

**The Impact of Human Resource Management Quality on  
Decision Making Process at Jordanian Medical Diagnosis  
Laboratories Organizations**

أثر جودة إدارة الموارد البشرية على عملية صنع القرار في منظمات  
المختبرات التشخيصية الطبية الأردنية

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**Thesis Submitted in Partial Fulfillment of the Requirements for  
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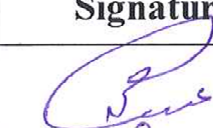
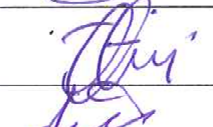
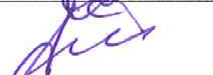
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## Examination Committee's Decision

This thesis of the student Ibrahim Mohammad Siag, which studied “The Impact of Human Resource Management Quality on Decision Making Process at Jordanian Medical Diagnosis Laboratories Organizations” has been defined, accepted and approved on 17/1/2018

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Finally, thanks for the examination committee for devoting much of their valuable time reviewing and discussing the material of the study.

**Ibrahim Mohammad Siag**

## **Dedication**

This thesis is dedicated to my precious family; my father Mohammad, my mother Najah, my sisters Reema, my niece Meran and my lovely friends who helped me in each and every way it was needed and believe in me, for their endless support throughout my life to reach this stage .

It is hard to find word to express my gratitude and thanks, to each of the above, I extend my deepest appreciation.

**Ibrahim Mohammad Siag**

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**The Impact of Human Resource Management Quality on Decision Making Process at Jordanian Medical Diagnosis Laboratories Organizations.**

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**Abstract**

**Purpose:** The purpose of the current study is to investigate the impact of human resource management quality on decision-making process at Jordanian Medical diagnosis laboratories organizations.

**Design/methodology/approach:** This study follows a quantitative descriptive design. The data collected from 99 managers working at 15 Medical laboratories organizations by questionnaire. After confirming normality, validity and reliability of the tool, the statistical analysis means, standard deviations, and t-values used to describe the responses, then correlation between variables was carried out, and finally multiple regressions used to test the hypothesis.

**Findings:** The results show that there is an agreement on high implementation of human resource management quality and decision making process variables among Jordanian Medical diagnosis laboratories organizations. Result also shows the relationship between human resource management quality and decision-making process is very strong. Finally, all human resource management quality variables have effect on decision-making process except the employees' involvement that does not show significant effect on decision-making process of Jordanian Medical diagnosis laboratories organizations.

**Research limitations/implications:** This study is directed towards Medical diagnosis laboratories organization in Jordan. Generalized the results to other industries and countries is questionable. Therefore, more studies other industries and countries are needed to mitigate the issue of generalizing results.

**Kay Words:** Human Resource Management Quality, Decision-Making Process, Jordanian Medical Diagnosis laboratories organizations, Jordan.

## أثر جودة إدارة الموارد البشرية على عملية صنع القرار في منظمات مختبرات التشخيصية الطبية الأردنية

إعداد:

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الملخص

الغرض: الغرض من الدراسة الحالية هو دراسة أثر جودة إدارة الموارد البشرية على عملية صنع القرار في منظمات المختبرات التشخيصية الطبية الأردنية.

التصميم / المنهجية / المنهج: تتبع هذه الدراسة تصميماً وصفيّاً كميّاً. البيانات التي تم جمعها من 99 مديراً يعملون في 15 منظمة للمختبرات الطبية عن طريق الاستبيان. بعد التأكد من صدق وثبات الأداة والتوزيع الطبقي لعينة الدراسة، تم الارتباط بين المتغيرات، وأخيراً تم استخدام الانحدارات المتعددة للاختبار الفرضية.

النتائج: أظهرت النتائج وجود اتفاق على التنفيذ العالي لجودة إدارة الموارد البشرية ومتغيرات عملية صنع القرار بين منظمات المختبرات التشخيصية الطبية الأردنية. وتظهر النتيجة أيضاً العلاقة بين جودة إدارة الموارد البشرية وعملية صنع القرار قوية جداً. وأخيراً، فإن جميع متغيرات إدارة الموارد البشرية لها تأثير على عملية اتخاذ القرار باستثناء مشاركة الموظفين التي لا تظهر تأثيراً كبيراً على عملية صنع القرار في المختبرات التشخيصية الطبية الأردنية.

قيود البحث / الآثار: هذه الدراسة موجهة نحو المختبرات التشخيصية الطبية في الأردن. تعميم النتائج على الصناعات والبلدان الأخرى أمر مشكوك فيه. لذلك، هناك حاجة لمزيد من الدراسات على صناعات مختلفة لتخفيف من قضية تعميم النتائج.

الكلمات المفتاحية: جودة إدارة الموارد البشرية، عملية اتخاذ القرار، منظمات المختبرات التشخيصية الطبية الأردنية

# Chapter One: Introduction

## 1.1. Background

Human Resources Management (HRM) is a term that is widely used to describe all activities related to recruiting, selecting and developing people in organizations. Now-a-days, the war between organizations are concentrated on how to capture, develop, maintain and retain the talented people and called talent ware. The quality of people affect all organizations activities, which impact organization's survival and development. Organization decision is not only based on information, but also on how people use the information. Almost all employees are subjected to take decision during their daily activities whether related to their life or their work. The maturity of decision taking depend on decision-making process, while decision-making process depends on quality of people who participate in decision-making. Improving human resource quality start from selecting, recruiting, training, teamwork, involvement, empowerment and commitment. If these functions done properly, it will directly affect the quality of decisions taken by the organization. Moreover, the employees who participate in decision-making should understand decision-making process, which has sequential steps: problem recognition, generating alternatives, evaluating alternatives, selecting the best alternatives, implementing the chosen alternative, and finally, monitoring and controlling. In medical laboratories organization, quality of human resource is crucial for decision-making, because it affects human health.

Ishikawa (1985) said selecting suitable employees directly affect decision-making process, which influence organizations' performance. Moreover, Wright and Boswell (2002) stated that traditional human resource

management focus on the individuals' practices, while modern human resource management focus on systems, groups, and the whole organization. Furthermore, Huselid and Becker (2011) mentioned that people practices can make the differences among organizations, where they develop and implement the suitable organization's strategy. Gadenne, et. al. (2012) added that the recruitment and retention of talented employees would improve decision-making process, which enhance corporate vision and reputation. Durkovic, et. al. (2013) described the human resource management quality as an important factor for achieving organizational effectiveness. Kaner, et. al. (2014) pointed also that involving employees in decision-making can lead to better problem identification and solving. Finally, Alrhaimi and Mugableh (2017) stated that the quality of human resource an influence initiatives, creativity, and innovation, that improve the organization performance.

It seems that, the decision-making process is directly affected by human resource management quality elements. Therefore, the purpose of this research is to investigate the impact of human recourse management quality (employees' training, employees' teamwork, employees' involvement, employees' empowerment, and employees' commitment) on decision-making process at Jordanian Medical diagnosis laboratories organizations.

## **1.2. Study Purpose and Objectives:**

The aim of this study is to investigate the impact of human resource management quality on decision-making process. Therefore, the purpose of this study to prof the relationship between human resource management quality and decision-making process.

While the main objective of this study is to provide recommendations to Medical diagnosis laboratories and other industries on how to select, develop and retain best people, which improve decision-making process. Furthermore, it may help decision-makers in private and government institutions who concern about human resource management quality and decision-making process. Finally, it adds a new study to previous literature, which may be useful for academicians who are interested in these topics.

### **1.3. Study Significance and Importance:**

This current study may be considered as the first study, which investigates the impact of human resource management quality on decision-making process at Jordanian Medical diagnosis laboratories organizations. This study is important for researcher, because he is working in this field and responsible for taking decisions. This study is not only important for the managers working in this industry, but also it may be helpful to other managers, who are working in other industries and decision makers who concern about this topic, as well as, for academicians.

Therefore, the importance of this study comes from the following scientific and practical considerations:

1. Highlight on the importance of human resource management quality and its applications on the Jordanian Medical diagnosis laboratories organization and its importance in enhancing decision-making process that contributes to the achievement of the long run goals.

2. Contribute to the development of the Jordanian Medical diagnosis laboratories organizations, which may lead to maintain these organizations work effectively that help on the public benefit.



3. Help other researches to talk about human resource management quality and its importance either on the same industry or for other industries.

4. Help the decision makers to gain the benefits of applying quality of human resource management.

5. Help the employees to develop skills, knowledge, and competency to improve decision-making process.

#### **1.4. Study Problem Statement:**

As the researcher is working in this organization, he realized many problems related to quality of human resource management, which affect the decision-making process. It seems to be that the people working in this field are not well-equipped to take-decisions due to lack of human resource development programs. Many previous researches recommended studying the effect of human resource management quality on decision making such as: Wright, et. al. (2001) said that many companies fail to achieve the highest level of performance because executives did not to implement good human resources practices in decision-making process. Moreover, Gratton and Truss (2003) pointed that many traditional organizations did not succeed due to poor implementation of good human resources management, which necessary to improve business' performance. Milkman, et. al. (2009) said that not only information can affect decision-making process, but also the quality of human resource too. Han, et. al. (2010) recommended that every organization should investigate the effect of employee participation in decision-making process on organization's behavior. Lunenburg (2010) pointed out there are several ways that can help organizations to improve group decision-making process. Finally, Hassan (2016) recommended that investigating the effect of human resource

management practices (employees' training, employees' teamwork, employees' involvement, employees' empowerment, and employees' commitment) on decision-making process (problem recognition, generating alternatives, evaluating alternatives, selecting the solution, implementing the solution, and monitoring and controlling) and their performance.

Therefore, this study is dedicated to answer the following main question: Do human resource management quality elements (employees' training, employees' teamwork, employees' involvement, employees' empowerment, and employees' commitment) affect decision-making process in Jordanian Medical laboratories diagnoses organizations.

### **Problem Questions:**

Based on problem statement the following main questions can be derived:

The main question:

1. Do Human Recourse Management Quality elements (employees' training, employees' teamwork, employees' involvement, employees' empowerment, and employees' commitment) affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations?

According to components of Human Recourse Management Quality, the main question can be divided into the following five sub-questions:

- 1.1. Does Employees' Training affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations?

- 1.2. Does Employees' Teamwork affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations?

1.3. Does Employees' Involvement affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations?

1.4. Does Employees' Empowerment affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations?

1.5. Does Employees' Commitment affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations?

### **1.5. Study Hypotheses:**

Based on problem questions the following hypothesis can be developed:

**H<sub>01</sub>:** Human Recourse Management Quality elements (employees' training, employees' teamwork, employees' involvement, employees' empowerment, and employees' commitment) do not affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha \leq 0.05$ ).

According to Human Recourse Management Quality elements, the main hypothesis can be divided into the following five sub-hypotheses:

H<sub>01.1</sub>: Employees' Training does not affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha \leq 0.05$ ).

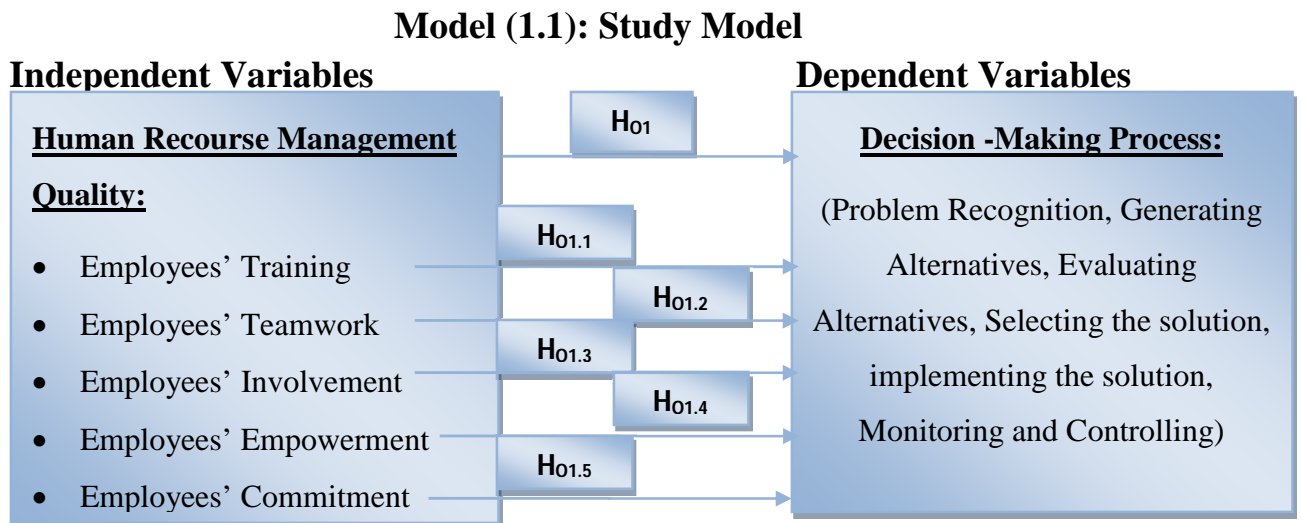
H<sub>01.2</sub>: Employees' Teamwork does not affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha \leq 0.05$ ).

H<sub>01.3</sub>: Employees' Involvement does not affect Decision-Making Process at Jordanian Medical diagnosis laboratories organizations, at ( $\alpha \leq 0.05$ ).

H<sub>01.4</sub>: Employees' Empowerment does not affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha \leq 0.05$ ).

H<sub>01.5</sub>: Employees' Commitment does not affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha \leq 0.05$ ).

## 1.6. Study Model:



**Sources:** The model is developed based on the following previous studies: for independent variable: (Ishikawa, 1985; Nai, 2012; Gavino, et. al. 2012 and Hassan, 2016). For dependent variable: (Miller and Lee, 2001; Milkman, et. al. 2009; Han, et. al. 2010; Southern, 2016; and Hassan, 2016).

## 1.7. Conceptual and Operational Definitions of Key Words:

**Human Resource Management:** It is the process of involvement, empowerment, training, teamwork development, assessment of employees, and providing compensations to achieve the organization's strategic goals.

**Employees' Training:** Employees' training is the organized and systematic series of activities designed to enhance an individual's work related knowledge, skills, and motivation

**Employees' Teamwork:** The employees' teamwork is a group of people with complementary skills who work together, with the dual benefits of enhanced creative thinking and intellectual accuracy towards a common goal.

**Employees' Involvement:** The employees' involvement is a wide range of practices shared by a number of employees such as power, information,

skills, ability, and knowledge to take greater responsibility for organizational goals and being accountable for its achievement.

**Employees' Empowerment:** The employees' empowerment is a delegating the power of decision and action to the employees and giving them more responsibility from higher levels in the organizational hierarchy to complete their task in a high quality system.

**Employees' Commitment:** The employees' commitment is a state of mind; include all those feelings as loyalty, job satisfaction and personal sense of importance about the agency's mission for the successful implementation of a change initiative.

**Decision-Making Process:** Decision-making process is a process that consists of multiple steps for a perception of moral problems, moral reasoning, and behavior to find the best alternative and to solve problems effectively.

**Problem Recognition:** The problems recognition is a process of gathering information through activities and events on an issue that may arise from the difference between desired status and actual status to create a successful modification of a problem behavior.

**Generating Alternatives:** The generating alternatives is a process through which we identify all the sources of data needed in order to understand the various alternatives and set of feasible alternatives to create new options for most high-value decisions.

**Evaluating Alternatives:** Evaluating alternative is a step designed to aggregation of information about each alternative to be evaluated on a scale of attributes, which have the ability to deliver the right decision.

**Selecting the Solution:** It is a stage where select the possible and logical alternative that matches with organization goals.

**Implementing the Solution:** It is the process of making the best alternative amongst a number of options, and the commitment to a future course of actions.

**Monitoring and Controlling:** Monitoring and controlling is the process of gathering data about the performance of the plan and comparing it against benchmarks to take corrective actions and enhance part quality performance.

**Medical Diagnosis laboratories:** The specific element consist from three phase (pre-analytical, analytical, and post-analytical phase) to disease diagnosis in different department such as (hematology, clinical chemistry, endocrine, histology, microbiology, special test, and routine test department). This review analyzes the diagnostic value of the elements of the history of the disease, clinical diagnosis, pathology diagnosis, histopathology diagnosis, results, and the results of laboratories tests.

## **1.8. Study Limitations and Delimitations:**

### **Limitations:**

**Human Limitation:** This study will be carried on employees' working at Jordanian Medical diagnosis laboratories organizations.

**Place Limitation:** Place Limitation: This study will be carried on medical diagnosis laboratories organizations located at Amman – Jordan. All Jordanian medical diagnosis laboratories organizations are actually located in Amman.

**Time Limitation:** Time Limitation: This study will be carried within the period between summer semester and first semester of academic year 2017/2018.

**Study Delimitation:** The use of one industry limits its ability to generalize to other industries. The study was conducted in Jordan; therefore, the distribution of Jordanian industry and / or environment to other industries and / or countries may be questionable. Extending the scope of the analysis to include industries and other countries representing future research opportunities, which can be done by conducting further experiments with larger samples within the same industries, including other industries, will help to alleviate the issue of generalizing conclusions to other organizations and industries. In addition, more researches are needed, including data collection on various countries, particularly Arab countries.

Limitations to data access refer to the fact that data gathering through the questionnaires and annual reports is controlled to the period of these questionnaires, which may limit the quality and quantity of the data collected, and lack of similar studies in Jordan and other Arab countries.

## **Chapter Two: Conceptual and Theoretical Framework and Previous Studies**

### **Introduction:**

This chapter includes theoretical and conceptual framework; previous models; previous studies; and what differentiate this study from previous studies.

### **Theoretical and Conceptual Framework:**

This section highlights the definition and components of both independent and dependent variables.

### **2.1. Variables Definitions:**

#### **2.1.1. Independent Variable (Human Resource Management) Definition:**

Many authors defined human resource management from their view and profession, as Schuler and MacMillan (1984) highlighted that the human resource management is an activities necessary for the effective management of a company's human resources. Huselid (1995) defined human resource management as a human resource management practices including employee recruitment, employee training, employee teamwork, employee empowerment, employee involvement, employee commitment to improve the knowledge, skills, and competence. Becker and Gerhart (1996) described human resource management as a process generating sustained competitive advantage. According to the resource-based view of the firm. Colbert (2004) who defined human resource management as a practices developing the strategic capability of its pool of human resources practices. Datta, et. al. (2005) described the



human resource management as a practices designed to enhance employees' knowledge, commitment, and productivity, which affect the firm performance. Gong, et. al. (2009) indicate human recourse management as examined why and how organizations accomplish their goals through the use of human resource management (HRM) practices, often referred to as high-performance work systems, high-involvement work systems, high-training work system, and high-commitment work systems. Huselid and Becker (2011) defined the human resource management as specific activities to the development of a differentiated HR architecture in support of strategy execution as a key organizing theme. Kehoe and Wright (2013) defined human resource management as established a significant relationship between high-performance HR practices and firm-level financial and market outcomes. Durkovic, et. al. (2013) pointed the human resource management quality as the important factor for achieving organizational effectiveness. The quality of human recourse management is working in organization, quality of performing generic HR activities and evaluating the importance of HR practices. Armstrong and Taylor (2014) defined human resource management as a strategic approach to the management of an organization's most valued assets, the people working there who individually and collectively contribute to the accomplished of its objectives. Finally, Sanders and Yang (2016) defined human resource management as a system can contribute to organizational performance by motivating employees to adopt desired attitudes and behaviors that, in the collective, help to achieve the organization's strategic goals.

In summary, human resource management, it is the process of involvement, empowerment, training, teamwork development, assessment of

employees, and providing compensations to achieve the organization's strategic goals.

### **2.1.2. Employees' Training:**

One of the most fundamental elements of total quality is the ongoing development of personnel, which means training, where Burke and Day (1986) defined employees' training as teach or improve various managerial skills to improve on-the-job performance, and described employees' training as a procedure to researchers as well as organizational decision makers. Green, et. al. (1999) pointed employees' training as a process can play in affecting worker productivity, wages and overall individual career development and improve various managerial skills. Cheurprakobkit (2002) described employees' training, as the essential element of the implementation of activities is to be successful. Bassanini, et. al. (2005) stated that employees' training is a key to augment and adapt existing skills to the changes in technology. Leuven (2005) defined employees' training, as the strategic interaction between employers and employees, and emphasize performance imperfections. Furlong, et. al. (2006) described employees' training as skills and knowledge coordination with continuity across the various contexts to improve performance. Mcdowall and Saunders (2010) indicated the training in the organizational psychology and HRD literature, primarily from a psychological perspective to investigate the conceptual distinctions between training and development. Second to investigate how managers responsible for the training and development function conceptualize these activities in practice. Obisi (2011) defined employees' training as a process through which the skills, talent, and knowledge of an employees' is enhanced to improvement high-quality organization. Moser (2012) said the employees' training is critical component to ensure successful

integration of gender planning into practice. Tahir, et. al. (2014) said the employees' training deals with the acquisition of understanding; knowhow, techniques and practices. In fact, training is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels. Finally, Chaudhary and Bhaskar, (2016) stated that the employees' training is a program to update themselves and improve upon their skills to keep pace with their competitors, which not only improve the employees' skills but also enhance their performance, motivation and give a sense of job satisfaction.

In summary, employees' training is the organized and systematic series of activities designed to enhance an individual's work related knowledge, skills, and motivation.

### **2.1.3. Employees' Teamwork:**

Teamwork is a fundamental element of total quality, where Ingram and Desombre (1999) defined employees' teamwork as a small group of people with complementary skills who work together to achieve a common purpose, described employees' teamwork as a collaborative and shared activity that is directed towards a common goal. Barry, et. al. (1999) described employees' teamwork as a method for conducting qualitative research, with the dual benefits of enhanced creative thinking and intellectual rigor as well as higher morale and job satisfaction for the individual members. Smith, et. al. (2001) said the employees' teamwork defined as individual's understanding of the components of organization goals that are critical for effective team performance, as well as the relationships between those components. Choi and Pak (2006) described employees' teamwork as a small number of consistent

people committed to a relevant shared purpose, with common performance goals, complementary and overlapping skills, and a common approach to their work. Salas, et. al. (2009) defined employees' teamwork as a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable. Sohmen (2013) said the employees' teamwork defined as a group of individuals united in pursuit of a common mission or a goal, often sacrificing personal agendas for the sake of team accomplishment. Finally, Parratt, et. al. (2016) described employees' teamwork as a soft skill employees ability competency desired by the vast majority of surveyed employers.

In summary, the employees' teamwork is a group of people with complementary skills who work together, with the dual benefits of enhanced creative thinking and intellectual accuracy towards a common goal.

#### **2.1.4. Employees' Involvement:**

Many authors defined the employees' participations in different ways but all of them was agree on their importance in the decision-making process, where Blau and Boal (1987) defined employees' involvement as the extent to which the individual identifies psychologically with his or her job. Jones (1991) said the employees' involvement defined as a wide range of arrangements and practices shared by a staff member such as power, information, skills, ability, knowledge, and participation in decision-making process. Wilkinson, et. al. (1992) described employees' involvement as the process to gives employees' greater responsibility for task quality and being accountable for its achievement. Levine (1995) described employees' involvement as the exercise, by employees of influence over how their work is organized and carried out. Babin and Boles

(1996) defined employees' involvement as one of the most effective practices can reduce stress and increase job satisfaction productivity by enhancing employee participation. Mackie, et. al. (2001) said the employees' involvement defined as a process based on the idea that organizations should be designed from top to bottom so that employees are in control of their destiny and able to participate in the business of the organization. Khan, et. al. (2011) defined employees' involvement as one of the most effective tools used for increasing employee productivity by enhancing employee participation. Kuye and Sulaimon (2011) defined employees' involvement as demonstrated a high level of commitment to employees' participation in decision-making process affects performance enhancement. Mendes (2012) said the employees' involvement defined as a strong emphasis on continuous improvement seeking to achieve total quality through a full participation of everyone in organizations. Bhatia, et. al. (2012) described employees' involvement as generally described as an attachment to one's job that exceeds normal levels of commitment, described employees' involvement as the degree to which an employee is engaged in and excited about performing their work. Finally, Hassan (2016) said employee involvement defined as creating an environment in which employees are empowered to make their decisions and take correct actions relevant to their jobs. Employee involvement helps the organization in retaining its employees as it increases ownership and commitment and fosters an environment to make the employees motivated and contributing.

In summary, the employees' involvement is a wide range of practices shared by a number of employees such as power, information, competency, skills, ability, and knowledge to take greater responsibility for organizational goals and being accountable for its achievement.

### **2.1.5. Employees' Empowerment:**

Many authors defined the employees' empowerment in different ways, as Spreitzer (1996) defined employees' empowerment as intrinsic motivation manifested in four cognitions reflecting an individual's orientation to his or her work role. Liden, et. al. (2000) defined employees' empowerment as a means of increasing decision making at lower organizational levels while at the same time enriching the work lives of employees. Lincoln, et. al. (2002) described employees' empowerment as a humanistic device to improve the quality of working life for ordinary employees. Zembylas and Papanastasiou (2005) described employees' empowerment as a term of employees' power to participate in decision-making process. Blanchard, et. al. (2005) said the employees' empowerment is one of promising concepts business world that has been less attention to it. The benefits of empowerment it allow managers to use the knowledge, skills and experience of all organization people. Dewettinck and van Ameijde (2011) said the employees' empowerment defined as partially mediating the relationship between perceived empowering leadership behavior and employee job satisfaction and affective commitment. Baird and Wang (2010) defined employees' employees' as the delegation of power and responsibility from higher levels in the organizational hierarchy to lower level employees, especially the power to make decisions. Pelit, et. al. (2011) said the employees' empowerment is a process to ensure that employees' possess these skills and competencies, which have a great importance for empowerment, and to working on any possible deficiencies will be among the factors affecting the quality of the services provided. Rao (2012) said the employees' empowerment is an emergent practice of interactions among individual, organizational, and socio cultural factors. Hong, et. al. (2012) defined employees' empowerment as

delegating the power of decision and action to the employees' and giving more responsibility and authority to complete their task. It means that employees have sufficient authority to determine how they perform their tasks. Fernandez and Moldogaziev (2013) described employees' empowerment as a motivational construct akin to a state of mind or a set of cognitions to involvement on management decisions. Finally, Hassan (2016) defined employees' empowerment as a process to maximize their individual talent in order to make effective decisions.

Finally, there are important differences between involvement and empowerment. Involved employees' are asked for their input, but they are not given ownership of their jobs. Empowered employees' are given ownership of the process they are responsible for service generated by those process.

In summary, the employees' empowerment is delegating the power of decision and action to the employees and giving them more authority, responsibility and accountability from higher levels in the organizational hierarchy to lower levels to complete their task in a high quality system.

#### **2.1.6. Employees' Commitment:**

Many authors defined the employees' commitment in different ways, as Romzek (1990) defined employees' commitment as feel loyal toward the agency they share the values of the organization and have a personal sense of importance about the agency's mission. Meyer and Herscovitch (2001) said the employees' commitment defined as a force bind in individual to a course of action of relevant to one or more targets. Meyer, et. al. (2007) described employees' commitment as a mindset that binds an individual to a course of action deemed necessary for the successful implementation of a change

initiative. Bhatti and Qureshi (2007) defined employees' commitment as a concert between the goals of the individual and the organization whereby the individual identifies with and extends effort on behalf of the general goals of the organization. Evans (2008) said the employees' commitment defined as a state of mind; include all those feelings determined by the extent to which the individual perceives employees' job-related needs to be met. Yamao and Sekiguchi (2015) said the employees' commitment is a force mindset that binds an individual to a course of action of relevance to one or more targets. Zareie and Navimipour (2016) defines employees' commitment as an attitude or an orientation towards the organizations, which attracts the identity of the person to the organizations. Ekienabor (2016) defined employees' commitment as a psychological state that differentiates employees' relations with the organization goals. Karim and Noor (2017) defined employees' commitment as the process by which the goals of the organizations and those of the individual become increasingly integrated and appropriated.

In summary, employees' commitment is a state of mind; include all those feelings as loyalty, job satisfaction and personal sense of importance about the agency's mission for the successful implementation of a change initiative.

## **2.2. Dependent Variable (Decision-Making Process) Definition:**

The many authors and researchers in the managerial literature argued about the steps of a decision-making process, where Gelatt (1989) defined decision-making process as a process for discovering goals as for achieving them. Dean and Sharfman (1993) said the decision-making process defined as the required methods consist of multiple steps to solve problems effectively. Charles, et. al. (1997) described decision-making process as a process of



selecting a logical choice from the available options to solving problems. Husted and Allen (2008) decision-making process defined as a process for a perception of moral problems, moral reasoning, and behavior by the individual depends partly upon individualism and collectivism. Saaty (2008) defined decision-making process as a process of making a choice between many of options and committing to a future course of actions. Lunenburg (2010) said the decision-making process is a complex stage in organizations made by groups, teams, or committees. Cabrerizo, et. al. (2010) defined decision-making process as process understand a problem, which consists of finding the best alternative. Hwang and Masud (2012) defined decision-making process as the cognitive process resulting in the selection of a belief or a course of action among several alternative possibilities. Glimcher and Fehr (2013) said the decision-making process defined as predicting outcomes, or more precisely choices, from a set of inputs, the characteristics of the options.

In summary, decision-making process is a process that consists of multiple steps for a perception of moral problems, moral reasoning, and behavior to find the best alternative and to solve problems effectively.

### **2.2.1. Problem Recognition:**

Problem recognition has been tackled from different perspectives such as Cowan (1986) defined problem recognition as the acknowledgement and definition of an issue that does or may arise during the performance of a process. DiClemente, et. al. (1991) defined problems recognition as the gathering information through activities and events that create a successful modification of a problem behavior. Chen, et. al. (2000) described problem recognition as a result when a consumer recognizes a difference of sufficient magnitude between

what is perceived as the desired state of affairs and what is the actual state of affairs, enough to arouse and activate the decision process. Ardichvili and Cardozo (2000) said problem recognition is a result when a consumer recognizes a substantial difference between what is perceived as the actual product and the product he/she wants to purchase, which directly impacts the decision making of the customer in the buying process. Herrera and Herrera (2000) defined problems recognition as process introduces a more flexible framework, which allows representing the information in a more direct and adequate when unable to express it precisely. Lunenburg (2010) described problem Recognition as the most important step. Providing a good definition of the problem affects the quality of the decision, their ways to determine what the problem is. Hunink, et. al. (2014) defined problems recognition as a process perceptions, attitudes, and motivations to recognize the existence of a common problem.

In summary, the problems recognition is a process of gathering information through activities and events on an issue that may arise from the difference between desired status and actual status to create a successful modification of a problem behavior.

### **2.2.2. Generating Alternatives:**

Generating alternatives has been tackled from different perspectives such as Arbel and Tong (1982) defined generating alternative as the process set of feasible and logical alternatives and quantifying the consequences of alternatives in terms of objective criteria. Bucciarelli and Johnson-Laird (1999) defined generating alternatives, as a key aspect of deductive reasoning is the production of alternative models that can falsify provisional conclusions.

DiClemente, et. al. (1991) described generating alternative as a step to identifying all the sources of data needed to understand the various alternatives and their potential outcomes. Ardichvili and Cardozo (2000) defined generating alternative as a process select attitudes for achieving an effective state of mind for the generation of alternatives and identify steps to make an effective mind-map. Gao, et. al. (2003) defined generating alternative as the innovation process to create new options for most high-value decisions. Lunenburg (2010) said generating alternatives is a process refers to the problem. In developing these alternative solutions, must first identify the goals decision. Hunink, et. al. (2014) described generating alternatives as a range of creative policy or management alternatives designed to address the objectives is developed.

In summary, generating alternatives is a process identifying all the sources of data needed to understand the various alternatives and set of feasible alternatives to create new options for most high-value decisions.

### **2.2.3. Evaluating Alternatives:**

This stage is the most important one in the decision making process, where Gelatt (1989) defined evaluating alternatives as a process to evaluate all of their alternative and options on a scale of attributes which have the ability to deliver the right decision. Charles, et. al. (1997) described evaluating alternatives as a process evaluates the various options with one another against certain criteria. Freedman, et. al. (2000) defined evaluating alternative as a stage giving each attribute a value and weighing some attributes greater than others to fulfill the need or solve the problem. Herrera and Herrera (2000) defined evaluating alternatives as the step designed to aggregation of information about each alternative for obtaining a performance value on the alternatives. Chou, et.

al. (2007) said the evaluating alternatives defined as the process whereby an individual evaluates the different alternatives identified to allow selected the best one. Little, et. al. (2009) described evaluating alternatives as a step allows assessment of all alternatives but require a collection of additional information. Asemi, et. al. (2011) defined evaluation alternatives as the recognition that the process turned to the assessment. Are there different options in education, are there some alternative experimental trials. Solomon, et. al. (2014) said the evaluating alternatives defined as prediction of the best alternative that truly belongs to the subset identified.

In summary, evaluating alternative is a step designed to aggregation of information about each alternative to be evaluated on a scale of attributes, which have the ability to deliver the right decision.

#### **2.2.4. Selecting the Solution:**

This is the stage where the hard work employees' have put in analyzing would lead to the implementation decision, where Ardichvili and Cardozo (2000) defined selecting the solution as the alternative to be chosen is the one that best meets the choice criterion after considering both the numerical consequences and the consequences not included in the monetary analysis. Gao, et. al. (2003) defined selecting the solution as the process to select possible alternative they should be introduced into the decision-making process at this point. Sanayei, et. al. (2010) selecting the solution defined as selection models that can effectively deal with characteristics of problem. Gilboa (2010) said the selecting the solution defined as how to decide which alternative is the best? One approach is to select the alternative that is feasible, satisfactory, and acceptable to the work group. Kahneman, et. al. (2011) described selecting the

solution as a stage to select of a plausible alternative that makes the recommendation look appealing by contrast. San Cristóbal (2011) said the selecting the solution is a stage to making comparisons between alternatives with respect to each attribute. Starcke and Brand (2012) defined selecting the solution as a process to choose between alternatives based on their relative value of consequences. Newell and Shanks (2014) described solution selection as a process of selecting the best one among several choices.

In summary, Selecting the Solution it is a stage where select the possible and logical alternative that matches with organization goals.

#### **2.2.5. Implementing the Solution:**

This is a very crucial step because the people involved in the implementation of a solution should know about the implications of making a decision, where Howard (1988) defined implementing the solution as the process to select the best decision for logical operations; the appraisal provides sensitivities to choice, information, and preferences. Jones (1991) defined implementing the solution as the more common phrase. It can refer to the actual moment where a course of action is chosen. Dean and Sharfman (1993) definition implementing the solution as the process used to select a course of action from alternatives. It is done to achieve organization goals or to solve a specific problem. Chen, et. al. (2000) described implementing the solution as the process produces a final choice, which may or may not prompt action. Lozano-Tello and Gómez-Pérez (2004) defined implementing the solution as the process used to decide which the best alternative to problem solving. Lunenburg (2010) said the implementing the solution is a challenge of implementing the decision. A sound decision can fail if implemented poorly.

Hey and Knoll (2011) defined implementing the solution as a choice among alternative courses of action and a decision rule that dictates how the results of those procedures will be used to make the final choice. Finally, Shaban (2015) said the implementing the solution is a stage used to know all possible action alternatives and their consequences and chooses the optimum alternative.

In summary, described implementing the solution as a process of making a choice best alternative between a number of options and committing to a future course of actions.

#### **2.2.6. Monitoring and Controlling:**

Set of management and critical procedures that allows the management of an organization to monitor and control the implementation of chosen alternative. Carver and Scheier (1990) defined monitoring and controlling as processes regulatory actions to minimize discrepancies between actual acts and desired acts. MacGregor and Kourti (1995) defined monitoring and controlling as methods for the analysis, monitoring, and diagnosis of operation performance to minimize errors. Chávez, et. al. (2010) described monitoring and controlling as a standard of comparison for checking and verifying the results of a scientific and practical experiment. Cárdenas, et. al. (2011) described monitoring and controlling as a method for explored new and fundamentally different problems to securing control systems through compared with securing traditional information technology. Asemi, et. al. (2011) definition monitor the solution as responsibilities set of data collection, analysis and reporting clearly. Zarb, et. al. (2012) defined monitoring and controlling as a process for ensures that the activities planned are being accomplished on high quality system. Ferreira, et. al. (2012) described monitoring and controlling as managerial activity to

monitor the implementation of the plan and compare performance to make corrective actions. Tapia and Elwany (2014) defined monitoring and controlling as a process to measure and compare performance to enhance part quality and repeatability. Finally, Ngandu, et. al. (2015) monitoring and controlling defined as process needed to confirm investigative strategies to maintain cognitive functioning and prevent cognitive impairment.

In summary, defined monitoring and controlling as a gather data about the performance of the plan and comparing against benchmarks to take correct active and enhance part quality performance

### **2.3. The Relationship between Human Resource Management Quality and Decision-Making Process:**

Gratton and Truss (2003) pointed out that human resources is essential to the success of staff management, and thus it help improve the performance of the company through the ability to create employees' who can provide a good decision-making process. Milkman, et. al. (2009) highlighted that the completion of the basic knowledge and skills of the worker is good decision-making process. Alarcon, et. al. (2009) stressed that the relationship between the two variables is not from the inevitable type that occurs without the intervention of intentional effects, but it depends on personality characteristics and supportive practices from the environment. Lunenburg (2010) indicated that groups, teams, or committees make many decisions in organizations. Thus, the benefits of group decision-making include: more knowledge and expertise that are available to solve problems, a greater number of alternatives that are examined, and the final decision is better understood and accepted by all group. Huselid and Becker (2011) indicated that managers and supervisors in the

organization, through observation and performance reports could recognize ambitious employees in order to develop their skills, knowledge and abilities to contribute effectively towards achieving organizational goals through making rational decisions, and encouraging them to stay and work in the organization. Kyndt and Baert (2013) indicated that employees can be influenced at each stage of the decision-making process. Finally, Hassan (2016) said, "HRM creates an environment in which employees are empowered to make their decisions and take actions relevant to their jobs". Employee's involvement helps the organization in retaining its employees as it increases ownership and commitment and fosters an environment to make the employees motivating and contributing.

Therefore, HRM plays an important role in the development of the organization's objectives and it develops the skills of individuals and their ability to make appropriate decisions and cut through the involvement of employees' in all industrial management processes and enhance their sense of job security in the appropriate training and get it. Studies that human resources development in order to raise staff efficiency.

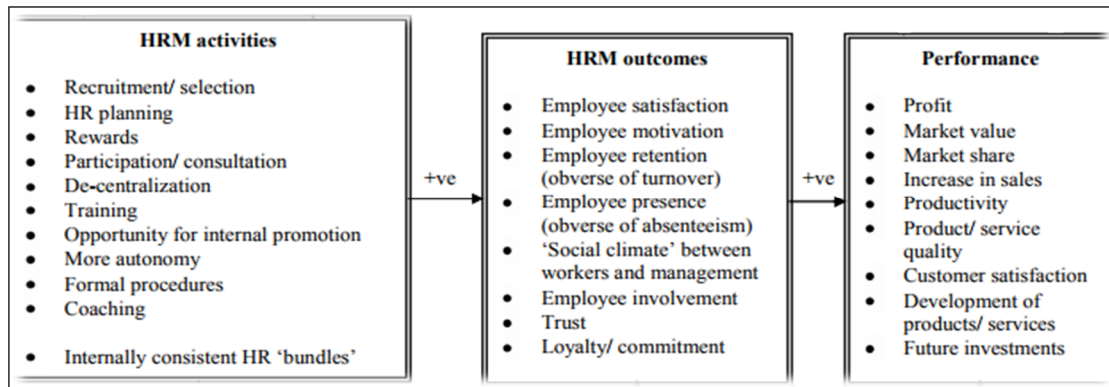
#### **2.4. Previous Models:**

After reviewing related literature, it has been found that not only the definition and classification of each element was not clear and unified, but measurements, methods and models were not unified as well. Scholars and practitioners have used different methods and models to measure human resource management quality and decision-making process. The following section will briefly discuss the most widely used methods and models to measure the human resource management quality and decision-making process.



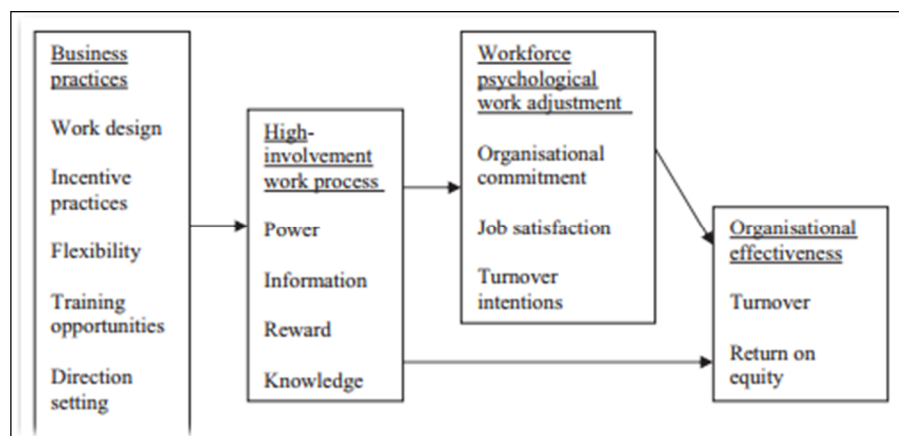
**Boselie, et. al. (2005) Model:** This models study the impact of human resource management on organization performance.

**Model (2.1): Boselie, et. al. (2005) Model**



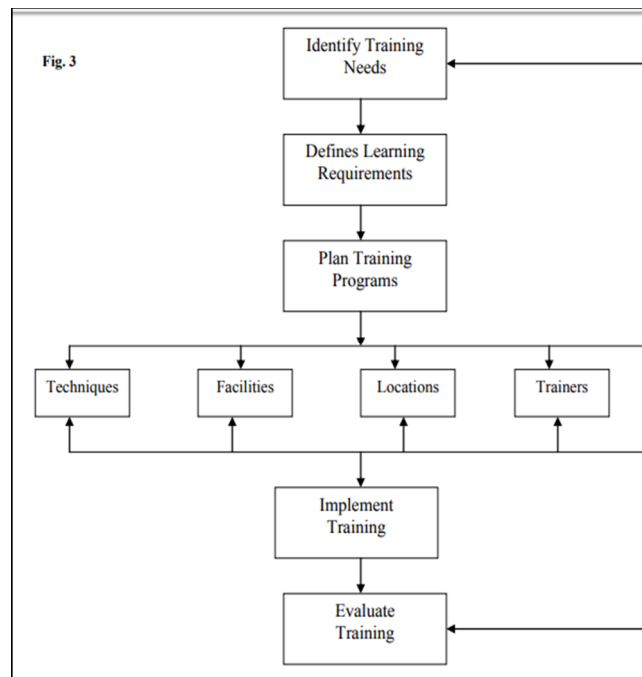
**Boxall and Macky (2009) Model:** Paper meant to study the significance of relationship between employees practices and involvement processes, they posit two paths: a cognitive path in which high-involvement processes take 'greater advantage of the skills and abilities employees possess and a motivational path in which involvement processes increase workers satisfaction and other affective reactions.

**Model (2.2): Boxall and Macky (2009) Model**



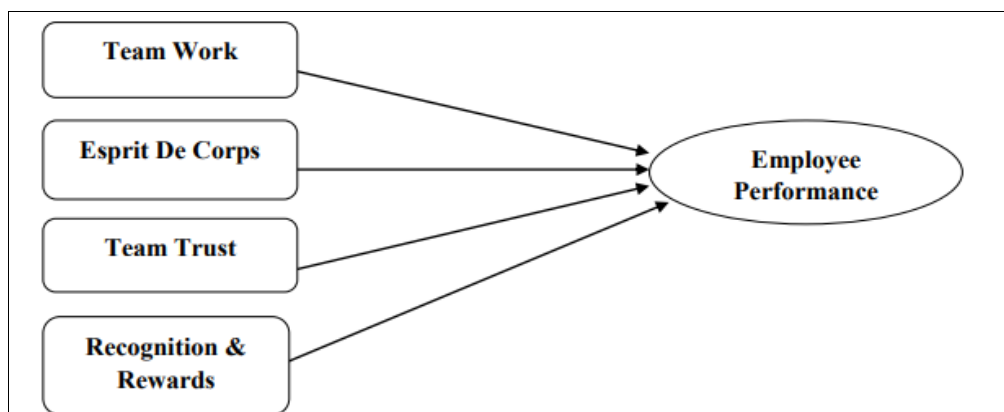
**Obisi (2011) Model:** Paper meant to study the significance of employee training and development in Nigerian industry to see their effects on the HR performance.

**Model (2.3): Obisi (2011) Model**



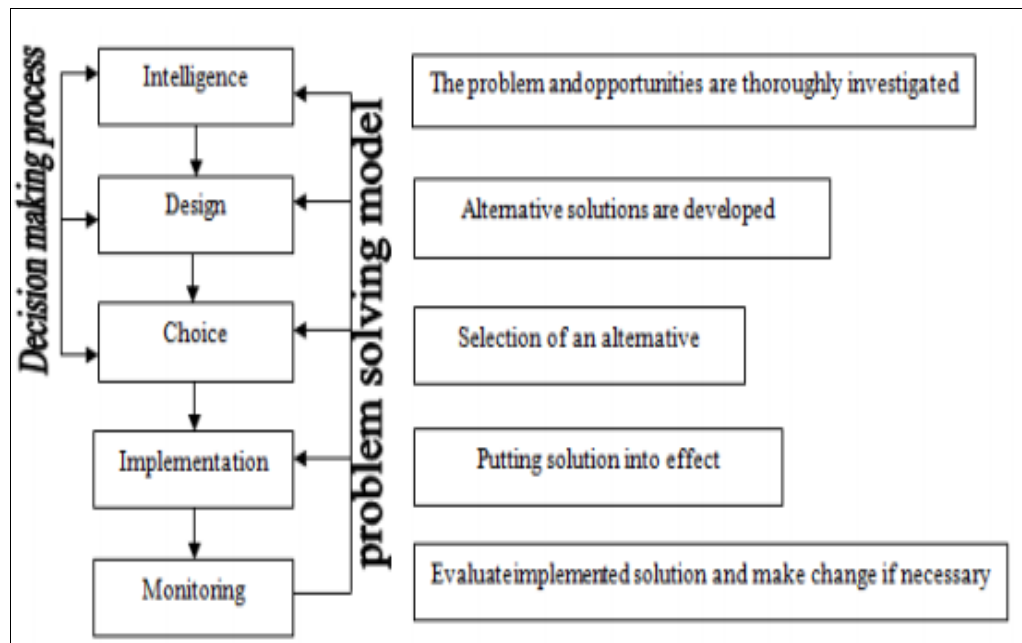
**Manzoor, et. al. (2011) Model:** The study was conducted to investigate the effect of teamwork on employee performance by use quantitative research technique.

**Model (2.4): Manzoor, et. al. (2011) Model**



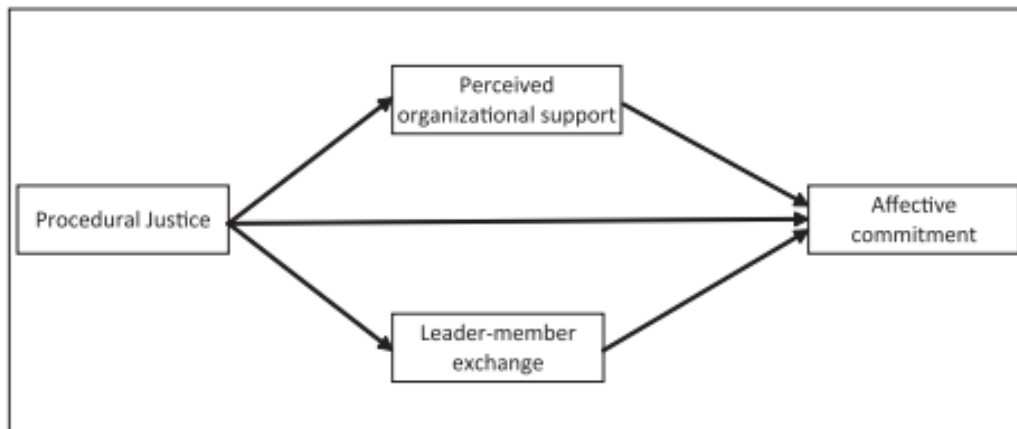
**Asemi, et. al. (2011) Model:** This model discussing the decision-making process based on each concept, its characteristics, relations, connections of each concept to decision-making process have been determined

**Model (2.5): Asemi, et. al. (2011) Model**



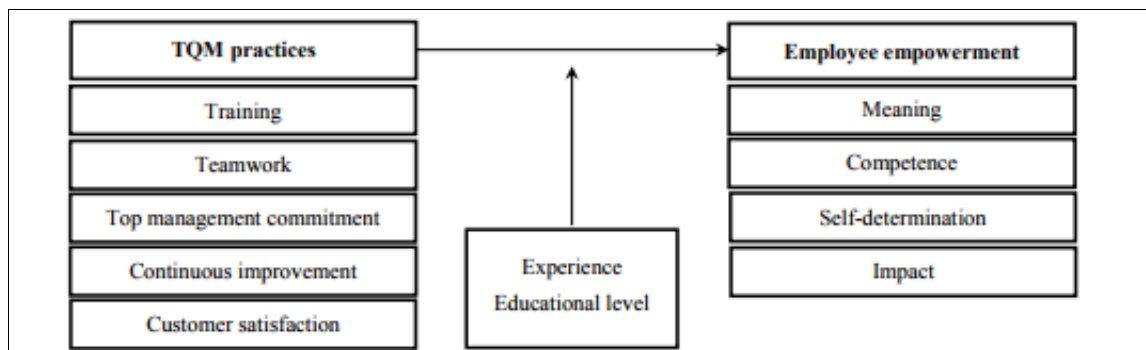
**Ohana, et. al. (2013) Model:** This model studies the influence of the procedural justice resulting from participation in decision-making on employees' affective commitment in organization.

**Model (2.6): Ohana, et. al. (2013) Model**



**Sweis, et. al. (2013) Model:** The research model of this study is developed based on TQM and employee empowerment literature and the suggested hypotheses with the aim of examining the impact of TQM practices on employee empowerment.

**Model (2.7): Sweis, et. al. (2013) Model**



In summary, all the studies above found a positive effect of applying human resource management elements (employees' training, employees' teamwork, employees' involvement, employees' empowerment, and employees' commitment) on decision-making performance. Therefore, the study will investigate the effect of applying the human resource management quality elements on the decision-making process for the Jordan Medical Diagnosis Laboratory Organizations.

## 2.5. Previous Studies:

1. Spector (1986) study titled: **“Perceived control by employees: A meta-analysis of studies concerning autonomy and participation at work”**, tested the variable of job involvement and its impact on the decision-making process. Samples were taken from previous studies as data sets. A meta-analysis was done of all these studies with relation to employees' outcome variables. The study mainly results that high levels of job satisfaction, involvement,

motivation, and commitment lead to high levels of perceived control of decisions and less stress in the workplace.

2. Bowen and Lawler (1992) study titled: **“Total quality-oriented human resources management”**, investigated the activities produced by the human resource management and its influence on the entire performance of any organization. The researcher conducted this study by providing a profound description of some previous concepts and studies related to the question. The results showed that there must be a quality-based organization, which applies the well-designed total quality management practices and principles, in order to sustain quality-based human resources management.

3. Wright, et. al. (1994) study titled: **“Human Resources and Sustained Competitive Advantage”**, examined human resources as a source of sustained competitive advantage from the standpoint of the firm. The study was conducted by using the theoretical concepts from the resource-based view of the firm according to the literature. The results showed that human resources always are a potential source of sustained competitive advantage, but not all the firms can develop this source.

4. Neck and Manz (1996) study titled: **“Thought Self-Leadership: The Impact of Mental Strategies Training on Employee Cognition, Behavior, And Affect”**, examined the applicability of thought self-leadership in an organizational setting (of bankruptcy financial status), and the potential for cognitions to be self-controlled. The study was conducted on a sample of 48 employees of the Agency Accounting Department of America West Airlines. The results showed the employees who received the thought self-leadership training experienced increased mental performance, positive effect, job satisfaction, and decreased negative effect.

5. Delaney and Huselid (1996). study titled: **“The impact of human resource management practices on perceptions of organizational performance”**, investigated the influence of human resource management on the perceptions related to the organizational performance of the company's employees. For achieving this aim, the researcher collected the data of the study from the National Organizations Survey, which is a model of a survey conducted for the USA firms. Methods of analysis were based on comparative descriptions of already-tested data and the measures deduced from this survey. Focusing on the two variables of employees' training and employees' involvement in decision-making, the study result showed that there is a one-to-one correspondence positively enhanced between the practices of human resources management, such as employee training and involvement, and the perceptual measures of their performance.

6. Miller and Lee (2001) study titled: **“The people make the process: commitment to employees, decision making, and performance”**, discussed that a rightful decision making process might have its positive influence on economic performance when it is supported by a committed and involved workforce. It is argued that three dimensions of decision-making; commitment, training and involvement, are projected to be of value. A point scale questionnaire was employed, and exposed to Korean firms selected randomly.

7. Lam, et. al. (2002) study titled: **“participative decision making and employee performance in different culture”**, examined the relationship between participation and performance, researchers look behind the supervisors of a situational and systematic study of psychological preparations. The result showed the perceptions of the effectiveness of self-explanatory and

psychological own domain largely determines the size of the effects of a participatory decision-making process.

8. Ryan (2006) study titled: **“Current ethical issues in Polish HRM”**, the researcher conducts a study concerning the ethical practices of human resources management. Its ultimate aim is to investigate empirically the extent of the human management practices and the ethical means to which let the decisions taken rightful and applicable. Using the data-elicitation instruments of a questionnaire and interviews, the study results showed the lack of formality in the application of human resources practices and strategies where employees face challenges related to inequality of involvement and reduction of development and commitment.

9. McGuire, et. al. (2006) study titled: **“The impact of individual values on human resource decision-making by line managers”**, focused on how individual values of managers influence decision-making process on human resources issues. This article explores the relationship between individual manager values and HR decisions-making process based on the data collected. The results provide modest support for the proposed model, it was found that the ability of these values represent a significant positive indicator, and the results emphasize the need for a simultaneous study of both individual values and organizational factors as indicators of decision-making process on human resources quality management.

10. Chow, et. al. (2006) study titled: **“The impact of developmental experience, empowerment, and organizational support on service staff performance”**, tested three selected aspects of human resource management development, access to developmental experience, organizational support, and empowerment, and their impact on customer orientation and performance

outcomes. The results showed differential effects between the three predictors and outcome measures. Both empowerment and organizational support have a significant effect on customer orientation. Empowerment significantly improves performance and organizational support increases employees' sense of pride. Developmental experience has a significant effect on performance only. Managerial implications are discussed and suggestions are made for future research directions.

11. Calvasina, et. al. (2008) study titled: **“Personal liability and human resource decision making”**, examined the relationship between the concept of personal liability of human management and decision-making process. Data were collected from different court cases related to wrongful decisions taken by human resource management and its staff. The study result showed that the decision violates the labor law, and hence they are considered a financial loss and employment burden. The neglecting of employees' leaves, their absence, workplace safety conditions, and other financial issues like the denial of equal pay contribute to the rise of personal liability and wrongful decisions.

12. Blstakova (2010) study titled: **“employees' appraisal as indicator of the quality of human resource management in organization”**, investigated the development of the concept of the quality of human resource management in organizations to evaluate the staff. This study was conducted through the collection of data from 225 companies. The results showed that the quality of human resource management is a good system for assessment and evaluation of employees.

13. Han, et. al. (2010) study titled: **“Employee participation in decision making, psychological ownership, and knowledge sharing:**



**mediating role of organizational commitment in Taiwanese high-tech organizations”**, examined the impact of employees’ participation in decision-making process. This sort of participation highlights the power with employees and the degree of their involvement. For achieving the goal, a self-report questionnaire was distributed to employees of eight firms. It was found that psychological ownership was positively interrelated with employees’ commitment. Moreover, the positive relationship between organizational commitment outcomes of decisions taken was positively figured out.

14. Ardichvili, et. al. (2010): “**Dimensions of ethical business cultures: Comparing data from 13 countries of Europe, Asia, and the Americas**”, discussed the remarks and practices of human resource management towards the organization employees. The research provides a qualitative-based findings reflecting the ethical behavior of different sorts of organizations. The study reveals that the function of human resource management abides by different factors like social context of the staff and some other characteristics like the management’s extent of being flexible and open to the employee’s involvement.

15. Savaneviciene and Stankeviciute (2011) study titled: “**Human resource management practices linkage with organizational commitment and job satisfaction**”, discussed the extent to which the centrality of human resource management has an impact on the employees’ job outcomes. Through surveying different management theories and designing a questionnaire, the study reveals that under hard economic conditions, there is a positive linkage between human management practices of being inclusive in the making-decision process and the employees’ satisfaction, commitment, and

involvement. Significantly, the analyzed data showed that though of the centrality of decisions, positive economic outcomes are gained.

16. Nielsen and Nielsen (2011) study titled: **“The role of top management team international orientation in international strategic decision-making: The choice of foreign entry mode”**, discussed distinguished between top management team, international experience and national diversity. It proposed the latter as a new aspect of (TMT) composition that influences international decision making that related to the choice of entry mode in a unique way. The study was conducted on a sample of 165 listed companies through data published. The result showed that unit (TMT) with international experience are more likely to choose full-control entry models over shared control entry when entering foreign markets.

17. Jiang, et. al. (2012) study titled: **“How Dose Human Recourse Management Influence Organization Outcome?”**, examined the theoretical model linking human resource management with organizational outcomes. The study was conducted by viewing a number of previous studies published before May 2011. The findings of this meta-analysis showed that three dimensions of H.R systems which are, skill-enhancing, motivation-enhancing, and opportunity-enhancing HR practices, were positively related to human capital and employee motivation in different patterns when they compared with other dimensions.

18. Nai (2012) the study titled: **“Screening decision-making framework serving human resource Management based on the image theory”**, investigated the relationship between human resources practices and decision-making process. Considering different theories in management and psychology, the research finds that the management must adopt the theory of

acceptance of self in all its aspects. The rationale behind this is that the acceptance of self creates a harmonic relationship between management and staff of the organization. This acceptance includes all job practices like involvement, commitment to the job, and others. Thus, this view is reflected through combining theory and practice of management that creates a cause-and-effect relation in the decision making process.

19. Gavino, et. al. (2012) the study titled: **“Discretionary and transactional human resource practices and employee outcomes”**, examined the human resource management and impact on employees and decision-making process. The researchers provide a comparative analysis of the outcomes done by two sorts of management: discretionary and transactional. Through analyzing the practices of each management, the study results showed that the discretionary management practices, practices done by will, have a great impact on the decision making process and employees’ involvement. On the other hand, the transaction management is discovered to be related only to the employees’ training and development, which affects the customer-directed behavior.

20. Permarupan, et. al. (2013) the study titled: **“Quality of work life on employees job Involvement and affective commitment between the public and private sector in Malaysia”**, examined the relationship between the quality of work life, employees’ job involvement and affective commitment among the employees of the public and private sector organizations. Only 334 middle management level employees were selected to participate in this study. Quality of work life was measured with five dimensions, which are fair and appropriate salary, working conditions, capacities at work, opportunities at work, and organization climate. The intervening and dependent variables are

job involvement and affective commitment respectively. The results indicated that working conditions, opportunities at work and climate organization had a relatively higher impact on 'job participations' and 'affective commitment'.

**21.** Kyndt and Baert (2013) study titled: **“Antecedents of Employees’ Involvement in Work Related Learning: A Systematic Review”**, examined which antecedents of work-related learning have been identified in previous research. In total, 56 studies met the criteria for inclusion. The results showed a positive relationship between intention and participation. A learning intention is most related to the attitude, subjective norms, self-efficacy, and career-related variables of the employee.

**22.** Jiang and Liu (2015) study titled: **“High performance work systems and organizational effectiveness: The mediating role of social capital”**, discussed the influences of high performance work system on the organizational effectiveness. The study was conducted through reviewing previous studies on human resource management practices to find the influences of (HPWS) on firms. The result showed that organization could improve innovation by changing the human resource practices.

**23.** Atmojo (2015) study titled: **“The influence of transformational leadership on job satisfaction, organizational commitment, and employee performance”**, focused on the influence of organizational commitment towards the employee performance. This research involved 146 members of middle management as our research sample namely Head of Department. Structural Equation Modeling (SEM) was used to test and analyze the relationship among the research variables. The study fined the transformational leadership significantly, influences job satisfaction, transformational leadership significantly influences the organization commitment.

24. Southern (2016) study titled: **“Decision-Making Models in Human Resources Management: A Qualitative Research Study”**, attempted to achieve two main purposes. The first one is to discover how the absence of decision-making standards affects the role of human resource management while the second purpose is to provide a fruitful insight into the effective process of decision-making. The analysis of the data is done throughout a qualitative description revealed by the participants of the study. The study results in explaining how such an absence weakens the employees and human resource management effectiveness, hence; it reduces the outcomes of any organization. Furthermore, the researcher ends up the discussion by suggesting a model of the criteria for having a formal decision-making process.

25. Alserhan (2017) study titled: **“The Impact of Human Resources Strategies for the Total Quality management in Jordanian Private Hospitals”**, examined mainly the extent to which human resource management practices, such as training, incentives system, and performance evaluation, have an influence on the grand quality of the management outcomes including the process of decision-making. The sample obtained to conduct this study was from ten Jordanian hospitals. The collection-data instrument was a designed questionnaire. The study result showed that there is a positive relationship statistically obvious between the human resources strategies and the total management outcomes in the Jordanian hospitals.

26. Mustafi, et. al. (2017) study titled: **“Human Resources Practices and Job Satisfaction in Banking Sector of Bangladesh: A Path Analysis”**, tested the employees’ job satisfaction factors concerning their jobs, and particularly in the financial firm in Bangladesh. For accomplishing this ultimate aim, the researchers selected randomly 220 employees working at some firms,

and hence they exposed them to a full questionnaire analyzed later by the SPSS system. The study result showed that there is a great influence of the job appraisal and salary amount mainly on the job satisfaction of banking employees.

27. Karam, et. al. (2017) study titled: “**Human Resource Management and Talent Management towards Organizational Success of Aluminum Industry in United Arab Emirates (UAE): A Measurement Model**”, investigated the main role of human management resources and its relation to the training of employees’ staff. As a concept, it attempts to enhance the idea of talented management through the organization talented employees. The data were collected through a designed questionnaire distributed randomly to employees of 12 companies. The study result showing that there is a positively strong between the amount of training given to employees and the success of the organizational performance.

## **2.6. What Differentiate the Current Study from Previous Studies?**

1- Human resource management concept: The current study expects that it will increase awareness about the role of human resource management quality in organizations’ decisions.

2- Purpose: Most of the previous research works were conducted to measure human resource management from the organization performance perspective as a competitive advantages. Few studies were carried out to study the impact of the human resource management quality elements on the organization decisions performance as a strategic competitive advantages.

3- Environment: Most previous studies have been carried out in different countries outside the Arab region. The current study will be carried out in Jordan, as one of the Arab region countries.

4- Industry: Few researches about human resource management quality carried out about medical laboratories organization. The current research is dedicated to Medical diagnosis laboratories organizations only.

5- Methodology: Most previous studies were based on annual reports of different organizations and industries. The current study is based on perception.

6- Variables: Most of the previous studies examined the elements of HRM in general. Whereas, this study examines the elements of HRM in relation to quality.

7- Population: Most all previous researches considered public shareholders organizations that were listed in the stock markets, while the current study covered both public and private shareholders organizations.

8- Comparison: The current study will compare the results with the results of previous studies mentioned earlier to highlight similarities and differences that might be there.

## **Chapter Three: Study Methodology (Methods and Procedures)**

### **3.1. Study Design:**

The current study is considered as a descriptive as well as cause/effect study. The purpose of the current study is to investigate the impact of human resource management quality on decision-making process at Jordanian Medical diagnosis laboratories organizations. It starts with literature review and experts' interviews to improve the currently used measurement model and explore the decision-making process profile in the Jordanian Medical diagnosis laboratories organizations. The data collected from managers working at these laboratories by questionnaire, which validated through panel of judge. After checking the questionnaire completeness and biasness, the accepted questionnaire coded against SPSS 20. The data tested for their normality, validity and reliability, and then correlation between variables analysis and hypothesis testing were carried out.

### **3.2. Study Population, Sample and Unit of Analysis:**

**Population and Sample:** This study targets all Medical diagnosis laboratories organizations in Jordan, which are about 15 organizations, as shown in appendix (2). This negate the need for sampling.

**Unit of Analysis:** The survey unit of analysis composed of all managers working at Jordanian Medical diagnosis laboratories organizations.

### **3.3. Data Collection Methods (Tools):**



The data that used for fulfilling the purposes of the study collected from two sources: secondary and primary data. Secondary data collected from Jordanian Association of medical diagnosis laboratories, journals, books, researches, thesis, dissertations, articles, working papers, and the Worldwide Web. While, primary data collected from expert interviews, and questionnaire, which developed purposefully to actualize this study.

**The Questionnaire:**

The questionnaire designed and developed to match with research hypotheses and research model and validated through a panel of judges.

**Questionnaire Variables:**

The questionnaire includes three parts as follows:

**Demographic Dimensions:** Gender, Age, education, and experience.

**Independent Variables (Quality of Human Recourse Management):**

Through literature review, it has been identified that there are five important independent sub-variables that contribute to quality of human resource management: employees' training, employees' teamwork, employees' involvement, employees' empowerment, and employees' commitment. Each sub-variable measured by seven questions.

**Dependent Variable (Decision-Making Process):** Most literature have identified six dimensions for decisions-making process: Problem recognition, generating alternatives, evaluating alternatives, selecting the solution, implementing the solution, and monitoring and controlling. Each decision-making process dimension measured with five questions.

All variables items measured by five-point Likert-type scale to tap into the managers' perceptions, ranging from value 1 (strongly disagree) to value 5 (strongly agree) used throughout the questionnaire.

### **3.4. Data Collection and Analysis:**

The data have been collected from managers who are working at Medial diagnosis laboratories in Jordan, which count about 15 organizations and includes about 270 manager. Out of 150 distributed questionnaires, only 107 came back. After checking their completeness and biasness eight questionnaires were excluded and 99 questionnaires were suitable for further analysis.

**Normality Test:** In order to verify the normal distribution of variables, the Kolmogorov-Smirnov (K-S) Z test was carried out. Table (3.1) shows that the significance of both independent sub-variables and dependent dimensions are rated more than 5%, therefore normality is assumed.

**Validity Test:** Two methods used to confirm validity: content validity and face validity. For content validity, multiple sources of data used such as: Jordanian Association of medical diagnosis laboratories, journals, books, researches, thesis, dissertations, articles, working papers, and the Worldwide Web. While, for face validity, expert interviews and panel of judges were used.

**Reliability Test (Cronbach's Alpha):** Cronbach's alpha coefficients of internal consistency used to test the consistency and suitability of the measuring tools. Table (3.1) shows that the Cronbach's Alpha coefficient for independent sub-variables ranges from 0.831 to 0.901, and for dependent dimensions ranges between 0.838 and 0.881. Since all values of Cronbach's Alpha coefficient are more than 70%, reliability is confirmed.

**Table (3.1): Normality and Reliability Test**

No.	Sub-Variable/Dimension	No. of Items	Cronbach's alpha	(K-S) Z	Sig.
1	Employees' Training	7	0.885	0.937	0.344
2	Employees' Teamwork	7	0.831	1.140	0.149
3	Employees' Involvement	7	0.889	1.188	0.119
4	Employees' Empowerment	7	0.890	1.034	0.235
5	Employees' Commitment	7	0.901	1.019	0.251
	<b>Human resource management quality</b>	<b>5 sub-variables</b>	<b>0.919</b>	<b>0.647</b>	<b>0.796</b>
6	Problem Recognition	5	0.865	1.291	0.071
7	Generating Alternatives	5	0.866	1.256	0.085
8	Evaluating Alternatives	5	0.874	0.831	0.495
9	Selecting the Solution	5	0.881	1.196	0.115
10	Implementing the solution	5	0.881	1.039	0.230
11	Monitoring and controlling	5	0.838	1.239	0.093
	<b>Decision-Making Process</b>	<b>6 Dimensions</b>	<b>0.918</b>	<b>0.913</b>	<b>0.375</b>

**Demographic Analysis:**

The following section contains demographic description (frequency and percentage) of the data collected from of participants related to: gender, age, education, and experience.

**Gender:** Table (3.2) shows that most respondents are female 56 (56.6%) and male 43 (43.3%). Generally, in Medical laboratory fields females are more than males.

**Table (3.2): Respondents Gender**

		Frequency	Percent
<b>Gender</b>	Male	43	43.4
	Female	56	56.6
	<b>Total</b>	<b>99</b>	<b>100.0</b>

**Age:** Table (3.3) shows that most respondents are between 25-23 years 43 (43.4%), followed by less than 25 year 23 (23.2%), then between 36-45 years 22 (22.2%) and finally above 45 year 11 (11.1%).

**Table (3.3): Respondents Age**

		<b>Frequency</b>	<b>Percent</b>
<b>Age</b>	Less than 25	23	23.2
	Bet. 25-35	43	43.4
	Bet. 36-45	22	22.2
	Above45	11	11.1
	<b>Total</b>	<b>99</b>	<b>100.0</b>

**Education:** Table (3.4) shows that the majority respondents are Bachelor 66 (66.7%), then Master 19 (19.2%) and finally Diploma 14 (14.1%).

**Table (3.4): Respondents Education**

		<b>Frequency</b>	<b>Percent</b>
<b>Education</b>	Diploma	14	14.1
	Bachelor	66	66.7
	Master	19	19.2
	<b>Total</b>	<b>99</b>	<b>100.0</b>

**Experience:** Table (3.5) shows that most respondents are less than 5 years 44 (44.4%), followed by between 5-10 years 36 (36.4%), then between 10-15 years 12 (12.1%) and finally above 15 year 7 (7.1%).

**Table (3.5): Respondents Experience**

		<b>Frequency</b>	<b>Percent</b>
<b>Experience</b>	Less than5	44	44.4
	Bet. 5 – 10	36	36.4
	Bet.10 – 15	12	12.1
	Above 15	7	7.1
	<b>Total</b>	<b>99</b>	<b>100.0</b>

## **Chapter Four: Data Analysis**

### **4.1. Introduction:**

This chapter includes descriptive statistical analysis; Bivariate Pearson principles test the relationships between variables; and multiple regressions to test the impact of human resource management quality on decision-making process at Jordanian Medical diagnosis laboratories organizations.

### **4.2. Descriptive Statistical Analysis:**

Descriptive statistical analysis includes the means, standard deviations, and t-values, ranking and importance of each variable and item. Importance will be indicated based on the following equation:

$$5 - 1/3 = 1.33$$

Low importance: 1-2.33

Medium importance: 2.34-3.66

High importance: 3.67-5

#### **Independent Variable (Human Resource Management Quality):**

Table (4.6) shows that the means of human resource management quality sub-variables ranges between 3.65 and 3.92 with standard deviation ranges from 0.628 to 0.750. This indicates that the respondent agree on medium to high implementation of human resource management quality sub-variables. The average mean of human resource management quality is 3.80 with standard deviation of 0.609, this means that the respondent believe that the researched companies have high implementation of quality of human resource management, where t-value equals  $13.065 > 1.960$ . The employees' training

rated the highest, followed by employees' teamwork, employees' involvement, employees' commitment, and finally, employees' empowerment.

**Table (4.6): Mean, Standard Deviation, t-Value, Ranking and Importance of Human Resource Management Quality**

No.		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	Employees' Training	3.92	0.719	12.691	0.000	1	High
2	Employees' Teamwork	3.87	0.628	13.845	0.000	2	High
3	Employees' Involvement	3.80	0.701	11.305	0.000	3	High
4	Employees' Empowerment	3.65	0.699	9.311	0.000	5	Medium
5	Employees' Commitment	3.76	0.750	10.029	0.000	4	High
	<b>Human Resource Management Quality</b>	<b>3.80</b>	<b>0.609</b>	<b>13.065</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

### **Employees' Training:**

Table (4.7) shows that the means of employees' training items are ranging between 3.79 and 4.01, with standard deviation ranges from 0.836 to 0.979.

**Table (4.7): Mean, Standard Deviation, t-Value, Ranking and Importance of Employees' Training**

NO.		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	The management defines the needs for training.	3.94	0.977	9.562	0.000	4	High
2	The management defines the training content.	4.01	0.931	10.792	0.000	1	High
3	The management selects the suitable training methods.	4.00	0.979	10.159	0.000	2	High
4	The management develops criteria for selecting trainers.	3.98	0.979	9.956	0.000	3	High
5	The management develops criteria for selecting trainees.	3.79	0.961	8.156	0.000	7	High
6	The management implements the suitable training programs.	3.83	0.869	9.479	0.000	6	High
7	The management evaluates training based on objective criteria.	3.88	0.836	10.455	0.000	5	High
	<b>Employees' Training</b>	<b>3.92</b>	<b>0.719</b>	<b>12.691</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

This indicates that researched companies have high implementation of employees' training items. The average mean of employees' training items is 3.92 with standard deviation equals 0.719, which mean that the companies have high implementation of employees' training, where  $t\text{-value} = 12.691 > 1.980$ .

### **Employees' Teamwork:**

Table (4.8) shows that the means of employees' teamwork items are ranging between 3.77 and 3.97, with standard deviation ranges from 0.825 to 0.955. This indicates that researched companies have high implementation of employees' teamwork items. The average mean of employees' teamwork items is 3.87 with standard deviation equals 0.628, which mean that the companies have high implementation of employees' teamwork, where  $t\text{-value} = 13.845 > 1.980$ .

**Table (4.8): Mean, Standard Deviation, t-Value, Ranking and Importance of Employees' Teamwork**

<b>NO.</b>		<b>Mean</b>	<b>Std. Dev.</b>	<b>t-value</b>	<b>Sig.</b>	<b>Ranking</b>	<b>Importance</b>
1	The management defines tasks that need teamwork.	3.90	0.953	9.387	0.000	3	High
2	The management develops criteria to select team members.	3.91	0.905	10.000	0.000	2	High
3	The management develops criteria to select team leaders.	3.77	0.913	8.368	0.000	7	High
4	The management defines clear direction for team members.	3.86	0.845	10.107	0.000	5	High
5	The management selects the team with different competencies.	3.85	0.825	10.231	0.000	6	High
6	The management encourage trust among the team members.	3.87	0.955	9.055	0.000	4	High
7	The management evaluates team results based on objective criteria.	3.97	0.839	11.506	0.000	1	High
	<b>Employees' Teamwork</b>	<b>3.87</b>	<b>0.628</b>	<b>13.845</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

### Employees' Involvement:

Table (4.9) shows that the means of employees' involvement items are ranging between 3.71 and 3.85, with standard deviation ranges from 0.863 to 0.972. This indicates that researched companies have high implementation of employees' involvement items. The average mean of employees' involvement items is 3.80 with standard deviation equals 0.701, which mean that the companies have high implementation of employees' involvement, where  $t\text{-value} = 11.305 > 1.980$ .

**Table (4.9): Mean, Standard Deviation, t-Value, Ranking and Importance of Employees' Involvement**

No.		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	The management conducts regular meetings with employees.	3.71	0.972	7.241	0.000	6	High
2	The management checks employees' tasks understanding.	3.79	0.836	9.373	0.000	5	High
3	The management defines clear goals for participation.	3.84	0.900	9.267	0.000	2	High
4	The management defines criteria for open discussion.	3.79	0.951	8.247	0.000	5	High
5	The management encourages employees to participate in decision-making.	3.85	0.861	9.800	0.000	1	High
6	The management encourages work related suggestions.	3.81	0.865	9.293	0.000	3	High
7	The management encourages sharing-ideas among employees.	3.80	0.937	8.478	0.000	4	High
	<b>Employees' Involvement</b>	<b>3.80</b>	<b>0.701</b>	<b>11.305</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

### Employees' Empowerment:

Table (4.10) shows that the means of employees' empowerment items are ranging between 3.40 and 3.83, with standard deviation ranges from 0.842 to 0.940. This indicates that researched companies have medium to high implementation of employees' empowerment items. The average mean of



employees' empowerment items is 3.65 with standard deviation equals 0.699, which mean that the companies have medium implementation of employees' empowerment, where  $t\text{-value}=9.11 > 1.980$  poorly implemented.

**Table (4.10): Mean, Standard Deviation, t-Value, Ranking and Importance of Employees' Empowerment**

No.		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
	The management develops reason for empowerment.	3.40	.925	4.346	.000	6	Medium
	The management defines clear behavior for empowerment.	3.59	.845	6.896	.000	5	Medium
	The management develops criteria to select tasks empowerment.	3.62	.842	7.285	.000	4	Medium
	The management uses brainstorming sessions to employees' empowerment.	3.72	.893	7.994	.000	2	High
	The management provides train on how to use responsibility.	3.72	.926	7.704	.000	2	High
	The management sets up a system of rewards and incentives.	3.71	.940	7.488	.000	3	High
	The management evaluates empowerment program based on clear criteria.	3.83	.926	8.897	.000	1	High
	<b>Employees' Empowerment</b>	<b>3.65</b>	<b>.699</b>	<b>9.311</b>	<b>.000</b>		<b>Medium</b>

**t-Tabulated=1.980**

### **Employees' Commitment:**

Table (4.11) shows that the means of employees' commitment items are ranging between 3.65 and 3.87, with standard deviation ranges from 0.911 to 1.010. This indicates that researched companies have medium to high implementation of employees' commitment items. The average mean of employees' commitment items is 3.76 with standard deviation equals 0.750, which mean that the companies have high implementation of employees' commitment, where  $t\text{-value} = 10.029 > 1.980$

**Table (4.11): Mean, Standard Deviation, t-Value, Ranking and Importance of Employees' Commitment**

No		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	The management develops criteria to select committed employees.	3.80	1.010	7.862	0.000	2	High
2	The management communicates all goals to employees.	3.87	0.911	9.490	0.000	1	High
3	The management develops policies based on clear criteria.	3.77	0.978	7.813	0.000	3	High
4	The management develops work practices at right time.	3.77	0.924	8.267	0.000	3	High
5	The management defines resource related on committed employees.	3.65	0.907	7.091	0.000	6	Medium
6	The management evaluates commitment level based on objective criteria.	3.75	0.919	8.097	0.000	4	High
7	The management set up programs of rewards and incentives.	3.70	0.974	7.122	0.000	5	High
	<b>Employees' Commitment</b>	<b>3.76</b>	<b>0.750</b>	<b>10.029</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

#### **Decision-Making Process:**

Table (4.12) shows that the means of decision-making process dimension ranges between 3.76 and 3.95 with standard deviation ranges from 0.705 to 0.776.

**Table (4.12): Mean, Standard Deviation, t-Value, Ranking and Importance of Decision-Making Process**

No.		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	Problem Recognition	3.90	0.758	11.770	0.000	2	High
2	Generating Alternatives	3.79	0.737	10.687	0.000	5	High
3	Evaluating Alternatives	3.81	0.772	10.668	0.000	4	High
4	Selecting the Solution	3.86	0.761	11.195	0.000	3	High
5	Implementing the solution	3.76	0.776	9.787	0.000	6	High
6	Monitoring and controlling	3.95	0.705	13.395	0.000	1	High
	<b>Decision-Making Process</b>	<b>3.85</b>	<b>0.634</b>	<b>13.313</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

This indicates that the respondent high implementation of decision-making process dimension. The average mean of decision-making process is

3.85 with standard deviation of 0.634, this means that the respondent believe that the researched companies have high implementation of decision-making process, where t-value equals  $13.313 > 1.960$ . Monitoring and controlling has rated highest implementation, followed by problem recognition, selecting solution, evaluating alternatives, generating alternatives, and implementing solution, respectively

### **Problem Recognition:**

Table (4.13) shows that the means of problem recognition items are ranging between 3.80 and 4.00, with standard deviation ranges from 0.892 to 0.969.

**Table (4.13): Mean, Standard Deviation, t-Vlue, Ranking and Importance of Problem Recognition**

No		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	The management defines the customers' needs.	4.00	0.969	10.269	0.000	1	High
2	The management gathers information about the need.	3.98	0.892	10.930	0.000	2	High
3	The management trains the employees to define the cause from the symptoms.	3.89	0.968	9.139	0.000	3	High
4	The management develops objectives for problem solving.	3.80	0.937	8.478	0.000	5	High
5	The management develops questions to identify why to solve the need.	3.82	0.941	8.654	0.000	4	High
	<b>Problem Recognition</b>	<b>3.90</b>	<b>0.758</b>	<b>11.770</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

This indicates that researched companies have high implementation of problem recognition items. The average mean of problem recognition items is 3.90 with standard deviation equals 0.758 this means that the respondent believe

that the researched companies have high implementation of problem recognition, where t-value equals  $11.770 > 1.960$ .

### **Generating Alternative:**

Table (4.14) shows that the means of generating alternative items are ranging between 3.72 and 3.89, with standard deviation ranges from 0.890 to 0.968. This indicates that researched companies have high implementation of generating alternative items. The average mean of generating alternative items is 3.79 with standard deviation equals 0.737 this means that the respondent believe that the researched companies have high implementation of generating alternative, where t-value equals  $10.687 > 1.960$ .

**Table (4.14): Mean, Standard Deviation, t-Value, Ranking and Importance of Generating Alternative**

No		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	The management develops criteria to alternative generation.	3.72	0.904	7.894	0.000	5	High
2	The management trains employees on how to develop alternatives.	3.78	0.898	8.613	0.000	3	High
3	The management uses brainstorming sessions to generate alternatives.	3.85	0.908	9.302	0.000	2	High
4	The management encourages different alternatives.	3.73	0.890	8.130	0.000	4	High
5	The management rewards unique alternatives.	3.89	0.968	9.139	0.000	1	High
	<b>Generating Alternatives</b>	<b>3.79</b>	<b>0.737</b>	<b>10.687</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

### **Evaluating Alternative:**

Table (4.15) shows that the means of evaluating alternative items are ranging between 3.77 and 3.90, with standard deviation ranges between 0.890 to 1.004. This indicates that researched companies have high implementation of

evaluating alternative items. The average mean of evaluating alternative items is 3.83 with standard deviation equals 0.772 this means that the respondent believe that the researched companies have high implementation of evaluating alternative, where t-value equals  $10.668 > 1.960$ .

**Table (4.15): Mean, Standard Deviation, t-Vlue, Ranking and Importance of Evaluating Alternative**

No		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	The management evaluates alternative based on objective criteria.	3.80	1.000	7.941	0.000	4	High
2	The management provides training to assess alternatives cost.	3.82	1.004	8.111	0.000	3	High
3	The management provides training to assess alternatives benefit.	3.90	0.898	9.963	0.000	1	High
4	The management coordinates with employees to assess alternatives risk.	3.86	0.937	9.118	0.000	2	High
5	The management uses qualitative and quantitative methods to evaluate alternatives.	3.77	0.890	8.581	0.000	5	High
	<b>Evaluating Alternatives</b>	<b>3.83</b>	<b>0.772</b>	<b>10.668</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

### Selecting the Solution:

Table (4.16) shows that the means of selecting the solution items are ranging between 3.75 and 3.93, with standard deviation ranges from 0.841 to 1.021. This indicates that researched companies have high implementation of selecting the solution items. The average mean of selecting the solution items is 3.86 with standard deviation equals 0.761 this means that the respondent believe that the researched companies have high implementation of selecting the solution, where t-value equals  $11.195 > 1.960$ .

**Table (4.16): Mean, Standard Deviation, t-Value, Ranking and Importance of Selecting the Solution**

No		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	The management develops criteria for assembling the teams.	3.75	0.973	7.647	0.000	5	High
2	The management clarifies the list of potential solutions.	3.93	0.872	10.605	0.000	1	High
3	The management determines a suitable solution scores.	3.87	0.841	10.279	0.000	3	High
4	The management uses participation sessions to select the best solution.	3.91	0.905	10.000	0.000	2	High
5	The management selects the best solution that match with company strategy.	3.83	1.021	8.075	0.000	4	High
	<b>Selecting the Solution</b>	<b>3.86</b>	<b>0.761</b>	<b>11.195</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

### **Implementing the Solution:**

Table (4.17) shows that the means of implementing the solution items are ranging between 3.73 and 3.82, with standard deviation ranges from 0.896 to 0.988.

**Table (4.17): Mean, Standard Deviation, t-Value, Ranking and Importance of Implementing the Solution**

No		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	The management defines requirement related on implementing the solution.	3.73	0.988	7.325	0.000	5	High
2	The management defines process related on implementing the solution.	3.82	0.952	8.556	0.000	1	High
3	The management develops solution design for implementation.	3.74	0.910	8.062	0.000	4	High
4	The management selects leaders for implementing new ideas.	3.79	0.929	8.440	0.000	2	High
5	The management implements the selected solution gradually.	3.75	0.896	8.300	0.000	3	High
	<b>Implementing the solution</b>	<b>3.76</b>	<b>0.776</b>	<b>9.787</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

This indicates that researched companies have high implementation of implementing the solution items. The average mean of implementing the solution items is 3.76 with standard deviation equals 0.776 this means that the respondent believe that the researched companies have high implementation of implementing the solution, where t-value equals  $9.787 > 1.960$ .

### **Monitoring and Controlling:**

Table (4.18) shows that the means of monitoring and controlling items are ranging between 3.91 and 3.98, with standard deviation ranges from 0.867 to 0.959.

**Table (4.18): Mean, Standard Deviation, t-Vlue, Ranking and Importance of Monitoring and Controlling**

No		Mean	Std. Dev.	t-value	Sig.	Ranking	Importance
1	The management develops criteria to monitoring and controlling.	3.91	0.959	9.429	0.000	5	High
2	The management trains employees on how to measure performance.	3.97	0.886	10.891	0.000	2	High
3	The management compares performance based on clear criteria.	3.94	0.867	10.783	0.000	4	High
4	The management provides corrective action based on objective criteria.	3.95	0.930	10.159	0.000	3	High
5	The management provides guidance on how to take corrective action.	3.98	0.880	11.073	0.000	1	High
	<b>Monitoring and controlling</b>	<b>3.95</b>	<b>0.705</b>	<b>13.395</b>	<b>0.000</b>		<b>High</b>

**t-Tabulated=1.980**

This indicates that researched companies have high implementation of monitoring and controlling items. The average mean of monitoring and controlling items is 3.95 with standard deviation equals 0.705 this means that the respondent believe that the researched companies have high implementation of monitoring and controlling, where t-value equals  $13.395 > 1.960$ .

### 4.3. Relationships between Variables:

Bivariate Pearson Principles method used to test the relationship between variables. Table (4.19) shows that the relationships between human resource management quality sub-variables are strong to very strong, where  $r$  ranges between 0.539 and 0.828, and the relationships between decision-making process dimensions are also strong to very strong, where  $r$  ranges between 0.541 and 0.766.

**Table (4.19): Bivariate Pearson Principles Method Test for Relationships between Variables**

No.		1	2	3	4	5	6	7	8	9	10	11	12	13
1	Employees' Training													
2	Employees' Teamwork	.732** .000												
3	Employees' Involvement	.673** .000	.694** .000											
4	Employees' Empowerment	.539** .000	.643** .000	.717** .000										
5	Employees' Commitment	.670** .000	.673** .000	.685** .000	.828** .000									
6	<b>Human Resource Management Quality</b>	<b>.855** .000</b>	<b>.853** .000</b>	<b>.866** .000</b>	<b>.883** .000</b>	<b>.891** .000</b>								
7	Problem Recognition	.667** .000	.695** .000	.641** .000	.574** .000	.640** .000	.738** .000							
8	Generating Alternatives	.613** .000	.628** .000	.528** .000	.658** .000	.655** .000	.709** .000	.645** .000						
9	Evaluating Alternatives	.667** .000	.578** .000	.585** .000	.687** .000	.637** .000	.727** .000	.666** .000	.697** .000					
10	Selecting the Solution	.544** .000	.592** .000	.577** .000	.660** .000	.689** .000	.705** .000	.672** .000	.766** .000	.736** .000				
11	Implementing the solution	.572** .000	.560** .000	.620** .000	.634** .000	.562** .000	.678** .000	.595** .000	.619** .000	.683** .000	.681** .000			
12	Monitoring and controlling	.548** .000	.622** .000	.528** .000	.629** .000	.687** .000	.693** .000	.679** .000	.630** .000	.541** .000	.683** .000	.479** .000		
13	<b>Decision-Making Process</b>	<b>.715** .000</b>	<b>.726** .000</b>	<b>.689** .000</b>	<b>.760** .000</b>	<b>.765** .000</b>	<b>.841** .000</b>	<b>.842** .000</b>	<b>.861** .000</b>	<b>.858** .000</b>	<b>.898** .000</b>	<b>.807** .000</b>	<b>.787** .000</b>	

\*\* . Correlation is significant at the 0.01 level (2-tailed).



Table (4.19) also shows that the relationships between human resource management quality sub-variables and decision-making process are strong to very strong, where  $r$  ranges between 0.528 and 0.695. Finally, table shows that the relationship between human resource management quality and decision-making process is very strong, where  $r$  equals 0.841.

#### 4.4. Hypothesis Testing:

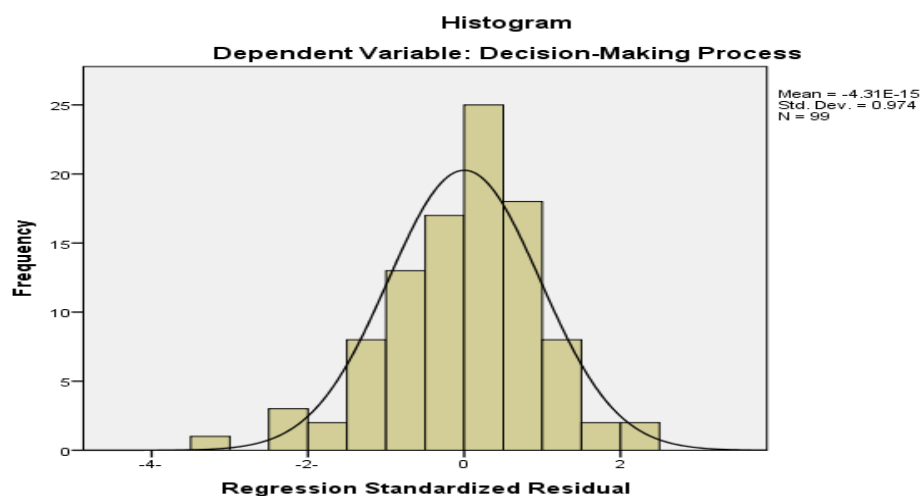
Multiple regressions are used to test the impact of human resource management quality on achieving decision-making process at Jordanian Medical diagnosis laboratories organizations.

After confirming normality, validity, reliability and relationships between variables, the following tests should be carried out to be able to use multiple regressions: normality, linearity, and independence of errors multi-colleanearity, (Sekaran, 2003).

##### Normal Distribution (Histogram):

The histogram in the figure (4.1) shows that the data are normality distributed, so the residuals does not affect the normal distribution.

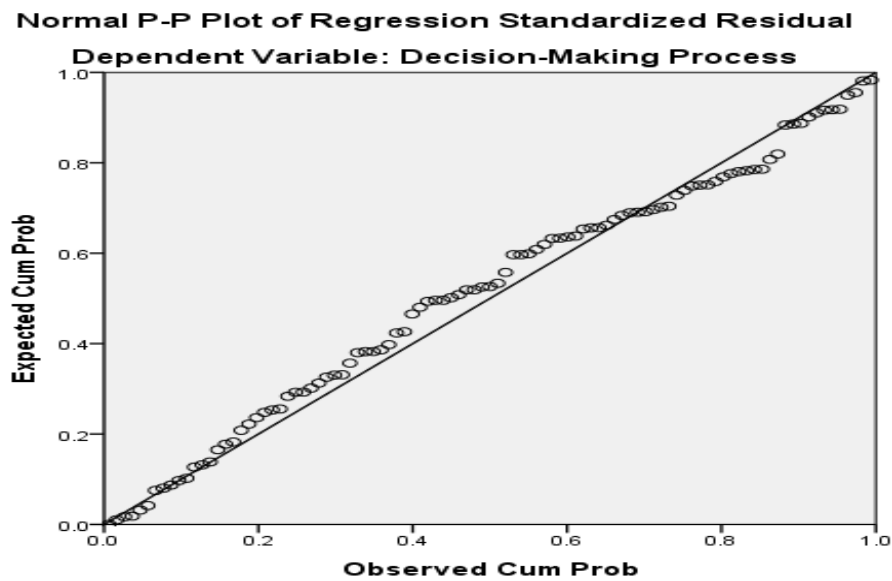
**Figure (4.1): Normality Histogram**



### Linearity Test:

Figure (4.2) shows that the relationship between independent and dependent variables is linear.

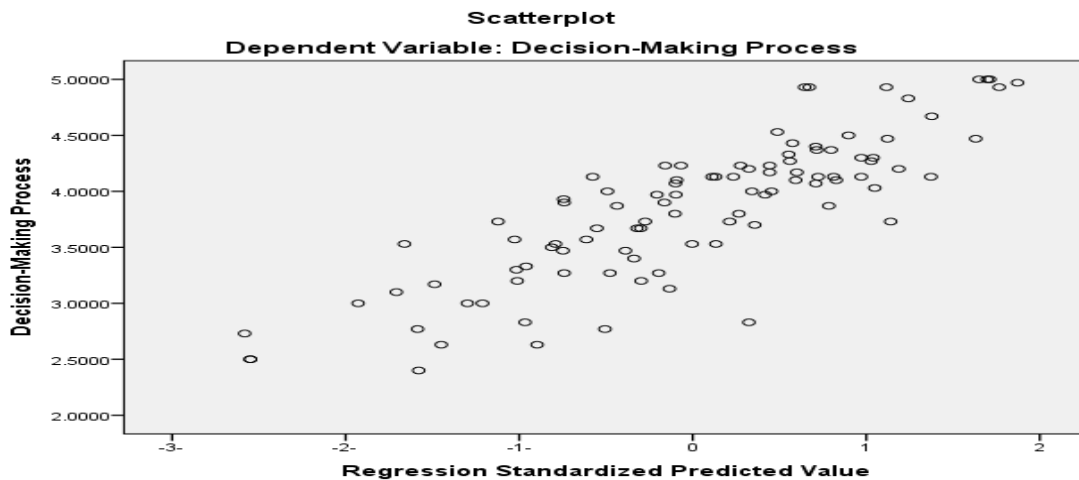
**Figure (4.2): Linearity Plot**



### Independence of Errors:

Figure (4.3) shows that the errors are scattered around the linear line, therefore independence of errors are assumed.

**Figure (4.3): Scatterplot**



Durbin-Watson used to ensure independence of errors, If Durbin-Watson test value is about 2 the model does not violate this assumption. Table (4.20) shows that Durbin Watson value is ( $d=2.077$ ), which is about two and this shows that the residuals are not correlated to each other. Therefore, the independence of errors is not violated.

### **Multi-Collinearity:**

While, VIF (Variance Inflation Factor) and tolerance are used to test multi collinearity. If VIF is less than 10 and tolerance is more than 0.1, the multi-collinearity model does not violate this assumption. Table (4.20) shows also that the VIF values are less than 10 and the tolerance values are more than 0.10. This indicates that there is no multi-collinearity within the independent variables of the study.

**Table (4.20): Multi-collinearity and Durbin-Waston Tests**

Model		Collinearity Statistics		Durbin-Watson
		Tolerance	VIF	
1	Employees' Training	0.385	2.598	2.077
	Employees' Teamwork	0.369	2.712	
	Employees' Involvement	0.373	2.679	
	Employees' Empowerment	0.270	3.701	
	Employees' Commitment	0.269	3.713	

### **Main Hypotheses:**

**H<sub>01</sub>: Human Recourse Management Quality does not affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha \leq 0.05$ ).**

Table (4.21) shows that when regressing the five independent variables of human resource management quality together against dependent variable decision-making process.  $R^2$  shows the fitness of the model for multiple regressions and explains the variance of independent variable on dependent

variable. Since  $R^2$  is 71.4% then the independent variable can explain 71.4% of variance on dependent variable, since ( $R^2=0.714$ ,  $F=46.348$ ,  $Sig.=0.000$ ). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that Human Recourse Management Quality does not affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha \leq 0.05$ ).

**Table (4.21): ANOVA Test-Regressing the Five Human Resource Management Quality Sub-Variable Together against Decision-Making Process**

Model	r	R <sup>2</sup>	Adjusted R <sup>2</sup>	F	Sig.
1	0.845 <sup>a</sup>	0.714	0.698	46.348	0.000 <sup>b</sup>

a. Dependent Variable: Decision-Making Process

b. Predictors: (Constant), Employees' Commitment, Employees' Training, Employees' Involvement, Employees' Teamwork, Employees' Empowerment

Table (4.22) shows the effect of each human resource management quality sub-variable on decision-making process.

**Table (4.22): ANOVA Test-Regressing the Five Human Resource Management Quality Sub-Variable Together against Decision-Making Process**

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.521	0.231		2.262	0.026
	Employees' Training	0.169	0.079	0.192	2.143	0.035
	Employees' Teamwork	0.221	0.092	0.219	2.401	0.018
	Employees' Involvement	0.058	0.082	0.064	0.708	0.481
	Employees' Empowerment	0.237	0.097	0.262	2.452	0.016
	Employees' Commitment	0.192	0.090	0.228	2.128	0.036

t-Tabulated=1.980

**H<sub>01.1</sub>: Employees' Training does not affect Decision-Making Process at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha \leq 0.05$ ).**

Table (4.22) shows that there is a significant effect of employees' training on decision-making process, where (Beta=0.192,  $t=2.143$ , sig.=0.035,  $p<0.05$ ). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted which states that employees' training affects decision-making process of Jordanian Medical diagnosis laboratories organizations, at ( $\alpha\leq 0.05$ ).

**H<sub>01.2</sub>: Employees' Teamwork does not affect decision-making at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha\leq 0.05$ ).**

Table (4.22) shows that there is a significant effect of employees' teamwork on decision-making process, where (Beta=0.219,  $t=2.401$ , sig.=0.018,  $p<0.05$ ). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted which states that employees' teamwork affects decision-making process of Jordanian Medical diagnosis laboratories organizations, at ( $\alpha\leq 0.05$ ).

**H<sub>01.2</sub>: Employees' Involvement does not affect decision-making at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha\leq 0.05$ ).**

Table (4.22) shows that there is no significant effect of employees' involvement on decision-making process, where (Beta=0.064,  $t=0.708$ , sig.=0.481,  $p<0.05$ ). Therefore, the null hypothesis is accepted which states that employees' involvement does not affect decision-making process of Jordanian Medical diagnosis laboratories organizations, at ( $\alpha\leq 0.05$ ).

**H<sub>01.3</sub>: Employees' Empowerment does not affect decision-making at Jordanian Medical diagnosis laboratories Organizations, at ( $\alpha\leq 0.05$ ).**

Table (4.22) shows that there is a significant effect of employees' empowerment on decision-making process, where (Beta=0.262,  $t=2.452$ , sig.=0.016,  $p<0.05$ ). Therefore, the null hypothesis is rejected and the

alternative hypothesis is accepted which states that employees' empowerment affects decision-making process of Jordanian Medical diagnosis laboratories organizations, at ( $\alpha \leq 0.05$ ).

**H<sub>01.4</sub>: Employees' Commitment does not affect decision-making process at Jordanian medical diagnosis laboratories Organizations, at ( $\alpha \leq 0.05$ ).**

Table (4.22) shows that there is significant effect of employees' commitment on decision-making process, where (Beta=0.228, t=2.128, sig.=0.036, p<0.05). Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted which states that employees' empowerment affects decision-making process of Jordanian Medical diagnosis laboratories organizations, at ( $\alpha \leq 0.05$ ).

In summary, multiple regressions results show that human resource management quality elements (employees' training, employees' teamwork, employees' involvement, employees' empowerment, and employees' commitment) effect on decision-making process, at ( $\alpha \leq 0.05$ ), where ( $R^2=0.714$ , F=46.348, Sig.=0.000). Moreover, results show that employees' empowerment has the highest effect on decision-making process, where (Beta=0.262, t=2.452, sig=0.016, p<0.05), followed by employees' commitment, where (Beta=0.228, t=2.128, sig.=0.036, p<0.05), then employees' teamwork, where (Beta=0.219, t=2.401, sig.=0.018, p<0.05), and employees' training, where (Beta=0.192, t=2.143, sig.=0.035, p<0.05). However, employees' involvement does not show a significant effect on decision-making process, where (Beta=0.064, t=0.708, sig.=0.481, p<0.05).

## **Chapter Five: Results' Discussion, Conclusion and Recommendations**

### **5.1. Results' Discussion:**

Result of this study shows that there is a high implementation of the human resource management quality among the Jordanian Medical diagnosis laboratories organizations at Jordan. All variables of human resource management quality are having high implementations, except employee empowerment is medium. The employee training was the first one on implementation degree list followed by employee teamwork then employee involvement then employee commitment and employee empowerment. The decision making process is also highly implemented among the Jordanian Medical diagnosis organization. Moreover, results show that monitoring and controlling was the first one on implementation degree list followed by problem recognition then selection the solution then evaluating alternative, then generating alternative, and implementation the solution. This result is supported by the previous studies, such as Han, et. al. (2010), Nai (2012), Gavino, et. al. (2012), and Hassan (2016).

Results show that the relationships between human resource management quality sub-variables are strong to very strong, and the relationships between decision-making process dimensions are also strong to very strong. The relationships between of human resource management quality sub-variables and decision-making process dimension are strong to very strong. Finally, that the relationship between human resource management quality and decision-making process is very strong. The current study result supported by the following

previous studies, such as Miller and Lee (2001), Milkman, et. al. (2009), Southern (2016), and Karam, et. al. (2017).

Multiple regressions results show that human resource management quality affect decision-making process. Results also show each variables of human resource management quality has significant effect on decision-making process except employee involvement. Moreover, result show that employees' empowerment has the highest effect on decision-making process, where followed by employees' commitment, then employees' teamwork, and employees' training. This result is supported by the following previous studies, such as Bowen and Lawler (1992), Delaney and Huselid (1996), Lam, et. al. (2002), and Hassan (2016).

## **5.2. Conclusion:**

The result shows that there is an agreement among participants on high implementation of each human resource management quality variable, which indicates that there is a significant implementation of human resource management quality among Jordan Medical diagnosis laboratories organizations. This indicates that the managers working at Jordan medical diagnosis laboratories organizations realize the importance of the implementation of the human resource management quality variables. Moreover, the result shows that there is an agreement among participants on high implementation of each decision-making process variable. Moreover, overall result indicates that there is a significant implementation of decision-making process among Jordan Medical diagnosis laboratories organizations. This indicates that the managers working at Jordan medical diagnosis laboratories organizations realize the importance of the implementation of



decision making process variables. Moreover, the result shows that there is an agreement among participants on high implementation of each decision making process variable

Results show that the relationships between human resource management quality sub-variables are strong to very strong, and the relationships between decision-making process dimensions are also strong to very strong. Finally, the relationships between of human resource management quality sub-variables and decision-making process dimension are strong to very strong.

The current study shows human resource management quality affect decision-making process and each variables of human resource management quality has significant effect on decision making process in Jordan Medical diagnosis laboratories organizations except employee involvement. Moreover, study found that employees' empowerment has the highest effect on decision-making process, where followed by employees' commitment, then employees' teamwork, and employees' training.

### **5.3. Recommendations:**

In the light of the current study results, the following recommendations can be drawn:

#### **Recommendations for Jordan Medical Diagnosis Laboratories Organizations:**

1. The current study recommends using human resource management quality as a tool and technique to improve decision-making process in Medical diagnosis laboratories organizations.

2. The current study advises to conduct special training courses on how to implement human resource management quality for managers and other employees.

3. The current study recommends improve employees' empowerment in Medical laboratory organization.

**Recommendations for Academics and Future Research:**

4. This study is directed towards medical diagnosis laboratories organizations. Further field research work is needed to test the degree to which the study findings can be generalized to other industries.

5. Finally, there is a need to analyze data of other organizations over a longer period in order to clearly test the assumptions of quality of human resource management.

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## Appendices:

### Appendix (1): Panel of Judge (Referees Committee).

No.	Name	Qualification	Organization
1	Prof. Salah Diab	Professor	Applied Sciences University
2	Dr. Hassan Haj Mohammed	Associate Prof	Middle East University
3	Dr. Amjad Al-Tawaiqat	Associate Prof	Middle East University
4	Dr. Abdullah Hasonah	Associate Prof	Middle East University
5	Dr. Shaker Al-Qadah	Associate Prof	Applied Sciences University
6	Dr. Hamed Al-Mahadin	Associate Prof	Applied Sciences University
7	Dr. Ahmed Obeidat	Associate Prof	Jordan University
8	Dr. Awad Al-Nsour	Associate Prof	Hashemite University
9	Dr. Mohammad Al-Husban	Associate Prof	Hashemite University
10	Dr. Manal Abu-Taha	Medical Laboratory Specialist	Abu Sarah Medical Labs center
11	Nidal Abu-Shamaa	Medical Laboratory Specialist	Abu Shamaa Medical labs center
12	Amal khader	Medical Laboratory Technician	Abu Shamaa Medical labs center
13	Ahmed Shrbaje	Medical Laboratory Technician	AL-Khalidi Hospital
14	Samera Aesh	Medical Laboratory Technician	Abu Shamaa Medical labs center

**Appendix (2): List of Members of the Jordanian Association of Medical Laboratories 2017-2018**

<b>No.</b>	<b>Company</b>	<b>Year Established</b>	<b>Number of Managers</b>	<b>Type</b>
<b>1</b>	MedLab Co. (M. L)	1993	78	Private
<b>2</b>	BioLab Co. (B. L)	1991	22	Private
<b>3</b>	Smart Medical Lab Co. (S.M.L)	2002	17	Private
<b>5</b>	Khaled Medical Center. (K.M.C)	1982	38	Private
<b>6</b>	Precision Medical Lab Co. (P.M.L)	1993	9	Private
<b>7</b>	Farah Hospital	1978	11	Private
<b>8</b>	Qasr Shabeeb Hospital	1988	12	Public
<b>9</b>	Al Hikma Modern Hospital	1982	6	Public
<b>10</b>	Keswani Medical Labs Co. (K.M.L)	1974	14	Private
<b>11</b>	Zahran Central laboratories. (Z.C.L)	1993	8	Private
<b>12</b>	Sabha Medical laboratories Co.	2013	3	Private
<b>13</b>	Matalka Medical Labs Co.	1983	4	Private
<b>14</b>	Abu Shamaa Medical Labs Center	2007	15	Private
<b>15</b>	Specialized Medical laboratories	1997	33	Private
	<b>Total</b>		<b>270</b>	



**Appendix (3): Panel of Referees Committee Letter**

**Dear Instructor .....**

I would appreciate your referee to the attached questionnaire, which will be employed as a data-collection instrument for the thesis entitled:

**“The Impact of Human resource management quality on Decision Making Process at Jordanian Medical Diagnosis Laboratories Organizations”.**

This questionnaire includes 91 statements based on the study’s mentioned variables; hence, it might take only 20 minutes from you to modify any statement if necessary. Kindly, you are asked to write your comments and valuable suggestions clearly for each statement if possible. I am grateful to consider the recommendations and suggestions of amending the final questionnaire.

I would like to thank you for your patience, support and guidance regarding my study. If you have any question or comment, please call me (00962797232127), or E-mail ([info@QMLHS.com](mailto:info@QMLHS.com)).

**Name: Ibrahim Mohammad Syaj**

**Supervised by: Dr. Abdel-Aziz Ahmad Sharabati**



#### **Appendix (4):** Participants Letter (English Version)

**Dear Participant:** .....

The objectives of this master thesis is to study “**The Impact of Quality of Human Resources Management on Decision Making Process at Jordanian Medical Diagnosis Laboratories Organizations**”.

This research contains 65 questions, which may take 15 minutes to answer it; therefore, I would like to thank you for your patience answer it.

Again, we appreciate your sharing in this research. Please, if you have any question, please call me (00962797232127).

Thank you for your cooperation.

Researcher: Ibrahim Mohammad Syaj

Supervisor: Dr. Abdel-Aziz Ahmad Sharabati

## Appendix (5): Thesis Questionnaire (English Version)

### Questionnaire of the Impact of Human Resources Management Quality on Decision-Making Process at Jordan Medical Diagnosis Laboratories Organizations.

#### Part 1: Demographic information

Laboratory Name:

Gender:      Male      Female

Age (years):   less than 25    25 – 35      36 - 45      above 45

Education:    High School   Diploma      Bachelor      Master

Experience:   Less than5   5 – 10       10 – 15      Above 15

**Part 2:** The following 65 question tap into your perception about the human resource management quality variables and decision making process.

[1 = strongly not agree, 2 =not agree, 3 = neutral, 4 =agree, 5 =strongly agree] based on how you feel about the statement

#### Employees' Training

1.	The management defines the needs for training.	1	2	3	4	5
2.	The management defines the training content.	1	2	3	4	5
3.	The management selects the suitable training methods.	1	2	3	4	5
4.	The management develops criteria for selecting trainers.	1	2	3	4	5
5.	The management develops criteria for selecting trainees.	1	2	3	4	5
6.	The management implements the suitable training programs.	1	2	3	4	5
7.	The management evaluates training based on objective criteria.	1	2	3	4	5

#### Employees' Teamwork

8.	The management defines tasks that need teamwork.	1	2	3	4	5
9.	The management develops criteria to select team members.	1	2	3	4	5
10.	The management develops criteria to select team leaders.	1	2	3	4	5
11.	The management defines clear direction for team members.	1	2	3	4	5
12.	The management selects the team with different competencies.	1	2	3	4	5
13.	The management encourage trust among the team members.	1	2	3	4	5
14.	The management evaluates team results based on objective criteria.	1	2	3	4	5

#### Employees' Involvement

15.	The management conducts regular meetings with employees.	1	2	3	4	5
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16.	The management checks employees' tasks understanding.	1	2	3	4	5
17.	The management defines clear goals for participation.	1	2	3	4	5
18.	The management defines objective criteria for open discussion.	1	2	3	4	5
19.	The management encourages employees to participate in decision-making.	1	2	3	4	5
20.	The management encourages work related suggestions.	1	2	3	4	5
21.	The management encourages sharing-ideas among employees.	1	2	3	4	5

### **Employees' Empowerment**

22.	The management develops reason for empowerment.	1	2	3	4	5
23.	The management defines clear behavior for empowerment.	1	2	3	4	5
24.	The management develops criteria to select tasks empowerment.	1	2	3	4	5
25.	The management uses brainstorming sessions to employee's empowerment.	1	2	3	4	5
26.	The management provides train on how to use responsibility.	1	2	3	4	5
27.	The management sets up a system of rewards and incentives.	1	2	3	4	5
28.	The management evaluates empowerment program based on clear criteria.	1	2	3	4	5

### **Employees' Commitment**

29.	The management develops criteria to select committed employees.	1	2	3	4	5
30.	The management communicates all goals to employees.	1	2	3	4	5
31.	The management develops policies based on clear criteria.	1	2	3	4	5
32.	The management develops work practices at right time.	1	2	3	4	5
33.	The management defines resource related on committed employees.	1	2	3	4	5
34.	The management evaluates commitment level based on objective criteria.	1	2	3	4	5
35.	The management set up programs of rewards and incentives.	1	2	3	4	5

## **Decision -Making Process**

### **Problem Recognition**

36.	The management defines the customers' needs.	1	2	3	4	5
37.	The management gathers information about the need.	1	2	3	4	5
38.	The management trains the employees to define the cause from the symptoms.	1	2	3	4	5
39.	The management develops objectives for problem solving.	1	2	3	4	5
40.	The management develops questions to identify why to solve the need.	1	2	3	4	5

### **Generating Alternatives**

41.	The management develops criteria to alternative generation.	1	2	3	4	5
42.	The management trains employees on how to develop alternatives.	1	2	3	4	5
43.	The management uses brainstorming sessions to generate alternatives.	1	2	3	4	5
44.	The management encourages different alternatives.	1	2	3	4	5
45.	The management rewards unique alternatives.	1	2	3	4	5

### **Evaluating Alternatives**

46.	The management evaluates alternative based on objective criteria.	1	2	3	4	5
47.	The management provides training to assess alternatives cost.	1	2	3	4	5
48.	The management provides training to assess alternatives benefit.	1	2	3	4	5

<b>49.</b>	The management coordinates with employees to assess alternatives risk.	1	2	3	4	5
<b>50.</b>	The management uses qualitative and quantitative methods to evaluate alternatives.	1	2	3	4	5

### **Selecting the Solution**

<b>51.</b>	The management develops criteria for assembling the teams.	1	2	3	4	5
<b>52.</b>	The management clarifies the list of potential solutions.	1	2	3	4	5
<b>53.</b>	The management determines a suitable solution scores.	1	2	3	4	5
<b>54.</b>	The management uses participation sessions to select the best solution.	1	2	3	4	5
<b>55.</b>	The management selects the best solution that match with company strategy.	1	2	3	4	5

### **Implementing the solution**

<b>56.</b>	The management defines requirement related on implementing the solution.	1	2	3	4	5
<b>57.</b>	The management defines process related on implementing the solution.	1	2	3	4	5
<b>58.</b>	The management develops solution design for implementation.	1	2	3	4	5
<b>59.</b>	The management selects leaders for implementing new ideas.	1	2	3	4	5
<b>60.</b>	The management implements the selected solution gradually.	1	2	3	4	5

### **Monitoring and controlling**

<b>61.</b>	The management develops criteria to monitoring and controlling.	1	2	3	4	5
<b>62.</b>	The management trains employees on how to measure performance.	1	2	3	4	5
<b>63.</b>	The management compares performance based on clear criteria.	1	2	3	4	5
<b>64.</b>	The management provides corrective action based on objective criteria.	1	2	3	4	5
<b>65.</b>	The management provides guidance on how to take corrective action.	1	2	3	4	5



## Appendix (6): Participants Letter (Arabic Version)

عزيزي المشارك:.....

أهداف هذه الرسالة الرئيسية هي دراسة "أثر جودة إدارة الموارد البشرية على عملية صنع القرار في منظمات المختبرات التشخيصية الطبية الاردنية"

يحتوي هذا البحث على 65 سؤالاً، والتي قد تستغرق 15 دقيقة فقط؛ لذلك، أود أن أشكركم على صبركم الإجابة عليها.

مرة أخرى، نقدر مشاركتك في هذا البحث. إذا كان لديك أي سؤال أو تعليق، يرجى الاتصال بي على رقم التالي (00962797232127)

شكراً لتعاونكم

الباحث: إبراهيم محمد سباح

المشرف: د. عبد العزيز أحمد الشرباتي

## Appendix (7): Thesis Questionnaire (Arabic Version)

أثر جودة إدارة الموارد البشرية على عملية صنع القرار في منظمات المختبرات التشخيصية الطبية  
الأردنية

اسم المختبر:

الجنس:  ذكر  أنثى

العمر:  25 - 35  35 - 45  45 - 55  أكبر من 55

المؤهل العلمي:  دبلوم وما دون  بكالوريوس  ماجستير

سنوات الخبرة:  أقل من 5  5-10  10-15  أكثر من 15

(الرجاء التأكد من إجابة كل سؤال ووضع دائرة حول الجواب الصحيح استنادًا إلى مشاعرك وأحاسيسك حول الواقع الموجود وليس بناء على الاعتقاد أو الوضع المثالي لكل فقرة كالتالي: (1 = غير موافق بشدة.....، 5 = موافق بشدة)

رقم	السؤال	شدة موافق	غير موافق بشدة	موافق	محايد	غير موافق	موافق بشدة
		1	2	3	4	5	5
<b>1. تدريب الموظفين:</b>							
1.	تحدد الإدارة احتياجات التدريب	1	2	3	4	5	5
2.	تحدد الإدارة محتوى التدريب	1	2	3	4	5	5
3.	تقوم الإدارة باختيار طرق التدريب المناسبة	1	2	3	4	5	5
4.	تقوم الإدارة بتطوير معايير اختيار المدربين	1	2	3	4	5	5
5.	تقوم الإدارة بتطوير معايير اختيار المتدربين	1	2	3	4	5	5
6.	تنفذ الإدارة برامج التدريب المناسبة	1	2	3	4	5	5
7.	تقوم الإدارة بتقييم التدريب بناء على معايير موضوعية	1	2	3	4	5	5
<b>2. العمل الجماعي الموظفين:</b>							
8.	تحدد الإدارة المهام التي تحتاج إلى العمل الجماعي	1	2	3	4	5	5
9.	تقوم الإدارة بتطوير معايير لاختيار أعضاء الفريق	1	2	3	4	5	5
10.	تقوم الإدارة بتطوير معايير لاختيار قائد الفريق	1	2	3	4	5	5
11.	تحدد الإدارة توجهات واضحة لأعضاء الفريق	1	2	3	4	5	5
12.	الإدارة تختار أعضاء الفريق من مختلف الكفاءات	1	2	3	4	5	5
13.	تشجع الإدارة الثقة بين أعضاء الفريق	1	2	3	4	5	5
14.	تقوم الإدارة بتقييم نتائج الفريق بناء على معايير موضوعية	1	2	3	4	5	5
<b>3. مشاركة الموظفين:</b>							
15.	تقوم الإدارة بعقد اجتماعات منتظمة مع الموظفين.	1	2	3	4	5	5
16.	تتحقق الإدارة من فهم مهام الموظفين	1	2	3	4	5	5
17.	تحدد الإدارة أهدافا واضحة للمشاركة	1	2	3	4	5	5
18.	تحدد الإدارة المعايير الموضوعية للمناقشة المفتوحة	1	2	3	4	5	5

رقم	السؤال	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
		5	4	3	2	1
19.	تشجع الإدارة الموظفين على المشاركة في صنع القرار	5	4	3	2	1
20.	تشجع الإدارة المقترحات المتعلقة بالعمل	5	4	3	2	1
21.	تشجع الإدارة على تبادل الأفكار بين الموظفين	5	4	3	2	1
<b>4. تمكين الموظفين:</b>						
22.	تطور الإدارة أسباب التمكين	5	4	3	2	1
23.	تعرف الإدارة السلوك الواضح للتمكين	5	4	3	2	1
24.	تقوم الإدارة بتطوير معايير لتحديد مهام التمكين	5	4	3	2	1
25.	تستخدم الإدارة جلسات العصف الذهني لتمكين الموظف	5	4	3	2	1
26.	توفر الإدارة تدريباً بشأن كيفية استخدام المسؤولية	5	4	3	2	1
27.	تقوم الإدارة بوضع نظام للمكافآت والحوافز	5	4	3	2	1
28.	تقوم الإدارة بتقييم برنامج التمكين استناداً إلى معايير واضحة	5	4	3	2	1
<b>5. التزام الموظفين:</b>						
29.	تقوم الإدارة بتطوير معايير لاختيار الموظفين الملتزمين	5	4	3	2	1
30.	تقوم الإدارة بتوصيل جميع الأهداف للموظفين	5	4	3	2	1
31.	تقوم الإدارة بتطوير سياسات تستند إلى معايير واضحة	5	4	3	2	1
32.	تقوم الإدارة بتطوير ممارسات العمل في الوقت المناسب	5	4	3	2	1
33.	تحدد الإدارة الموارد المتعلقة بالموظفين الملتزمين	5	4	3	2	1
34.	تقوم الإدارة بتقييم مستوى الالتزام بناء على معايير موضوعية	5	4	3	2	1
35.	تحدد الإدارة برامج للمكافآت والحوافز	5	4	3	2	1
<b>عملية صنع القرار</b>						
<b>6. التعرف على المشكلة</b>						
36.	تحدد الإدارة احتياجات العملاء	5	4	3	2	1
37.	تجمع الإدارة المعلومات حول المشكلة	5	4	3	2	1
38.	تدرب الإدارة الموظفين لتحديد السبب من الأعراض	5	4	3	2	1
39.	تقوم الإدارة بتطوير الأهداف لحل المشكلات	5	4	3	2	1
40.	تقوم الإدارة بتطوير الأسئلة لتحديد سبب حل المشكلة	5	4	3	2	1
<b>7. توليد البدائل:</b>						
41.	تقوم الإدارة بتطوير معايير لتوليد بدائل الحلول	5	4	3	2	1
42.	تقوم الإدارة بتدريب الموظفين على كيفية تطوير البدائل	5	4	3	2	1
43.	تستخدم الإدارة جلسات العصف الذهني لتوليد البدائل	5	4	3	2	1
44.	تشجع الإدارة البدائل المختلفة	5	4	3	2	1
45.	الإدارة تكافئ بدائل فريدة من نوعها	5	4	3	2	1
<b>8. تقييم البدائل:</b>						
46.	تقوم الإدارة بتقييم بديل يستند إلى معايير موضوعية	5	4	3	2	1
47.	توفر الإدارة التدريب لتقييم تكلفة البدائل	5	4	3	2	1
48.	توفر الإدارة التدريب لتقييم فوائد البدائل	5	4	3	2	1
49.	تنسق الإدارة مع الموظفين لتقييم مخاطر البدائل	5	4	3	2	1
50.	تستخدم الإدارة طرقاً نوعية وكمية لتقييم البدائل	5	4	3	2	1
<b>9. تحديد الحل المناسب:</b>						



رقم	السؤال	موافق بشدة	غير موافق بشدة	محايد	موافق	موافق بشدة
		5	4	3	2	1
51.	تقوم الإدارة بوضع معايير لتجميع الفريق لتحديد الحل المناسب	5	4	3	2	1
52.	توضح الإدارة قائمة الحلول المحتملة	5	4	3	2	1
53.	تحدد الإدارة درجات حل مناسبة	5	4	3	2	1
54.	تستخدم الإدارة جلسات المشاركة لاختيار أفضل الحلول	5	4	3	2	1
55.	الإدارة تختار أفضل الحلول التي تتطابق مع استراتيجية الشركة	5	4	3	2	1
<b>10. تنفيذ الحل:</b>						
56.	تحدد الإدارة المتطلبات المتعلقة بتنفيذ الحل.	5	4	3	2	1
57.	تحدد الإدارة العملية المتعلقة بتنفيذ الحل	5	4	3	2	1
58.	تقوم الإدارة بتطوير تصميم الحلول للتنفيذ	5	4	3	2	1
59.	تختار الإدارة القادة لتنفيذ أفكار جديدة	5	4	3	2	1
60.	الإدارة تنفذ الحل المحدد تدريجياً	5	4	3	2	1
<b>11. رصد ومراقبة:</b>						
61.	تقوم الإدارة بتطوير معايير للرصد والمراقبة.	5	4	3	2	1
62.	تقوم الإدارة بتدريب الموظفين على كيفية قياس الأداء	5	4	3	2	1
63.	تقارن الإدارة الأداء استناداً إلى معايير واضحة	5	4	3	2	1
64.	تقدم الإدارة إجراءات تصحيحية بناء على معايير موضوعية	5	4	3	2	1
65.	تقدم الإدارة إرشادات بشأن كيفية اتخاذ الإجراءات التصحيحية	5	4	3	2	1

## Appendix (8): Original Data Analysis:

### Normality:

One-Sample Kolmogorov-Smirnov Test														
		Emp loye es' Trai ning	Em ploy ees' Tea mwo rk	Em ploy ees' Invo lve ment	Em ploy ees' Em pow erment	Em ploy ees' Co mmit ment	Qua lity of Hu man Res ourc e Man age ment	Pro ble m Rec ogni tion	Gen erati ng Alte rnati ves	Eval uati ng Alte rnati ves	Sele ctin g the Solu tion	Imp lem enti ng the solu tion	Mo nito ring and cont rolli ng	Deci sion - Mak ing Proc ess
N		99	99	99	99	99	99	99	99	99	99	99	99	99
Normal Paramet ers <sup>a,b</sup>	Mea n	3.91 80	3.87 43	3.79 62	3.65 39	3.75 57	3.80 01	3.89 70	3.79 19	3.82 83	3.85 66	3.76 36	3.94 95	3.84 757 6
	Std. Dev iatio n	.719 60	.628 90	.701 20	.698 79	.750 50	.609 32	.758 28	.737 30	.772 49	.761 33	.776 37	.705 28	.633 489 0
Most Extrem e Differe nces	Abs olut e	.094	.115	.119	.104	.102	.065	.130	.126	.084	.120	.104	.125	.092
	Posi tive	.066	.050	.068	.088	.065	.038	.073	.071	.065	.067	.090	.083	.047
	Neg ativ e	- .094 -	- .115 -	- .119 -	- .104 -	- .102 -	- .065 -	- .130 -	- .126 -	- .084 -	- .120 -	- .104 -	- .125 -	- .092 -
Kolmogorov- Smirnov Z		.937	1.14 0	1.18 8	1.03 4	1.01 9	.647	1.29 1	1.25 6	.831	1.19 6	1.03 9	1.23 9	.913
Asymp. Sig. (2-tailed)		.344	.149	.119	.235	.251	.796	.071	.085	.495	.115	.230	.093	.375
a. Test distribution is Normal.														
b. Calculated from data.														

**Reliability:  
Training**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.885	7

**Teamwork:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.831	7

**Involvement:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.889	7

**Empowerment:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.890	7

**Commitment:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.901	7

**Quality of Human Resource Management:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.919	5

**Problem Recognition:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.865	5

**Generating Alternatives:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.866	5

**Evaluating Alternative:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.874	5

**Selecting the Solution:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.881	5

**Implementing the Solution:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.881	5

**Monitoring and Controlling:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.838	5

**Decision-Making process:**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.918	6

**Demographic:**

<b>Gender: Male, Female.</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	43	43.4	43.4	43.4
	2	56	56.6	56.6	100.0
	Total	99	100.0	100.0	

<b>Age: less than 25, 25 – 35, 36 – 45, above 45.</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	23	23.2	23.2	23.2
	2	43	43.4	43.4	66.7
	3	22	22.2	22.2	88.9
	4	11	11.1	11.1	100.0
	Total	99	100.0	100.0	

<b>Education: High School, Diploma, Bachelor, Master.</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	14	14.1	14.1	14.1
	3	66	66.7	66.7	80.8
	4	19	19.2	19.2	100.0
	Total	99	100.0	100.0	

<b>Experience: Less than 5, 5 – 10, 10 – 15, Above 15</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	44	44.4	44.4	44.4
	2	36	36.4	36.4	80.8
	3	12	12.1	12.1	92.9
	4	7	7.1	7.1	100.0
	Total	99	100.0	100.0	

**Means, Standard Deviation, t-Value:****Quality of Human Resource Management:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
Employees' Training	99	3.9180	.71960	.07232
Employees' Teamwork	99	3.8743	.62890	.06321
Employees' Involvement	99	3.7962	.70120	.07047
Employees' Empowerment	99	3.6539	.69879	.07023
Employees' Commitment	99	3.7557	.75050	.07543
Quality of Human Resource Management	99	3.8001	.60932	.06124

<b>One-Sample Test</b>						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employees' Training	12.693	98	.000	.91798	.7745	1.0615
Employees' Teamwork	13.833	98	.000	.87434	.7489	.9998
Employees' Involvement	11.297	98	.000	.79616	.6563	.9360
Employees' Empowerment	9.311	98	.000	.65394	.5146	.7933
Employees' Commitment	10.018	98	.000	.75566	.6060	.9053
Quality of Human Resource Management	13.065	98	.000	.80010	.6786	.9216

**Training:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management defines the needs for training.	99	3.94	.977	.098
The management defines the training content.	99	4.01	.931	.094
The management selects the suitable training methods.	99	4.00	.979	.098
The management develops criteria for selecting trainers.	99	3.98	.979	.098
The management develops criteria for selecting trainees.	99	3.79	.961	.097
The management implements the suitable training programs.	99	3.83	.869	.087
The management evaluates training based on objective criteria.	99	3.88	.836	.084
Employees' Training	99	3.9177	.71954	.07232

<b>One-Sample Test</b>						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management defines the needs for training.	9.562	98	.000	.939	.74	1.13
The management defines the training content.	10.792	98	.000	1.010	.82	1.20
The management selects the suitable training methods.	10.159	98	.000	1.000	.80	1.20
The management develops criteria for selecting trainers.	9.956	98	.000	.980	.78	1.18
The management develops criteria for selecting trainees.	8.156	98	.000	.788	.60	.98
The management implements the suitable training programs.	9.479	98	.000	.828	.65	1.00
The management evaluates training based on objective criteria.	10.455	98	.000	.879	.71	1.05
Employees' Training	12.691	98	.000	.91775	.7742	1.0613

**Teamwork:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management defines tasks that need teamwork.	99	3.90	.953	.096
The management develops criteria to select team members.	99	3.91	.905	.091
The management develops criteria to select team leaders.	99	3.77	.913	.092
The management defines clear direction for team members.	99	3.86	.845	.085
The management selects the team with different competencies.	99	3.85	.825	.083
The management encourage trust among the team members.	99	3.87	.955	.096
The management evaluates team results based on objective criteria.	99	3.97	.839	.084
Employees' Teamwork	99	3.8745	.62845	.06316

<b>One-Sample Test</b>						
	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management defines tasks that need teamwork.	9.387	98	.000	.899	.71	1.09
The management develops criteria to select team members.	10.000	98	.000	.909	.73	1.09
The management develops criteria to select team leaders.	8.368	98	.000	.768	.59	.95
The management defines clear direction for team members.	10.107	98	.000	.859	.69	1.03
The management selects the team with different competencies.	10.231	98	.000	.848	.68	1.01
The management encourage trust among the team members.	9.055	98	.000	.869	.68	1.06
The management evaluates team results based on objective criteria.	11.506	98	.000	.970	.80	1.14
Employees' Teamwork	13.845	98	.000	.87446	.7491	.9998



**Involvement:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management conducts regular meetings with employees.	99	3.71	.972	.098
The management checks employees' tasks understanding.	99	3.79	.836	.084
The management defines clear goals for participation.	99	3.84	.900	.090
The management defines objective criteria for open discussion.	99	3.79	.951	.096
The management encourages employees to participate in decision-making.	99	3.85	.861	.087
The management encourages work related suggestions.	99	3.81	.865	.087
The management encourages sharing-ideas among employees.	99	3.80	.937	.094
Employees' Involvement	99	3.7965	.70107	.07046

<b>One-Sample Test</b>						
	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management conducts regular meetings with employees.	7.241	98	.000	.707	.51	.90
The management checks employees' tasks understanding.	9.373	98	.000	.788	.62	.95
The management defines clear goals for participation.	9.267	98	.000	.838	.66	1.02
The management defines objective criteria for open discussion.	8.247	98	.000	.788	.60	.98
The management encourages employees to participate in decision-making.	9.800	98	.000	.848	.68	1.02
The management encourages work related suggestions.	9.293	98	.000	.808	.64	.98
The management encourages sharing-ideas among employees.	8.478	98	.000	.798	.61	.98
Employees' Involvement	11.305	98	.000	.79654	.6567	.9364

**Empowerment:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management develops reason for empowerment.	99	3.40	.925	.093
The management defines clear behavior for empowerment.	99	3.59	.845	.085
The management develops criteria to select tasks empowerment.	99	3.62	.842	.085
The management uses brainstorming sessions to employees' empowerment.	99	3.72	.893	.090
The management provides train on how to use responsibility.	99	3.72	.926	.093
The management sets up a system of rewards and incentives.	99	3.71	.940	.094
The management evaluates empowerment program based on clear criteria.	99	3.83	.926	.093
Employees' Empowerment	99	3.6539	.69879	.07023

<b>One-Sample Test</b>						
	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management develops reason for empowerment.	4.346	98	.000	.404	.22	.59
The management defines clear behavior for empowerment.	6.896	98	.000	.586	.42	.75
The management develops criteria to select tasks empowerment.	7.285	98	.000	.616	.45	.78
The management uses brainstorming sessions to employees' empowerment.	7.994	98	.000	.717	.54	.90
The management provides train on how to use responsibility.	7.704	98	.000	.717	.53	.90
The management sets up a system of rewards and incentives.	7.488	98	.000	.707	.52	.89
The management evaluates empowerment program based on clear criteria.	8.897	98	.000	.828	.64	1.01
Employees' Empowerment	9.311	98	.000	.65394	.5146	.7933

**Commitment:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management develops criteria to select committed employees.	99	3.80	1.010	.102
The management communicates all goals to employees.	99	3.87	.911	.092
The management develops policies based on clear criteria.	99	3.77	.978	.098
The management develops work practices at right time.	99	3.77	.924	.093
The management defines resource related on committed employees.	99	3.65	.907	.091
The management evaluates commitment level based on objective criteria.	99	3.75	.919	.092
The management set up programs of rewards and incentives.	99	3.70	.974	.098
Employees' Commitment	99	3.7561	.75019	.07540

<b>One-Sample Test</b>						
	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management develops criteria to select committed employees.	7.862	98	.000	.798	.60	1.00
The management communicates all goals to employees.	9.490	98	.000	.869	.69	1.05
The management develops policies based on clear criteria.	7.813	98	.000	.768	.57	.96
The management develops work practices at right time.	8.267	98	.000	.768	.58	.95
The management defines resource related on committed employees.	7.091	98	.000	.646	.47	.83
The management evaluates commitment level based on objective criteria.	8.097	98	.000	.747	.56	.93
The management set up programs of rewards and incentives.	7.122	98	.000	.697	.50	.89
Employees' Commitment	10.029	98	.000	.75613	.6065	.9058

**Decision-Making process:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
Problem Recognition	99	3.8970	.75828	.07621
Generating Alternatives	99	3.7919	.73730	.07410
Evaluating Alternatives	99	3.8283	.77249	.07764
Selecting the Solution	99	3.8566	.76133	.07652
Implementing the solution	99	3.7636	.77637	.07803
Monitoring and controlling	99	3.9495	.70528	.07088
Decision-Making Process	99	3.847811	.6336226	.0636815

<b>One-Sample Test</b>						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Problem Recognition	11.770	98	.000	.89697	.7457	1.0482
Generating Alternatives	10.687	98	.000	.79192	.6449	.9390
Evaluating Alternatives	10.668	98	.000	.82828	.6742	.9824
Selecting the Solution	11.195	98	.000	.85657	.7047	1.0084
Implementing the solution	9.787	98	.000	.76364	.6088	.9185
Monitoring and controlling	13.395	98	.000	.94949	.8088	1.0902
Decision-Making Process	13.313	98	.000	.8478114	.721438	.974185

**Problem Recognition:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management defines the customers' needs.	99	4.00	.969	.097
The management gathers information about the need.	99	3.98	.892	.090
The management trains the employees to define the cause from the symptoms.	99	3.89	.968	.097
The management develops objectives for problem solving.	99	3.80	.937	.094
The management develops questions to identify why to solve the need.	99	3.82	.941	.095
Problem Recognition	99	3.8970	.75828	.07621

<b>One-Sample Test</b>						
	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management defines the customers' needs.	10.269	98	.000	1.000	.81	1.19
The management gathers information about the need.	10.930	98	.000	.980	.80	1.16
The management trains the employees to define the cause from the symptoms.	9.139	98	.000	.889	.70	1.08
The management develops objectives for problem solving.	8.478	98	.000	.798	.61	.98
The management develops questions to identify why to solve the need.	8.654	98	.000	.818	.63	1.01
Problem Recognition	11.770	98	.000	.89697	.7457	1.0482

**Generating Alternative:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management develops criteria to alternative generation.	99	3.72	.904	.091
The management trains employees on how to develop alternatives.	99	3.78	.898	.090
The management uses brainstorming sessions to generate alternatives.	99	3.85	.908	.091
The management encourages different alternatives.	99	3.73	.890	.089
The management rewards unique alternatives.	99	3.89	.968	.097
Generating Alternatives	99	3.7919	.73730	.07410

<b>One-Sample Test</b>						
	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management develops criteria to alternative generation.	7.894	98	.000	.717	.54	.90
The management trains employees on how to develop alternatives.	8.613	98	.000	.778	.60	.96
The management uses brainstorming sessions to generate alternatives.	9.302	98	.000	.848	.67	1.03
The management encourages different alternatives.	8.130	98	.000	.727	.55	.90
The management rewards unique alternatives.	9.139	98	.000	.889	.70	1.08
Generating Alternatives	10.687	98	.000	.79192	.6449	.9390

**Evaluating Alternative:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management evaluates alternative based on objective criteria.	99	3.80	1.000	.100
The management provides training to assess alternatives cost.	99	3.82	1.004	.101
The management provides training to assess alternatives benefit.	99	3.90	.898	.090
The management coordinates with employees to assess alternatives risk.	99	3.86	.937	.094
The management uses qualitative and quantitative methods to evaluate alternatives.	99	3.77	.890	.089
Evaluating Alternatives	99	3.8283	.77249	.07764

<b>One-Sample Test</b>						
	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management evaluates alternative based on objective criteria.	7.941	98	.000	.798	.60	1.00
The management provides training to assess alternatives cost.	8.111	98	.000	.818	.62	1.02
The management provides training to assess alternatives benefit.	9.963	98	.000	.899	.72	1.08
The management coordinates with employees to assess alternatives risk.	9.118	98	.000	.859	.67	1.05
The management uses qualitative and quantitative methods to evaluate alternatives.	8.581	98	.000	.768	.59	.95
Evaluating Alternatives	10.668	98	.000	.82828	.6742	.9824

**Selecting the Solution:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management develops criteria for assembling the teams.	99	3.75	.973	.098
The management clarifies the list of potential solutions.	99	3.93	.872	.088
The management determines a suitable solution scores.	99	3.87	.841	.085
The management uses participation sessions to select the best solution.	99	3.91	.905	.091
The management selects the best solution that match with company strategy.	99	3.83	1.021	.103
Selecting the Solution	99	3.8566	.76133	.07652

<b>One-Sample Test</b>						
	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management develops criteria for assembling the teams.	7.647	98	.000	.747	.55	.94
The management clarifies the list of potential solutions.	10.605	98	.000	.929	.76	1.10
The management determines a suitable solution scores.	10.279	98	.000	.869	.70	1.04
The management uses participation sessions to select the best solution.	10.000	98	.000	.909	.73	1.09
The management selects the best solution that match with company strategy.	8.075	98	.000	.828	.62	1.03
Selecting the Solution	11.195	98	.000	.85657	.7047	1.0084



**Implementing the Solution:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management defines requirement related on implementing the solution.	99	3.73	.988	.099
The management defines process related on implementing the solution.	99	3.82	.952	.096
The management develops solution design for implementation.	99	3.74	.910	.091
The management selects leaders for implementing new ideas.	99	3.79	.929	.093
The management implements the selected solution gradually.	99	3.75	.896	.090
Implementing the solution	99	3.7636	.77637	.07803

<b>One-Sample Test</b>						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management defines requirement related on implementing the solution.	7.325	98	.000	.727	.53	.92
The management defines process related on implementing the solution.	8.556	98	.000	.818	.63	1.01
The management develops solution design for implementation.	8.062	98	.000	.737	.56	.92
The management selects leaders for implementing new ideas.	8.440	98	.000	.788	.60	.97
The management implements the selected solution gradually.	8.300	98	.000	.747	.57	.93
Implementing the solution	9.787	98	.000	.76364	.6088	.9185

**Monitoring and Controlling:**

<b>One-Sample Statistics</b>				
	N	Mean	Std. Deviation	Std. Error Mean
The management develops criteria to monitoring and controlling.	99	3.91	.959	.096
The management trains employees on how to measure performance.	99	3.97	.886	.089
The management compares performance based on clear criteria.	99	3.94	.867	.087
The management provides corrective action based on objective criteria.	99	3.95	.930	.093
The management provides guidance on how to take corrective action.	99	3.98	.880	.088
Monitoring and controlling	99	3.9495	.70528	.07088

<b>One-Sample Test</b>						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The management develops criteria to monitoring and controlling.	9.429	98	.000	.909	.72	1.10
The management trains employees on how to measure performance.	10.891	98	.000	.970	.79	1.15
The management compares performance based on clear criteria.	10.783	98	.000	.939	.77	1.11
The management provides corrective action based on objective criteria.	10.159	98	.000	.949	.76	1.13
The management provides guidance on how to take corrective action.	11.073	98	.000	.980	.80	1.16
Monitoring and controlling	13.395	98	.000	.94949	.8088	1.0902

**Relationships between variables and sub-variables.**

		Correlations												
		Traini ng	Team work	Involv ement	Empow erment	Comm itment	QHR M	Proble m Recog nition	Genera te Altern atives	Evaluat e Altern atives	Select the Solutio n	Imple ment solutio n	Monito r and control	Decisio n- Making Process
Traini ng	Correlate	1	.732**	.673**	.639**	.670**	.855**	.667**	.613**	.667**	.544**	.572**	.548**	.715**
	Sig.		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Teamw ork	Correlate	.732**	1	.694**	.643**	.673**	.853**	.695**	.628**	.578**	.592**	.560**	.622**	.726**
	Sig.	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Involve ment	Correlate	.673**	.694**	1	.717**	.685**	.866**	.641**	.528**	.585**	.577**	.620**	.528**	.689**
	Sig.	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Empow erment	Correlate	.639**	.643**	.717**	1	.828**	.883**	.574**	.658**	.687**	.660**	.634**	.629**	.760**
	Sig.	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Comm itment	Correlate	.670**	.673**	.685**	.828**	1	.891**	.640**	.655**	.637**	.689**	.562**	.687**	.765**
	Sig.	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
QHRM	Correlate	.855**	.853**	.866**	.883**	.891**	1	.738**	.709**	.727**	.705**	.678**	.693**	.841**
	Sig.	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Proble m Recog nition	Correlate	.667**	.695**	.641**	.574**	.640**	.738**	1	.645**	.666**	.672**	.595**	.679**	.842**
	Sig.	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Generat e Altern atives	Correlate	.613**	.628**	.528**	.658**	.655**	.709**	.645**	1	.697**	.766**	.619**	.630**	.861**
	Sig.	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Evaluat e Altern atives	Correlate	.667**	.578**	.585**	.687**	.637**	.727**	.666**	.697**	1	.736**	.683**	.541**	.858**
	Sig.	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Select the Solutio n	Correlate	.544**	.592**	.577**	.660**	.689**	.705**	.672**	.766**	.736**	1	.681**	.683**	.898**
	Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Imple ment the solutio n	Correlate	.572**	.560**	.620**	.634**	.562**	.678**	.595**	.619**	.683**	.681**	1	.479**	.807**
	Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Monito r and control	Correlate	.548**	.622**	.528**	.629**	.687**	.693**	.679**	.630**	.541**	.683**	.479**	1	.787**
	Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	99	99	99	99	99	99	99	99	99	99	99	99	99
Decisio n- Making Process	Correlate	.715**	.726**	.689**	.760**	.765**	.841**	.842**	.861**	.858**	.898**	.807**	.787**	1
	Sig.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	99	99	99	99	99	99	99	99	99	99	99	99	99

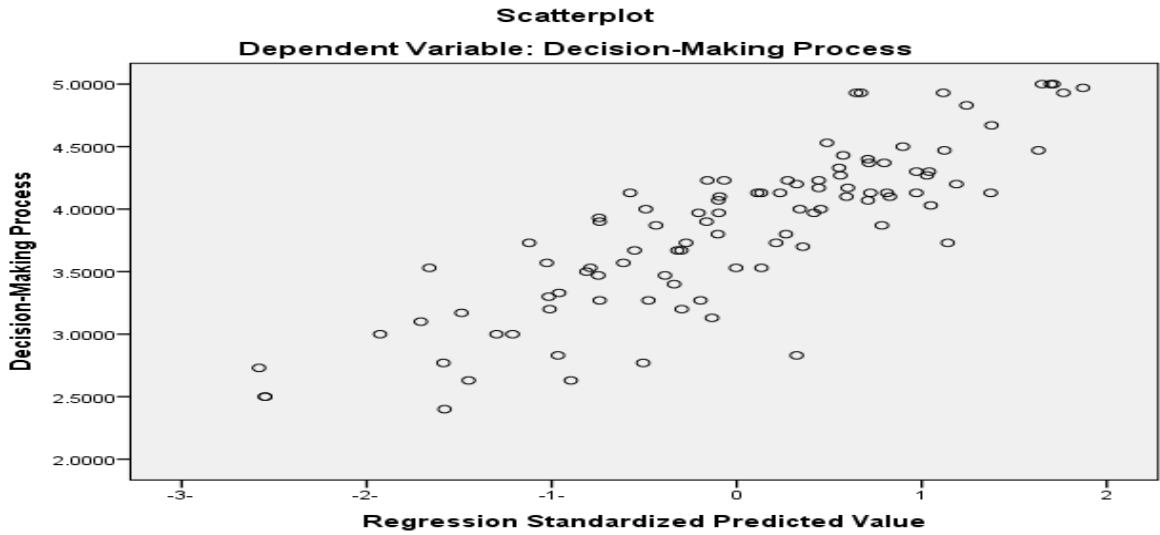
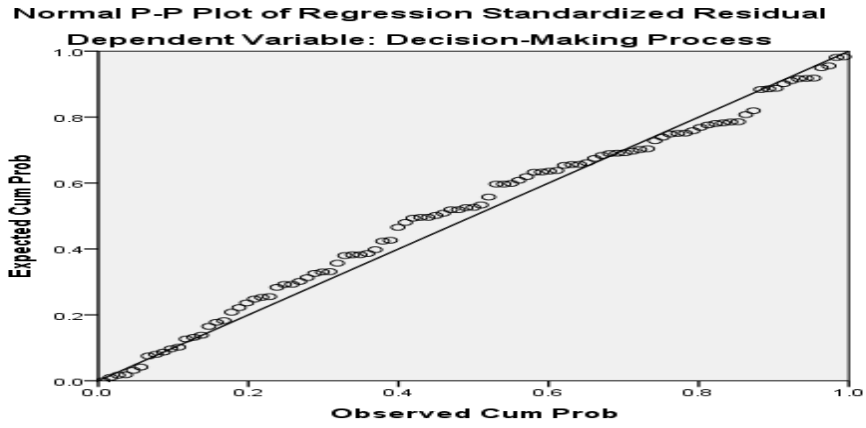
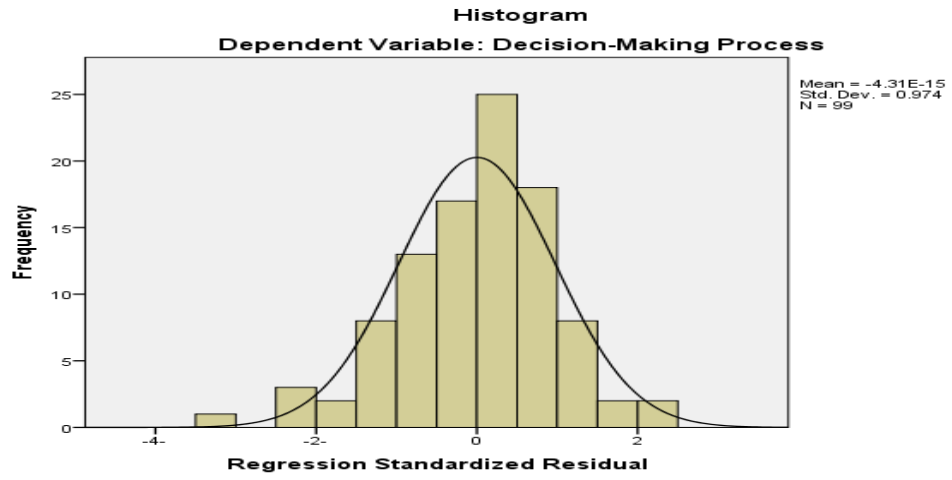
\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Hypothesis testing:**

<b>Model Summary<sup>b</sup></b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.845 <sup>a</sup>	.714	.698	.3480035	2.077
a. Predictors: (Constant), Employees' Commitment, Employees' Training, Employees' Involvement, Employees' Teamwork, Employees' Empowerment					
b. Dependent Variable: Decision-Making Process					

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.065	5	5.613	46.348	.000 <sup>b</sup>
	Residual	11.263	93	.121		
	Total	39.328	98			
a. Dependent Variable: Decision-Making Process						
b. Predictors: (Constant), Employees' Commitment, Employees' Training, Employees' Involvement, Employees' Teamwork, Employees' Empowerment						

<b>Coefficients<sup>a</sup></b>								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.521	.231		2.262	.026		
	Employees' Training	.169	.079	.192	2.143	.035	.385	2.598
	Employees' Teamwork	.221	.092	.219	2.401	.018	.369	2.712
	Employees' Involvement	.058	.082	.064	.708	.481	.373	2.679
	Employees' Empowerment	.237	.097	.262	2.452	.016	.270	3.701
	Employees' Commitment	.192	.090	.228	2.128	.036	.269	3.713
a. Dependent Variable: Decision-Making Process								



## Appendix (9): Original Panel of Referees Committee Letter

**Dear Instructor .....**

I would appreciate your referee to the attached questionnaire, which will be employed as a data-collection instrument for the thesis entitled:

**“The Impact of Human resource management quality on Decision Making Process at Jordanian Medical Diagnosis Laboratories Organizations”.**

This questionnaire includes 91 statements based on the study’s mentioned variables; hence, it might take only 20 minutes from you to modify any statement if necessary. Kindly, you are asked to write your comments and valuable suggestions clearly for each statement if possible. I am grateful to consider the recommendations and suggestions of amending the final questionnaire.

I would like to thank you for your patience, support and guidance regarding my study. If you have any question or comment, please call me (00962797232127), or E-mail ([info@QMLHS.com](mailto:info@QMLHS.com)).

Researcher: Ibrahim Mohammad Syaj

Supervisor: Dr. Abdel-Aziz Ahmad Sharabati

No.	Statement	Clear		Suitable		Affiliate		Suggestion	122
		Yes	No	Yes	No	Yes	No		
<b>Quality of Human Resource Management</b>									
<b>Employees' Training</b>									
1.	The management defines the needs for training (Neck and Manz,1996)								
2.	The management puts clear objectives for training (Neck and Manz,1996)								
3.	The management clarifies the training content (Neck and Manz,1996)								
4.	The management selects the suitable training methods (Addo, et.al,2010)								
5.	The management uses the suitable facilities for training (Addo, et.al,2010)								
6.	The management develops criteria for selecting trainers (Addo, et.al,2010)								
7.	The management develops criteria for selecting trainees (McDowall and Saunders, 2010)								
8.	The management develops suitable budget for training (McDowall and Saunders, 2010)								
9.	The management implements training programs according to needs (Neck and Manz,1996)								
10.	The management evaluates training based on objective criteria (Lynagh,et.al, 2007)								
<b>Employees' Teamwork</b>									
11.	The management defines tasks which need teamwork (McDowall and Saunders, 2010)								
12.	The management develops criteria for teamwork. To select team members (Lynagh, et.al, 2007)								
13.	The management develops criteria for teamwork. To select team leader (Booth, et.al, 2005)								
14.	The management provides the common chart among team members (Addo, et.al,2010)								
15.	The management sets clear direction for team members (Addo, et.al,2010)								
16.	The management facilitates the flow of competence among team members (McDowall and Saunders, 2010)								
17.	The management develops trustworthiness for teamwork (McDowall and Saunders, 2010)								
18.	The management promotes diversity among team members (McDowall and Saunders, 2010)								
19.	The management provides team member from different backgrounds (Booth, et.al, 2005)								

20.	The management evaluates teamwork activity based on objective criteria (Lynagh, et.al, 2007)							
<b>Employees' Involvement</b>								
21.	The management meets with employees at right time (Mendes, 2012)							
22.	The management defines the extent of employees 'understand tasks (Mendes, 2012)							
23.	The management sets clear goals for new situations (Mendes, 2012)							
24.	The management provides open discussion based on objective criteria (Babin and Boles,1996)							
25.	The management considers employees' opinions when making decisions (Babin and Boles,1996)							
26.	The management listens to suggestions (Babin and Boles,1996)							
27.	The management provides training on how to assign responsibility (Babin and Boles,1996)							
28.	The management uses involvement for important tasks (Khan,et.al,2011)							
29.	The management uses involvement to create competitive advantage (Khan,et.al,2011)							
30.	The management considers employee involvement as an objective (Khan,et.al,2011)							
<b>Employees' Empowerment</b>								
31.	The management defines the needs for empowerment ( Pelit,et.al,2011)							
32.	The management puts clear behavior for empowerment ( Pelit,et.al,2011)							
33.	The management uses empowerment for important decision (Conger and Kanungo,1988)							
34.	The management uses empowerment for important tasks (Conger and Kanungo,1988)							
35.	The management holds empowerment sessions for employees (Wall,et.al,2002)							
36.	The management uses brainstorming sessions to employee empowerment (Wall,et.al,2002)							
37.	The management provides train on how to use responsibility (Conger and Kanungo,1988)							
38.	The management sets up a system of rewards and incentives (Pelit,et.al,2011)							



39.	The management evaluates empowerment program based on criteria (Conger and Kanungo,1988)							
<b>Employees' Commitment</b>								
40.	The management develops criteria to select committed employees' (Miller and Lee,2001)							
41.	The management offers resource related on committed employees' (Han, el.al,2010)							
42.	The management provides flexible time to committed employees' (Miller and Lee,2001)							
43.	The management offers awareness related on committed employees' (Han, el.al,2010)							
44.	The management holds empowerment sessions for committed employees.' (Han, el.al,2010)							
45.	The management develops suitable confidence for employees ( Addo, et.al,2010)							
46.	The management provides a safe working environment ( Addo, et.al,2010)							
47.	The management develops relationships based on objective criteria (Miller and Lee,2001)							
48.	The management evaluates commitment level at right time ( Addo, et.al,2010)							
49.	The management set up programs of rewards and incentives (Conger and Kanungo,1988)							

**Decision -Making Process**

**Problem Recognition**

50.	The management is able to define the customer's needs (Wise, 1986)							
51.	The management has indicators for the situation (Wise, 1986)							
52.	The management train the employees on how to isolate the problem (Wise, 1986)							
53.	The management develops purpose for problem solving (Wise, 1986)							
54.	The management train the employees on how to diagnose the conflict (Frank, 1988)							
55.	The management develops criteria for determining gap (Frank, 1988)							
56.	The management have a set of questions to identify the requirements need (Frank, 1988)							

**Generating Alternatives**

57.	The management has a criteria to generating alternatives ( Wise, 1986)							
58.	The management provides employees with skills to generate alternatives (Wise, 1986)							
59.	The management use brainstorming sessions to generate alternative ( Wise, 1986)							
60.	The management encourages different ideas (Davis, 2006)							
61.	The management use innovation sessions to generate alternative (Frank, 1988)							
62.	The management develops criteria to avoid poor alternatives (Davis, 2006)							
63.	The management encourages ideas that match with company finance (Frank, 1988)							

**Evaluating Alternatives**

64.	The management evaluates alternative based on objective criteria (Wise, 1986)							
65.	The management meets with guiding employees to assess criteria (Wise, 1986)							
66.	The management offers training to assess alternatives cost (Ferguson, 2006)							
67.	The management offers training to assess alternatives benefit (Davis, 2006)							
68.	The management coordinates with employees to assess alternatives risk							

69.	The management evaluates alternatives based on qualitative methods (Ferguson, 2006)							
70.	The management evaluates alternatives based on quantitative methods (Davis, 2006)							
<b>Selecting the Solution</b>								
71.	The management develops criteria for assembling the teams (Han, et.al, 2010)							
72.	The management clarifies the list potential solutions (Frank, 1988)							
73.	The management develops criteria for selecting the solutions (Ferguson, 2006)							
74.	The management determines a suitable solution scores (Han, et.al, 2010)							
75.	The management uses participation sessions to select the best solution (Frank, 1988)							
76.	The management select the best solution that match with company finance (Ferguson, 2006)							
77.	The management select the best solution that match with company strategy (Han, et.al, 2010)							
<b>Implementing the solution</b>								
78.	The management offers requirement related on implementing the solution (Wise, 1986)							
79.	The management offers process related on implementing the solution (Wise, 1986)							
80.	The management define the solution design for implementation (Davis, 2006)							
81.	The management implement the selected solution gradually (Ferguson, 2006)							
82.	The management empowers the employees to implement new ideas (Davis, 2006)							
83.	The management select leaders for implementing new ideas (Ferguson, 2006)							
84.	The management implement new ideas before competitors (Ferguson, 2006)							
<b>Monitoring and controlling</b>								

<b>85.</b>	The management develops criteria to monitoring and controlling (Wise, 1986)							
<b>86.</b>	The management train employees' on how to measure performance (Wise, 1986)							
<b>87.</b>	The management has many techniques to measure utilizes (Davis, 2006)							
<b>88.</b>	The management compare performance based on objective criteria (Ferguson, 2006)							
<b>89.</b>	The management holds brainstorming sessions for comparing performance (Wise, 1986)							
<b>90.</b>	The management provide corrective action based on clear criteria (Davis, 2006)							
<b>91.</b>	The management provides guidance on how to take corrective action (Davis, 2006)							