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### **THE EFFECT OF TOP MANAGEMENT COMMITMENT TO HRM PRACTICES ON JOB SATISFACTION: THE MEDIATING ROLE OF WORKFORCE SUSTAINABILITY**

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# **The Effect of Top Management Commitment to HRM Practices on Job Satisfaction: The Mediating Role of Workforce Sustainability**

Raqiya AL DARWISHI<sup>1</sup>, Mehmet YEŞILTAŞ<sup>2</sup>

## **Abstract**

This study explores the relationship between top management commitment (TMC) to training, reward systems, and empowerment, workforce sustainability (WFS) and job satisfaction (JBS) in the context of commercial banks in Oman. Specifically, the investigation focuses on the mediating influence of workforce sustainability in the connection between TMC to training, reward systems, and empowerment initiatives on JBS. A sample of 310 employees from various commercial banks in Oman participated in this research is achieved using a self-administered survey questionnaire. The study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) as the primary analytical tool to assess the relationships and interactions in this study. The Findings of this study indicated a positive interaction of TMC regarding training on JBS. However, it shows an insignificant impact of TMC to empowerment and reward on JBS. This study also indicated a positive interaction of TMC regarding training and empowerment on WFS. However, it shows an insignificant impact of TMC to reward on WFS. WFS also have a positive impact on JBS. Additionally, WFS has a mediating influence in the interaction between TMC to training and empowerment on JBS. However, the mediating influence of WFS in the interaction TMC to reward on JBS is not supported. The findings of this study are anticipated to provide valuable insights for both academic and practical purposes. This research contributes to the broader discourse on organizational management and human resources practices, offering meaningful implications for cultivating a positive and sustainable work environment in the banking industry.

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## Introduction

In recent years, there has been a lot of focus on the idea of building a sustainable workforce as companies realize the value of fostering a great work atmosphere and reaching job satisfaction. From the perspective of working conditions, organizations understand that sustainability can impact workforce sustainability (WFS) goals such as talent acquisition and retention, health and safety for employees, skill development investments, and workforce management (Bolis et al., 2014; Hassanein & Özgüt, 2022). Reducing expenses associated with burnout, illness absenteeism, and personnel turnover is crucial, and a sustainable workforce is one in which people can retain and improve their employability throughout their working careers (Ybema et al., 2020). Top management commitment (TMC) to Human Resources Practices (HRM) practices plays a crucial role in shaping the organizational culture that impact job satisfaction (JBS) and workforce sustainability.

Workforce sustainability goes beyond short-term personnel management to consider the long-term viability of the workforce. It involves strategies to attract, retain, and develop talent within the organization (Viterouli et al., 2023). A sustainable workforce is one that is adaptable to change, motivated to contribute, and equipped with the necessary skills for evolving job requirements (Piwowar-Sulej, 2021; Rotatori et al., 2021). Understanding the relationship between top management commitment to HRM practices and these key factors is pivotal for organizations seeking to create a resilient and high-performing workforce. Top management commitment to HRM practices is indicative of the dedication and support demonstrated by the highest echelons of organizational leadership (Aboramadan et al., 2020). In the context of human resource development, top management commitment reflects the endorsement and prioritization of strategies aimed at training, empowerment and reward system to enhance job satisfaction (Dorta-Afonso et al., 2021).

Gambatese et al. (2019) suggested investigating the antecedents of workforce sustainability. Hence, this study will respond to this call for research to address the research gap by applying top management commitment to HRM practices as an antecedent. Despite the growing importance of sustainable workforces and job satisfaction in the workplace, limited empirical attention has been directed towards investigating the mediating role of workforce sustainability in the relationship between TMC to HRM practices, and job satisfaction. Specifically, there is also a lack of research addressing the role of TMC to HRM practices in promoting a sustainable workforce and achieving job satisfaction in the context of developing countries like Oman, particularly in the banking industry. The banking sector in Oman stands at a pivotal juncture, navigating rapid economic growth and

advancements that are reshaping the global financial landscape. With a strategic focus on improving the industry workforce, Oman's banking sector recognizes the imperative role of committed leadership in fostering sustainable growth and competitiveness (Umair et al., 2023). As Oman charts its course towards economic diversification and increased financial services demand, the human capital within the banking sector emerges as a critical asset. As the sector contends with dynamic market forces, technological disruptions, and evolving customer expectations, top management commitment becomes a linchpin for organizational success. Understanding the nature and impact of this commitment is paramount for aligning human resource strategies with the sector's trajectory and ensuring that the workforce remains a resilient and adaptive force in the face of change. As the sector expands, the ability of banks to maintain a skilled, motivated, and adaptable workforce becomes imperative for sustained success.

This research gap presents an opportunity to explore the relationship between top management commitment to HRM practices, job satisfaction, and workforce sustainability, and to provide valuable insights for organizations and policymakers in developing countries to develop and implement strategies that promote a sustainable workforce and enhance job satisfaction in the banking sector. The current study aims to examine the relationship between top management commitments to HRM practices: training; reward systems; and empowerment, workforce sustainability and job satisfaction in the banking context of a developing country with resource-based view (RBV) as theoretical framework. The RBV framework will provide a lens through which to examine the unique resources and capabilities of the banking industry in the context of a developing country, and how these factors contribute to job satisfaction and organizational sustainability.

## **Literature Review and Hypothesis Development**

### *Workforce sustainability*

According to Gambatteste *et al.* (2019), workforce sustainability is a quality that indicates how well a workforce can carry out its intended role over a certain time frame. The longevity of an organization's workforce is proportional to the degree to which its employees experience a supportive, inclusive, welcoming, safe, appreciated, and mature work environment. The inputs (such as education and training) and outputs (like maturity and competence) that determine workforce sustainability. The attributes of workforce sustainability include nurturing, diversity, equity, health and well-being, connectivity, value, community and maturity (Karakhan, Gambatese, & Simmons, 2020).

### *Resource-based View RBV*

The current analysis is based on the Resource-Based View (RBV) theory, which states that a company's physical and intangible assets combine to provide the business with a competitive advantage and guarantee its long-term sustainability. The RBV theory posits that the foundation of every sustainable workplace is a top-down commitment to training, incentives programs, and empowerment initiatives (Haldorai *et al.*, 2022; Acharya & Jena, 2016). The Resource-Based View (RBV) has gained significant traction in the field of strategic management as a theoretical perspective for comprehending the conditions that allow a corporation to achieve sustainability (Armstrong and Shimizu 2007). RBV in strategic management assists businesses in achieving sustainable development by adjusting resource and capacity management to changes in the business environment (Rugman & Verbeke, 2002; Szymaniec-Mlicka, 2014). The relationship between organizational resources, sustainable business practices, and their creation and application has also been examined using the RBV theory, and this relationship has received a lot of attention lately (Xu *et al.*, 2014). Furthermore, companies that integrate sustainability into their corporate culture have a higher chance of being financially successful, according to Stahl *et al.* (2020). Nevertheless, little study has been done on how such sustainability metrics impact employees' job happiness, particularly when taking RBV theory into account.

### *Top Management Commitment to HRM Practices and Job Satisfaction*

Decisions on which policies to implement and how to effectively communicate them across the organization are the purview of top management. The focus of upper management on enhancing an organization's capabilities is known as top management commitment (TMC) (Gavronski *et al.*, 2011). To sum up, it stands for the dedication of upper management to effective HRM practices including training, empowerment, and a reward system; its absence impacts employee outcomes like job satisfaction (Rubel *et al.*, 2021). According to research done in Sudanese oil firms by Ahmed and Idris (2020), TMC, empowerment of employees, cooperation, training and education, and employee participation are the most important factors in promoting job satisfaction among workers. According to Adawiyah *et al.* (2020), top management in Islamic banks in Indonesia has a stronger impact on employee job satisfaction via quality management practices including training, empowerment, and rewards. In a similar vein, Hassan *et al.* (2018) looked at the impact of top-level management's dedication on job satisfaction among Majlis Bandaraya Melaka Bersejarah (MBMB) personnel and found that training, teamwork, and top-level management's commitment were key factors. In addition, a model for service recovery performance was put out by Babakus *et al.* (2003) using Bagozzi's reinterpretation of attitude theory. This model emphasizes the need for top-down support for training, empowerment, and rewards. The researchers in this study

showed that the level of commitment from the top management had a substantial impact on the level of job satisfaction among frontline bank employees in Turkey. Top management must prioritize HRM practices to increase job satisfaction. Thus, this study posits that:

H1: TMC on training has a positive impact on JBS

H2: TMC on reward has a positive impact on JBS

H3: TMC on empowerment has a positive impact on JBS

### *Top Management Commitment to HRM Practices and Workforce Sustainability*

The dedication of top management provides a foundation for a sustainable workforce, according to Digalwar et al. (2013). Additionally, workers form favorable emotions and a sense of commitment to an organization when that organization shows it is dedicated to them. Good HRM techniques are a way for management to demonstrate their dedication to their workers (Yang & Arthur, 2021). Podgorodnichenko et al. (2022) found that many firms overlook HRM practices and how they impact worker sustainability. Workers are more inclined to stay with a company if they believe their employer cares about them and will stand by them no matter what (Chanana & Sangeeta, 2021). The dedication of managers and organizations to assist workers is crucial if employees are to provide exceptional service. The trajectory of workforce sustainability initiatives in organizations is largely dictated by the level of commitment from top management (Huo et al., 2020). According to several studies (Amjad et al., 2021; Mariappanadar, 2020; Harrach et al., 2020; Yong et al., 2020), organizations are more likely to adopt sustainable workplace practices when top management is fully committed to HRM initiatives like training, empowerment, and reward systems. Another point made by Gutu et al. (2023) is that the sustainability of attributes like workforce nurturing, diversity, equity, health and wellbeing, connectivity, value, community, and maturity can be achieved with the help of top-level management and leadership. Efforts to make the workforce more sustainable are believed to include every single employee, which in turn increases the pressure on upper management to get on board (Karakhan et al., 2023). According to Haldorai et al. (2022) and Kang et al. (2022), organizations may promote worker sustainability through top management commitment to HRM practices. Workforce sustainability, including employee health and wellness, equality, and value, is a result of a company's senior management's commitment to training, reward, and empowerment programs. Thus, this study hypothesized that:

H4: TMC on training has a positive impact on WFS

H5: TMC on reward has a positive impact on WFS

H6: TMC on empowerment has a positive impact on WFS

### *Workforce Sustainability and Job Satisfaction*

It is impossible to overstate the importance of job satisfaction as a measured indicator of an employee's emotional stability, conscientiousness, and overall happiness on the job (Davidescu *et al.*, 2020). According to Bakottić and Bulog (2021), when it comes to employees' roles at work, satisfaction can be described as their emotional attachment to their work. This attachment is heavily impacted by sustainable work practices, which in turn affect productivity and the overall performance of the organization. Many studies have highlighted the fact that sustainable work practices influence job satisfaction, while the level in which the workforce become sustainable has an impact on productivity and therefore on company performance (Gumasing & Ilo, 2023; Lange, 2021). The employees' perceptions of the nature of their work have a considerable impact on job satisfaction level (Côté *et al.*, 2021). The factors that significantly influence job satisfaction can be associated to workplace value, equity, good health and wellbeing policies, nurturing environment, connectivity and maturity among employees, team cohesion and diversity (Kollmann *et al.*, 2020). This determinant of job satisfaction are attributes of a good culture in workplace (Park & Doo, 2020). Additionally, companies with successful sustainability programs are more likely to have employees with greater engagement and satisfaction (Amrutha & Geetha, 2021). Therefore, promoting and creating a positive and sustainable work environment can significantly impact job satisfaction (Idris *et al.*, 2020; Bulińska-Stangrecka & Bagińska, 2021). Research has indicated that sustainability fosters a sense of purpose, and employees who perceive their work as meaningful and purposeful are more engaged and satisfied with their jobs (Gumasing & Ilo, 2023). This highlights the importance of integrating sustainability practices into the workplace to enhance and promote job satisfaction. Thus, this study posits that:

H7: Workforce sustainability has a positive impact on Job Satisfaction.

### *Mediating influence of Attributes of Workforce Sustainability*

The mediating influence of attributes of workforce sustainability on the relationship between top management commitment and job satisfaction is a multifaceted and important area of study. When an organization workforce operates in a sustainable way it improves its image and reputation, which results in greater employee job satisfaction toward top management and organization (de Jonge & Peeters, 2019). Researches posit that when employees feel that top management is committed towards their well-being and functionality of the workforce with the organization, this promotes employee satisfaction (Khan *et al.* 2021; Zhang *et al.*, 2022). Therefore, we predict that attribute of workforce sustainability which includes, workforce nurturing, workforce diversity, workforce health and wellbeing, workforce connectivity, workforce value, workforce community, workforce maturity will mediate the relationship of top management commitment

to employee satisfaction. Research has indicated that top management commitment to HRM practices promotes sustainability initiatives and can influence employee job satisfaction (Cherif, 2020). This suggests that the actions and decisions of top management toward HRM initiatives can have a significant impact on the working environment and employee satisfaction. Organizations that invest in the sustainable employability of their workforce are more likely to create a positive and supportive work environment that fosters job satisfaction (Crucke *et al.*, 2022; Gürbüz *et al.*, 2023). Availability of the these sustainable or workforce initiatives communicate that an organization is committed and cares about their employees by exhibiting desirable attributes, which strengthen employee satisfaction with the firm (Saks, 2022). This is line with RBV theory which reported in previous research (e.g., Khaskhely *et al.*, 2022) that an organization that introduce the sustainability practices within their culture and workforce, tend to be more profitable in all ramification. Thus, this study posits that:

- H8: Workforce sustainability has a mediating influence in the relationship between top management commitment on training and job satisfaction
- H9: WFS has a mediating influence in the relationship between TMC on reward and JBS
- H10: WFS has a mediating influence in the relationship between TMC on empowerment and JBS

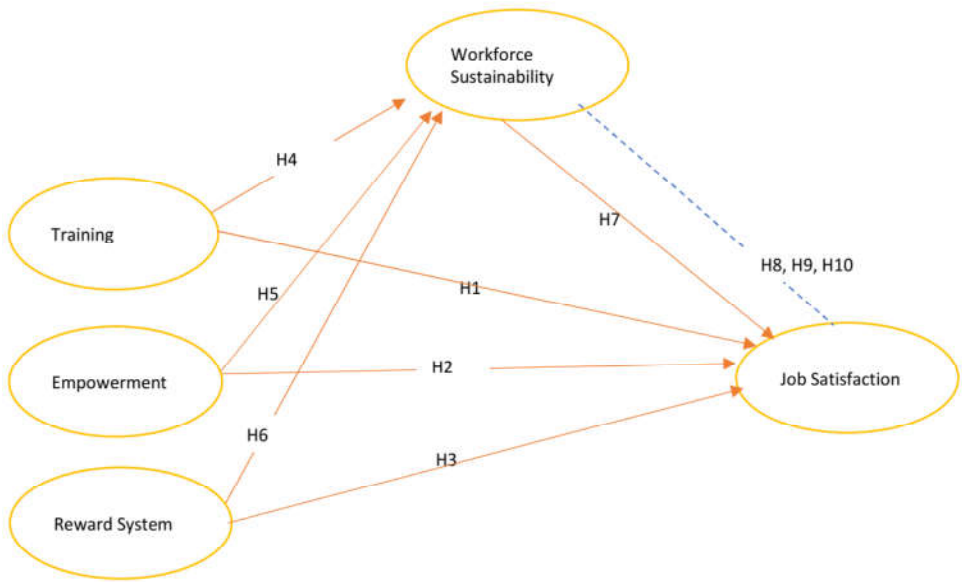


Figure 1. Conceptual Framework



## Methodology

### *Measurement items*

Measures of top management commitment includes, training (six items), rewards (five items) adapted Boshoff and Allen (2000) and five items for empowerment adapted from Hayes (1994) were used to measure. Job satisfaction was adapted from Bérubé *et al.* (2007) research comprising of 5 items. Workforce sustainability comprising of twenty items developed from Gambatese, Karakhan and Simmons (2019). This constructs adopts a five Likert scale which ranges from strongly disagree (1) to strongly agree (5).

### *Sampling and Data Collection*

This research employed a sampling approach called judgmental sampling. In this case “the researcher picks selected aspects from the population that will be representative or instructive about the subject” (Yadav, Singh, & Gupta, 2019). People who work for Oman’s commercial banks will fill out the survey. The 310 people who took part in the study came from three separate Omani commercial banks and had varying levels of responsibility. The study’s aims and the consent to gather data were communicated to each bank’s management through a letter. In order to collect the data, management granted the researcher authorization. Management has approved the participant’s involvement, and they were informed that participation was optional but encouraged.

### *Data Analysis*

An often-used structural equation modeling (SEM) approach called partial least squares (PLS) was employed for the data analysis (Ringle *et al.*, 2012). Previous research has shown that PLS-SEM’s prediction orientation, high model complexity, and use of formatively evaluated components make it a successful method (Hair *et al.*, 2012). The PLS approach is used to assess the model by approximating the causal relationship between latent variables. The PLS-SEM package includes RPA and Structured Equation Modeling (Ringle *et al.*, 2020). This approach could be useful for studying PLS-SEM models. Data normalcy and bootstrapping procedures about real-world scenarios are essential. Notable works by Hair *et al.* (2014) attest to incorporating component loading, differential, and composite validity into the measurement model. To get path coefficients, the interaction was examined using bootstrapping (Kock, 2018). All of the measuring scales were self-reported, therefore it was important to evaluate the impact of common-method bias.

Results

Demographics

The table 1 presents a comprehensive overview of the demographic and professional characteristics of the surveyed population. The gender distribution reveals a predominant male presence, constituting 67.8% of the sample, while females account for the remaining 34.2%. This gender imbalance highlights an area for potential exploration in terms of gender diversity initiatives within the context of the studied domain. Age distribution indicates a varied workforce, with a significant proportion falling within the age brackets of 25-40 years, collectively representing 74.5% of the sample. Educational qualifications exhibit a predominance of Bachelor’s degree holders (59.7%), followed by Master’s degree holders (22.6%) with a relatively low percentage of respondents with PhD (1.6%). Years of work experience analysis reveals a diverse workforce in terms of tenure, with a substantial portion (42.9%) boasting 10 years or more of experience. This experienced cohort is complemented by a relatively even distribution in the 5-9 years and less than 5 years’ categories, signifying a balanced mix of seasoned professionals and those in the early stages of their careers. The segmentation based on current job experience further refines this understanding, with the majority falling within the 3-9 years’ range, while a smaller but notable proportion (11%) possesses a decade or more of current job experience.

Table 1. Demographics

Identification information	Indicators	Number	Percentage(%)
Gender	Male	204	67.8
	Female	106	34.2
Age	25-30 years	91	29.3
	31-35 years	76	24.5
	36-40 years	64	20.7
	41-45 years	41	13.2
	46-50 years	20	6.5
	>51 years	18	5.8
Educational qualification	Diploma	50	16.1
	Bachelor	185	59.7
	Master’s degree	70	22.6
	PhD	5	1.6

Years of work Experience	<5 years	75	24.2
	5-9 years	102	32.9
	10 years & above	133	42.9
Current job Experience	<3 years	65	21
	3-5 years	117	37.7
	6-9 years	94	30.3
	10 years & above	34	11

### Measurement and Validation

Results for convergent validity and internal consistency reliability as assessed by Cronbach's Alpha, Composite Reliability, and average variance extracted (AVE) are also included in Table 1. The results show that all three reflective constructs meet the criteria for internal consistency and convergent validity, above the acceptable level (Cronbach's Alpha > 0.70; Composite reliability are above 0.70; AVE  $\geq$  0.50). The Heterotrait-Monotrait Ratio (HTMT) and the Fornell-Larcker criteria were used to determine discriminant validity. Each model component must be able to capture a distinct phenomena in order for the model to be considered discriminantly valid (Hamid *et al.*, 2017). According to Hair *et al.* (2021), all constructs met the proposed criteria in both discriminant validity tests, which state that all scores should be below 0.9.

Table 2: Reliability and validity of the constructs

Scale items	Factor loading (FL)	Cronbach's $\alpha$	Composite reliability (CR)	Average extracted (AVE)
TRG1	0.886	0.925	0.944	0.770
TRG2	0.899			
TRG3	0.881			
TRG4	0.851			
TRG5	0.87			
EMP2	0.987	0.786	0.873	0.778
EMP4	0.763			
RWD1	0.915	0.851	0.859	0.557
RWD2	0.562			
RWD3	0.737			
RWD4	0.84			
RWD5	0.617			

WFS1	JBS 0.479	0.881	0.900	0.598
WFS2	0.577			
WFS3	0.646			
WFS4	0.728			
WFS5	0.494			
WFS6	0.642			
WFS7	0.542			
WFS8	0.708			
WFS9	0.573			
WFS10	0.47			
WFS11	0.753			
WFS12	0.72			
WFS14	0.696			
WFS17	0.701			
JBS1	0.599	0.749	0.781	0.550
JBS2	0.695			
JBS3	0.9			

*Note: Factor standardized loadings of all items were significant*

Table 3. Assessment of the discriminant validity of constructs (Fornell-Larcker Criterion)

	1	2	3	4	5
TRG	0.878				
EMP	0.067	0.882			
RWD	0.019	-0.120	0.746		
WFS	0.506	0.295	-0.147	0.631	
JBS	0.265	0.104	0.033	0.309	0.742

Table 4. Heterotrait-Monotrait ratio (HTMT)

	1	2	3	4	5
TRG					
EMP	0.083				
RWD	0.097	0.107			
WFS	0.545	0.287	0.150		
JBS	0.299	0.099	0.131	0.303	

### Hypothesis Testing

This study comprises of seven hypotheses as shown in table 5, which also displays the path coefficient in this study. Hypothesis H1, suggesting a path from TRG to JBS, is strongly supported by the data, with a positive coefficient (0.141) of significant t-value of 2.180 and a p-value of 0.015, indicating a high level of confidence in this relationship. Similarly, H2, which posits a link between EMP and JBS, also garners robust support, with a positive coefficient (0.229) of t-value of 4.256 and a p-value of 0.000, further affirming the significance of this association. However, H2 proposing a relationship between EMP and JBS is not supported as evidenced by the non-significant p-value (0.287). Also, H3 is not supported, proposing a relationship between RWD and JBS, as evidenced by the non-significant p-value of 0.160, leading to its rejection.

Hypothesis H4, suggesting a path from TRG to WFS, is strongly supported by the data, with a positive coefficient (0.492) of significant t-value of 10.120 and a p-value of 0.000, indicating a high level of confidence in this relationship. Similarly, H5, which posits a link between EMP and WFS, also garners robust support, with a positive coefficient (0.246) of t-value of 4.597 and a p-value of 0.000, further affirming the significance of this association. However, H6, proposing a relationship between RWD and WFS, is not supported by the data, as evidenced by the non-significant p-value of 0.067, leading to its rejection.

In Hypothesis 7, the path from WFS to JBS, the analysis indicates strong support, with a positive coefficient (0.239) and significant t-value of 2.413 and a p-value of 0.008, underscoring the importance of WFS in influencing JBS. Similarly, H8 and H9, which explore the mediating effects of WFS on TRG-JBS and EMP- JBS respectively, are both well-supported by the data, with significant, coefficient, t-values and p-values, highlighting the compounded impact of these factors on JBS. Lastly, H10, which examines the mediating influence of WFS on RWD-JBS, fails to gain support, with a non-significant p-value of 0.114, leading to its rejection.

Table 5. Path Coefficient

Path (hypothesis)	Original Sam- ple ( $\beta$ )	Std. Dev.	t-value	p-value	Conclusion
H1: TRG-JBS	0.141	0.065	2.180	0.015	Supported
H2: EMP-JBS	0.032	0.058	0.563	0.287	Rejected
H3: RWD-JBS	0.069	0.070	0.993	0.160	Rejected
H4: TRG-WFS	0.492	0.049	10.120	0.000	Supported
H5: EMP-WFS	0.246	0.054	4.597	0.000	Supported
H6: RWD-WFS	-0.127	0.085	1.500	0.067	Rejected
H7: WFS-JBS	0.239	0.099	2.413	0.008	Supported
H8: TRG-WFS-JBS	0.118	0.046	2.560	0.005	Supported
H9: EMP-WFS-JBS	0.059	0.029	2.003	0.023	Supported
H10: RWD-WFS-JBS	-0.030	0.025	1.203	0.114	Rejected

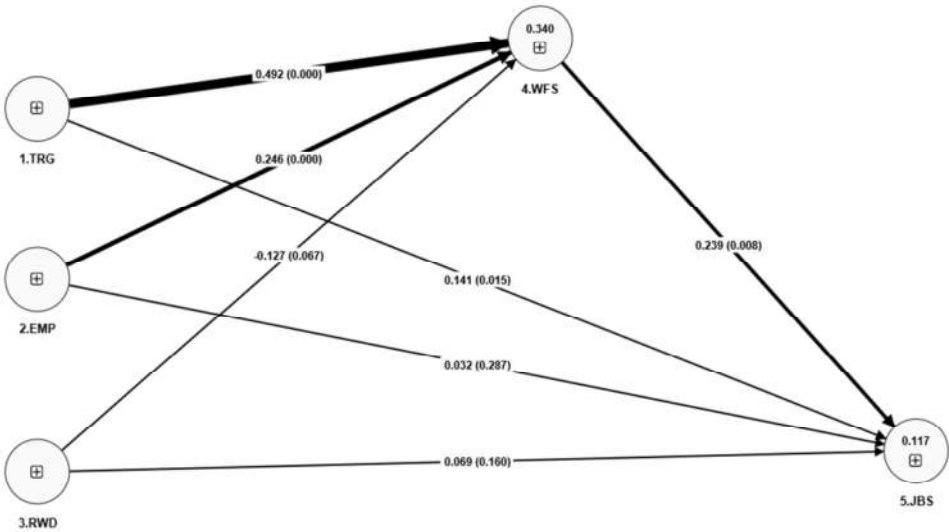


Figure 2. Structural Equation Model

## Discussion

This research finding indicated a positive impact of top management commitment regarding training on job satisfaction. This is supported by previous studies which found actual relations between top management commitment to training and empowerment initiatives on job satisfaction (Ahmed & Idris, 2020; Adawiyah *et al.* 2020). However, this study's result showed an insignificant impact of top management commitment to empowerment and reward system on job satisfaction. The present finding is contrary to previous studies which found actual relations between top management commitment to empowerment and reward systems on job satisfaction (Babakus *et al.*, 2003; Hassan *et al.*, 2018). This is attributable to the possibility that some contextual factors like the organizational culture, industry dynamics, or workforce demographics may impact the effectiveness of top management commitment in designing the empowerment and reward systems and consequent impact on job satisfaction. This research finding also indicated a positive impact of top management commitment training on workforce sustainability. Furthermore, the finding indicated that there is no positive impact of top management empowerment on workforce sustainability. The findings had been supported by previous studies which demonstrated actual relations between top management commitment to training and empowerment initiatives on the workforce sustainability (Amjad *et al.*, 2021; Mariappanadar, 2020). This study finding rejected the hypothesis regarding the positive impact of top management commitment to reward systems on the workforce sustainability. This contradicts the previous study which found the actual relation between top management commitment reward systems on workforce sustainability (Harrach, Geiger, & Schrader, 2020; Yong *et al.*, 2020). It might be possible that the top management deployed the reward systems used on the employees may lack the clearness, consistency, or relevance that motivates them towards sustainable practices. Finally, an actual relation is also found between the workforce sustainability and job satisfaction. Gumasing and Ilo (2023) findings among Philippines supply chain workers have similar results as they established strong positive factual between sustainable work practice and job satisfaction. This finding is consistent with previous research conducted by Bulińska-Stangrecka and Bagieńska (2021) and Kollmann *et al.* (2020) research.

The mediating effect of workforce sustainability in the impact of top management commitment training and empowerment on job satisfaction is supported. This implies that top management commitment plays a critical role in enabling workforce empowerment and promoting workforce job satisfaction. For example, Cherif (2020) found that the degree to which top management of Saudi Arabian banking firms are committed to HRM practices is positively related to the strength of the HRM practices to sustain sustainability initiatives and that it is consequently more likely that employees or the workforce will be satisfied with their jobs. Additionally, the mediating effect of workforce sustainability in

the impact of top management commitment to reward on job satisfaction is not supported. It is endurable that even if top management is committed to reward systems, the bearing between top management commitment to reward systems and job satisfaction may not depend on the sustainability of the workers. This study's findings provide a foundation for both theoretical and practical implications which is discussed.

### *Theoretical Implications*

This study provides an in-depth knowledge of the influence of top management commitment of HRM practices on workforce sustainability and job satisfaction. It is consistent with the RBV theory's perspectives of highlighting top management commitment's pivotal role in determining organizational outcomes. By developing a more nuanced multifaceted pattern, it takes under consideration exactly how workforce sustainability can contribute to job satisfaction. This study also expands RBV theory from a standpoint of the organizational behavior and management in terms of the relationships among top management commitment, workforce sustainability and job satisfaction. It thus helps in validating models and existing theory in the related area with empirical data. This study also has a depth on organizational studies by utilizing workforce sustainability as mediators. Utilizing the Oman banking sector as in the study's case, this study also contributes to a cross-national perception. It also creates additional perspectives for scholars to investigate fully pathways in which top management commitment of HRM practices bear on employee satisfaction.

### *Practical Implication*

The research findings also have practical implications. This study proves that top management commitment to HRM positively shapes the workforce. To imply the findings in practice, organizational leaders should take measures to prioritize training, reward, and empowerment initiatives visibly. Organizations should endeavor to improve workforce development by building on-nurturing, diversity, equity, health, and connectivity work conditions value, community, maturity. The top management's commitment can be used to develop their training programs that suit the needs and aspirations of their workforce and introduce job satisfaction mechanisms. This will ensure that the training program is realistic and positive in the end. Top management's commitment can also be geared to create a tailored reward system by giving some of its non-monetary rewards to create a positive experience concerning job satisfaction. Empowerment should be the key for organizations trying to improve their workforce. The findings can also help policymakers that encourage top management commitments in organization. This could include emphasis on training programs, reward system, empowerment strategies, promoting diversity, inclusion, and emphasizing employee well-being.



## Conclusion

The current study was a comprehensive exploration of the multilayered relationships between Top management commitment regarding HRM practices which includes training, reward, and empowerment on workforce sustainability and job satisfaction, in the context of commercial banks of Oman. Evidently, this study accepts all the hypotheses which indicates that the associations between these constructs are highly significant for scholars and practitioners in the respective sphere of organizational management. Firstly, the research has contributed significantly to the organizational management area, as indicated above, it provided empirical data on the interrelations between Top management commitment regarding HRM practices and workforce sustainability. Moreover, the research findings can also be helpful for the scholars aimed at extending the current body of knowledge on the interrelations between the mentioned constructs. Secondly, it can also be beneficial for the practitioners. Furthermore, this study also filled in gaps in various empirical studies by analyzing the mediation effect of workforce sustainability in the top management commitment regarding HRM practices and job satisfaction relationship. Based on these findings, top management in the banking sector could develop and implement numerous strategies concerning empowerment initiatives, appropriate training programs and reward systems that could lead to the workforce sustainability. Also, this study recommends a plan of actions by organizational leaders in terms of the creation of supportive and positive environment that will lead to the increased work satisfaction thus involving the workforce in the sphere.

### *Limitations and Future Research*

While the findings provide valuable insights, limitations exist. Addressing the limitations in this study and pursuing future research directions will contribute to a more comprehensive understanding of the relationships between top management commitment to HRM practices, workforce sustainability, and job satisfaction, advancing scholarly knowledge in organizational behavior and management. The findings are based on the context of the Oman banking sector, limiting generalizability to other industries or regions. Future research should explore the applicability of the study's outcomes in diverse organizational settings. The study adopts a cross-sectional design, capturing a snapshot of the relationships at a specific point in time. Longitudinal studies could offer a more dynamic understanding of how top management commitment to HRM practices influences workforce dimensions and job satisfaction over time. Future research should explore other HRM practices associated with top management commitment and its influence workforce sustainability and job satisfaction.

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