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The study included a number of results, Among which the existence of a statically significant effect of the human resources strategies (human resource planning, appointment and selection, training and development, incentives' and rewards and performance evaluation on perceived organizational support.

*Keywords: human resource strategies, perceived organizational support, public universities, jordan.*

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# Impact of Human Resource Strategies on Perceived Organizational Support at Jordanian Public Universities

Sulieman Ibraheem Shelash Al-Hawary [α] & Waleed Khalid Ibrahim Nusair [σ]

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The study included a number of results, Among which the existence of a statically significant effect of the human resources strategies (human resource planning, appointment and selection, training and development, incentives' and rewards and performance evaluation on perceived organizational support.

Finally, the study listed a number of recommendation, among there is adopting head hunting polices, recruiting qualified human resources staff, facilitating staff incentive and reward regulations and operating policies that are considered on handling for mangers when dealing with staff.

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## I. Introduction

Human resources management is an advanced ideological methodology which leads its activities and processes in an organized way to achieve goals. Applying this methodology demands to scheme and analyze company's needs of human resources, then polarizing and choosing the best to fill jobs vacancies(Al-Hawary & Alajmi, 2017); Furthermore, it demands a complete structure consists of organizations to invest and develop human resource's energies as well as to assign, train, develop, reward, lead and observe it; Moreover, to guide labor relationships in a company according to the human resource's quality and intellectual level.

Human resource is an important resource of the companies' resources and one of its substantial roots; accordingly, goals cannot be achieved if human resource was absent, therefore the most important management department is human resources management because it focuses on the human element which is the most valuable resource and the most influential productive part of it (Al-Hawary & Haddad, 2016). Basically, a company without the human elements is a group of inanimate objects that cannot be productive itself; unless there are human elements to lead the processes and to lead the other elements of the company, to occur the regulatory changes and the necessary changes in order to raise the efficiency and performance (Al-Hawary et al., 2011).

Indeed, employees expect perceived organizational support because they believe that the organization cares about their goals and values which they think it is the reason why the organization supports them (Islam et al., 2015) .It has been recognized by Sabr et al. (2013) that the employees' realization and feelings towards the way the organization interact with them are represented by the procedures and the applied practices toward the employees in the organization. Macky and Boxall (2007) claimed that achieving the best organizational outcomes when studying the human resources' practices demands focusing on the mediator role of few inspired changes from social exchange theory such as organizational trust and perceived organizational support.

The theoretical literature (according to both researchers) lacks locally and internationally these kinds of studies which addressed human resources' strategies and perceived organizational support; accordingly both researchers found out that there is an urgent need to study this topic in order to fill the shortfall of studying these kind of topics. Therefore, the study based on extrapolating and diagnosing the fact of human resources' strategies at Jordanian public Universities (Al-Hawary & Batayneh, 2010; Al-Hawary, 2010; Al-Hawary, 2010); in addition to analyzing and evaluating the responsiveness to the requirements of the surrounding environment, as well as raising the management efficiency and achieving diverse aims which basically represented by efficiency and effectiveness of organizations, so forth the study is important because it presents a specialized scientific addition and provides data base to study the influence of the human resources' strategies on the perceived organizational support at Jordanian public universities in The North district.

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## II. Theoretical Framework and a Review of the Study's Literature

*a) Human Resources' Strategies*

The topic of human resources management acquired a great interest by Academics, researchers and organizations, as a result of the positive influences of the active management of human resources whilst the competitions among organizations are increasing locally and internationally (Al-Hawary & Shdefat, 2016); consequently the active human resources management in any organization is described as one of the essential factors of success (Fening and Amaria, 2011).

Some researchers (Akhtar et al., 2008) classified human resources' practices to strategic practices and non-strategic practices, considered that the strategic practices refer to the total organizational performance; for instance, the internal job vacancies, formal training system, job safety, the evaluation of result-based performance, employees' participation, functional description and the participation of profit. These practices were called the best practices as well. Vlachos (2009) classified human resources practices according to its influence on organizational performance and it was identified through practices like: job safety, selection and recruitment, self-managed work teams and decentralization in making decisions, compensation policies, training and sharing information, in contrast the relationship between human resources management and the intention to quit work through various practices such as incentives and rewards system and evaluating performance as well as selection and recruitment and evaluating performance and relationships with employees, training and career development (Long et al., 2012).

*b) Human Resources' Strategies Concept*

In general, the strategy is the process that the organization is doing to develop its available resources in a way to achieve additional value whereby the organizational tasks will be done (Al-Hawary & Hadad, 2016; Al-Nady et al., 2013); in order to achieve efficiency and improve productivity (Ullah & Yasmin, 2013), thus human resources strategy refers to organization's activities which invest the benefit of available and possible human resources and to invest resources' skills and abilities in order to achieve goals.

Tan and Nasurdin (2011) is a glossary contains concepts of human resources practices which elaborate that these practices represent a system which aims to attract, develop and motive human resources in the organization and to maintain it in order to assure efficiency and quality (Al-Hawary & Abu-Laimon, 2013). Also these practices are a group of consistent internal policies designed to help human resources show the organization's value and achieve goals. Furthermore, Schermerhorn (2001) described it differently that it is a process to attract and develop human resources and maintain it in order to support organization's message and help to achieve its strategies and organizational goals.

The researcher described human resources strategies as activities that organization does to determine its needs of human resources and attract these resources to work in the organization, also train and develop them to acquire the required skills in addition to motivate them present fair rewards and incentives, as well as evaluating their performance in order to improve it and determine training needs and arrange reward systems according to the performance, to achieve goals.

*c) Human resources strategies*

There are various strategies of human resources in the studies of strategies according to goals researchers try to achieve and according to the size of studied organizations; however, extensive review of human resources' management literature showed a collection of strategies which are applied by organizations to achieve certain goals in diverse circumstances.

In the schedule (1) down below, a collection of human resources' management practices of the previous studies:

*Schedule (1):* human resources strategies in theoretical literature

| Researchers/ year | The goal of the study | Human resources strategies |
|---|---|---|
| Dimba (2010) | The verification of the influence of strategic human resources' management in organizational performance. | Selection and recruitment, training and developing and workers participation and evaluating workers and compensation systems and the flexibility of working arrangement. |
| Fening and Amaria (2011) | Identifying the impact of human resources' management practices in the organizational performance during depression. | Selection and recruitment, training, developing, evaluating performance, employees' participation, making decisions, compensation and staff welfare services. |



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| | | |
|---|---|---|
| Al Qadi and Ziad (2012) | Testing the relations between resources management and organizational performance under the mediator role of workers performance. | Polarizing and recruitment,, compensation systems, workers participation, training and developing. |
| Lim and Ling (2012) | Identifying the impact of resources management practices in job satisfaction | Recruitment methods, training, developing, evaluating performance and rewarding systems. |
| Naik and Ramesh (2013) | Analyzing the impact of culture in human resources' management practices. | Recruitment, socialist management, functional development and compensation. |
| Alza'tary (2013) | Identifying the role of resources' management practices in strategic flexibility. | Polarizing and selection, train and developing, maintaining human resources. |
| Kim and Choi (2014) | Testing relations between resources' management practices and creativity. | Evaluation, fair external reward systems, optional recruitment, training and inclusive development. |
| Nadeem et al. (2015) | Identifying the impact of resources' management practices in functional performance for female employees in large companies. | Evaluation based on results, functional description, work circumstances, internal functional development. |
| Chenevert et al. (2016) | Identifying the role of human resources' management practices in working turnover rate. | Rewards, developing workers abilities, giving employees decentralized authority, information exchange. |

1. Human resources planning

Human resources' planning strategy is the process which by the organization determines and plans its needs of human resources for the short term or long term. This strategy is based on the idea that human resources is the most important organizational strategy in an organization, thus it is a part of the organizational strategic scheme, it plays a major role according to its efficiency to achieve the organization's strategy through drawing attention to the followed ways of recruitment and developing individuals to achieve organizational goals (Prashanthi, 2013). Prashanthi (2013) refers to Quinn (1983) which sees that human resources planning strategy presents the process of making decisions which merge three activities: hiring and polarizing the sufficient number of skilled employees and motive them to achieve higher performance, in addition to find connections between organizational goals and human resources' scheme activities.

Prashanthi (2013) claimed that human resources planning process aims to achieve many goals like: polarizing the sufficient number of well-skilled and experienced employees that the organization needs, and dealing with all problems related to increasing or decreasing of workers, as well as improving human resources to be skilled and flexible in order to improve the organization's ability of adapting environmental changes, and maintaining hired employees and improve their skills rather than hire new ones. Finally, human resources planning process aims to the best investment of human resources through more flexible working systems.

2. Selection and Appointment

Refer to organization's task of searching for employees and encourage them to apply for available jobs, then it selects the most sufficient of all applicants according to their values, expectations, abilities and matching extent of organization's demands in general, and job vacancies in particular (Demo et al., 2012).

Abu-Shaikha (2006) described these practices as one of the followed ways by organizations to acquire human resources. Basically selection and recruitment process can be done by two ways; internal and external, the organization can select current employees of their own or it can polarize new employees outside of it. Indeed, one of the studies which were applied on Jordanian society (Ereqat et al., 2010) recommended external selection of employees to acquire new employees who are qualified and experienced (Al-Hawary, 2011). Researchers focus on measuring these practices according to diverse aspects like publishing information about internal and external selection and recruitment process by the organization, and the followed instructions and standards of the practices' procedure; in addition to nominees' awareness of selection results as well as the relevance of selecting quizzes to measure the knowledge and experience of nominees for the jobs, and the variety of useful selecting methods such as quizzes and interviews (Demo et al., 2012).



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A comparison of followed methods of selection and recruitment conducted by Li et al. (2015) between organizations, researchers indicate the importance of cultural differences between countries; as a result, Czech organizations basically depend on internal recruitment in contrast with Chinese organizations which focus on external recruitment because of the cultural values differences between the two countries as well as other reasons like labor market and employees' desire to transfer to other work. The final result reflects that the most common selecting employees' methods in both countries are interviews and nomination applications of jobs and recommendations.

3. Training and development

This strategy refers to the planning and the programs of training and development in organizations in terms of its availability and the ability to implement it currently and in future (Al-Hawary, 2013; Al-Hawary, & Metabis, 2013); in addition, to the availability of training opportunities for each employee. Training and development is the cornerstone of organizations' advancement and success so that, training represents one of the supportive activities in organizations which promote their interests in training and development. Training is an activity responsible for raising both cognitive skills and skill sets, considering the importance of caring to external environment and the importance of training programs variation which matches the organization's environment. Training and development management ought to play strategic role in organization and in training design process to achieve effectiveness and qualification in work which organization carries out in its field.

Barnoty (2007) refers to training as reliable educational activity in order to improve individuals' performance in their jobs. It is also identified as all planned and executed efforts to develop abilities, knowledge and skills of workers based on their levels and specialties in the organization, including maximizing the effectiveness of their performance and fulfill their potential by achieving their personal goals and their contribution to achieve organization's goals (Shaikha, 2010).

Adewale and Anthonia (2014) training identified as planned effort by organization to facilitate the process of teaching employees the required skills to implement organizational tasks, researchers considered the benefits of practicing training and development relies on the best investment of human resources in the organization and developing employees to help achieving organization's goals and employees' personal goals as well. Furthermore, these practices contribute to improve organizational culture and empower employees to make decision and effectively solve problems, which improve the implementation of policies and organizational strategies.

In Li et al. (2015) point of view training and development strategy is one of the most important jobs in human resources' department, particularly in economies based on knowledge. Other studies Reid and Adams (2001) confirmed the importance of training and development in companies, whether companies are familial or not, this practice is considered as a constant challenge which must work to keep up with, in order to cover staff training needs. Training and development job is subsequent to recruitment job, which aims to train and teach staffs that have been chosen during the recruitment process to gain the required skills for their jobs. Training is identified as planned efforts, while development improves skills and knowledge related to future and to the long term. Both processes of training and developing supported the skills that have been taught and required which must be applied on real work during doing tasks and functional duties (Mondy et al., 2012).

4. Rewards and incentives

Adewale and Anthonia (2014) launched another name for rewards and incentives strategy which is compensation management, launched by other studies as well, which means a practice of human resources' management practices that focus on planning, coordination and observation of direct and indirect wages that employees receive for doing tasks.

Rewards and incentives strategy reflects compensations suitability of employees' wages with wages in work market and its suitability with their functional roles and responsibilities. This strategy shows direct and indirect wages scheme represented by benefits, bonuses, rewards and incentives (Coetzee et al., 2014). One of main advantages of rewards and incentives strategy empowering the organization to attract employees and maintaining human resources in it (Futa and Qutub, 2013). Adewale and Anthonia (2014) argued that compensation structure in an organization is determined according to interrelated factors like work requirements. The second factor is the degree of acceptance of wages and the degree of satisfaction of the employees' wages fairness compared employees with one another. The third factor related to external factors in the organization like the applicable salary scale and if the organization motivates employees with rewards.

Concerning with the practices of rewards and incentive measurement process in theoretical literature (Coetzee et al., 2014) few studies used a bunch of compensations like basic wages, bonuses and incentives, and its suitability to the compensations of similar organizations in work market.

5. Performance Appraisal

Performance appraisal process refers to the periodic judgment on individual's behavior and performance, if the employee is aware of what is



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expected of him before the assessment and how his performance is evaluated (Boohene and Asuinura, 2011). Ali (2013) inserted two definitions of performance appraisal which are summarized as a process consists of a procedure to deal with staff's information in terms of reviewing, sharing and using in order to improve workers performance, it is identified in short period of time objectively and without bias.

Bohlander et al. (2001) which is referred in Boohene and Asuinura (2011) suggested some steps to be followed in order to implement performance evaluation process represented by: scheduling, preparation for review and the review, if the performance was satisfying and within pre-specified criteria then the results of assessment and discussion would be recorded. Finally, the results will be left until it is re-evaluated as long as it matches the criteria and characterized by its reality and applicability and ability to measure (Santhanam et al., 2015)

*d) Perceived organizational support*

This practice emerged from social interaction theory which reflects direct relation between employees' performance and perceived organizational level of him (Hur et al., 2015), another study Islam et al. (2015) added that perceived organizational support is expected things by the employees according to their thoughts that the organization cares about their goals and values and which is the reason why it supports them. Sabr et al. (2013) identified it as employee's awareness and his feelings toward the way he is dealt with by the organization presented by applied practices.

Varma and Russell (2016) study attributed this practice to the organizational support theory which assumed that the employees have their own beliefs about the organization's attention and appreciation as well as its ability to support them if they helped to achieve its goals successfully; basically staff expects to receive support in specific situations. Accordingly, expected organizational support influences organizational commitment, career impact, career absorption and organizational performance; in addition to the desire not to leave the organization.

The study Hur et al. (2015) used the following sentences to measure the perceived organizational support: "the management doesn't hesitate if I have specific demands", "my organization appreciates my own goals and values", and "my organization cares about my safety", and "my organization is proud of my achievements" other examples of another study Islam et al. (2015): "my organization highly appreciates my contributions", Perryer et al. (2010) used sentences like: "my organization feels it was a big mistake to hire me", "if there was another employee to do my task with a lesser salary, my organization would not mind", "my organization doesn't pay me the salary I deserve". However, current researches use the following sentences to describe perceived organizational support: the company's attention to the employee's interests, the appreciation of the employee's role of goals achievement, taking the diverse views of employees, the valuation of employee's values and goals, company's attention to employees' satisfaction and willingness to help the employee in all cases.

*e) Human Resources Strategies and Perceived Organizational Support*

Previous studies showed several relations of statistical significances which combine human resources' management practices with other variables. Examples of these relations: the relation of this practice and organizational culture (Adewale and Anthonia, 2014) with employees' performance, absence rates and employees' functional behavior (Santhanam et al., 2015). Ihionkhan and Aigbomian (2014) showed a positive correlation relation between this practice and organizational commitment.

Therefore, other studies such as Lopez-Cabrales and Valle (2011) have shown that there are no relations between both training and development process and other variables; at the same time, the study emphasized the influence of the development process on the value of knowledge of employees.

Cheung (2013) study indicates that organizations interests of human resources' management practices totally lead to the formation of positive impressions for the employees about perceived organizational support. Because, the organization sends an implicit message to the employees through applying practices of human resources' management which expresses caring and supporting its employees and being responsible for that. Allen et al. (2003) asserted the role of human resources' management practices in improving perceived organizational support by employees. It explained that perceived organizational support develops by time, and after an employee understands practices that the organization do in reality which will make an impression for him that the organization cares about its employees and always ready to help them.

On the other hand, Meyer and Smith (2000) study has shown a connection between human resources' management practices and perceived organizational support variable. Also, it showed that the organizational support mediates human resources' management practices and organizational commitment both emotionally and normatively so far. Giauque et al. (2010) his study aimed to assess the impact of human resources' management practices on organizational commitment in a sample of small Swiss companies which reflect the relations between human resources' management practices and organizational support accordingly affect the organizational commitment of employees.



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The study of Nadeem et al. (2015) connected few practices of human resources' management such as, functional development through emphasizing that the employee who receives organizational support from his organization, will try to make more effort to be supported for developing himself functionally. Organizational support theory based on joint cooperation between organization and employee; whereas, employees do their best, companies on the other hand support them. According to previous studies here is the following hypothesis:

There is statistically impact at significance level ($\alpha \leq 0.05$) of human resources strategies on perceived organizational support at Jordanian public universities in the North territory.

## III. Research Framework

Based on study hypothesis, the following theoretical framework, shown in Figure 1. As can be seen from the framework, the study investigates the effect of Strategic Human Resource on perceived organizational support. at public Jordanian Universities, where Strategic Human Resource are the independent variable and are positively related to perceived organizational support as the dependent variable.

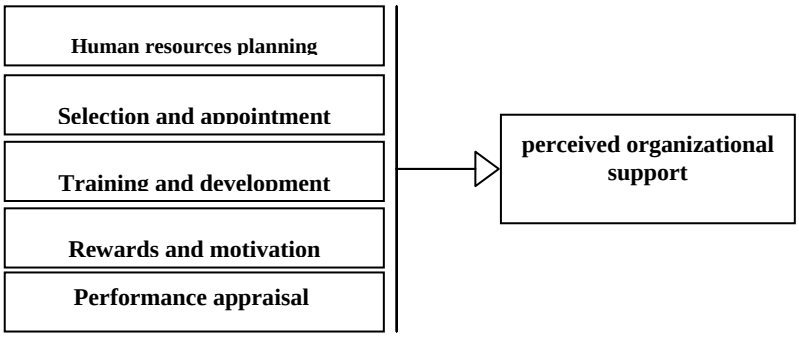



*Figure (1):* Theoretical Model

## IV. Methodology

In this section, we discuss measures, sample and data collection as well as the statistical tests used to evaluate the hypothesis.

*a) Measures*

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. Strategic Human Resource consist of Human Resources planning, Selection and appointment, Training and development, Rewards and motivation, and Performance appraisal were adapted from previous studies (Edgar & Geare, 2005; Chang, 2005; Lucero & Allen, 1994). Perceived organizational support was adapted from previous studies (Eisenberger et al.,1986).

*b) Sample*

The population of the study was all the university administrative staff in northern public Jordan universities with 4908 staff members. Stratified sample randomly selected (7%) of the employees of the public universities in the North region of Jordan and according to the schedule of sample size determination of the size of the population prepared by (Krejcie and Morgan, 1970), (350) employees were taken as a sample of the three public universities in the North region of Jordan, table 3-1 shows the sample of the study was 350 staff members (7%) of the study population.

*Table 1:* Study sample of the public universities in the North region of Jordan

| University | No. of employees | Gender | No. of employees according to gender | No. of questionnaires distributed | No of questionnaires received |
|---|---|---|---|---|---|
| Jordan University of Science and Technology | 2261 | Male | 1587 | 111 | 97 |
| | | Female | 674 | 52 | 44 |
| Yarmouk University | 1673 | Male | 1020 | 71 | 47 |
| | | Female | 653 | 48 | 28 |
| Al al-Bayt | 974 | Male | 662 | 46 | 37 |
| University | | Female | 312 | 22 | 12 |
| Total | 4908 | | 4908 | 350 | 265 |



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The questionnaires, with instructions of how to complete them, were distributed to respondents by an interviewer. Subjects were asked to assess their perceptions of various items of different constructs. Assessments were based on A Five-point Likert scale ranging from "strongly disagree (1) to "strongly agree (5) was used to measure the 40 items. In order to minimize possible response bias, instructions emphasized that the study focused only on their personal opinions. There were no right or wrong answers. After completion, the questionnaires were checked and collected by the interviewer. However, due to some invalid questionnaires which were removed from the population. The total questionnaires was 256 valid for analysis, Table (2) shows the characteristics of the sample.

*Table 2:* Sample characteristics

| Variable | | Frequency | % |
|---|---|---|---|
| Gender | Male | 181 | 68.3 |
| | Female | 84 | 31.7 |
| Age group | less than 30 | 52 | 19.6 |
| | 30- less than 40 | 76 | 28.7 |
| | 40- less than 50 | 84 | 31.7 |
| | 50 years and more | 53 | 20.0 |
| Educational level | Diploma | 65 | 24.50 |
| | Bachelor | 163 | 61.50 |
| | Post graduate | 37 | 14.00 |
| Job position | Manager | 56 | 21.1 |
| | Head of department | 43 | 16.2 |
| | Employee | 166 | 62.7 |

The largest group of respondents (31.7 percent) were aged 40- less than 50. The next largest group (28.7 percent) were aged 30- less than 40. Smaller groups of respondents were aged less than 30 (19.6 percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents make (61.5 percent), respondents with Post graduate degrees make (14.0 percent). Finally, holders of diploma degrees make (24.50 percent) of the employees. With regard to Job position, respondents who are employees were the largest group of respondents make (62.7 percent), respondents who are managers make (21.1 percent). Finally, respondents who are Head of department make (16.2 percent) of the employees. The sample characteristics of the respondents represented in Table (2).

*c) Data Gathering*

The research data was collected through the questionnaire. The questionnaire began with an introductory statement that asked respondents to administer their own responses, assured them of confidentiality, and so forth. This was followed by a request for demographic information and the measures. Data were collected through questionnaires. The study was based on the development and administration of a self-administered survey and conducted in Jordan.

*d) Reliability and Validity of the Survey Instrument*

The survey instrument with 40 items was developed based on Strategic Human Resource as independent variables with five dimensions: Human resources planning (HRP1-HRP5), Selection and appointment (SA1-SA9), Training and development (TD1-TD8), Rewards and motivation (RM1-RM7), and Performance appraisal (PA1-PA5). perceived organizational support as dependent variables (POS1-POS6).The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood & Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi & Phillips, 1982).

*Table 3:* Factor analysis of Strategic Human Resource

| Construct and item | Loadings | Communalities | Eigenvalue | Variance | Reliability |
|---|---|---|---|---|---|
| Human resources planning **(HRP)** | | | 3.689 | 69.354 | .84 |
| HRP1 | .635 | .692 | | | |
| HRP2 | .723 | .749 | | | |
| HRP3 | .687 | .702 | | | |
| HRP4 | .597 | .643 | | | |
| HRP5 | .697 | .712 | | | |
| Selection and appointment **(SA)** | | | 4.023 | 73.215 | .85 |
| SA1 | .652 | .678 | | | |
| SA2 | .615 | .637 | | | |



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| | | | | | |
|---|---|---|---|---|---|
| SA3 | .697 | .712 | | | |
| SA4 | .596 | .608 | | | |
| SA5 | .578 | .611 | | | |
| SA6 | .559 | .624 | | | |
| SA7 | .607 | .645 | | | |
| SA8 | .638 | .669 | | | |
| SA9 | .599 | .624 | | | |
| Training and development (TD) | | | 3.268 | 70.325 | .78 |
| TD1 | .602 | .634 | | | |
| TD2 | .634 | .664 | | | |
| TD3 | .687 | .712 | | | |
| TD4 | .634 | .658 | | | |
| TD5 | .622 | .649 | | | |
| TD6 | .617 | .634 | | | |
| TD7 | .568 | .624 | | | |
| TD8 | .591 | .616 | | | |
| Rewards and motivation (RM) | | | 3.672 | 78.356 | .69 |
| RM1 | .638 | .678 | | | |
| RM2 | .672 | .702 | | | |
| RM3 | .638 | .697 | | | |
| RM4 | .597 | .624 | | | |
| RM5 | .567 | .603 | | | |
| RM6 | .615 | .657 | | | |
| RM7 | .667 | .697 | | | |
| Performance appraisal (PA) | | | 3.687 | 80.634 | .74 |
| PA1 | .618 | .684 | | | |
| PA2 | .638 | .691 | | | |
| PA3 | .649 | .673 | | | |
| PA4 | .597 | .621 | | | |
| PA5 | .583 | .632 | | | |

*Table 4:* Factor analysis of perceived organizational support

| Construct and item | Loadings | Communalities | Eigenvalue | Variance | Reliability |
|---|---|---|---|---|---|
| perceived organizational support (POS) | | | 3.628 | 69.354 | .91 |
| POS1 | .658 | .702 | | | |
| POS2 | .618 | .638 | | | |
| POS3 | .639 | .674 | | | |
| POS4 | .614 | .627 | | | |
| POS5 | .637 | .663 | | | |
| POS6 | .644 | .686 | | | |

Factor analysis and reliability analysis were used in order to determine the data reliability for the Strategic Human Resource, and perceived organizational support. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table (3) and Table (4). All individual loadings were above the minimum of 0.5 recommended by Hair et al. (1998). For exploratory research, a Chronbach $\alpha$ greater than 0.70 is generally considerate reliable (Nunnally, 1978). Chronbach $\alpha$ statistics for the study contracts are shown in Table (4) and Table (5). Thus it can be concluded that the measures used in this study are valid and reliable. On the basis of Cattel (1966) and Hair et al. (1998) criterion, factors with eigenvalues greater than 1.0 and factor loadings that are equal to or greater than 0.50 were retained. 40 items, loading under five factors of Strategic Human Resource and one factor of perceived organizational support.

*Psychometric properties and dimensions of the revised electronic banking services on the Customers Loyalty*

Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table 5) are generally considered acceptable (Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than 52 percent of the variance of the respective



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variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself, and the Bartlet tests of sphericity was significant at p <0:05, thus, indicating that the sample was suitable for factor analytic procedures (see Table 5).

*Table 5:* Kaiser-Meyer-Olkin and the Bartlett's Test of Sphericity

| Variables | Kaiser-Meyer-Olkin Values | Bartlett's Test of Sphericity | |
|---|---|---|---|
| | | Approx.Chi-Square | Sig. |
| Human Resources planning | .864 | 957.365 | .000 |
| Selection and appointment | .915 | 1654.321 | .000 |
| Training and development | .887 | 1234.657 | .000 |
| Rewards and motivation | .839 | 1203.387 | .000 |
| Performance appraisal | .914 | 1462.357 | .000 |
| perceived organizational support | .883 | 1367.284 | .000 |

*e) Descriptive statistics analysis*

Table (6) indicates that employees of public universities in Jordan evaluate Human Resources planning (with the highest mean scores, i.e. M = 3.90, SD=.657) to be the most applied of Strategic Human Resource dimension within their public universities and evident to a considerable extent, followed by Selection and appointment (M= 3.65, SD=.697), Performance appraisal (M = 3.62, SD=.947), Rewards and motivation (M = 3.58, SD=.638), and Training and development (with the lowest mean scores M = 3.07, SD=.754). With regard to perceived organizational support, employees of public universities in Jordan evaluate perceived organizational support (with the high level, i.e. M = 4.27, SD=.784).

*Table 6:* Descriptive analysis of Strategic Human Resource and the perceived organizational support

| Dimension | Mean | Standard deviation |
|---|---|---|
| Strategic Human Resource | **3.56** | .865 |
| Human Resources planning | 3.90 | .657 |
| Selection and appointment | 3.65 | .697 |
| Training and development | 3.07 | .754 |
| Rewards and motivation | 3.58 | .638 |
| Performance appraisal | 3.62 | .947 |
| perceived organizational support | **4.27** | .784 |

## V. The Results

*a) Test of hypothesis*

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair et al., 1998). In this model, perceived organizational support acts as the dependent variable and Strategic Human Resource as the independent variables. From the result as shown in Table(7), the regression model was statistically significant (F = 18.29; R2 =.262; P = .000). The R2 is .262, which means that 26.2 per cent of the variation in perceived organizational support can be explained by Human Resources planning, Selection and appointment, Training and development, Rewards and motivation, and Performance appraisal. The proposed model was adequate as the F-statistic = 18.29 was significant at the 5% level (p < 0.05). This indicates that the overall model was reasonable fit and there was a statistically significant association between Strategic Human Resource and perceived organizational support. Table VI also shows that Human Resources planning (p<0,05; ß =.138), Selection and appointment (p<0,05; ß =.249), Training and development (p<0,05; ß =.240), Rewards and motivation (p<0,05; ß =..131), and Performance appraisal (p<0,05; ß =.270), had a significant and positive effect on perceived organizational support. This provides evidence to support H1a, H1b, H1c, H1d and H1e. Based on the ß values Performance appraisal has the highest impact on perceived organizational support followed by Selection and appointment, Training and development, Human Resources planning, and Rewards and motivation.



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*Table 7*: Regression results between Strategic Human Resource on perceived organizational support

| Independent variables | | Standardized beta | t | Sig. | Tolerance | VIF |
|---|---|---|---|---|---|---|
| Human Resources planning | | 0.138 | 2.54 | 0.009 | 0.419 | 2.39 |
| Selection and appointment | | 0.249 | 4.42 | 0.050 | 0.345 | 2.90 |
| Training and development | | 0.240 | 2.66 | 0.042 | 0.298 | 3.36 |
| Rewards and motivation | | 0.131 | 2.32 | 0.005 | 0.289 | 3.46 |
| Performance appraisal | | 0.270 | 4.53 | 0.002 | 0.341 | 2.28 |

*Notes: R 2 = .262; Adj. R 2 = .261; Sig. F = 0.000; F-value = 18.29; dependent variable, perceived organizational support; $p < 0.05$*

## VI. Discuss the Results

- Results related to human resources strategies in Jordanian public universities in the north indicate that human resources planning got the highest average account then comes selection and appointment, then performance appraisal, then incentives and finally training and development. Researchers recognize that these results correspond with public universities' work because they take enough time for recruitment process. After explaining and analyzing data that's related to researchers' answer, the study is summarized as results can be taken as human resources' strategies practices.
- Selection and appointment as human resources strategy's at public universities results, showed that all neutral procedures of selection and recruitment processes related to the university and avoiding nepotism in selection processes, also arranging appointments for selection interviews are qualifications basis for recruitment. Procedures which reflect selection and recruitment of human resources at public universities on average are: procedures related to selecting distinguished human resources, assessment procedures which occur before selection process, Universities awareness of applicants' abilities before selection and recruitment, and the ability of the university to choose multi-qualified individuals and finally the diversity of ages of selected people.
- The strategy of training and development of human resources at Jordanian public universities in north territory results in moderate degree corresponded with other studies' results (Al-Qadi, 2012; Al-Ksasbeh, 2010) therefore, averages results are moderate. Procedures which highly reflect training and development human resources at public universities are: procedures related to training needs for workers at Jordanian public universities.
- Results of rewards and incentives strategies of human resources in Jordanian public universities with high degree showed procedures related to providing fair wages according to workers efforts and promotion opportunities at Jordanian public universities. However, procedures which reflect rewards and incentives of human resources at Jordanian public universities with moderate degree are: universities procedures of university security and its defense for basic benefits of employees, in addition to its attention to health and safety of employees and financial compensation of unused benefits.
- Results related to performance appraisal of human resources strategy at Jordanian public university with high degree are: procedures related to maintain qualified and experienced human resources and the adoption of universities in evaluating performance of workers in order to achieve Jordanian public universities' goals. However, procedures which reflect performance evaluation of human resources at public universities with moderate degree are: universities' procedures related to the adoption of evaluation system on measurable results, and universities ability to provide enough information about employees for the sake of evaluating processes and finally, communication system which is based on communications between workers and supervisors in order to do evaluating processes.
- Results of perceived organizational support at public universities reflect the importance of workers' interests and the appreciation of workers' role of achieving goals, in addition to achieve satisfying level of general satisfaction of workers, and helping workers, even though they need help in their personal goals. Furthermore, the researcher realizes that this result is important because it empowers functional correlation between employees and universities. Whenever correlation power is strengthened, it reflects on sustainability and continuation of an employee at work which also reflect on improving services, productivity and increasing organizational obligation for the employee.
- Results related to analyzing the impact of human resources strategies in perceived organizational support reflected on basic impact which is enhanced; whenever human resources strategies were good practices.

## VII. Recommendations

As a result of the study, both researchers recommended Jordanian public universities management and decisions makers to enhance human



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resources planning practices at Jordanian public universities which serve the consolidation of relations between universities and employees; apparently, it demands to work on the variation of training programs fields so it covers all departments of universities and required tasks as well as the necessity to work on developing training programs and select new training programs which is convenient for training needs for workers; in addition to the needs of experts to decide training needs and to decide the necessary courses to cover these needs and working on finding techniques for polarizing and hiring qualified human resources at Jordanian public universities in north territory. Pursuing advanced evaluation performance systems which through it public universities at north territory of Jordan achieve the ability to sort qualification and experience of employees which help employees' replacement processes to put the right person at the right place; furthermore, strengthening perceived organizational support Techniques Through strengthening relationships and empower employees to do tasks in a way which includes independence and freedom without any influence on achieving universities' goals; finally, Strengthening incentives system and make it clearer, fairer and more transparency for employees.

## VIII. Determinants of the Study and Future Research Directions

1. The study was concerned with Jordanian public universities at North territory of Jordan So it is recommended To search for other studies which are concerned with public universities of Jordan in all territories or to do a comparison study between public and private universities in Jordan, it is possible to Study other Areas like middle eastern countries or foreign Countries As well.
2. The study was limited to cover only a sample of 7% of the society, might other studies cover larger samples.
3. The study was limited to include five strategies of human resources' management (human resources' scheme, Selecting and recruitment ,training and developing, rewards and incentives and finally evaluation) it is possible to draw attention to other Additional strategies Like engaging employees and empowerment in other studies.
4. The study was concerned with perceived organizational support variable as a moderator variable, so another study can be done if job satisfaction or organizational commitment Were Moderator variable.

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