jyoti and Dev, 2015)	I am very conversant with the standard operating procedure of my job
	I suggest new ways to achieve goals or objectives
	I suggest new and practical ideas to improve performance
	I search out new processes and techniques
	I exhibit creativity on the job, when given the opportunity
	I am often having a new and innovative idea to deal with the customers
I come up with creative solutions to customers' problems	

The following section will investigate the research hypotheses proposed above using correlation analysis and Structural Equation Modeling (SEM). Thus, both; SPSS and AMOS statistical packages – versions 24.

4. Analysis and Finding

This section shows the analysis conducted on the research variables, using correlation, regression, and SEM.

4.1 Data Testing

A validity and reliability analysis are conducted to be sure the questionnaire statements are phrased in a good format. Table 2 shows the results of the validity and reliability analysis. Validity is measured by the two main factors. First, the Average Variance Extracted (AVE); it represents the average community for each latent factor. The (AVE) result should be greater than 0.5 to imply adequate validity. Second is the factor loading for each item (statement) which should be greater than or equal to 0.4. To examine the reliability, each factor is measured using a group of statements, indicates how stable and consistently the instrument taps the variable which can be examined by Cronbach's Alpha. If Alpha coefficients are greater than or equal to 0.7, it

implies adequate reliability. By studying the variables in the model, it was found that all variables exceed 50% in the AVE indicator and also exceeding 0.4-factor loading for each item, and the alpha value is higher than 0.7.

Table 2: Data Validation

Variables	KMO	AVE	Cronbach's Alpha	Items	Factor Loading
Recruitment and Selection	.867	72.297%	.903	RS1	.700
				RS2	.694
				RS3	.789
				RS4	.768
				RS5	.664
Compensation	.846	66.436%	.872	Co1	.578
				Co2	Deleted
				Co4	.627
				Co5	.656
				Co6	.807
				TD1	.597
Training and Development	.823	60.279%	.834	TD2	.634
				TD3	.652
				TD4	Deleted
				TD5	.587
				TD6	.544
				ESC1	.602
Employment Security	.781	56.951%	.808	ESC2	.674
				ESC3	.555
				ESC4	.489
				ESC5	.529
				PAM1	.768
Performance Appraisal and Management	.833	73.485%	.878	PAM2	.782
				PAM3	.746
				PAM4	.644
				PAM5	Deleted
				EI1	Deleted
Employee Involvement	.677	63.228%	.707	EI2	.645
				EI3	.621
				EI4	.632
				CP1	.617
Career Planning	.714	56.914%	.810	CP2	.599
				CP3	.603
				CP4	.523
				CP5	.503
				ESA1	.528
Employee Satisfaction	.794	60.085%	.827	ESA2	.573
				ESA3	.689
				ESA4	.642
				ESA5	.572
				EP1	.722
Employee Performance	.880	72.538%	.904	EP2	.753
				EP3	.732
				EP4	Deleted
				EP5	.787
				EP6	.634
				EC1	.529
Employee Creativity	.867	62.697%	.881	EC2	.658
				EC3	.675
				EC4	.720
				EC5	.668
				EC6	.511

Table 3 shows the discriminant validity of the research variables, where it could be observed that all square roots of AVE value are greater than the correlations between the corresponding construct and other constructs. This means that the research variables have adequate discriminant validity.

Table 3: Discriminant Validity of the Research Variables

		1.	2.	3.	4.	5.	6.	7.	8.	9.	10.
1. Recruitment and Selection	r										
	Sig. (2-tailed)	(0.850)									
	N	331									
2. Compensation	r	.148**									
	Sig. (2-tailed)	.007	(0.815)								
	N	331	331								
3. Training and Development	r	.297**	.214**								
	Sig. (2-tailed)	.000	.000	(0.776)							
	N	331	331	331							
4. Employment Security	r	.264**	.278**	.514**							
	Sig. (2-tailed)	.000	.000	.000	(0.755)						
	N	331	331	331	331						
5. Performance Appraisal and Management	r	.218**	.244**	.187**	.222**						
	Sig. (2-tailed)	.000	.000	.001	.000	(0.857)					
	N	331	331	331	331	331					
6. Employee Involvement	r	.202**	.163**	.293**	.245**	.534**					
	Sig. (2-tailed)	.000	.003	.000	.000	.000	(0.795)				
	N	331	331	331	331	331	331				
7. Career Planning	r	.531**	.335**	.407**	.197**	.185**	.197**				
	Sig. (2-tailed)	.000	.000	.000	.000	.001	.000	(0.754)			
	N	331	331	331	331	331	331	331			
8. Employee Satisfaction	r	.433**	.231**	.348**	.311**	.337**	.254**	.424**			
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	(0.775)		
	N	331	331	331	331	331	331	331	331		
9. Employee Performance	r	.428**	.394**	.330**	.327**	.334**	.292**	.439**	.435**		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	(0.852)	
	N	331	331	331	331	331	331	331	331	331	
10. Employee Creativity	r	.371**	.360**	.393**	.367**	.352**	.385**	.429**	.483**	.469**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	(0.792)
	N	331	331	331	331	331	331	331	331	331	331

4.2 Descriptive Analysis

Table 4 shows the Mean and Standard Deviation for Research variables. It could be observed that the mean and the frequencies of most responses are in the agreement zone, as the mean values for the research variables: Expertise, Trustworthiness, Homophily, Aggregated Recommendation Rating, Perceived E-WOM Credibility, E-WOM Review Adoption, and Online reviews adoption are 3.8102, 3.9322, 3.8915, 3.8475, 4.0814, 4.0271, and 3.9763 respectively.

Table 4: Descriptive Analysis for the Research Variables

	N	Mean	Std. Deviation	Frequency				
				1	2	3	4	5
Recruitment and Selection	331	3.6465	.52120	0	0	124	200	7
Compensation	331	3.9305	.47801	0	0	50	254	27
Training and Development	331	3.8701	.43140	0	0	55	264	12
Employment Security	331	3.7553	.50205	0	0	92	228	11
Performance Appraisal and Management	331	3.7855	.49778	0	0	84	234	13
Employee Involvement	331	3.9063	.44754	0	0	50	262	19
Career Planning	331	3.8489	.58891	0	0	86	209	36
Employee Satisfaction	331	3.9486	.38189	0	0	33	282	16
Employee Performance	331	3.9970	.50751	0	0	43	246	42
Employee Creativity	331	4.0242	.39622	0	0	22	279	30

4.3 Normality Testing for the Research Variables

To check the normality for the data, two types of tests are conducted; formal and informal. Table 5 shows the formal testing of the normality assumption for the research variables using the Kolmogorov-Smirnov test of normality. It could be observed that the research variables are not normally distributed, as the corresponding P-values are less than 0.05.

Table 5: Formal Testing of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Recruitment and Selection	.377	331	.000	.682	331	.000
Compensation	.407	331	.000	.651	331	.000
Training and Development	.452	331	.000	.583	331	.000
Employment Security	.409	331	.000	.667	331	.000
Performance Appraisal and Management	.413	331	.000	.664	331	.000
Employee Involvement	.432	331	.000	.611	331	.000
Career Planning	.341	331	.000	.754	331	.000
Employee Satisfaction	.454	331	.000	.522	331	.000
Employee Performance	.372	331	.000	.685	331	.000
Employee Creativity	.434	331	.000	.545	331	.000

As the formal test shows that the values are not normally distributed, an informal test is used to detect the approximate normality. Table 6 shows the informal test of normality, where it could be shown that the skewness and kurtosis values are not all beyond the accepted level of ± 1.5 , which means that the data under study are not approximately normal. Consequently, Spearman correlations are used to describe the relationships between the research variables.

Table 6: Informal Testing of Normality

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Recruitment and Selection	331	-.158	.134	-1.009	.267
Compensation	331	-.200	.134	1.276	.267
Training and Development	331	-.696	.134	1.531	.267
Employment Security	331	-.363	.134	-.251	.267
Performance Appraisal and Management	331	-.374	.134	.026	.267
Employee Involvement	331	-.413	.134	1.660	.267
Career Planning	331	.045	.134	-.257	.267
Employee Satisfaction	331	-.522	.134	3.687	.267
Employee Performance	331	-.005	.134	.926	.267
Employee Creativity	331	.208	.134	3.409	.267

4.4 Testing Hypotheses

Testing the Effect of the HRM Practices on Employee Satisfaction

Table 7 shows the correlation matrix between HRM Practices; Recruitment and Selection, Compensation, Training and Development, Employment Security, Performance Appraisal and Management, Employee Involvement, Career Planning and Employee Satisfaction. It could be noted that there is a significant positive correlation between HRM Practices on Employee Satisfaction, as corresponding P-values are less than 0.05 and the correlation coefficients are 0.433, 0.231, 0.348, 0.311, 0.337, 0.254, and 0.424 respectively.

Table 7: Correlation Matrix between HRM Practices on Employee Satisfaction

		1.	2.	3.	4.	5.	6.	7.	8.
Spearman's rho	1. Recruitment and Selection	Correlation Coefficient	1.000						
		Sig. (2-tailed)							
		N	331						
	2. Compensation	Correlation Coefficient	.148**	1.000					
		Sig. (2-tailed)	.007						
		N	331	331					
	3. Training and Development	Correlation Coefficient	.297**	.214**	1.000				
		Sig. (2-tailed)	.000	.000					
	N	331	331	331					
4. Employment Security	Correlation Coefficient	.264**	.278**	.514**	1.000				
	Sig. (2-tailed)	.000	.000	.000					
	N	331	331	331	331				
5. Performance Appraisal and Management	Correlation Coefficient	.218**	.244**	.187**	.222**	1.000			
	Sig. (2-tailed)	.000	.000	.001	.000				
	N	331	331	331	331	331			
6. Employee Involvement	Correlation Coefficient	.202**	.163**	.293**	.245**	.534**	1.000		
	Sig. (2-tailed)	.000	.003	.000	.000	.000			
	N	331	331	331	331	331	331		
7. Career Planning	Correlation Coefficient	.531**	.335**	.407**	.197**	.185**	.197**	1.000	
	Sig. (2-tailed)	.000	.000	.000	.000	.001	.000		
	N	331	331	331	331	331	331	331	
8. Employee Satisfaction	Correlation Coefficient	.433**	.231**	.348**	.311**	.337**	.254**	.424**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	331	331	331	331	331	331	331	331

Table 8 shows the multiple regression analysis of the effect of HRM Practices on Employee Satisfaction. It could be observed that there is a significant positive effect of Recruitment and Selection, Performance Appraisal and Management, and Career Planning on Employee Satisfaction as the P-values are less than 0.05, with a coefficient of 0.169, 0.166, and 0.118 respectively. Moreover, there is an insignificant effect of Compensation, Training and Development, Employment Security, and Employee Involvement on Employee Satisfaction as the P-values are more than 0.05. Further, the R square is 0.331 which means that the model explains 33.1% of the variation in Employee Satisfaction.

Table 8: Regression Model for the Effect of the HRM Practices on Employee Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R ²
	B	Std. Error				
(Constant)	1.506	.228		6.607	.000	.331
Recruitment and Selection	.169	.041	.231	4.138	.000	
Compensation	.026	.040	.033	.653	.514	
Training and Development	.095	.050	.108	1.894	.059	
Employment Security	.079	.042	.103	1.869	.062	
Performance Appraisal and Management	.166	.042	.216	3.898	.000	
Employee Involvement	-.006	.047	-.007	-.121	.904	
Career Planning	.118	.038	.182	3.079	.002	

a. Dependent Variable: Employee Satisfaction

Testing the Effect of the HRM Practices on Employee Performance

Table 9 shows the correlation matrix between HRM Practices; Recruitment and Selection,

Compensation, Training and Development, Employment Security, Performance Appraisal and Management, Employee Involvement, Career Planning, and Employee Performance. It could be noted that there is a significant positive correlation between HRM Practices on Employee Satisfaction, as corresponding P-values are less than 0.05 and the correlation coefficients are 0.428, 0.394, 0.330, 0.327, 0.334, 0.292, and 0.439 respectively.

Table 9: Correlation Matrix between HRM Practices and Employee Performance

		1.	2.	3.	4.	5.	6.	7.	8.
Spearmen's rho	1. Recruitment and Selection	Correlation Coefficient	1.000						
		Sig. (2-tailed)	.						
		N	331						
	2. Compensation	Correlation Coefficient	.148**	1.000					
		Sig. (2-tailed)	.007	.					
		N	331	331					
	3. Training and Development	Correlation Coefficient	.297**	.214**	1.000				
		Sig. (2-tailed)	.000	.000	.				
	N	331	331	331					
4. Employment Security	Correlation Coefficient	.264**	.278**	.514**	1.000				
	Sig. (2-tailed)	.000	.000	.000	.				
	N	331	331	331	331				
5. Performance Appraisal and Management	Correlation Coefficient	.218**	.244**	.187**	.222**	1.000			
	Sig. (2-tailed)	.000	.000	.001	.000	.			
	N	331	331	331	331	331			
6. Employee Involvement	Correlation Coefficient	.202**	.163**	.293**	.245**	.534**	1.000		
	Sig. (2-tailed)	.000	.003	.000	.000	.000	.		
	N	331	331	331	331	331	331		
7. Career Planning	Correlation Coefficient	.531**	.335**	.407**	.197**	.185**	.197**	1.000	
	Sig. (2-tailed)	.000	.000	.000	.000	.001	.000	.	
	N	331	331	331	331	331	331	331	
8. Employee Performance	Correlation Coefficient	.428**	.394**	.330**	.327**	.334**	.292**	.439**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.
	N	331	331	331	331	331	331	331	331

Table 10 shows the multiple regression analysis of the effect of HRM Practices on Employee Performance. It could be observed that there is a significant positive effect of Recruitment and Selection, Compensation, Performance Appraisal and Management, and Career Planning on Employee Performance as the P-values are less than 0.05, with a coefficient of 0.233, 0.245, 0.139, and 0.133 respectively. Moreover, there is an insignificant effect of Training and Development, Employment Security, and Employee Involvement on Employee Performance as the P-values are more than 0.05. Further, the R square is 0.382 which means that the model explains 38.2% of the variation in Employee Performance.

Table 10: Regression Model for the Effect of the HRM Practices on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R ²
	B	Std. Error	Beta			
(Constant)	.247	.291		.848	.397	.382
Recruitment and Selection	.233	.052	.239	4.462	.000	
Compensation	.245	.052	.231	4.751	.000	
Training and Development	.071	.064	.061	1.109	.268	
Employment Security	.098	.054	.096	1.818	.070	
Performance Appraisal and Management	.139	.054	.137	2.567	.011	
Employee Involvement	.066	.060	.058	1.100	.272	
Career Planning	.133	.049	.154	2.713	.007	
a. Dependent Variable: Employee Performance						

Testing the Effect of the Employee Engagement on Employee Creativity

Table 11 shows the correlation matrix between Employee Engagement; Employee Satisfaction, Employee Performance, and Employee Creativity. It could be noted that there is a significant positive correlation between Employee Satisfaction, Employee Performance, and Employee Creativity, as corresponding P-values are less than 0.05 and the correlation coefficients are 0.483, and 0.469 respectively.

Table 11: Correlation Matrix between Employee Engagement and Employee Creativity

		1.	2.	3.
Spearmen's rho	1. Employee Satisfaction	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.	
		N	331	
	2. Employee Performance	Correlation Coefficient	.435**	1.000
	Sig. (2-tailed)	.000	.	
	N	331	331	
4. Employee Creativity	Correlation Coefficient	.483**	.469**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	331	331	331

Table 12 shows the regression analysis of the effect of Employee Engagement on Employee Creativity. It could be observed that there is a significant positive effect of Employee Satisfaction, and Employee Performance on Employee Creativity as the P-values are less than 0.05, and the coefficient values are 0.365, and 0.245 respectively. Moreover, the R square is 0.319 which means that 31.9 % of the variation of the Employee Creativity can be explained by the independent variable Employee Engagement.

Table 12: Regression Model for the Effect of the Employee Engagement on Employee Creativity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R ²
	B	Std. Error	Beta			
(Constant)	1.604	.199		8.046	.000	.319
Employee Satisfaction	.365	.053	.352	6.942	.000	
Employee Performance	.245	.040	.314	6.193	.000	
a. Dependent Variable: Employee Creativity						

Testing the Effect of the HRM Practices on Employee Creativity

Table 13 shows the correlation matrix between HRM Practices and Employee Creativity. It could be noted that there is a significant positive correlation between HRM Practices on Employee Satisfaction, as corresponding P-values are less than 0.05 and the correlation coefficients are 0.371, 0.360, 0.393, 0.367, 0.352, 0.385, and 0.429 respectively.

Table 13: Correlation Matrix between HRM Practices and Employee Creativity

Specimen's rno		1. 2. 3. 4. 5. 6. 7. 8.							
		1.	2.	3.	4.	5.	6.	7.	8.
1. Recruitment and Selection	Correlation Coefficient	1.000							
	Sig. (2-tailed)								
	N	331							
2. Compensation	Correlation Coefficient	.148**	1.000						
	Sig. (2-tailed)	.007							
	N	331	331						
3. Training and Development	Correlation Coefficient	.297**	.214**	1.000					
	Sig. (2-tailed)	.000	.000						
	N	331	331	331					
4. Employment Security	Correlation Coefficient	.264**	.278**	.514**	1.000				
	Sig. (2-tailed)	.000	.000	.000					
	N	331	331	331	331				
5. Performance Appraisal and Management	Correlation Coefficient	.218**	.244**	.187**	.222**	1.000			
	Sig. (2-tailed)	.000	.000	.001	.000				
	N	331	331	331	331	331			
6. Employee Involvement	Correlation Coefficient	.202**	.163**	.293**	.245**	.534**	1.000		
	Sig. (2-tailed)	.000	.003	.000	.000	.000			
	N	331	331	331	331	331	331		
7. Career Planning	Correlation Coefficient	.531**	.335**	.407**	.197**	.185**	.197**	1.000	
	Sig. (2-tailed)	.000	.000	.000	.000	.001	.000		
	N	331	331	331	331	331	331	331	
8. Employee Creativity	Correlation Coefficient	.371**	.360**	.393**	.367**	.352**	.385**	.429**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	331	331	331	331	331	331	331	331

Table 14 shows the multiple regression analysis of the effect of HRM Practices on Employee Creativity. It could be observed that there is a significant positive effect of HRM Practices on Employee Creativity as the P-values are less than 0.05, and the coefficient values are 0.108, 0.15, 0.102, 0.095, 0.106, 0.144 and 0.123 respectively. Moreover, the R square is 0.397 which means that the model explains 39.7% of the variation in Employee Creativity.

Table 14: Regression Model for the Effect of the HRM Practices on Employee Creativity

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	R ²
	B	Std. Error				
(Constant)	.910	.225		4.053	.000	.397
Recruitment and Selection	.108	.040	.142	2.681	.008	
Compensation	.135	.040	.163	3.407	.001	
Training and Development	.102	.050	.111	2.060	.040	
Employment Security	.095	.041	.120	2.298	.022	
Performance Appraisal and Management	.106	.042	.133	2.529	.012	
Employee Involvement	.144	.046	.162	3.094	.002	
Career Planning	.123	.038	.183	3.261	.001	

a. Dependent Variable: Employee Creativity

Table 15 displays the results of testing the effect of the mediation role of Employee Satisfaction between HRM Practices and Employee Creativity. Table 12 shows the effect of Employee Engagement on Employee Creativity, it was shown that there is a significant effect of Employee Satisfaction on Employee Creativity which means that there is a direct relation between Employee Satisfaction and Employee Creativity. Also, from Table 14 it could be noted that there is a significant effect of HRM Practices on Employee Creativity. According to Table 15, it could be observed that Employee Satisfaction fully mediates the relation between Recruitment and Selection, Training and Development, Employment Security, Performance Appraisal and Management and Employee Creativity, while, partially mediate the relation between Compensation, Employee Involvement, Career Planning, and Employee Creativity.

Table 15: Mediation Role of Employee Satisfaction between HRM Practices and Employee Creativity

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	R ²
	B	Std. Error				
(Constant)	.568	.233		2.438	.015	.429
Recruitment and Selection	.069	.040	.091	1.728	.085	
Compensation	.129	.039	.156	3.339	.001	
Training and Development	.081	.049	.088	1.657	.098	
Employment Security	.077	.041	.098	1.906	.058	
Performance Appraisal and Management	.068	.042	.086	1.636	.103	
Employee Involvement	.145	.045	.164	3.203	.001	
Career Planning	.096	.037	.143	2.581	.010	
Employee Satisfaction	.227	.053	.219	4.245	.000	

a. Dependent Variable: Employee Creativity

Table 16 displays the results of testing the effect of the mediation role of Employee Performance between HRM Practices and Employee Creativity. Table 12 shows the effect of Employee Engagement on Employee Creativity, it was shown that there is a significant effect of Employee Performance on Employee Creativity which means that there is a direct relation between Employee Performance and Employee Creativity. Also, from Table 14 it could be noted that there is a significant effect of HRM Practices on Employee Creativity. According to Table 16, it could be observed that Employee performance fully mediates the relation between Training and Development, and Employee Creativity, while, partially mediate the relation between Recruitment and Selection, Compensation, Employment Security, Performance Appraisal

and Management, Employee Involvement, Career Planning, and Employee Creativity.

Table 16: Mediation Role of Employee Performance between HRM Practices and Employee Creativity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R ²
	B	Std. Error	Beta			
(Constant)	.882	.223		3.961	.000	.410
Recruitment and Selection	.082	.041	.108	1.993	.047	
Compensation	.108	.041	.130	2.653	.008	
Training and Development	.094	.049	.103	1.913	.057	
Employment Security	.084	.041	.107	2.043	.042	
Performance Appraisal and Management	.090	.042	.113	2.156	.032	
Employee Involvement	.136	.046	.154	2.956	.003	
Career Planning	.108	.038	.161	2.862	.004	
Employee Performance	.112	.043	.143	2.624	.009	
a. Dependent Variable: Employee Creativity						

Applying the SEM Analysis for the Research Model

Table 17 shows the SEM analysis of the influence of HRM Practices on Employee Creativity. It could be observed that there is a significant effect of Recruitment and Selection, Compensation, Training and Development, and Appraisal and Management on Employee Creativity as the P-values are less than 0.05, with Estimates of 0.412, 0.120, 0.220, and 0.182 respectively. Moreover, there is an insignificant effect of Employment Security, Employee Involvement, and Career Planning on Employee Creativity as the P-values are more than 0.05. Further, the R square is 0.578 which means that the model explains 57.8% of the variation in Employee Creativity.

Table 17: SEM for the Influence of HRM Practices on Employee Creativity

		Estimate	P	R ²
Employee Creativity	<--- Recruitment and Selection	.412	***	.578
Employee Creativity	<--- Compensation	.120	.041	
Employee Creativity	<--- Training and Development	.220	.019	
Employee Creativity	<--- Employment Security	.132	.063	
Employee Creativity	<--- Appraisal and Management	.182	.003	
Employee Creativity	<--- Employee Involvement	.103	.071	
Employee Creativity	<--- Career Planning	.154	.071	

The model fit indices; CMIN/df = 1.911, GFI = 0.872, AGFI = 0.844, CFI = 0.948, and RMSEA = 0.053 are all within their acceptable levels.

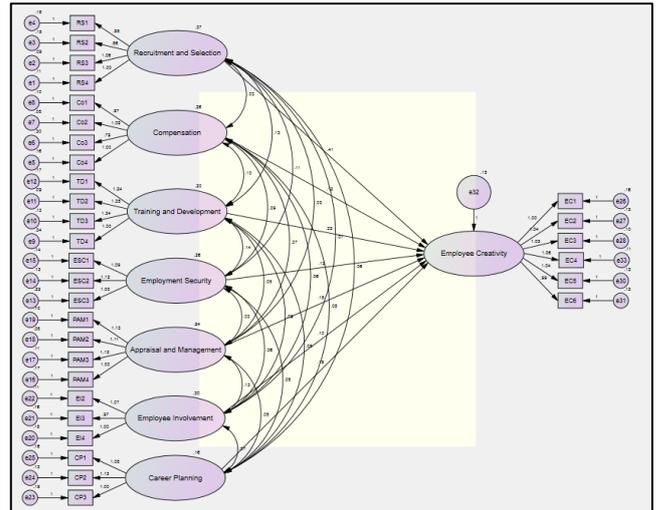


Figure 1: SEM Model for the Influence of HRM Practices on Employee Creativity

Table 18 shows the SEM analysis of the influence of HRM Practices on Employee Satisfaction. It could be observed that there is a significant effect of Recruitment and Selection, Compensation, Employment Security, Employee Involvement, and Career Planning on Employee Satisfaction as the P-values are less than 0.05, with Estimates of 0.222, 0.145, 0.124, 0.101, and 0.164 respectively. Moreover, there is an insignificant effect of Training and Development, and Appraisal and Management on Employee Satisfaction as the P-values are more than 0.05. Further, the R square is 0.475 which means that the model explains 47.5% of the variation in Employee Satisfaction.

Table 18: SEM for the Influence of HRM Practices on Employee Satisfaction

		Estimate	P	R ²
Employee Satisfaction	<--- Recruitment and Selection	.222	***	.475
Employee Satisfaction	<--- Compensation	.145	.004	
Employee Satisfaction	<--- Training and Development	.092	.240	
Employee Satisfaction	<--- Employment Security	.124	.040	
Employee Satisfaction	<--- Appraisal and Management	.091	.073	
Employee Satisfaction	<--- Employee Involvement	.101	.037	
Employee Satisfaction	<--- Career Planning	.164	.024	

The model fit indices; CMIN/df = 2.689, GFI = 0.845, AGFI = 0.807, CFI = 0.905, and RMSEA = 0.072 are all within their acceptable levels.

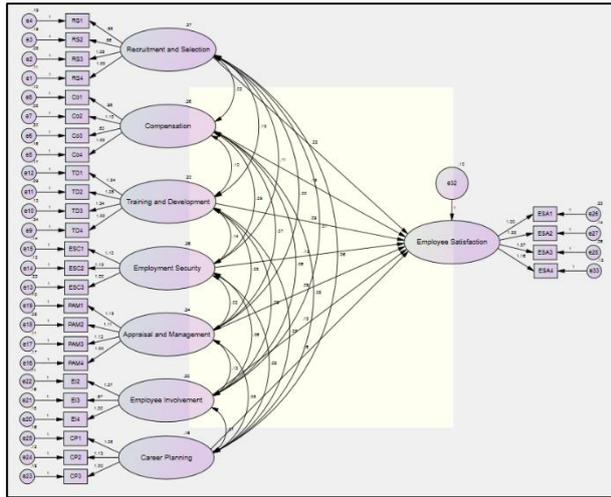


Figure 2: SEM Model for the Influence of HRM Practices on Employee Satisfaction

Table 19 shows the SEM analysis of the influence of HRM Practices on Employee Performance. It could be observed that there is a significant effect of Recruitment and Selection, Training and Development, and Appraisal and Management on Employee Performance as the P-values are less than 0.05, with Estimates of 0.115, 0.419, 0.261, and 0.215 respectively. Moreover, there is an insignificant effect of Compensation, Employee Involvement, and Career Planning on Employee Performance as the P-values are more than 0.05. Further, the R square is 0.471 which means that the model explains 47.1% of the variation in Employee Performance.

Table 19: SEM for the Influence of HRM Practices on Employee Performance

		Estimate	P	R ²
Employee Performance	<---	Recruitment and Selection	.115	.041
Employee Performance	<---	Compensation	.062	.376
Employee Performance	<---	Training and Development	.419	***
Employee Performance	<---	Employment Security	.261	.002
Employee Performance	<---	Appraisal and Management	.215	.003
Employee Performance	<---	Employee Involvement	.085	.210
Employee Performance	<---	Career Planning	.182	.072

The model fit indices; CMIN/df = 1.408, GFI = 0.909, AGFI = 0.887, CFI = 0.977, and RMSEA = 0.035 are all within their acceptable levels.

Table 20 displays the results of the SEM analysis for the mediation role of Employee Satisfaction between HRM Practices and Employee Creativity. It could be noted that the effect of Employee Satisfaction on Employee Creativity is insignificant which means that Employee Satisfaction could not mediate the

relation between HRM Practices and Employee Creativity.

Table 20: SEM for the mediation role of Employee Satisfaction between HRM Practices and Employee Creativity

		Estimate	P	R ²
Employee Satisfaction	<---	Recruitment and Selection	.249	***
Employee Satisfaction	<---	Compensation	.153	.004
Employee Satisfaction	<---	Training and Development	.067	.420
Employee Satisfaction	<---	Employment Security	.119	.062
Employee Satisfaction	<---	Appraisal and Management	.094	.080
Employee Satisfaction	<---	Employee Involvement	.102	.046
Employee Satisfaction	<---	Career Planning	.184	.017
Employee Creativity	<---	Recruitment and Selection	.374	***
Employee Creativity	<---	Compensation	.096	.117
Employee Creativity	<---	Training and Development	.230	.016
Employee Creativity	<---	Employment Security	.123	.091
Employee Creativity	<---	Appraisal and Management	.176	.004
Employee Creativity	<---	Employee Involvement	.093	.114
Employee Creativity	<---	Career Planning	.128	.147
Employee Creativity	<---	Employee Satisfaction	.096	.285

The model fit indices; CMIN/df = 2.004, GFI = 0.856, AGFI = 0.824, CFI = 0.937, and RMSEA = 0.055 are all within their acceptable levels.

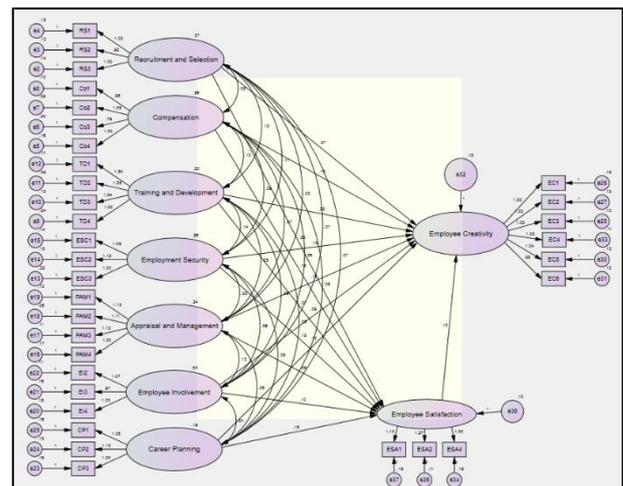


Figure 4: SEM Model for the mediation role of Employee Satisfaction between HRM Practices and Employee Creativity

Table 21 displays the results of the SEM analysis for the mediation role of Employee Performance between HRM Practices and Employee Creativity. It could be noted that the effect of Employee Performance on Employee Creativity is significant which means that Employee Satisfaction could mediate the relation between HRM Practices and Employee Creativity. Further, based on the results from Table 17 and by comparing it with the results from Table 21 it could be observed that Employee Performance fully mediate the relation between Compensation, Training and Development, and Employee Creativity, while,

partially mediate the relation between Recruitment and Selection, Appraisal and Management and Employee Creativity.

Table 21: SEM for the mediation role of Employee Performance between HRM Practices and Employee Creativity

		Estimate	P	R ²
Employee Performance	<--- Recruitment and Selection	.114	.042	.471
Employee Performance	<--- Compensation	.062	.374	
Employee Performance	<--- Training and Development	.419	***	
Employee Performance	<--- Employment Security	.261	.002	
Employee Performance	<--- Appraisal and Management	.215	.003	
Employee Performance	<--- Employee Involvement	.085	.210	
Employee Performance	<--- Career Planning	.182	.072	
Employee Creativity	<--- Recruitment and Selection	.398	***	.589
Employee Creativity	<--- Compensation	.112	.053	
Employee Creativity	<--- Training and Development	.167	.079	
Employee Creativity	<--- Employment Security	.099	.166	
Employee Creativity	<--- Appraisal and Management	.154	.011	
Employee Creativity	<--- Employee Involvement	.092	.101	
Employee Creativity	<--- Career Planning	.131	.123	
Employee Creativity	<--- Employee Performance	.128	.014	

The model fit indices; CMIN/df = 1.765, GFI = 0.865, AGFI = 0.838, CFI = 0.953, and RMSEA = 0.048 are all within their acceptable levels.

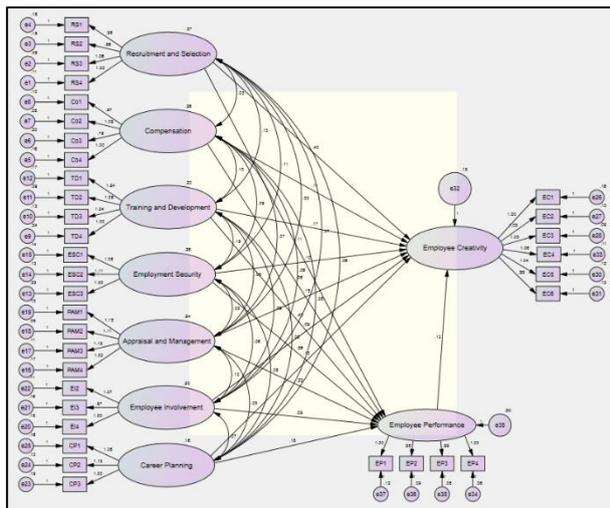


Figure 5: SEM Model for the mediation role of Employee Performance between HRM Practices and Employee Creativity

5. Discussion, Recommendation, and Implications

The study examined the impact of Employee Engagement between HRM Practices and Employee Creativity. It could be observed that Recruitment and Selection, Performance Appraisal and Management, and Career Planning shows a significant effect on Employee Satisfaction, while, Compensation, Training and Development, Employment Security, and Employee Involvement shows an

insignificant effect, which means that the first sub hypothesis of the first hypothesis is partially supported. Moreover, it could be observed that Recruitment and Selection, Compensation, Performance Appraisal and Management, and Career Planning shows a significant effect on Employee Performance, while, Training and Development, Employment Security, and Employee Involvement shows an insignificant effect, which means that the second sub hypothesis of the first hypothesis is partially supported.

Furthermore, the effect of the Employee Engagement; Employee Satisfaction, and Employee Performance have a significant effect on Employee Creativity, which means that the second hypothesis is fully supported. Moreover, the third hypothesis showed that the effect of HRM Practices is significant on Employee Creativity, which means that the third hypothesis is fully supported. Further, Employee Satisfaction fully mediate the relation between Recruitment and Selection, Training and Development, Employment Security, Performance Appraisal and Management and Employee Creativity, while, partially mediate the relation between Compensation, Employee Involvement, Career Planning and Employee Creativity, which mean that the first sub hypothesis of the fourth hypothesis is partially supported. Finally, Employee performance fully mediates the relation between Training and Development, and Employee Creativity, while, partially mediate the relation between Recruitment and Selection, Compensation, Employment Security, Performance Appraisal and Management, Employee Involvement, Career Planning, and Employee Creativity, which mean that the second sub hypothesis of the fourth hypothesis is partially supported.

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