

Jordanian Institutions Implementation of Human Resources Management Concept

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Abstract: The study aimed to investigate to what extent Jordan institutions applied the new concept of human resources management. To achieve such goal, a questionnaire was designed and distributed over a sample amounting (72) subjects (60) questionnaires were collocated and analyzed. The study concluded a set of results represented that Jordan institutions are applying human resource management concept and they face some obstacles in applying such concept. Moreover, the study concluded that there is no difference in applying human resource concept due to sector, size and type of activity. The study suggested some recommendations.

Key words: Human resources management, Jordanian institutions, management concept, sector, questionnaire, Jordan

INTRODUCTION

There is no disagreement regarding human resources management importance to manage an organization. There are many researches that demonstrate that organization is managing its human resources is a specific way to get positive results. Studies indicate that many organizations do not follow modern scientific basis in managing its human resources. Everyone knows human resources importance for work success.

Many new proposals emerged for human resources management, including the best practices and management of human capital. The study attempts to answer the following questions:

- Do Jordanian institutions apply concepts of human resources management?
- What skills are required to apply concepts of human resources management?
- What are the most important determinants Jordanian institutions face in applying concepts of human resources management?
- What are the most important benefits of applying the concepts of human resources management?

This study aims to:

- To investigate the various concepts of human resources management
- To find out the extent of concepts application by Jordanian institutions of human resources management
- To find out the most important determinants that Jordanian institutions face in concepts of human resources management application

The study seeks to test the following hypotheses:

- H₁: Jordanian institutions do apply human resources management concepts
- H₂: Jordanian institutions face limitations in their application of human resource management concepts
- H₃: There are differences in applying of human resource management concepts due to differences in institution variables activity, size and sector

Literature review: Human resources refer to all permanent and temporary manpower working in an organization this means that the term of employment is the term refers to the organizational leaders and heads of organizational units in all organizational levels. Therefore, the infrastructure of any organization is the human factor since human is the starting and the end point and the main component of the organization, therefore it is logic that the factor is a central aspect of the organizational performance excellence.

There are different points of view in defining a unified concept for human resources management some believes that human resources management is a routine activity includes operational aspects while others deem human resources management as one of the basic functions in the facility and has the same importance of those functions. Due to the importance of human factor and its impact on facility productive efficiency. Human resources management as a concept is complex and problem because there is no unified for human resource management, since definitions vary according to the views adopted by different writers. At the same time, human resources management can follow different broad agendas and provide a wide range of objectives. In general, definitions confirm planning learning activity

while other definitions emphasize the goal of the learning process (Stewart, 1999). The term human resources management passed through a series of changes in terms of the label and content or application associated with the label. This management started under the name of work force management or human resource management that includes personnel human resource management in the organization, in terms of selection and recruitment, training, development, motivation and their services termination. Therefore, human resources management is only the activities or functions begin with individuals from their joining the organization. Thus definition of human resources management takes a strategic dimension, so it is the strategic management that concern with the formulation of human resources strategies and policies in line with the environmental opportunities, business strategies and organizational structure in order to achieve competitive advantages through human factor. According to Boydell and Leary (1996), there are three views regarding the definition of human resources management, strong definition is found in the literature that first talked about the management of human resources within the traditional model of classical management or systems thinking model. According to this model that human resources management work in the context which institutional strategic was determined by senior management in a linear model and then be published and distributed to all other managers and employees. Human resources management within the classic management is an effective activity isolated from organization strategies (Garavan *et al.*, 1999). The second view confirms human resources management efficiency. This view adopts broader definition for the activity to include the employee and self-management and organizational development (Saunders and Holdaway, 1992). The third major view is the idea of strategic human resource management this view focuses on the established strong links with organization's goals and to achieve integration or vertical integration. Strategic human resources management is defined as a dedicated training, development activities and education to promote the use of human resources within the organization and to contribute in strategies achievement (Harrison, 1997). It should be noted that discussion of human resources management concept nature is still controversial (Mayrhofer *et al.*, 2000). The levels that can be applied from to the concept and studies scope arrangement to be followed is still not clear. Despite the overall progress in the form of human resources management concept and group practices but it remains unclear and there are many dimensions that emerged from the theoretical literature and specifically the following:

- Human resources management is related to organization's strategy and competitive advantage
- Human resources management is deemed as investment in human resource capacity, rather than the cost of the work
- Human resources management is involved in the change in all levels of institutional and personal
- Human resources management is concerned in identifying and strengthen the core competencies required at each level to meet current and future goals
- Human resources management focuses on providing training activities within the organization
- Human resources management is interested in institutional and individual learning
- Human Resources management consists of a generic set of activities associated with learning
- Human resources management is interested how to enhance human resource development strategies and promotion of good other strategies

According to Harrison (1997), human resources management is associated with institutional strategy, outsourcing, marketing strategies, changes in internal labor market needs and value systems within the organization. Actually, it is difficult to provide evidence on normal relationship between investment in human resources management and organizational performance, believe that the inability to show the normal relationship is due primarily to difficulties of definition (Wright *et al.*, 2005) indicates that human resources management role has become multiple and complex, since it must include analytical, diagnostic and creative roles in every activity of of human resources management activities.

The active role of human resources management in this aspect in continuous interaction and integrated interdependence between this management and top management, since it provides the assistance in determining mission and objectives of the organization through the analysis of opportunities and threats related to human resources as well as the strengths and weaknesses of human assets in the organization. The changes in organization environment and its strategy leads to a change in of human resources functions and that there is a clear shift in human resources management role to keep files indicated that there is a shift in human resources management functions from management role to strategic business partnership and that he must focus on strengthening business relations between managers and leaders within organizations. While Ulrich (1996) indicates that changes in work place practices require changes in human resources management nature and form

of but many factors that shape the future of human resources management remains an unpredictable. Top management in most organizations recognize that human resources is one of the most important organization resources since, the employment of individuals and provide them with skills and capabilities can greatly affect the quality of work. Human resources management systems and practices are associated with organizational competition, increased productivity and high profitability as well as work high quality. In order to complete the link between human resources management and organizational success the role of human resources management should be strategically rather than operationally and that is consistent with the function of human resources management with organization strategic needs. Many writers indicate that many management teams have difficulty in transforming human resources management to a strategic function and departments of human resources in most organizations remained focusing on managerial aspects of human resources management function due to difficulties encountered in human resources management integration with organizational goals.

Human resources management strategies needs to integrate with organizational strategies and to focus all efforts to implement the strategy including the selection and appointment, remuneration and performance and working relationships and work to develop a viable plan for completion (Walker, 1999).

MATERIALS AND METHODS

The study consists of Jordanian institutions and due to the large size of these, four institutions were selected which include government and private service institutions (Amman Municipality, Jordan Kuwait Bank, Marriott Hotel and Al-balqa Applied University) a stratified random sample from human resources department managers and staff was selected. Books, journals periodicals and internet was used to collect the required secondary data. Self administrated questionnaire was used to collect the primary data. Different statistical approaches were used to analyze the gathered data such as descriptive.

Data analysis

Sample characteristics: Study sample was 120 institutions that were randomly selected. Of the sample, 31.7% was public sector institutions and 68.3% was private sector institutions 9.2% was large size institutions, 12.5% was of medium size institutions and 78.3% was small size institutions. Service institutions percent

was 28.3 while industrial institutions percent was 22.5% and final commercial institutions percent was 49.2%.

RESULTS AND DISCUSSION

With respect to application of human resources management concept by Jordanian institutions, analysis of sample/s responses indicates that means of subjects' responses are ranging from (3.52-4.52). All of these means are more than the virtual mean (3). This indicates that the sample's respondent agree that Jordan institutions different degrees of sample's agreement that Jordanian institutions are applying the concept of human resources management concept from low to high level. Analysis indicate that statement Jordanian institutions provide plans for human resources ranked the first with a mean (4.12) while the statement the organization considers human resources management as a part of top management ranked the second with a mean (4.06), Statement institutions supports human resources management policy to put the right man in the right place ranked the third with a mean f (4.04) and at the same time statement, institution is developing human resources management in order to achieve its goals ranked the last place with a mean of (3.52).

With regard to determinates of applying human resources management concept by Jordanian institutions, analysis of samples responses indicates that means of subjects' responses are ranging from 3.21-4.33. All of these means are more than the virtual mean (3), this indicates that the sample's respondent agree that Jordan institutions face some determinants in applying the concept of human resources management concept. This indicates that Jordanian institutions in accordance with the views of study sample faces limitations in application of human resources management concept.

Statement top management non conviction ranked the first and was the most important with mean value of 4.33 while statement; lack of material resources ranked the second with a mean 4.24, statement the limited role of human resources on routine activities ranked the third with an average of 4.33, finally statement non availability of human resources management in the organization ranked the last.

Hypotheses testing

First hypothesis:

H₀: Jordan institution do not apply human resources management concept

To test this hypothesis simple regression was used, Table 1 shows that t-calculated value = 6.619 while

Table 1: The results of hypothesis 1

t-calculated	t-tabulated	Sig.
6.619	2.0096	0.000

Table 2: The results of hypothesis 2

t-calculated	t-tabulated	Sig.
10.012	2.0096	0.000

Table 3: The results of hypothesis 3

t-calculated	t-tabulated	Sig.
2.601	2.0096	0.000

t-tabulated = 2.0096 with a significant value = 0.000. Therefore, researchers reject the null hypothesis and accept the alternative one, this means Jordan institution apply human resources management concept.

Second hypothesis:

H₀: Jordan institution do not face limitations in applying human resources management concept

To test this hypothesis, simple regression was used. Table 2 shows that t-calculated value = 10.012 while t-tabulated = 2.0096 with a significant value = 0.000. Therefore, researchers reject the null hypothesis and accept the alternative one; this means Jordan institutional face limitations in applying human resources management concept.

Third hypothesis:

H₀: There is no difference in human resources management application level due to sector type

To test this, hypothesis simple regression was used. Table 3 shows that t-calculated value = 2.601 while t-tabulated = 2.0096 with a significant value = 0.000. Therefore, researcher reject the null hypothesis and accept the alternative one; this means human resources management concept different level due to sector type.

Forth hypothesis:

H₀: There is no difference in human resources management application level due to institution size

One way ANOVA test was used. Table 4 results shows that F-value is more than the tabulated, this means to reject the null hypothesis and accept the alternative one, therefore there is a difference in human resources management applications due to institution size.

Fifth hypothesis:

H₀: There is no difference in human resources management application level due to institution activity

Table 4: The results of hypothesis 4

Parameters	Sum of squares	df	F-calculated	Table 95 sig.
Between groups	1.352	3	0.632	0.598
Within groups	32.790	46	-	-
Total	34.143	49	-	-

Table 5: The results of hypothesis

Parameters	Sum of squares	df	F-calculated	Table 95 sig.
Between groups	0.589	1	4.10	0.525
Within groups	33.854	48	-	-
Total	31.143	49	-	-

One way ANOVA test was used. Table 5 results shows that F-value is more than the tabulated, this means to reject the null hypothesis and accept the alternative one therefore, there is a difference in human resources management applications due to institution activity.

CONCLUSION

The study concluded a set of results as follows:

- Jordanian institutions have to apply human resources management concepts through various management practices
- There is difference in Jordanian institutions application of human resources concepts due to difference institution sector
- There is no difference in Jordanian institutions application of human resources management concept due to institution size and type of its activity

RECOMMENDATIONS

The study recommends that Jordanian institution have to apply the concept of human resources management concept due to the role of human resources management in Jordanian institutions, especially those who are depending on human factor in their productivity in addition to the fact that the role of human resources management has changed completely and its role is no longer limited to the routine administrative works.

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