



*Exploring the Link Between Strategic Human Resource
Management System and Performance in Jordanian
public hospitals*

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degree of MBA*

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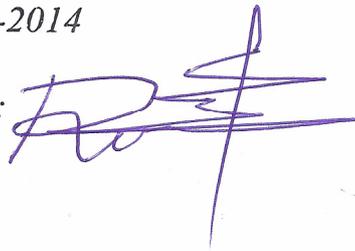
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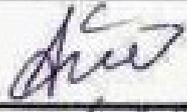
DISCUSSION OF COMMITTEE DECISION

This dissertation was discussed under title:

***“Exploring the Link Between Strategic Human Resource
Management system and Performance in Jordanian
public hospitals “***

**استكشاف الصلة بين أنظمة استراتيجية إدارة الموارد البشرية والأداء في المستشفيات
الحكومية الأردنية “**

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Moreover, I will never forget to thank my true friends who have been there for helping me along the way till this work was finally done.

To those people, I dedicate this thesis with acknowledgement and pride.

Sincerely Yours,

Razan A.Samara

DEDICATION

I dedicate this thesis to my parents who taught me the first lesson of human resource management, who raised me to be a better person, to be the person I am now.

Also, I dedicate it to my family who has had a great impact and influence over my life. May Allah give them peace and happiness in their lives, Amen.

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List of Abbreviations

HRM	Human resource management
SHRM	Strategic Human resource management
DF	Degree of Freedom
Sig	Significant

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ABSTRACT

This research aims to identify the Link between Strategic Human Resource Management System and Performance in Jordanian public hospitals, and the attitude of Jordanian public hospitals towards the adoption of SHRM factors that affect performance, and to determine what the most effective factor is. The researcher designed a research questionnaire that was distributed to 16 out of 30 public hospitals that were chosen as a sample of this research. 60 questionnaires have been tested and results have shown that there is a positive relation between Strategic Human Resource Management factors (staffing, training and development, motivation and maintenance) and performance, also a positive effect of Strategic Human Resource Management factors (staffing, training and development, motivation and maintenance) on performance in Jordanian public hospitals. Results also have shown that staffing and motivation have the most effect on performance. The researcher recommends The Ministry of Health to give Jordanian Public Hospitals' management more authority in matters like staffing and motivation in order to increase employees' performance which reflects the hospitals performance, and Top management in hospitals to improve their support for the use of strategic human resource management, and to enhance the consultation of experiences to build a strong SHRM system.

" استكشاف الصلة بين أنظمة استراتيجية إدارة الموارد البشرية والأداء في المستشفيات الحكومية الأردنية "

إعداد

رزان عبد المنعم سمارة

إشراف

أ.د محمد عبدالعال النعيمي

الملخص باللغة العربية

يهدف هذا البحث إلى استكشاف الصلة بين أنظمة استراتيجية إدارة الموارد البشرية والأداء في المستشفيات الحكومية الأردنية، كما يهدف إلى تحديد سلوك المستشفيات الحكومية في الأردن تجاه تبني عوامل إستراتيجية إدارة الموارد البشرية، وتحديد ما هو العامل الأكثر تأثيراً بينها. قامت الباحثة بدراسة العلاقة بين عوامل إستراتيجية الموارد البشرية والأداء من خلال بناء استبيان تم توزيعه على 16 (من أصل 30) من المستشفيات العامة التي تم اختيارها كعينة لهذا البحث. وقد تم تحليل 60 استبيان وعليه أظهرت النتائج أن هناك علاقة إيجابية بين عوامل استراتيجية إدارة الموارد البشرية (التوظيف، والتدريب والتطوير، والتحفيز، والصيانة) و الأداء، و أيضاً علاقة تأثير إيجابي لعوامل استراتيجية إدارة الموارد البشرية (التوظيف، والتدريب والتطوير، والتحفيز، والصيانة) على الأداء في المستشفيات العامة الأردنية. كما أظهرت النتائج أن عاملي التوظيف والتحفيز هما الأكثر تأثيراً على الأداء.

توصي الباحثة وزارة الصحة بإعطاء الإدارة في المستشفيات صلاحيات أكبر في إدارة عملي التوظيف والتحفيز مما يؤدي إلى تحسين أداء الموظفين الذي يعكس بدوره أداء المستشفيات بشكل عام، كما تحت الإدارة العليا في المستشفيات على دعم استخدام استراتيجيات إدارة الموارد البشرية، وتعزيز التشاور لبناء استراتيجية قوية.

Chapter One:

Study General Framework

1.1 Introduction

All managers are, in a sense, Human resource managers, since they all get involved in activities like, recruiting, interviewing, selecting, and training .yet most firms also have human resource departments with their own top managers (Dessler,2008). Human resources management is concerned with the way in which organizations manage their people (Redman, Wilkinson, 2001). Strategic human resources management (SHRM) is a term used to represent that part of an organization's activities concerned with the recruitment, development and management of its employees (Wood & Wall, 2002)

There is a great deal at stake in human resource management (HRM) .people's careers, their physical and emotional health, and the effectiveness and viability of their organizations are directly influenced by the quality of the "people practices" where they work .And of course, SHRM is a huge aspect of management in all kinds of organization – profit seeking, not-for-profit, governmental, volunteer, military, and so on (French, 1998).

Based on the increased interest for the relationship between SHRM and performance (e.g. Guest, 1997; Boselie *et al.*, 2001), we can discern a heightened interest in the kind of roles and competencies the HR-manager him or herself should display in order to add value to performance as well (e.g. Huselid *et al.*, 1997; Teo, 2002).

This research attempted to explore the link between strategic human resource management system and performance in Jordanian public hospitals.

1.2 Study Problems

The statement of the problem is: what are the factors linking strategic human resource management system and performance in Jordanian public hospitals.

The research problem mentioned above discusses if:

- Jordanian public hospitals adapt factors like (staffing, training and development, motivation and maintenance) in their SHRM procedures.
- The factors mentioned above incite Jordanian public hospitals to a better interpretation in order to increase their performance quality.
- The execution of the SHRM factors is effective enough for the improvement of the total performance of Jordanian public hospitals

Also, what is the most effective factor that affects the performance in Jordanian public hospitals, and why?

1.3 Study Questions:

This research must answer these following questions:

1. What are the factors that link SHRM system and performance in Jordanian public hospitals? (H1)
 - a) Is there a relation between staffing and performance in Jordanian public hospitals?
(H1a)
 - b) Is there a relation between training and development and performance in Jordanian public hospitals? (H1b)

c) Is there a relation between motivation and performance in Jordanian public hospitals? (H1c).

d) Is there a relation between maintenance and performance in Jordanian public hospitals? (H1d).

2. What are the factors of SHRM system that affect performance in Jordanian public hospitals? (H2)

a) Does staffing affect human resource performance in Jordanian public hospitals? (H2a)

b) Do training and development affect human resource performance in Jordanian public hospitals? (H2b)

c) Does motivation affect human resource performance in Jordanian public hospitals? (H2c).

d) Does maintenance affect human resource performance in Jordanian public hospitals? (H2d).

1.4 Study Hypotheses

Based on previous research questions related to the research matter and according to the research questions, the following hypotheses will be tested:

- ❖ **Ho1:** There is no significant statistical relation between SHRM system and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

This hypothesis is divided into the following sub-hypotheses

- ❖ **Ho1a:** There is no significant statistical relation between staffing and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).
- ❖ **Ho1b:** There is no significant statistical relation between training and development and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).
- ❖ **Ho1c:** There is no significant statistical relation between motivation and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).
- ❖ **Ho1d:** There is no significant statistical relation between maintenance and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).
- ❖ **Ho2:** There is no significant effect of SHRM system on performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

This hypothesis is divided into the following sub-hypotheses

- ❖ **Ho2a:** There is no significant statistical effect of Staffing on performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).
- ❖ **Ho2b:** There is no significant statistical effect of training and development on performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

- ❖ **Ho2c:** There is no significant statistical effect of motivation on performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).
- ❖ **Ho2d:** There is no significant statistical effect of maintenance on performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

1.5 Significance of the Study

The importance of the research appears from the following indicators:

- This research is one of the early researches in Amman that searches SHRM factors that effect performance in Jordanian public hospitals .
- The result of this research may lead to an effective and optimal performance in Jordanian public hospitals

1.6 Objectives of the Study

This research aims the achieving of the following objectives:

1. To identify the attitude of Jordanian public hospitals towards the adoption of the factors that effect performance.
2. To identify the main factors that effect performance.
3. To analyze the most effective factor that affects performance.

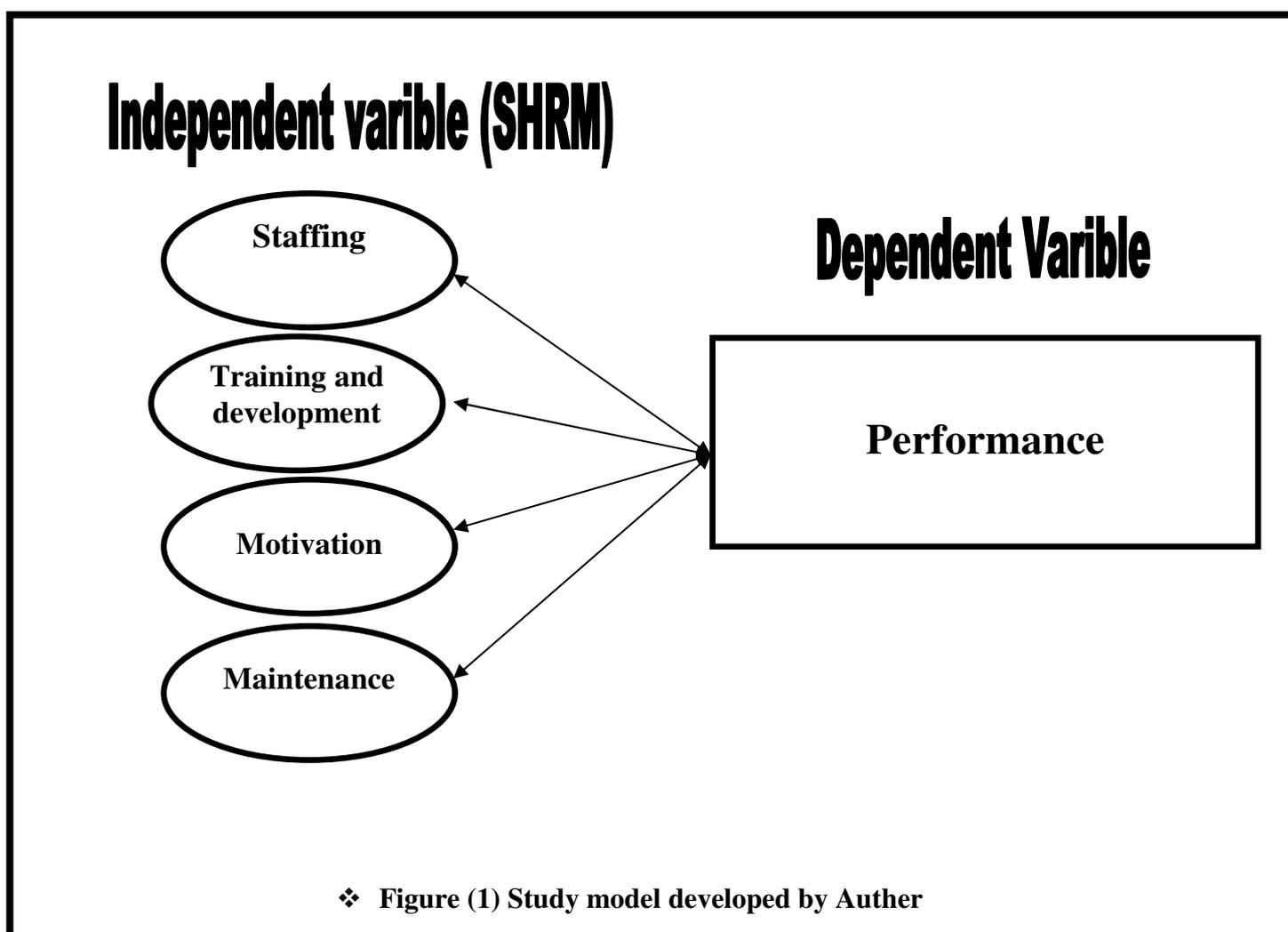
1.7 Study Limitations

- Location limitation: all public Jordanian Hospitals.
- Timeline limitation: The academic year 2013-2014.

- Human resource limitation: a sample of Jordanian public Hospitals' top and middle managers.
- Methodology limitation: where hospitals' performance depends on human resource's performance as a whole. The sample of the study tested was limited by only top and middle managers.

1.8 Study Model

The following figure shows the tested variables that affect the performance of Jordanian public hospitals: staffing, training and development, motivation and maintenance.



1.9 Terminologies of the Study

1. **Human Resource management HRM:** is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns (Dessler, 2011).
2. **Performance:** performance can be seen as the result of activities (e.g. of an organization) over a given period of time (Illmer, 2011), dimensions like productivity, customer satisfaction and internal operations are used in order to measure performance in this study.
3. **Strategic Human Resource Management SHRM:** the pattern of planned human resource deployments and activities intended to enable the firm to achieve its goals (wright, 1998).
4. **Human resource Staffing:** is the process of determining human resource needs in an organization and securing sufficient quantities of qualified people of fill those needs (Caruth. Et.al, 2009)
5. **Human resource training and development:** refer to the imparting of specific skills, abilities, and knowledge to an employee. More clearly, training and development may be understood as any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. (Aswathappa, 2008).
6. **Motivation:** is the set of forces that cause people to behave in certain ways. (Aswathappa, 2008).
7. **Human resource maintenance:** is the process of designing safety, medical care plans and welfare actions (Syedjavadin, 2004).

Chapter Two:

Theoretical Framework and

Previous Studies

2.1 Introduction

This chapter will briefly discuss human resource management in general. And then move on to discuss the SHRM. After that, it will show the factors which affect performance in Jordanian public hospitals identified in previous pages as well as in this study. Later, the study presents previous related work and contribution of study to knowledge.

2.2 Human resource and Human resource management (HR & HRM)

Since the mid-1980s, human resource management (HRM) has gained rapid acceptance in job titles, in conference programs, in business courses in universities and colleges and in the title of lecturer posts (Hendry, 1995). HRM has evolved from a different strands of thought and its best describe as a loose philosophy of people management rather than a focused methodology of people at work. (Price, 2011).

Over many decades, the field of human resource management (HRM) has attracted a great deal of attention across various disciplines owing to its contribution and impact on the bottom-line issues within organizations. One particular area which has received considerable attention is the link between HRM practices on organizational performance (OP). Scholars have consistently attempted to understand the impacts of HRM practices on OP, often taking one of two perspectives: the systems perspective or the strategic perspective. The former of the two perspectives has its roots in studying the effects between specific HRM practices, such as training (Bartel, 1994) and information-sharing (Morishima, 1991) on firm or employee performance. However, the debate has now shifted towards a more integrated management approach of how the overall set of HRM practices may ultimately contribute to the competitive advantage of the organization (Arthur, 1994;

Huselid, 1995; Huselid and Becker, 1996; Delaney and Huselid, 1996; Delery and Doty, 1996). This transition reflects not only the importance of human capital in terms of gaining competitive advantage and achieving organizational performance, but also an evolving belief that, in order to survive and compete in the present-day knowledge-based global economy, organizations need to acquire and develop world-class human resource competencies.

As organizations seek to develop sources of competitive advantage, researchers and practitioners have looked to firms' human resources. Recent research by Huselid (1995), MacDuffie (1995), Delery and Doty (1996), and others has demonstrated significant relationships between human resource (HR) practices and business performance. This line of research has estimated that a one standard deviation increase in the use of "progressive" or "high performance" work practices can result in up to a 20% increase in firm performance (Becker & Gerhart, 1996; Gerhart, 1999).

Human resource (HR) is the most important capital in any organization (Hoseinian, et al., 2007) and there isn't any factor to substitute HR. So, managers should accurately recognize human capital and use them effectively (Alvani, 1999) to achieve organizational goals. One of the factors to attain these goals focuses on employees' commitment toward their organization. In recent decades, organizational commitment is considered an attractive subject among behavioral and organizational researchers. It is due to employees' perception toward commitment, and it is a key determinant of effectiveness and productivity in organization (Fiorito et al, 2007). Compliance, identification and internalization are the stages of creating commitment (aboei, 2011). Employees'

organizational commitment is a vital issue to organizational success and managers usually attempt to increase it in employees (Allen & Meyer, 1990).

Every organization from the smallest to the largest, engages in a variety of HR activities. Human resource (HR) activities include the formal HR policies developed by the company as well as the actual ways these policies are implemented in the daily practices of supervisors and managers. In some organizations, the formal HR policies and daily practices are closely aligned. In many organizations however, the formal policies are regarded as statements of expectations and aspirations, but they are not implemented in actual daily practices. That is, the actual practices are not aligned and the more systematic companies are in creating HR activities to fit the organization and its environment, the more effective organization is likely to be. (Jackson, 2012). The human resource is assuming increasing significance in modern organizations. Obviously, the majority of the problems in organizational settings are human and social rather than physical, technical or economic. The failure to recognize the fact causes immense loss to the nation, enterprise and the individual. It is a truism that productivity is associated with the nature of human resources and their total environment consisting of interrelated, interdependent and interacting economic and non-economic, i.e. political, religious, cultural, sociological, and physiological factors. (Sharma, 2002).

Human resources management (HRM) is a management function that helps managers recruit, select, train and develop members of an organization. Obviously, HRM is concerned with the people's dimension in organizations. It also refers to a set of programs, functions and activities designed and carried out in order to maximize both employees as well as organizational effectiveness. (Aswathappa, 2008). Human resource management involves all management decisions and actions that affect the relations

between the organization and employees-its human resource (Beer et al., 1984). In 1990 Keenoy said that A method of maximizing economic return from labor resource by integrating HRM into business strategy (Keenoy, 1990). Human resource can be described as the organizational function accountable for obtaining and maintaining qualified employees. (The American management association, 2000). The element of managerial work which is concerned with acquiring, developing and dispensing with the efforts, skills and capabilities of an organization's workforce and maintaining organizational relationships within which human resource can be utilized to enable to continue into the future within the social, political and economic context in which it exists. (Watson, 2003).

The goal of human resources management is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. The key word here perhaps is "fit", i.e., a HRM approach seeks to insure a fit between the management of an organization employees and the overall strategic direction of the company. (Miller, 1989). HRM has characteristics that are emerged from the writings pioneer and later commentators such as: divers; strategic with an emphasize on integration; commitment-oriented; based on the belief that people should be treated as assets (human capital); unitarist rather than pluralist, individualistic rather than collective in its approach to employee relations; a management driven activity- the delivery of HRM is a line management responsibility; and focused on business values. (Armstrong, 2007). The objective of Human resource management is to maximize the return on investment from the organization's human capital and minimize financial risk. It's the responsibility of human resource managers to conduct this activity in an effective, legal, fair and consistent manner (Sharma, 2009), and to ensure the availability of a competent and willing work

force to an organization. (Aswathappa, 2008). Other significant objectives of HRM by Sharma 2009 and Aswathappa 2008 are:

- 1- Training and development
- 2- Performance evaluation and management
- 3- Promotions
- 4- Redundancy
- 5- Industrial and employee relations
- 6- Career development.
- 7- Societal objectives to be ethically and socially responsible to the needs and challenges of the society while maintaining the negative impact of such demands upon the organization.
- 8- Organizational objectives to recognize the role of HRM in bringing about all organizational effectiveness.
- 9- Functional objectives to maintain the department's contribution at a level appropriate to the organization's needs.
- 10- Personal objectives to assist employees in achieving their personal goals, at least insofar as these goals enhance the individual's contribution to the organization.

Human resources management comprises several processes. These processes can be performed in an HR department but some tasks can also be outsourced or performed by line-managers or other departments; such as: workforce planning, recruitment, skills management, training and development, induction and orientation, personnel

administration, compensation in wage or salary, and time management. (Sharma, 2009). There are certain functions must HRM perform in order to realize its objectives. These functions have been stated while outlining the scope of HRM. Generally, it may be stated that there is a correlation between the objectives and the functions. In other words, some functions help realize specific objectives. For example, the organizational objective is sought to be met by discharging such functions as HR planning, recruitment and selection, training and development, and performance appraisal. Similarly, the personal objective is sought to be realized through such functions as remuneration, assessment, and the like. (Aswathappa, 2008).

International human resources management (IHRM) is HRM that cuts across national boundaries. But as many organizations and there HRM personnel have found out from firsthand experience, it is not simple. IHRM can be very complex. Globalization has created an array of employment scenarios based on such variables as citizenship, location, to whom the person reports, and the term of assignment. Global, multinational or transnational corporations are growing in number and complex city. An example of this complexity is an organization building a manufacturing plant in Spain to produce engine parts designed by another organization in Japan for motorcycles to be sold in Europe and the United States. (Sims, 2006). The personnel managers of today may find themselves obsolete because of the rapidly changing business environment, and therefor they should constantly update their knowledge and skills by looking at the organization needs and objectives. Some of the important challenges are: (Pattanayak, 2003).

1. internal environment
2. Change in industrial relations.

3. Building organizational capabilities.
4. Job design and organizational structure.
5. Increasing size of workforce.
6. Changing psycho-social systems.
7. Satisfaction of higher level needs.
8. Equalitarian social system.
9. Technological advances.
10. Computerized information system.
11. Changes in legal environment.
12. Management of human relations.

2.3 Strategic Human Resource Management (SHRM)

Human resource management (HRM) involves all management decisions and practices that directly affect or influence the people, or human resources, who work for the organization. HRM is strategy-focused, i.e., by itself it is strategic in nature. HRM at strategic level is SHRM. (Kazmi, 2002) Strategic Human Resource Management (SHRM) implies a concern with the ways in which HRM is crucial to organizational effectiveness. (Miller 1987) defines Strategic Human Resource Management practice as the decisions and actions, which concern the management of employees at all, levels in the business, and is related to the Strategic Human Resource Management implementation of strategies

directed towards sustaining competitive advantage. Organizations are increasingly becoming aware of the importance of linking the organization's human resource practices to strategy that leads to greater performance. (Huselid, 1995; Youndt et al., 1996; Delery and Doyt, 1996). Ian Clark defines Strategic HRM that "centers on how organizations can improve their competitive performance by considering and utilizing their human resource more effectively."

Wright and McMahan define Strategic HRM as "the pattern of planned human resource deployments and activities intended to enable the firm to achieve its goals." The definition implies four components to Strategic HRM. First, it focuses on a firm's human resources, which is the primary resource to be strategically leveraged as a source of competitive advantage. Second, the concept of activities highlights HR programs, policies and practices as a means by which people of the firm gain competitive advantage. Third, both the "pattern" and "plan" describe the goal and process of strategy, described as "fit." The definition has the people, practices, and planned pattern are all purposeful, in "goal achievement".

Strategy has been conceptualized at three levels. At the corporate level, strategy is concerned with the business or range of businesses the corporation wishes to compete in. Porter's (1980) industry analysis model has been influential in elucidating the economics of an industry (or industry segments) and its profit potential. At the business level, strategy is concerned with the question of how to compete for the hearts and minds of the customer. Again, Porter's work on generic strategies (i.e., cost leadership, differentiation and focus) has been influential in our thinking as has his work on value chain analysis (Porter, 1985). In addition, the influence of SWOT analysis and RBV (Barney, 1991) has been seminal in addressing strategy questions at these two levels. The final question strategy addresses is: how does one coordinate and control the various functional areas, such as finance,

accounting, marketing, production, research and development, and human resource management, in a way that supports the corporate and business strategies? Here again, value chain analysis and RBV have made important contributions, as has more traditional work that focuses on environment, systems, and structures. However, it is our contention that human resource management and LOS are especially important in connecting functional level strategies and tactics with business and corporate level strategies. The importance of human resource management to effective implementation of strategy has been recognized for some time. Porter (1985) explicitly acknowledged that human resource management was an essential support activity that, when integrated with other value chain activities, is necessary for a firm to achieve and sustain competitive advantage. A prominent perspective that potentially explains the strategic importance of human resources is the resource-based view of the firm (Barney, 1991; Barney & Wright, 1998; Beltran-Martin, Roca-Puig, Escrig-Tena, & Bou-Llusar, 2009; Boxall, 1996; Phan, Chan, & Lee, 2005).

The reality of organizational operations is that for anything to get done, it must get done through people. And those people are generally as interested in satisfying their own needs and goals as they are interested in satisfying those of the organization. (Krishnamurthi, 2006). Human resource management does not occur in a vacuum but instead occurs in a complex and dynamic milieu of forces within the organizational context. A significant trend in recent years has been for human resource managers to adopt a strategic perspective on their job and to recognize the critical links between organizational strategy and human resource strategy. (Denisi and Griffin, 2005). Strategic human resource management (SHRM) refers to the process of developing practices, programs and policies that help achieve organizational objectives. (Aswathappa, 2008). Strategic human resources development offers a proactive, value adding, holistic,

synergistic, and long-term perspective for "people development" function in all forms of organizations. The basic philosophy is to help all employees recognize and realize their full potential as human beings, so that individuals, teams, and organizations can achieve their objectives both effectively and efficiently. (Chandra, 2006). This process starts with an understanding of the organization's purpose and mission and the influence of its top management team and culminates with the human resource manager serving as a strategic partner to the operating divisions of the organization. (Denisi and Griffin, 2005). What is essential is that these programs, policies and practices need to be aligned with organizational strategies. Elaborating further, strategic human resource management considers the implications of business strategy for all HR systems within the firm by translating company objectives into specific people management systems. The specific approach and process utilized will vary from organization to organization, but the key concept is consistent, that is, essentially all HR programs and policies are integrated within a larger framework helping achieve the firms' objectives. (Aswathappa, 2008).

The actual process of formulating human resource strategy results in separate but consistent strategies for staffing, employee development, and compensation. To enact human resource strategy effectively, it must be closely coordinated with the particular form of organization design the firms' use, the culture it creates, and the impact of unionization and collective bargaining. (Denisi and Griffin, 2005). Though strategic HRM looks convincing and essential, several barriers operate in the way of organizations taking to strategic orientation of their HR functions. The first barrier is that the most organizations adopt a short-term mentality and focus on current performance. The second barrier relates to the inability of HR executives to think strategically. A third barrier is that most senior managers lack appreciation for the value of HR and its ability to contribute to the

organization from a strategic perspective. A fourth barrier is that some functional managers see themselves as HR managers as well and are concerned more with technical aspects of their areas of responsibility than the human aspect. A fifth barrier to strategic HR is the problem of quantifying many of the outcomes and benefits of HR programs. Yet another barrier to strategic HR is the fact that human assets are not owned by organizations and, therefore, are perceived as a higher risk investment than capital assets. Finally strategic HR may be resisted because of the incentives for change that might arise. (Aswathappa, 2008).

2.4 Staffing

International competition, the rapidly growing size and complexity size and complexity of organizations, the changing values, career concerns and structure of workforce- all these and a host of other factors have made the traditional approach to personnel management obsolete. The current trend demands a more comprehensive, more strategic perspective to recruit, utilize and conserve valuable human resources. Human resources management can no longer be delegated as a functional specialty. HRM strategy must fit into competitive strategy because HRM involves investment decisions with long-term implications. Employees are major stakeholders whose interest can and must be acknowledge by the management. (Pattanayak, 2003). The nature of the work and how managers organize work is a critical element affecting human resource activities... Thus job analysis is crucial in order to understand the work (Aswathappa, 2008) -Reflecting the importance in understanding what employees actually do. (Krishnamurthi, 2006). The process of job analysis results in two sets of data: (i) job description that indicate what all a job involves (tasks and responsibilities tagged on to the job, job title, duties, machines, tools and equipment, working conditions and hazards), and (ii) job specification; the

capabilities that the job-holder should possess (education, experience, training, judgment, skills, communication skills and the like). (Aswathappa, 2008).

Job-related data obtained from a job-analysis program are useful in human resources planning, employee hiring, training, job evaluation, compensation, performance appraisal, computerized personnel information systems, and safety and health. (Aswathappa, 2008).

A job analyst needs to be pro-active in describing jobs. In other words, an analyst should not only give descriptions of jobs as they exist in an organization, he or she should also describe jobs that will exist in the future firms. There is a growing realization of the need to match human resource activities with an organization's strategic planning. An important part of this task is the job analyst's ability to write job specifications that accurately detail the knowledge and skills that will complement the future strategic initiatives of the company. In future, job descriptions will no longer be snapshots of a static entry called "job". Instead strategic job analysis will have to be capable of capturing both the present and the future. (Aswathappa, 2008). The particular purpose of job analysis an organization wishes to attain help to determine the information to be gathered, the level of detail in the job analysis may reflect characteristics of the organization as well as the job, and to help determine the methods for collecting information. (Krishnamurthi, 2006).

Human resource planning helps determine the number and type of people a firm needs. Job analysis and job design specify the tasks and duties of jobs and the qualifications expected from prospective job holders. The next logical step is to hire the right number of people of the right type to fill the jobs. Hiring involves two broad groups of activities: (i) recruitment and (ii) selection. (Aswathappa, 2008).

Recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. Theoretically, recruitment process is said to end with the receipt of applications, in practice the activity extends to the screening of applications so as to eliminate those who are not qualified for the job. (Aswathappa, 2008).

Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals will come to know a company, and eventually decide whether they wish to work for it. A well-planned and well-managed recruiting effort will result in high-quality applicants... the recruitment process should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information about the job so that applicants can make comparisons with their qualification and interests, and generate enthusiasm among the best candidates so they will apply for the vacant position. (Aswathappa, 2008).

A recruiting program helps the firm in at least four ways:

1. Attract highly qualified and competent people.
2. Ensure that the selected candidates stay longer with the company.
3. Make sure that there is match between cost and benefits.
4. Help the firm create more culturally diverse work-force. (Aswathappa, 2008).

Selection is the process of picking individuals with requisite qualifications and competence to fill jobs in the organization. (Aswathappa, 2008).

The role of selection in an organization's effectiveness is crucial for at least two reasons. First, work performance depends on individuals. The best way to improve performance is

to hire people who have the competence and the willingness to work. Second, cost incurred in recruiting and hiring personnel speaks volumes about the role of selection; costs of wrong selection are much greater. (Aswathappa, 2008)

2.5 Training and Development

In simple terms, training and development refer to the imparting of specific skills, abilities, and knowledge to an employee. More clearly, training and development may be understood as any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. (Aswathappa, 2008). The most fundamental basic elements-associated with the concept of training and development are education, training, development, and learning. (Chandra, 2006). Employee training and development programs may be seen as activities meant to increase employee performance in the short run, whereas career management can be seen as a way for the employee and the organization jointly to increase employee performance and long-run satisfaction. (Krishnamuryhi,2006). The need for training and development is determined by the employee's performance deficiency, computed as follows: training and development need = standard performance – actual performance. (Aswathappa, 2008).

While training is learning that is provided in order to improve performance of the individual to improve performance in the present job. The term development is used to denote learning experiences of any kind, whereby individuals and groups acquire enhanced knowledge, skills, values or behavior. Its outcomes unfold through time, rather than immediately, and they tend to be long-lasting. (Chandra,2006).

Any training and development program must contain inputs which enable the participants to gain skills, learn theoretical concepts and help acquire vision to look into the distant future. In addition to these, there is a need to impart ethical orientation, emphasize on attitudinal changes and stress upon decision- making and problem solving abilities. (Aswathappa, 2008). These activities are designed to increase the abilities of the employees of the organization in order to facilitate employee performance. (Krishnamurthi, 2006) Every training and development program must address certain vital issues: (i) who participate in the program? (ii) Who are the trainers? (iii) What methods and techniques are to be used for training? (iv) What should be the level of training? (v) What learning principles are needed? (vi) Where is the program conducted? (Aswathappa, 2008). An appropriate, suitable and adequate provision of training and development may contribute to the organizational progress in many ways. First, a more highly skilled workforce may increase productivity by producing a higher level of output of greater value. While, a well-trained and motivated workforce may cut the costs of supervision, as they possess the skills to inspect their own work and become self-managed. Again, a skilled workforce can also improve the firms' functional flexibility since they are much easier to retrain owing to their relatively broad knowledge-base and multi-skills. The management's commitment to training and developing the employees in an attempt to improve product quality and service delivery bears a symbolic significance in that it sends a signal to the workforce that they are valued in the organization. (Chandra, 2006).

Action on the following lines needs to be initiated to make training practices effective:

1. Ensure that the management commits itself to allocate major resources and adequate time to training.

2. Ensure that training contributes to competitive strategies of the firm. Different strategies need different HR skills for implementation.
3. Ensure that a comprehensive and systematic approach to training exists, and training and retraining are done at all levels on a continuous and ongoing basis.
4. Make learning one of the fundamental values of the company. Let the philosophy percolate down to all employees in the company.
5. Ensure that there is proper linkage among organizational, operational and individual training needs.
6. Create a system to evaluate the effectiveness of training. (Aswathappa, 2008).

Career development refers to a formal approach used by the firm to ensure that people with proper qualifications and experiences are available when needed. Career development benefits both employees as well as organizations, as properly developed employees are better equipped to add value to themselves and to the company. (Aswathappa, 2008).

2.6 Motivation

Motivation maybe understood as the set of forces that cause people to behave in certain ways. (Aswathappa, 2008).Probably, no concept of HRM receives as much attention of academicians, researchers, and practicing managers as motivation. The increase attention towards motivation is justified by several reasons:

1. Motivated employees are always looking for better ways to do a job. This statement can apply to corporate strategists, and to production workers.
2. A motivated employee, generally, is more quality oriented. This is true whether we are talking about a top manager spending extra time on data gathering and analysis for a report, or a clerk taking extra care when filing important documents.
3. Highly motivated workers are more productive than apathetic workers.
4. Every organization requires human resources, in addition to financial and physical resources for it to function. Three behavioral HR are significant to the organization:
(i) people must be attracted not only, to join the organization but also to remain in it, (ii) people must perform the tasks for which they are hired, and must do so in a dependable manner, and (iii) people must go beyond this dependable role performance and engage in some form of creative, spontaneous, and innovative behavior at work.
5. Motivation as a concept represents a highly complex phenomenon that affects, and is affected by, a multitude of factors in the organizational milieu. A comprehensive understanding of the way in which an organization functions, requires that increasing attention be directed towards the question of why behave as they do on their jobs. An understanding of the topic of motivation is thus essential on order to

comprehend more fully the effects of variations in other reactions as they relate to performance, satisfaction, and so forth.

6. Yet another reason why increasing attention is paid towards motivation can be found in the present and future technology required for production. (Aswathappa, 2008).

2.7 Maintenance

HR maintenance analyzes the safety and medical care plans and welfare actions (Syedjavadin, 2004), but it is evidence that employees' maintenance has wider dimensions than wage, welfare and safety plans in workplace. Meanwhile, it doesn't imagine the employees' expectations are the same in every organization, and it seems to recognize these expectations is not easily. When it is discussed about employees' maintenance, it is needed to study the various aspects of individuals, group, and organization desires, and to care individual differences in workplace (Mirhoseini, 2001).

HR maintenance is the process of designing safety, medical care plans and welfare actions (Syedjavadin, 2004). The HR maintenance system consists on preventive actions, medical care actions, welfare services, retirement actions, and insurance actions. (Mirsepasi, 2001). Maintenance is composed of two sets of activities that relate to how employees organize themselves in dealing with the organization and how the organization bargains and negotiates with its organized employees:

1. Understanding the reasons and methods used by the employees in organizing.
2. Bargaining and setting grievances with employees and the organization representing them. (Krishnamurthi, 2006).

HR maintenance system consists of following actions:

- Preventive actions: these actions are plans for employees' safety in the workplace. They try to decrease some hazards that relate to work.
- Medical care actions: these actions are plans to make better diseases that create due to work conditions.
- Welfare services: these services do not relate to individual job and they consist of consultant, social and sport activities and so on (Armstrong, 2006).
- Retirement actions: they are actions and plans after employees' retirement to their better life.
- Insurance actions: these actions are included financial supports such as accident insurance, life insurance, and so on (Syedjavadin, 2002).

The HR maintenance system as the dependent variable consists on preventive actions, medical care actions, welfare services, retirement actions, and insurance actions. Organizational commitment as the independent variable consists on affective commitment, continuance commitment, and normative commitment. Generally, HR management is summarized to 5 elements: output system; actions process; input system; internal and external environmental condition; and feedback. HR management system which is placed on actions process (second element), is categorized into 4 subdivisions: (Mirsepasi, 2001)

1. HR recruitment system;
2. HR development system;
3. HR maintenance system; and
4. Effective use of HR .

HR maintenance (the third subdivision) is the process of designing safety, medical care plans and welfare actions (Syedjavadin, 2004). Beside these dimensions, there are

intangible emotional and conceptual dimensions that their assessment is difficult.

However, HR maintenance system consists of following actions:

- Preventive actions: these actions are plans for employees' safety in the workplace. They try to decrease some hazards that relate to work.
- Medical care actions: these actions are plans to make better diseases that create due to work conditions.
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- Retirement actions: they are actions and plans after employees' retirement to their better life.
- Insurance actions: these actions are included financial supports such as accident insurance, life insurance, and so on (Syedjavadin, 2002).

2.8 previous studies

1. Wright.et.al (2000) , Measurement Error in Research on Human Resources and Firm Performance

Additional Data and Suggestions for Future Research Gerhart and colleagues and Huselid and Becker recently debated the presence and implications of measurement error in measures of human resource practices. This paper presents data from three more studies, one of large organizations from different industries at the corporate level, one from commercial banks, and the other of autonomous business units at the level of the job. Results of all three studies provide additional evidence that single respondent measures of HR practices contain large amounts of measurement error. Implications for future research are discussed.

2. Lawler (2000), Organizational and HRM strategies in Korea: Impact on firm performance in an emerging economy.

To examine the effects of organizational strategic variables, such as management values regarding human resource management (HRM) and the sources of competitive advantage, we developed a model and tested it with data from 138 firms in Korea. The workers studied were non managers. Firms with high scores on valuing HRM and people as a source of competitive advantage were more likely to have high-involvement HRM strategies. These variables also had positive effects on firm performance. In addition, firms with high-involvement HRM strategies had better performance.

3. Nankervis (2000), Human Resource Management Strategies as Competitive Advantage: A Case Example of the Hospitality Sector in Southeast Asia & the Pacific Rim.

This article analyses the vulnerability of the hospitality sector of the tourism industry in relation to its multiple business environments. Using recent regional economic and socio-political events as a catalyst for discussion, it suggests that the sustainability of this sector is largely dependent on its internal management practices. It argues that, of all management practices, its human resource management (HRM) strategies provide the key to future competitiveness.

4. Cooke (2001), Human resource strategy to improve organizational performance: a route for firms in Britain?

Performance, in the context of organization, is not only a broad concept which has been used synonymously with productivity, efficiency, effectiveness and, more recently competitiveness, it has also been a subject of study for social scientists from a wide range of disciplinary perspectives. More recently, efforts have been made by human resource management (HRM) theorists to try to establish a causal link between HRM and performance. This has led to a growing number of studies which examine the potential contribution that good human resource policy can make to improving organizational performance. This paper is not concerned with the conceptual debate of HRM and performance. Rather, it explores whether adopting good HR practices to improve performance is a practicable approach to organizations in the UK. Drawing on existing empirical evidence from other studies, the paper reviews the strategies British firms deploy to improve labor productivity. In particular, the issue of whether they use the 'high-road'

HRM or 'low-road' HRM strategy to enhance performance is investigated. This paper concludes by suggesting that high-road HRM may lead to better organizational performance, but it may not be a strategy that firms opt for, given the historical, social and institutional context of employment relationships in Britain.

5. Nankervis (2002), Strategic HRM in Small and Medium Enterprises: A CEO's Perspective.

Recent research studies in Australia have reported a gradual but apparently growing convergence between the theory and practice of strategic HRM, especially in larger organizations and from the perspectives of HRM practitioners themselves. Little empirical evidence has been produced on HRM strategies and practices in small and medium enterprises (SMEs), or on the opinions of their chief executive officers (CEOs). This article reports the findings from a sample of CEOs in Australian SMEs in an attempt to add more pieces to the jigsaw of this desirable convergence. While the findings are not as encouraging as earlier presented, there are signs that SMEs may eventually reflect such models of SHRM.

6. Drost, (2002) , Benchmarking training and development practices: A multi-country comparative analysis

This study compares training and development practices within and across nine countries and one region, and addresses whether there are universal training and development practices. After a brief review of the literature on training and development for the countries and region examined, the study identifies country-specific and region-specific training and development practices. The results are descriptive in nature and

discussed as benchmarks of current and desired levels of training and development practices within and across countries. While the results do not indicate any universal practices across all countries studied, they do indicate significant similarities in practices within country clusters. The common practices found within these clusters are believed to be influenced by cultural values and industry trends. The study emphasizes the importance of context and provides practitioners with guidelines in designing training and development practices across countries and researchers with insight into future research questions.

7. Wright .et.al (2004), The Relationship between HR Practices and Firm Performance: Examining Causal Order

Significant research attention has been devoted to examining the relationship between HR practices and firm performance, and the research support has assumed HR as the causal variable. Using data from 45 business units (with 62 data points), this study examines how measures of HR practices correlate with past, concurrent, and future operational performance measures. The results indicate that correlations with performance measures at all three times are both high and invariant, and that controlling for past or concurrent performance virtually eliminates the correlation of HR with future performance. Implications are discussed

8. Boselie & Paauwe (2005), Human Resource Function Competencies in European Companies

This paper presents an overview of recent empirical research on human resource competencies in Europe. The data were collected in 2002 in the global Human Resource

Competence Study, an initiative of the University of Michigan. The results suggest that personal credibility and HR delivery have a positive effect on the relative ranking of the HR function and its professionals. According to non-HRM respondents strategic contribution is the competency that will lead to financial competitiveness, while HR managers consider business knowledge to be crucial for added value of the HR function.

9. Karami et.al (2007) ,Strategic Human Resource Management and Resource-based Approach: The Evidence from the British Manufacturing Industry

The notion, that people management can be a key source of sustained competitive advantage, calls for the integration of Human Resource Management (HRM) and business strategy. Not surprisingly, the main debate in HRM is nowadays concerned with the relationship between strategic management and employee relations in the firm and therefore strategic HR Focuses on the overall direction of the organization in pursuit of its stated goals and objectives. This paper explores the above relationship in the electronic manufacturing industry. It is based on empirical evidence and the findings of a survey of senior managers' perception and views on strategic HRM .It is concluded that increasing core competencies of the firm, in particular HR, is one of the key elements to the success of the firm performance and that HR involvement in the development and implementation of business strategy leads to organizational effectiveness in this industry

10. Bartram .et.al (2007) Lost in translation: exploring the link between HRM and performance in healthcare

Using data collected in 2004 from 132 Victorian (Australia) public healthcare providers, comprising metropolitan and regional hospital networks, rural hospitals and community health centers, the researchers investigated the perceptions of HRM from the experiences of chief executive officers, HR directors and other senior managers. They found some evidence that managers in healthcare organizations reported different perceptions of strategic HRM and a limited focus on collection and linking of HR performance data with organizational performance management processes. Using multiple moderator regression and multivariate analysis of variance, significant differences were found in perceptions of strategic HRM and HR priorities between chief executive officers, HR directors and other senior managers in the large organizations. This suggested that the strategic human management paradigm is 'lost in translation', particularly in large organizations, and consequently opportunities to understand and develop the link between people management practices and improved organizational outcomes may be missed. There is some support for the relationship between strategic HRM and improved organizational its outcomes is Implications of these findings are drawn for managerial practice.

11. Dany ,(2008) , New insights into the link between HRM integration and organizational performance: the moderating role of influence distribution between HR specialists and line managers

Unlike most of human resource management (HRM) research attempting to identify the set of practices that are likely to improve organizational performance; this paper focuses on two key aspects of the organization of HRM: 1) the integration of HRM and business strategy; and 2) the distribution of roles and influences between line

managers (LMs) and HRM specialists. Building on the resource-based view, the research suggests that HRM integration is a necessary but not sufficient condition for HRM positively to impact organizational performance. An equally necessary condition is to provide HRM specialists with a prominent role compared to LMs in order to ensure the required proper quality of implementation of decided HRM policies. Using data from the Carnet Survey, I employed a series of structural equation models to test the moderating effect of the HRM/LM relationship on the link between HRM strategic integration and organizational performance. This technique allowed us to estimate measurement models and structural relations among latent variables, which reinforces to a great extent the robustness of our empirical findings compared to previous studies, which have relied merely on standard OLS regression analysis .the empirical findings lead us to call for less emphasis on ‘instrumental’ approaches to researching HRM, emphasizing ‘what practices must be implemented?’, in favored of an approach which HRM examines the question of who is in charge of defining and implementing HRM practices.

12. Osman (2011), The relationship between human resource practices and firm performance: an empirical assessment of firms in Malaysia

The objective of this study is to gain more insight into Malaysian human resource management, in terms of its history and current HR practices. Also, this paper also intends to examine the impact of implementing HR practices on the overall organization's performance based on a sample of 217 Malaysian based companies. Data were collected via questionnaires from human resource managers and top executives responsible for the managing human resources in their respective organizations. A sample of 217 Malaysian

firms participated in this study. Using SPSS, a regression analysis was used to measure the impact of human resource practices on organizational performance. The key finding of this study is that HR practices do have a significant impact on the performance of Malaysian organizations. In a nutshell the results of this study suggest a positive association between HR practices and firm performance. This study contributes to the understanding of how Malaysian companies perceive the importance of human resource practices on overall organizational performance. HR practitioners can use the findings to support the case for implementing HR practices in organizations

13. Buller & McEvoy (2012) ,Strategy, human resource management and performance: Sharpening line of sight

This paper builds on previous theory and research on strategy and human resource management to identify important linkages between the firm's strategy, its human resources, and performance outcomes. First, the researchers review the relevant literature focusing in particular on the role of human resources in creating competitive advantage. The researchers then present a multi-level model illustrating how human resource management practices can effectively align organizational, group and individual factors with the organization's strategy. They redefine line of sight as the alignment of organizational capabilities and culture, group competencies and norms, and individual KSAs, motivation and opportunity with one another and with the organization's strategy. Further, then they propose that such alignment contributes to the creation of human capital and social capital, both of which are necessary to achieve and sustain superior performance. They conclude the paper with some implications for future research and practice.

14. Singh .et.al (2012) Measuring HRM and organizational performance: concepts, issues, and framework

The purpose of this paper is to contribute to the understanding of the HRM and Organizational performance (OP) nexus by drawing attention to the complex interplay of internal and external factors affecting OP, and to further provide an integrated framework for the testing of this nexus. Relevant literature is reviewed and assessed critically. A Theoretical framework is provided with the objective to measure the HRM-OP nexus. Whilst the majority of the extant literature on HRM has focused mainly on internal factors, the authors suggest that the domain of the internal factors considered thus far needs to be widened and external factors need to be acknowledged explicitly. They provide a schematic model portraying the intricate nature of internal and external factors. They subsequently provide an integrated framework of factors in order to measure HRM practices' effects on OP.

15. Paille et.al (2013), The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study This field study

The researcher investigated the relationship between strategic human resource management, internal environmental concern, organizational citizenship behavior for the environment, and environmental performance. The originality of the present research was to link human resource management and environmental management in the Chinese context. Data consisted of 151 matched questionnaires from top management team members, chief executive officers, and frontline workers. The main results indicate that organizational citizenship behavior for the environment full mediates the relationship

between strategic human resource management and environmental performance, and that internal environmental concern moderates the effect of strategic human resource management on organizational citizenship behavior for the environment.

16. Moghadam1 et.al (2013) ,Relationship between Human Resource Maintenance System and Organizational Commitment in Executive Organizations

Nowadays, by growing fast changes, managers looking for ways to increase the organizational commitment of employees to achieve a competitive advantage. By this way, to identify the influential factors affecting on employee commitment is very important that one of these factors is maintenance human resource system. The aim of this research is investigation of relationship between maintenance human resources system and organizational commitment in Iran executive organizations. The statistical population of this research is all directors of executive organizations. Measuring tools of this research was two questionnaires: HR maintenance system and organizational commitment questionnaires that their validity and reliability were evaluated. The results show that there is a significant and direct relationship between system maintenance and organizational commitment variables. Also, Pearson correlation coefficient between preventive actions, medical care actions, welfare services, retirement actions and insurance actions with organizational commitment shows that there is a significant and direct relationship between these variables. The conclusion shows HR activities have a vital role in develop of committed employees and that high commitment leads to proper behaviors in organization. Accordingly it is suggested that the organizations and managers pay attention to the

maintenance human resources system and the preventive actions component in first priority.

17. Al-Khasawneh, (2013), The Relation between Human Resource Management (HRM) Strategies and Job Loyalty as Practiced at the Public Relations (PR's) Units in the Government Ministries of Jordan.

This study investigates the relation between human resource management strategies (selection, training, evaluation, safety & security, and motivation) as practiced at the public Relations department in the Government Ministries of Jordan and job loyalty (job). The study employed the questionnaire for data gathering and SPSS program for processing. A representative inclusive to all PR's employees (N=145) and major findings were:

1. Low satisfaction level among PR's employees regarding HRM strategies as practiced within their organizational units.
2. Low relationship (M=2.57) between staff selection and recruitment methods and job desirability and retention.
3. Low relationship (M=2.73) between training methods and job desirability & retention

4. Low relationship (M=2.77) between motivation methods and job desirability & retention
5. Low relationship (M=2.78) between evaluation methods and job desirability & retention
6. Low relationship (M=2.89) between occupational safety measures and job satisfaction and retention.
7. No statistically significant differences were found regarding the relation between HRM strategies and job desirability and retention by "Job Title".
8. There were statistically significant differences by gender in favor of female participants regarding the relation between HRM strategies and job satisfaction and retention excluding the motivation strategy that demonstrated no statistically significant differences for the females.

2.9 Study Contribution to Knowledge

Previous studies discussed different factors that have an affect on the organizational performance. However, very few studies suggested a comprehensive model such as this study model; which is suggested by the researcher, that focuses on main factors that affect the organizational performance.

The sample of the study was Jordanian public hospitals which represent an interesting case from the whole population in Jordan. The main four factors mentioned in the model of this research that affect the performance and may lead to optimal performance are fixed to the nature of the sample.

Chapter Three:

Methods and Procedures

3.1 Introduction

This chapter discusses the methods used in the study to answer the research questions and test the hypotheses by several statistical methods. It is divided into five sections (Study Methodology, Study Population and Sample, Study Tools and Data Collection, Statistical Treatment, and Reliability and Validity).

3.2 Study Methodology

This study used both descriptive and analytical analysis. Descriptive study includes data collected from previous related works and literature review. These resources were used to develop the theoretical model of this study.

Furthermore, statistical techniques were used for empirical analysis and a survey was designed to collect data from the population of the study; a population made of top and middle managers in Jordanian public hospitals

3.3 Study Population and Sample

Sampling is important as budget and time restrictions prevent study from surveying the whole population. Sampling also gives higher truthfulness and fast results (Al-Bakri, 2009). The population in the current research consists of Jordanian public hospitals. The

researcher chose a sample that can be used to represent the population. Given the large population of the study, where there are 30 public hospitals distributed in twelve cities in Jordan, using **Stratified** sampling technique, a sample of Jordanian public hospitals has been taken according to the number of beds in each hospital, for each hospital with beds more than 100, a number of questionnaires were distributed, taking into consideration the number of top and middle managers in each hospital. In this research all Jordanian public hospitals comprise the total population, (16) Jordanian public hospitals have been chosen as a sample (as shown in table (1) below). 100 questionnaires were distributed with a response rate of 60%.

Num.	Hospital name	Number of beds	Num. of top and middle managers	Num. of Questionnaires distributed	Num. of Questionnaires returned
1	Al- Basheer Hospital	951	18	10	6
2	Dr. Jameel Al-Totanje Hospital	138	19	10	6
3	National Center for Psychologies.	150	10	5	3
4	Prince Hamzi Hospital Amman	397	16	10	6
5	Al-Nadeem Hospital	127	10	5	3
6	Zarqa Hospital	300	11	5	3
7	Al-Hussein Hospital	239	22	15	9
8	Princess Basma Hospital	152	12	5	3
9	Princess Rahma Hospital	202	5	5	3

10	Al-Ramtha Hospital	112	5	5	3
11	Al-Iman Hospital	110	9	5	3
12	Jarash Hospital	130	10	5	3
13	Al-Karak Hospital	155	9	5	3
14	Maternity and Children Hospital (Ma'raq)	127	8	5	3
15	Ma'an Hospital	106	3	5	3
16	Prince Faisal Hospital	131	7	5	3
Total			174	100	60

Table (1): sample of the study

3.4 Study Tools and Data Collection

This research of performance in Jordanian public hospitals is not very extensive compared to the discussion of the effecting factors. Thus, to gain deeper understanding of the related aspects in hospitals, current research is conducted with quantitative approaches to explore factors of strategic human resources management in Jordanian public hospitals and examine the influence on their performance. And it is held in these stages:

Stage 1. Literature review, examines the findings of other researchers and authors who have extensive experience in organizational performance, and addresses the factors that influence the performance in Jordanian public hospitals; staffing, training and development, motivation, and maintenance.

Stage 2. The quantitative approach includes a survey of a sample of top and middle managers representing Jordanian public hospitals in this study. The survey conducted in this research in order to explore the perceptions of hospitals top and middle managers on strategic human resources management in it, and to examine its influence on hospital's performance, Also to produce quantitative descriptions of some aspects and issues of the study population. The questionnaire has been developed based on the literature review, and refined with results and information collected from the previous stage of the research. It focuses on performance in Jordanian public hospitals, and on manager's perceptions on it. Therefore, in reviewing previous studies, both in influential factors of SHRM and the analysis of collected data from resulting survey. The survey was pre-tested for its validity and reliability. A pilot test was conducted to check the validity of the questionnaire, eliminate any uncertainty, and make appropriate changes according to respondent's suggestions.

Stage 3. Data coding and analysis includes presentations, hypothesis testing, and analysis of results. Various quantitative statistics of methods such as factor analysis, analysis of variance and correlation will be employed on the survey data. The application of several statistical techniques used to test the relations and effects between variables; Statistical Package for Social Science 'SPSS' will be used to evaluate and perform all the analysis to test the hypotheses.

3.5 Statistical Treatment

After collecting data from returned responses were 100 questionnaires were distributed in hospitals and 72 questionnaires were returned, 60 of them were valid for analysis with response rate (60%), the researcher used the Statistical Package for Social

Sciences SPSS (v19) to analyze the data, and a suitable Statistical treatment for each question and hypothesis from the following tests:

- ✓ Cronbach Alpha (α) to test Reliability.
- ✓ Arithmetic Mean and Standard Deviation to answer the study questions.
- ✓ T-test and using ANOVA table to measure the impact of the user characteristics on the usage and the usage level of the Portal
- ✓ Simple Linear and Multiple Regression analysis with (F) test
- ✓ Stepwise analysis to find the factor with the most effect in this study.
- ✓ Person test (correlation)
- ✓ VIF to test the strength of interference
- ✓ KZ (normal distribution)

3.6 Validity and Reliability

(A) Validation

To test the survey clarity and coherency, a macro review covering all research components was performed by academic reviewers - from Jordanian Universities - specialized in Business and Statistics. Therefore, some items were added based on their recommendations while some others were modified. The survey was reviewed by a total of (6) academic reviewers and the overall percentage of response which was 100%. Please see appendix "B" for the list of academic arbitrators.

(B) Reliability

To ensure the stability, a study tool has been used (Cronbach Alpha) to test the stability of the final sample, with a Cronbach alpha coefficient of (95.58%) which is an excellent rate as shown in Table (2)

Variable	of.Num Questions	Cronbach Alpha
Independent variables	25	92.7%
• Staffing	10	73.49%
• Training and Development	7	91.32%
• Motivation	5	66.27%
• Maintenance	3	82.92%
Dependent variable	10	96.27%
Overall index	35	95.58%

Table (2) Reliability of survey Dimensions

Chapter Four:

Results and Hypotheses Testing

4.1 Introduction

Based on previous research framework, this chapter presented and described the statistical analysis results for the research questions and research hypothesis. The data analysis included a descriptive analysis using Means and Standard Deviations for the questions of the study; ANOVA, Multiple and Simple Linear, and Regression analysis for the empirical analysis.

4.2 Processing method and statistical analysis of the data:

The researcher adopted the following statistical methods:

1. Standards descriptive statistics (Descriptive Statistic Measures) in order to describe the characteristics of the study sample by the use of percentages and frequencies, to analyze the answers of respondents, determine the relative importance of answers of the study sample, the direction of axes, and the dimensions of the study; the use of circles and standard deviations.
2. Simple linear regression analysis (Simple Linear Regression)
3. Multiple linear regression analysis (Multiple Linear Regression)
4. Study tool reliability coefficient (Cronbach Alpha) to test the reliability of study tool.

5. Stepwise analysis to find the factor with the most effect in this study.
6. Person test for normal distribution (Correlation)
7. VIF to test the strength of interference in data.
8. KZ for testing normal distribution.

4.3 The Descriptive Results:

Independents variables

1. The first dimension: Staffing

The researcher extracted arithmetic mean and standard deviation of the sample described Answers about the paragraphs below, as shown in table (3).

Table (3): Means and standard deviations for Staffing

Num	Question	standard deviation	Mean	Level of Importance
1	Job design in your hospital is verified in term of duties, responsibilities, techniques, systems, and procedures	1.19071	3.6500	High
2	The relationship between the job holder and his superior subordinates and colleagues are clear	1.05713	3.9667	Low
3	Job analysis is detailed breakdown of the duties involved in a position and skills, knowledge, and experiences holder bring to it	0.92958	3.9833	High
4	Environment of the job is suitable to the employee's requirement	1.11487	2.6667	Medium
5	Internal sources like job posting, intranet, succession plans and referrals are used in the field of recruitment	1.20016	2.4833	Low
6	External sources such as ads, job placement agencies, internet and placement through colleges and university are	1.15702	2.3167	Low

	used in the field of recruitment			
7	Staffing help your hospital to create a competitive advantage.	1.19604	2.4000	Low
8	Your hospital has enough experience and knowledge to use staffing methods	0.97192	2.9333	Medium
9	Candidates are being selected according to job specifications and descriptions	1.17639	3.3500	Medium
10	Staffing methods in your enterprise are easy enough to be effective	1.43759	2.6333	Medium
Overall index		0.62547	3.0383	Medium

Table (3) above shows that the arithmetic means for Staffing range between (3.9833 – 2.3167) compared to General Arithmetic mean amount of (3.0383). It is observed that the high mean was to item “Job analysis is detailed breakdown of the duties involved in a position and skills, knowledge, and experiences holder bring to it” with arithmetic mean of (3.9833) and standard deviation of (0.92958) while the lowest arithmetic mean was to item “External sources such as ads, job placement agencies, internet and placement through colleges and university are used in the field of recruitment.” with arithmetic mean of (2.3167) and Standard deviation of (1.15702). In general, the level of importance of Staffing is Medium.

2. The second dimension: Training and development

The researcher extracted arithmetic mean and standard deviation of the sample described Answers about the paragraphs below, as shown in table (4).

Table (4)**Means and standard deviations for training and development**

Num	Questions	standard deviation	Mean	Level of importance
1	Your hospital has a training and development policy applicable to all employees	1.21327	2.5500	Low
2	When employees arrive from training, supervisors encourage them to share what they have learned with other employees	1.27059	2.7500	Medium
3	Your hospital links training and development with company business strategy	1.29001	2.3833	Low
4	Your hospital has full-fledged training and development department manned with competent professionals	1.15115	2.1167	Low
5	Supervisors support the use of the techniques learned in training that employees bring back to their jobs	1.11221	2.8167	Medium
6	Supervisors give employees the chance to tryout their learned skills on the job immediately	1.09493	2.2333	Low
7	Supervisors help employees set realistic goals for performing their work as a result of their training	1.20205	2.2500	Low
Overall index		0.9670	2.4429	Low

Table (4) above shows that the arithmetic means for Training and development range between (2.8167 – 2.1167) compared to General Arithmetic mean amount of

(2.4429). It is observed that the high mean was to item “Supervisors support the use of the techniques learned in training that employees bring back to their jobs” with arithmetic mean of (2.8167) and standard deviation of (1.11221) while the lowest arithmetic mean was to item “Your hospital has full-fledged training and development department manned with competent professionals.” with arithmetic mean of (2.1167) and Standard deviation of (1.15115) In general, the level of importance of training and development is low .

3. The Third dimension: Motivation

The researcher extracted arithmetic mean and standard deviation of the sample described Answers about the paragraphs below, as shown in table (5).

Table (5)

Means and standard deviations for motivation

Num	Questions	standard deviation	Mean	Level of importance
1	The salary increments given to employees who do their jobs very well motivate them.	0.90370	3.1167	Medium
2	Financial incentives motivate employees' more than nonfinancial incentives.	0.94764	3.5167	Medium
3	Your hospital always provides opportunities for advancement.	1.16977	2.4333	Low
4	The employees in your hospital feel secured in their job	1.18322	2.7000	Medium
5	The medical benefits provided in your hospital are satisfactory	1.1625	2.9333	Medium
Overall index		0.70475	2.9400	Medium

Table (5) above shows that the arithmetic means for motivation range between (3.5167 – 2.4333) compared to General Arithmetic mean amount of (2.9400). It is observed that the

high mean was to item “Financial incentives motivate employees' more than nonfinancial incentives.” with arithmetic mean of (3.5167) and standard deviation of (0.94764) while the lowest arithmetic mean was to item “Your hospital always provides opportunities for advancement..” with arithmetic mean of (2.4333) and Standard deviation of (1.16977) In general, the level of importance of motivation is Medium.

4. The Fourth dimension: Maintenance

The researcher extracted arithmetic mean and standard deviation of the sample described Answers about the paragraphs below, as shown in table (6).

Table (6)

Means and standard deviations for Maintenance

Num	Questions	standard deviation	Mean	Level of Importance
1	Labor relations are designed to protect the mutual interest of both employees and management.	1.14228	2.3167	Low
2	The hospital provides a variety of reward system to match the needs of individual employees.	.94779	2.5000	Low
3	The hospital compensation plan is designed to attract qualified, retain and to motivate employees to achieve organizational goals.	1.08130	2.3167	Low
Overall index		0.91538	2.3778	Low

Table (6) above shows that the arithmetic means for Maintenance range between (2.5000– 2.3167) compared to General Arithmetic mean amount of (**2.3778**). It is observed that the high mean was to item “The hospital provides a variety of reward system to match

the needs of individual employees.” with arithmetic mean of (2.5000) and standard deviation of (.94779) while the lowest arithmetic mean was to items “Labor relations are designed to protect the mutual interest of both employees and management.” with arithmetic mean of (2.3167) and Standard deviation of (1.14228) and “The hospital compensation plan is designed to attract qualified, retain and to motivate employees to achieve organizational goals” with arithmetic mean of (2.3167) and Standard deviation of (1.08130) In general, the level of importance of maintenance is low.

Dependent Variable: Performance

The researcher extracted arithmetic mean and standard deviation of the sample described Answers about the paragraphs below, as shown in table (7).

Table (7)
Means and standard deviations for performance

Num	Questions	standard deviation	Mean	Level of importance
1	SHRM are enough to improve performance in your hospital	0.88474	2.2833	Low
2	SHRM are enough to improve the productivity in your hospital	1.02662	2.2167	Low
3	SHRM are enough to increase services in your hospital	1.08091	2.1333	Low
4	SHRM are enough to increase the profit in your hospital	1.05485	2.1500	Low
5	SHRM are enough to reduce the frequency of mistakes in the receipt in your hospital	1.14783	2.0667	Low
6	SHRM reduce the number of staff leaving voluntarily.	1.09583	1.9500	Low
7	SHRM reduce the complaints pertaining to lack of training	0.86749	2.4000	Low
8	SHRM reduce the number of grievances.	0.95831	2.7167	Low
9	SHRM apply disciplinary actions fairly	0.79883	2.6500	Low

10	SHRM reduces the number of incident reported.	0.95831	2.2833	Low
Overall index		0.85921	2.2850	Low

Table (7) above shows that the arithmetic means for performance e range between (2.7167– 1.9500) compared to General Arithmetic mean amount of (**2.2850**). It is observed that the high mean was to item “SHRM reduce the number of grievances..” with arithmetic mean of (2.7167) and standard deviation of (.95831) while the lowest arithmetic mean was to items “SHRM reduce the number of staff leaving voluntarily.” with arithmetic mean of (1.9500) and Standard deviation of (1.09583) . In general, the level of importance of performance is low.

4.4 Hypotheses testing

4.4.1 Correlations

❖ **Ho1:** There is no significant statistical relationship between SHRM system and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

This test used to test the relations between SHRM and performance in Jordanian public hospitals (Ho1), and to test each sub hypothesis as shown below.

❖ **Ho1a:** There is no significant statistical relationship between staffing and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

- ❖ **Ho1b:** There is no significant statistical relationship between training and development and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).
- ❖ **Ho1c:** There is no significant statistical relationship between motivation and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).
- ❖ **Ho1d:** There is no significant statistical relationship between maintenance and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

Table (8)

Person test matrix (Correlation)

		Staffing	Training and development	Motivations	Maintenance	Dep. (performance)
Dep. (performance)	Person correlation	0.714**	0.629**	0.697**	0.642**	1
	Sig.	0.00	0.00	0.00	0.00	0.00
	N	60	60	60	60	60

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

According to previous studies and researchers experiences; any sample of more than 30 is already under normal distribution. (zoubi, 2012).

Person test matrix was used in order to measure the strength of variables correlations, where correlation between staffing and performance was (0.74**), training

and development and performance (0.629**), motivation and performance (0.697**), and maintenance and performance (0.642**).

The previous results show that staffing has the most effect on performance

4.4 .2 Study hypothesis testing (Ho2)

- ❖ **Ho2:** There is no significant statistical effect of SHRM on performance in Jordanian public hospitals level ($\alpha \leq 0.05$).

To ensure if there are any differences between the factors that affect performance, the researcher divided the second main hypothesis into four sub-hypotheses, and used one way ANOVA to test; *Staffing, training and development, motivation and maintenance* . The sub-hypotheses were tested and the results are shown as the following:

- ❖ **Ho2a:** There is no significant statistical effect of staffing on performance Jordanian public hospitals at level ($\alpha \leq 0.05$).

To answer this sub-hypothesis the researcher used the one way ANOVA to ensure if there are any differences between staffing and performance as shown in Table (9).

Table (9)

The results of the differences between staffing and performance by one way ANOVA

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	22.432	1	22.432	61.589	.000 ^a
	Residual	21.125	58	.364		
	Total	43.556	59			

A. Predictors: (Constant), staffing

B. Dependent Variable: performance

*The impact is significant at level ($\alpha \leq 0.05$)

From Table (9) it is clear that the absolute value of F calculated (61.589) is more than F tabulated at level ($\alpha \leq 0.05$). This indicates that the first sub-hypothesis is valid. Therefore, the null sub-hypotheses were refused and the alternative sub-hypotheses were accepted, therefore the result is

There is a significant statistical effect of staffing on performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

❖ **Ho2b:** There is no significant statistical effect of training and development on performance Jordanian public hospitals at level ($\alpha \leq 0.05$).

To answer this sub-hypothesis the researcher used the one way ANOVA to ensure if there are any differences between training and development and performance Jordanian public hospitals as shown in Table (10).

Table (10)

The results of the differences between training and development and performance

Jordanian public hospitals by one way ANOVA

	Model	Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	17.209	1	17.209	37.882	.000 ^a
	Residual	26.348	58	.454		
	Total	43.556	59			

A. Predictors: (Constant), Training and development

B. Dependent Variable: performance

* The impact is significant at level ($\alpha \leq 0.05$)

From Table (10) it is clear that the absolute value of F calculated (37.882) is more than F tabulated at level ($\alpha \leq 0.05$). This indicates that the second sub-hypothesis is valid. Therefore, the null sub-hypotheses were refused and the alternative sub-hypotheses were accepted, therefore the result is:

There is a significant statistical effect of training and development on performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

❖ **Ho2c:** There is no significant statistical effect of motivation on performance in Jordanians public hospitals at level ($\alpha \leq 0.05$).

To answer this sub-hypothesis the researcher used the one way ANOVA to ensure if there are any differences between motivation and performance in Jordanian public hospitals as shown in Table (11).

Table (11)

The results of the differences between motivation and performance in Jordanian public hospitals by one way ANOVA

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	21.168	1	21.168	54.838	.000 ^a
	Residual	22.388	58	.386		
	Total	43.556	59			

A. Predictors: (Constant), motivation

B. Dependent Variable: performance

* The impact is significant at level ($\alpha \leq 0.05$)

From Table (11) it is clear that the absolute value of F calculated (54.838) is more than F tabulated at level ($\alpha \leq 0.05$). This indicates that the third sub-hypothesis is valid. Therefore, the null sub-hypotheses were refused and the alternative sub-hypotheses were accepted, therefore the result is:

There is a significant statistical effect of motivation on performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

❖ **Ho2d:** There is no significant statistical effect of maintenance on performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

To answer this sub-hypothesis the researcher used the one way ANOVA to ensure if there any differences between maintenance and performance in Jordanian public hospitals as shown in Table (12).

Table (12)

**The results of the differences between maintenance and performance in
Jordanian public hospitals by one way ANOVA**

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	17.971	1	17.971	43.205	.000 ^a
	Residual	25.585	58	.441		
	Total	43.556	59			

A. Predictors: (Constant), maintenance

B. Dependent Variable: performance e

* The impact is significant at level ($\alpha \leq 0.05$)

From Table (6) it is clear that the absolute value of F calculated (43.205) is more than F tabulated at level ($\alpha \leq 0.05$). This indicates that the third sub-hypothesis is valid. Therefore, the null sub-hypotheses were refused and the alternative sub-hypotheses were accepted m therefore the result is :

There is a significant statistical effect of maintenance performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).

✓ *The most effect factor*

The most effect factors affect B2B (EC) systems was the perceived risk as shown in the table:

Table (13)

The most effect factor (by one way ANOVA)

Sig.	F	Mean Square	DF	Sum of Squares	Model	
.000(a)	62.589	22.432	1	22.432	Regression	1

		.364	58	21.125	Residual	
			59	43.556	Total	
.000(b)	36.406	12.216	2	24.431	Regression	2
		.336	57	19.125	Residual	
			59	43.556	Total	

A. Predictors: (Constant), staffing

B. Predictors: (Constant), staffing, motivation

C. Dependent Variable: performance

From Table (12) it is clear that the absolute value of F calculated for the most effect value (61.589) is more than F tabulated at level ($\alpha \leq 0.05$). This indicates that the most effective factor affect performance in Jordanian public hospitals was a staffing then motivation.

4.5 Stepwise Test

Table (14)

Stepwise test

	R	R square	Adjusted R square	Std. Error of estimate
Staffing	0.718^a	0.515	0.507	0.60351
motivation	0.749^b	0.561	0.545	0.57925

a. Predictors: (performance), Staffing

b. Predictors: (performance), Staffing, motivations

The researcher used stepwise regression technique to allocate the most effect factors of SHRM system on performance in Jordanian public hospitals. The table above shows that staffing has the most effect on performance and motivation comes after.

4.6 Coefficient of determination

First factor: Staffing

Table (15): Coefficient of determination for staffing

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718 ^a	.515	.507	.60351

a. Predictors: (Constant), staffing

From table (13) the R coefficient between staffing and performance in Jordanians public hospitals .718 which indicate a significant effect of the predicting variables (staffing) on the dependent variables (performance). The R² value = .515, which means part of the variance of EC s performance was explained by staffing.

Second factor: training and development

Table (16) : Coefficient of determination for training and development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629 ^a	.395	.385	.67400

a. Predictors: (Constant), Training and development

From table (14) the R coefficient between Training and development and performance in Jordanian public hospitals .629 which indicate a significant effect of the predicting variables (Training and development) on the dependent variables (performance). The R² value = .395, which means part of the variance of performance was explained by training and development

Third factor: motivation

Table (17): Coefficient of determination for motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 ^a	.486	.477	.62130

a. Predictors: (Constant), motivation

From table (15) the R coefficient between motivation and performance in Jordanian public hospitals .697 which indicate a significant effect of the predicting variables (motivation) on the dependent variables (performance). The R² value = .486, which means part of the variance of performance was explained by motivation

Forth factor: maintenance

Table (18) : Coefficient of determination for maintenance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	.413	.402	.66417

a. Predictors: (Constant), *maintenance*

From the table (16) the R coefficient between maintenance performance .642 which indicates a significant effect of the predicting variables (maintenance) on the dependent variables (performance). The R² value = .402, which means part of the variance of performance was explained by maintenance.

4.7 Variance Inflation Factor

Table (19): VIF test

Model	Tolerance	VIF
Staffing	.325	3.081
Training and development	.345	2.895
Motivation	.328	3.051
Maintenance	.296	3.376

From the table (17) Staffing VIF is (3.081) and tolerance is (.325), training and development VIF is (2.895) and tolerance is (.345), motivation VIF is (3.051) and

tolerance is (.328) and maintenance VIF is (3.376) and tolerance is (.296) . This shows that the variables are non-overlapping being less than 5, which confirms the result of tolerance.

Chapter Five:

Conclusion & Recommendations

5.1 Conclusion

In this study, the researcher examined a set of questions and suggested a set of hypotheses to examine the relation between SHRM system and performance in Jordanian public hospitals.

The study came out with a number of results that may contribute to increase the performance in Jordanian public hospitals.

- ✓ **There is a significant statistical relation between SHRM systems and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).**

The results indicates that there is a relation between SHRM system factors (Staffing, training and development, motivations, and maintenance) and performance in Jordanian public hospitals.

- ✓ **There is a significant statistical effect between staffing and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).**

This result indicates that Internal sources like job posting, intranet, succession plans and referrals and the external sources such as ads, job placement agencies, internet and placement through colleges and university are used in the field of recruitment and the hospital has enough experience and knowledge to use staffing methods ,for candidates are being selected according to job specifications and descriptions .The relationship between the job holder and his superior subordinates and colleagues are clear and the environment of the job is suitable to the employee's requirement which means the staffing help Jordanian public hospitals to create a competitive advantage.

- ✓ **There is a significant statistical effect between training and development and Performance in Jordanian public hospitals**

This result indicate that public hospitals in Jordan have a training and development policy applicable to all employees and when employees finish their training courses, supervisors encourage them to share what they have learned with other employees, also support them to use of the techniques learned.

- ✓ **There is a significant statistical effect between motivation and performance in public hospitals in Jordan at level ($\alpha \leq 0.05$).**

This result indicates that the salary increments given to employees who do their jobs very well motivate them. And those financial incentives motivate employees' more than nonfinancial incentives. Also hospitals provide opportunities for advancement where Employees feel secured in their job, and the medical benefits provided are satisfactory.

- ✓ **There is a significant statistical effect between maintenance and performance in Jordanian public hospitals at level ($\alpha \leq 0.05$).**

This result indicates that Labor relations are designed to protect the mutual interest of both employees and management. Hospitals provide a variety of reward system to match the needs of individual employee, and its compensation plan is designed to retain, motivate, and attract qualified employees to achieve organizational goals.

And finally these factors can lead to increasing Jordanian public hospitals performance by:

1. Improve the productivity in your hospital
2. Increase services in your hospital
3. Increase the profit in your hospital
4. Reduce the frequency of mistakes in the receipt in your hospital
5. Reduce the number of staff leaving voluntarily.
6. Reduce the complaints pertaining to lack of training
7. Reduce the number of grievances.
8. Apply disciplinary actions fairly
9. Reduces the number of incident reported.

The Results above agreed with the results of **Cooke** study (2001), Human resource strategy to improve organizational performance: a route for firms in Britain, **Bartram .et.al** (2007) Lost in translation: exploring the link between HRM and performance in

healthcare, **Lawler** (2000), Organizational and HRM strategies in Korea: Impact on firm performance in an emerging economy, and **Paille et.al** (2013), The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study This field study. Where all of the studies agreed that there is an effect of strategic human resource management on performance and organizations with high-involvement in SHRM factors has better performance.

5.2 Recommendations

Based on previous results and conclusions, the following recommendations might help to enhance performance in Jordanian public hospitals:

1. Top management in hospitals has to improve their support for the use of strategic human resource management, and to enhance the consultation of experiences to build a strong SHRM system.
2. Hospitals have to give their employees more training in order to improve their capabilities to handle different situations.
3. Increase employee's experiences and knowledge by linking training and development with hospital's business strategy.

4. Supervisors should give employees the chance to tryout their learned skills on the job immediately, and help employees set realistic goals for performing their work as a result of their training.
5. The Ministry of Health should give Jordanian Public Hospitals' management more authority in matters like staffing and motivation in order to increase employees' performance which reflects the hospitals performance.
6. The conclusions from this study are limited as there may be questions regarding the factors of SHRM to employees. While this study only took the top and middle managers point of view, employee's point of view are recommended to be considered in future studies which would benefit from the use of a larger sample. Also factors like staffing and motivation which have the most effect on performance are recommended to be tested separately.

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Appendix – A – Survey



Survey Questionnaire

Exploring the Link between Strategic Human Resource Management System and Performance in Jordanian public hospitals

Dear Manger

The objective of this research project, entitled “*Exploring the Link between Strategic Human Resource Management System and Performance in Jordanian public hospitals*”, is to measure the performance in Jordanian public hospitals through measuring the factors that have effect on performance. The research project will investigate the obstacles to practicing SHRM systems in Jordanian public hospitals. This research contributes by

introducing some solutions for overcoming the barriers of practicing SHRM systems in Jordanian public hospitals, and to increase their performance.

I would appreciate your cooperation in filling out all the parts of this questionnaire, knowing that any collected information will be used for research purposes only.

If your company is interested in the results of this study, please tick the following box and record your email address

Researcher: Razan A.Samara

Master Candidate, Business Administration Department, Faculty of Business

Middle East University (MEU)

Amman, Jordan

Email: razan_samara@hotmail.com

Mobile: +962 (79) 9385383

Part one:

This part is to collect information about the factors that affect performance in Jordanian public hospitals. The five-point Likert scale is designed in the percentage for the importance of factors, variables and items. Please consider the following definitions in making your choices. Please choose only 1 answer per question.

(1) None: means that variables and items are not affecting SHRM performance in your enterprise
(2) < 25%: means that variables and items are affecting SHRM performance in your enterprise, but less than 25% of importance variable.
(3) 25%-50%: means that variables and items are affecting SHRM performance in your enterprise, but only 25%-50% of importance variable.
(4) 51%-70%: means that variables and items are affecting SHRM performance in your enterprise, but only 51%-70% of importance variable.
(5) >70%: means that variables and items are affecting SHRM performance in your enterprise, and more than 70% of importance variable.

No	Question	5	4	3	2	1
	Staffing, V1 Supervisors give employees the chance to tryout their learned skills on the job immediately					
17	Supervisors help employees set realistic goals for performing their work as a result of their training.					
1	Job design in your hospital is verified in term of duties, responsibilities, techniques, systems, and procedures					
	Motivation, V3					
2	The relationship between the job holder and his superior subordinates and colleagues are clear					
18	The salary increments given to employees who do their jobs very well motivate them.					
3	Job analysis is detailed breakdown of the duties involved in a position and skills, knowledge, and experiences holder bring to it					
19	Financial incentives motivate employees more than nonfinancial incentives.					
4	Environment of the job is suitable to the employee's requirement					
20	Your hospital always provides opportunities for advancement.					
5	Internal sources like job posting, intranet, succession plans and referrals are used in the field of recruitment					
21	The employees in your hospital feel secured in their job					
6	External sources such as ads, job placement agencies, internet and placement through colleges and university are used in the field of recruitment					
22	The medical benefits provided in your hospital are satisfactory					
	Maintenance, V4					
7	Staffing help your hospital to create a competitive advantage.					
23	Labor relations are designed to protect the mutual interest of both employees and management.					
8	Your hospital has enough experience and knowledge to use staffing methods.					
24	The hospital provides a variety of reward system to match the needs of individual employees.					
9	Candidates are being selected according to job specifications and descriptions					
25	The hospital compensation plan is designed to attract qualified, retain and to motivate employees to achieve organizational goals.					
10	Staffing methods in your enterprise are easy enough to be effective					
	Training and development, V2					
11	Your hospital has a training and development policy applicable to all employees					
12	When employees arrive from training, supervisors encourage them to share what they have learned with other employees					
13	Your hospital links training and development with company business strategy					
14	Your hospital has full-fledged training and development department manned with competent professionals					
15	Supervisors support the use of the techniques learned in training that employees bring back to their jobs					

Part Two:

This section in part three seeks to discover the degree to which your enterprise's performance and were improved by using B2B systems. Please consider the following definitions in making your choices. Please choose only 1 answer per question.

(1) None: means that factors are not performed your enterprise.
(2) < 25%: means that factors are performed in your enterprise, but less than 25% of total factors are performed
(3) 25%-50%: means that factors are performed in your enterprise, but only 25%-50% of total factors are performed
(4) 51%-70%: means that factors are performed in your enterprise, but only 51%-70% of total factors are performed
(5) >70%: means that factors are performed in your enterprise, and more than 75% of total factors are performed.

No	Question	5	4	3	2	1
1	SHRM are enough to improve performance in your hospital					
2	SHRM are enough to improve the productivity in your hospital					

3	SHRM are enough to increase services in your hospital					
4	SHRM are enough to increase the profit in your hospital					
5	SHRM are enough to reduce the frequency of mistakes in the receipt in your hospital					
6	SHRM reduce the number of staff leaving voluntarily.					
7	SHRM reduce the complaints pertaining to lack of training					
8	SHRM reduce the number of grievances.					
9	SHRM apply disciplinary actions fairly					
10	SHRM reduces the number of incident reported.					

Appendix B: Arabic Survey



الإستبيان

إيجاد الرابط بين أنظمة استراتيجيات إدارة الموارد البشرية والأداء في المستشفيات الحكومية الأردنية

السادة المدراء...

الهدف الأساسي لهذا البحث تحت عنوان " إيجاد الرابط بين أنظمة استراتيجيات إدارة الموارد البشرية والأداء في المستشفيات الحكومية الأردنية ". سوف ساهم هذا البحث في تقديم بعض الحلول للتغلب على العوائق في تطبيق استراتيجيات إدارة الموارد البشرية في المستشفيات الحكومية الأردنية .

نقدر تعاونكم في تعبئة جميع أجزاء الإستبيان علماً بأن سيتم استخدام المعلومات إلي تم جمعها لأغراض

البحث العلمي فقط .

إذا كانت المستشفى تهتم في نتائج هذه الدراسة يرجى وضع علامة في الخانة التالية وتسجيل البريد الالكتروني الخاص

بك . عمان،

الباحثة : رزان عبدالمنعم سمارة

مرشحة للحصول على درجة الماجستير ، قسم إدارة الأعمال ، كلية الأعمال

جامعة الشرق الأوسط للدراسات العليا

عمان ، الأردن

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+962 (79) 9385383

الجزء الأول:

هذا الجزء من الاستبيان يجمع معلومات عن العوامل التي تؤثر في أداء المستشفيات الحكومية الأردنية

تم استخدام مقياس ليكرت الخامس من أوافق بشدة (5) إلى لا أوافق بشدة (1) ، أرجو الأخذ بعين الاعتبار

المرفق ببعض المصطلحات الإجرائية التي قد تساعدك في اختيار الإجابة المناسبة،الرجاء اختيار إجابة

واحدة لكل فقرة من الفقرات بوضع إشارة (X) أمام الاختيار

الرقم	السؤال	5	4	3	2	1
المتغير الأول: التعيين						
1	إن عملية تصميم الوظائف في المستشفى الخاص بك قائم على مجموعة من الواجبات، والمسؤوليات، والتقنيات، والأنظمة والإجراءات .					
2	إن العلاقة بين المسئول في المستشفى وزملائه في العمل وبين الموظفين التابعين له واضحة.					
3	إن عملية تحليل الوظائف هي عملية تقسيم مفصل للمسؤوليات والمهارات والمعرفة والخبرات التي يحضرها المتقدم للوظيفة					
4	بيئة العمل مناسبة لمتطلبات العاملين في المستشفى					
5	يتم الرجوع إلى مصادر داخلية مثل الإعلان الداخلي عن وظائف شاغرة، الانترنت، والمعروفون في عملية التوظيف.					
6	يتم الرجوع إلى مصادر خارجية مثل الإعلانات الخارجية ووكالات التوظيف في عملية التوظيف.					
7	عملية التعيين تساعد المستشفى التي تعمل بها لخلق الميزة التنافسية.					
8	المستشفى التي تعمل بها لديها الخبرة الكافية والمعرفة لاستخدام طرق التعيين الملائمة					
9	يتم اختيار المرشحين للعمل في المستشفى حسب مواصفات العمل ومتطلباته .					
10	طرق التعيين في المستشفى التي تعمل بها ذات كفاءة.					

المتغير الثاني: التدريب والتطوير				
				11 لدى المستشفى التي تعمل بها سياسات تدريب وتطوير مناسبة لكل الموظفين
				12 يشجع المسؤول عن العمل موظفيه على التشارك بالمعلومات المكتسبة في التدريب مع زملائه.
				13 يربط المستشفى التي تعمل به بين التدريب والتطوير وبين استراتيجيات المستشفى .
				14 لدى المستشفى التي تعمل بها موظفين متخصصين بآليات التطوير والتدريب.
				15 يقوم المسؤولون بتشجيع موظفيهم على استخدام التقنيات الجديدة التي تعلموها.
				16 يعطي المسؤولون موظفيهم فرصة تجربة المهارات المتعلمة فوراً.
				17 يساعد المسؤولون موظفيهم على وضع أهداف قابلة للتنفيذ لأداء أعمالهم كنتيجة لتدريبهم.
المتغير الثالث : التحفيز				
				18 يعتبر الراتب الذي يتقاضاه الموظفون حافزاً لهم.
				19 الامتيازات والحوافز المالية تشجع الموظفين أكثر من الامتيازات والحوافز الغير مالية.
				20 يزود المستشفى العاملين به فرصا للتطوير بشكل دائم
				21 يشعر الموظفون العاملين بالأمان الوظيفي.
				22 التأمين الصحي المزود للعالمين في المستشفى يوفر الرضا لهم.
المتغير الرابع : الصيانة				
				23 العلاقات الوظيفية في المستشفى تحمي الاهتمامات المشتركة بين العاملين والإدارة.
				24 يزود المستشفى بمجموعة متنوعة من نظم المكافآت تتوافق مع احتياجات العاملين في المستشفى.
				25 ان نظام التعويضات في المستشفى التي تعمل بها مصمم لجذب الكفاءات, وتشجيعهم لتحقيق أهداف المستشفى.

الجزء الثاني :

هذا الجزء مخصص لاكتشاف ما إذا كانت تلك العوامل ساهمت في زيادة أداء المستشفيات الحكومية الأردنية

تم استخدام مقياس ليكرت الخامس من أوافق بشدة (5) إلى لا أوافق بشدة (1) ، أرجو الأخذ بعين الاعتبار

المرفق ببعض المصطلحات الإجرائية التي قد تساعدك في اختيار الإجابة المناسبة ،الرجاء اختيار إجابة

واحدة لكل فقرة من الفقرات بوضع إشارة (X) أمام الاختيار

الرقم	السؤال	5	4	3	2	1
1	استراتيجيات إدارة الموارد البشرية كافية لرفع الأداء في المستشفى التي تعمل بها.					
2	استراتيجيات إدارة الموارد البشرية كافية لزيادة الإنتاجية في المستشفى التي تعمل بها.					
3	استراتيجيات إدارة الموارد البشرية كافية لزيادة الخدمات المقدمة في المستشفى التي تعمل بها لرفع رضا الزبائن.					
4	استراتيجيات إدارة الموارد البشرية كافية لزيادة الأرباح في المستشفى التي تعمل بها.					
5	استراتيجيات إدارة الموارد البشرية كافية لتقليل من الأخطاء المتكررة في المستشفى التي تعمل بها.					
6	استراتيجيات إدارة الموارد البشرية تقلل من أعداد ترك العاملين للعمل بشكل طوعي.					
7	استراتيجيات إدارة الموارد البشرية تقلل من الشكاوى الناتجة من قلة التدريب.					
8	استراتيجيات إدارة الموارد البشرية تقلل من أعداد الشكاوي والمظالم المقدمة.					

					استراتيجيات إدارة الموارد البشرية تطبق الإجراءات التأديبية بحق الموظفين إلى حد ما .	9
					استراتيجيات الموارد البشرية تقلل من الحوادث المبلغ عنها أثناء العمل.	10

Appendix – C– The academic arbitrators

No	Name	Working Place
1	Dr. Zoubi Al-AlZoubi	Jordan university
2	Dr. Laith Al-Robai'e	Middle east university
3	Dr. Feras AL-Shalabi	Al-balqa university
4	Dr. Kamel Al-Moghrabi	Middle east university
5	Dr. Nedal Al Salihi	Middle east university
6	Dr. Abbas Al-Rawashdi	Middle east university

Appendix –D- the list of Hospitals that included in the sample

Num.	Hospital name	Hospital location	Number of bed	Contact Num.
1	Al- Basheer Hospital	Amman	951	06/4775111
2	Dr. Jameel Al-Totanje Hospital	Amman	138	06/4020092
3	Al-Karama Hospital for Psychological Rehabilitation	Amman	150	06/4200404
4	Prince Hamzi Hospital Amman	Amman	397	06/5053814
5	Al-Nadeem Hospital	Ma' daba	127	05/3241700
6	Zarqa Hospital	Al-Zarqa	300	05/3740251 05/3740387
7	National Center for Psychologies	Al-Balqa Al-Zarqa	239	05/4729018
8	Al-Hussein Hospital	Al-Salt	152	05/3552957
9	Princess Basma Hospital	Irbid	202	02/7275555
10	Princess Rahma Hospital	Irbid	112	02/7102985
11	Al-Ramtha Hospital	Irbid/ Al-Ramtha	110	02/7383458
12	Princess Iman /hospital	Ajloun	130	02/6421914

13	Jarash Hospital	Jarash	155	02/6351114
14	Al-Karak Hospital	Al-Karak	127	03/2386191
15	Maternity and Children Hospital (Mafraq)	Al-Mafraq	106	02/6236201
16	Ma'an Hospital	Ma'an	131	03/2132222
17	Prince Faisal Hospital	Al-Zarqa	154	05/3740251