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Impact of Human Resources Strategies on the Total Quality Management in Jordanian Private Hospitals

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Keywords: *human resources strategies, total quality management.*

GJMBR-A Classification: *JEL Code: M10*

IMPACTOFHUMANRESOURCESSTRATEGIESONTHETOTALQUALITYMANAGEMENTINJORDANIANPRIVATEHOSPITALS

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Abstract- The aims of this study is to investigate the dimensions of human resources strategies (selection and appointment, training, incentives and performance evaluation) and its impact on the total quality management (customer focus, continuous improvement, commitment of senior management and decision making based on facts and employee participation) in the Jordanian private hospitals . the study samples was (10) hospitals out of (59) hospital, so questionnaire was designed to investigate the theoretical framework of the independent variable which is (human resources) and its relation with the dependant variable which is (the management of total quality). It has been distributed (15) questionnaires to each hospital of the study samples, were (130) recovered, while (10) were excluded because they were not valid. Where the number of study samples became (120). The hypotheses were tested based on the statistical analysis program. The study shows that there is a statistical significant relation between the human resources strategies and the implementation of the total quality in the Jordanian private hospital. In addition the study shows that the incentives strategy is the most influential human resources strategies on the total quality management.

Keywords: human resources strategies, total quality management.

I. Introduction

Companies are trying to exploit all their strategies to achieve competitive advantage that enables them to continue in the labor market. Human element is one of the most important resources because it is the basis to achieve its goals and the success of its plans and thus achieve the competitive advantage. Therefore the organizations are seeking to take care of them, train them and evaluate their performance. Hospitals are one of those organizations.

In this study we are going to shed the light on the Jordanian privet hospitals as one of the organization that depends on human resources as a key to its success and development. Therefore it was necessary to provide it by a high qualified and trained human resources, especially after Jordan became one of the health destinations for patients from different countries in the world. so it focus on how to develop its intellectual capital through the adoption of human resources strategies in order to achieve competitive advantage over its competitors whether it is at the level of quality of health services or creativity and innovation and other strategies that achieve the standards of total quality.

a) *Problems of the study*

Despite the importance of human resources and their role in planning, and implementing and achieving the objectives of the organization, there is still some shortcoming in applying the strategies of total quality. Therefore this research has been prepared to answer the following main question:

What is the impact of human resources strategies on the total quality management in Jordanian private hospitals?

This question is divided into the following sub-questions:

What is the extant of applying the human resources strategies in the Jordanian private hospitals?

What is the extent of applying the total quality management in the Jordanian private hospitals?

b) *Importance of the study*

- The necessity of integration between human resources strategies and the total quality of management.
- The total quality management cannot be applied unless qualified human resources are available
- Adopt the strategies of the total quality management as a way to achieve the competitive advantage.
- The awareness of senior management of the Jordanian private hospitals the importance of the total quality of management role.
- Focus on the importance of human resources in every organization seeking for achieving the total quality management.

c) *Aims of the study*

The aims of this research are to study the impact of human resources strategies and the total quality management and the relation between them to achieve the following objectives:

1. Explain the importance of the role of human resources in demonstrating the skills and efficiency of the private hospitals staff to be more adaptable.
2. Explain the extent to which hospitals administrations apply the principles of the total quality management
3. Identify human resources strategies that applied in private hospitals

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4. Analyzing and evaluating the policies of human resources management in the Jordanian private hospitals in order to support and develop it.

d) Hypothesis of the study

Based on the study questions and problem, the researcher was able to formulate the following hypotheses:

The main hypotheses: "There is a statistical significant impact of human resources strategies (selection and appointment, training, incentives and performance evaluation on the total quality management (customer focus, continuous improvement, commitment of senior management and make decision based on facts and employee participation) in the Jordanian private hospitals at the level ($\alpha \leq 0.05$)". it's divided into the following hypothesis :

1. There is a statistical significant effect at the level ($\alpha \leq 0.05$) of the human resources strategies on customer focus as one of the total quality management principles.
2. There is a statistical significant effect at the level ($\alpha \leq 0.05$) of the human resources strategies on continuous improvement as one of the total quality management principles.
3. There is a statistical significant effect at the level ($\alpha \leq 0.05$) of the human resources strategies on commitment of senior management as one of the total quality management principles.
4. There is a statistical significant effect at the level ($\alpha \leq 0.05$) of the human resources strategies on decision making based on facts as one of the total quality management principles.
5. There is a statistical significant effect at the level ($\alpha \leq 0.05$) of the human resources strategies on employee participation as one of the total quality management principles.

II. Methodology Of The Study

The research relies on two methods; the first is theoretical study; by using descriptive analytical method to describe and evaluate the impact of human resources strategies on the total quality management practices in the Jordanian private hospitals by relying on what is stated in the administrative literature on the subject of study in addition to what is on the internet. The second method is the field study; through the preparation of survey lists to collect data, in addition to rely on previous studies.

First: previous studies in the field of studies.

Rana Alkhateb, 2003 study

This study aims to investigate the impact of quality constants in enhancing the requirements of the total quality management. The study was conducted on the main cement company in Iraq. Where the information was obtained by distributing a questionnaires to 100 employees in the company. the study conclude a set of conclusions such as ; there is an effect of the constant of quality in applying the requirements of the total quality management in the main cement company in Iraq.

Ayedh, 2013 study

This study aims to investigate the relation between the role of the management in Jordan university of science and technology hospital in supporting the implementation of the total quality management and the level of applying total quality management , in addition the study shows that there is a difference of statistical significance in the employees' answers about the level of the management in Jordan university of science and technology hospital in applying the total quality management attributed to the personal and functional variables. the population of the study consist of Jordan university of science and technology hospital staff. the study relies on descriptive analytical method, where the information was obtained by distributing a questionnaires on the employees in Jordan university of science and technology hospital. the study conclude that there is a strong relation between the role of the management in Jordan university of science and technology hospital in supporting the implementation of the total quality management and the level of applying total quality management in the hospital.

Bani Mustafa, 2012 study

This study aims to investigate the impact of total quality management on the efficient academic performance in Saudi universities by applying the principles of the total quality management in Majmaah University, where questionnaires were distributed to (100) employees. The study concludes a set of conclusions:

- there is a positive effect of applying the principles of the total quality management on the efficient academic performance in Saudi universities
- there is a positive effect of applying the requirements of the total quality management on the efficient academic performance in Saudi universities
- There is a positive effect on following up the educational process on the efficient academic performance in Saudi universities.
- Albasheer 2012 study

This study aims to investigate the role of human resources management in achieving the production in the sugar sector in Sudan, in addition to its impact on the employee's efficiency. The study concludes a set of conclusions:

- Job satisfaction of employees leads to increased productivity.
- The institutions that seeking for success must focus on human resources development.

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- Human resources management has become a key element in the organizations.

Al-Otaibi, 2010 study

This study aims to investigate the impact of applying the total quality management on the performance of human resources management in the Kuwait National Guard based on age and grade. The study samples consisted of (75) employees in human resources management in the National Guard. The study concludes a set of conclusions:

- The level of applying the leadership standard and the employee's efficiency in the human resources management in the Kuwait National Guard was high.
- While the level standard of applying of beneficiary satisfaction and improve service quality in the human resources management in the Kuwait National Guard was within the average.

Second: conceptual framework for human resources strategy. Concept of human resources strategies Strategy concept.

A detailed description of the organization's internal environment that determines its functional performance and organizational structure. (Kadem, 2011).

It's as (Al- Nadawi, 2009) said it's a set of methods used by the organization in order to achieve its goals.

Human resources management strategies

It is a set of policies and practices that work to optimize the use of human resources, consistent with institutions strategies (Mania', 2015; Al-Hawary, 2010; Al-Hawary, 2015; Al-Hawary & Shdefat, 2016; Al-Hawary & Alajmi, 2017; Al-Hawary & Nusair, 2017).

Or as (Armstrong ,2009,115) defined it as the company department charged with finding and training job applicants, as well as administering employee-benefit programs. As companies reorganize to gain competitive edge. Human resources play a key role in helping companies deal with a fast-changing environment and the greater demand for quality employees.

Characteristics of human resources management

1. Diversity is one of the most important elements of the human resources management.
2. It is an integrated and coherent system that contains group of related and interrelated activities.
3. Introducing outputs based on the objective analysis of the standards and requirements of performance.
4. Dealing with customers as the basis of human capital.
5. plays a key role in helping companies deal with a fast-changing environment and demand for quality employees.

Third: concept of the total quality mangement (TQM) Quality is no longer limited to the product, but rather includes employees and beneficiaries. So what do mean by quality?

(Al-azzawi, 2005, 13) and (Russel & Taylor 2009:57; Al-Hawary et.al, 2010; Al-Hawary, & AL-SMERAN, 2016; Al-Hawary & HUSSIEN, 2016; Alshurideh et. Al, 2017) defines quality as "group of features of a product or services that meets customers needs and requirements"

While (Render & Heizer, 2014, 198; Al-Hawary, 2012; Al-Hawary & Metabis, 2012; Al-Hawary & Metabis, 2013; Al-Hawary, 2013a; Al-Hawary, 2013b; Abbad & Al-Hawary, 2014; Al-Hawary and Al-Menhaly, 2016;) defines the total quality management as" to manage the organization in order to achieve excellence in all aspects of the business by providing the customer with the necessary services and goods.

Based on the previous concepts of quality; the researcher defines the total quality as: the ability of the organization to adapt with its environment whether internally or externally, and to try to meet the satisfaction of its customers without mistakes by using and developing the quality supporter systems.

Practices of total quality: Although researchers agreed on the concept of total quality, but they did not agree on its principles. So in this research we will discuss the main principles:

1. Continuous improvement

It is an ongoing effort to improve products, services, or internal and external processes. These efforts can seek "incremental" improvement over time. (Psychotics, 2007;46)

2. Customer focus

The orientation of an organization toward serving its clients' needs. Having a customer focus is usually a strong contributor to the overall success of a business and involves ensuring that all aspects of the company put its customers' satisfaction first. Also, having a customer focus usually includes maintaining an effective customer relations and service program. (Muhsen & Al-najar, 2012, 564).

3. Commitment of senior management

Direct participation by the senior management is important aspect in the organization for many reasons for example: (2) Formulating and establishing quality policies and objectives, (3) providing resources and training, (4) overseeing implementation at all levels of the organization, and (5) evaluating and revising the policy in light of results achieved. (Al-sa'ati & Masari, 2015).

4. Employee participation

Employee participation is the process whereby employees are involved in decision making processes, rather than simply acting on orders. Employee

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participation is part of a process of empowerment in the workplace (Stevenson, 2009; Al-Hawary et.al, 2013).

5. Decision making based on facts

Relies on the resources that can provide the employees about the facts and information that can be helped to communicate to al parties.

Fourth: field study

III. Research Population

Study population consist of all Jordanian private hospitals.

a) Sample of the study

The study was conducted on (10) hospitals based on bed count as it shoes in table (1) by using the (SPSS) statistics, it has been distributed (15) questionnaires for each hospital thus, the study sample consisted of (150) individuals, while (130) were retrieved or (%86,7) this ratio is considered good after counting, (10)questionnaires were excluded because they were not valid for analysis because were not completed. Thus, the number of questionnaires analyzed (120) by (%80). Table (1) shows the distributed, retrieved and valid questionnaires for analysis compared to the distributed questionnaires.

Table 1: Distributed, retrieved and valid questionnaires for analysis

Number	Hospital's name	Governorate	Bed count	Distributed Questionnaires	Retrieved Questionnaires		Valid Questionnaires	
					Number	%	Number	%
1	Jordan	Amman	247	15	12	80%	11	91,7%
2	Islamic	Amman	272	15	13	86,6%	11	84,6%
3	specialty	Amman	200	15	11	73,3%	11	100%
4	Istiklal	Amman	200	15	14	93,3%	12	85,7%
5	Ibn Al Haitham	Amman	200	15	14	93,3%	14	100%
6	Ib Al Nafis	Irbid	103	15	12	80%	10	83,3%
7	Irbid specialized	Irbid	108	15	15	100%	13	86,7%
8	Al Rahbat Wardiah	Irbid	87	15	13	86,6%	12	92,3%
9	Jabal Al zaitoon	AL-zarqa'	123	15	12	80%	12	100%
10	Al Rashid	Al-Balqa'	120	15	14	93,3%	13	92,9%
total	10		1660	150	130			

Source: preparing the by researcher based on the annual statistical report of the Jordanian ministry of health.

b) Tools of the study

The researcher relied on questionnaire as a data collection tool, where the tool was developed to measure the impact of human resources strategies (selection and appointment, training, incentives and performance evaluation) on the total quality management (customer focus, continuous improvement, commitment of senior management and decision making based on facts and employee participation) in the Jordanian private hospitals.

The researcher asked a group of experts and academics to study the questionnaire and to give their comments and suggestions thereon.

Table 2: Cronbach's alpha coefficient for measuring tools of study

Variable	Number of Paragraphs	Coefficient of Stability Cronbach's Alpha
Strategies of Human Resources Management	20	0.907
Selection and Appointment	5	0.912
Training	5	0.915
Incentives	5	0.910

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Performance Evaluation	5	0.914
Total Quality Management	25	0.917
Employee Participation	5	0.918
Customer Focus	5	0.925
Continuous Improvement	5	0.930
Commitment of Senior Management	5	0.930
Decision Making Based on Facts	5	0.927
Total	45	0.923

Source: preparing the by researcher based on the analysis results.

The study tools divided into three parts|: the first: includes personal data such as ((gender, academic qualification and occupation). the second: includes strategies of human resources management; selection and appointment strategy from (1-5) incentives strategy from (6-10) training strategy from (11-15) performance evaluation from (16-20). third : includes the total quality management practices; employee participation from (21-25) customer focus from (26-30) continuous improvement (31-35) commitment of senior management (36-40) decision making based on facts (41-45). Each paragraph has five choices according to fifth likert scale starting from (1) strongly disagree until (5) totally agree. It has been used Cronbach's alpha Coefficient to determine the stability of research variables as shown in table (2).

Where the study showed that the full scale e of the study tool has a high degree of stability amounted to (0.923), while the management of human resources strategies scale have high degree of stability (0.907), and the selection and appointment strategy (0.912), while incentives strategy (0.915). training strategy (0.910). performance evaluation strategy (0.914) has high degree of stability. While the total quality scale also has a high degree of stability (0.917), where the principles of the total quality were as follows: employee participation (0.918), continuous improvement (0.930), decision making based on facts (0.927) as is showed that all of them has a high degree of stability.

c) *Findings of the study*

First: characteristics of the population research sample

Table 3: Frequency and percentage of the characteristics of the population research sample

Variable		Frequency	%
Gender	Male	70	%58.3
	Female	50	%41.6
Age	20-29	12	%10
	30-39	29	%24.1
	40-49	41	%34.1
	More than 50	38	%31.6
Experience	Less than 5 years	11	%9.1
	6-11	19	%15.8
	12-17	55	%45.8
	More than 18	35	%29.1
Career statues	Director	10	%8.3
	Department head	51	%42.5
	Head of the department	59	%49.1

Source: preparing the by researcher based on the analysis results.

Table (3) shows the findings of the research sample, where it is noted that the majority of the study sample are male(%58,3). While the employee in the Jordanian privet hospitals aged between (40-more than 50) or (%34.1-%31.6) that's because privet hospitals chose those who have completed retirement in the government hospitals. as for years of experience, we can note that the employee in Jordanian private hospitals are aged between (12 years and more than 18 years) or (%45.8- %29.1). while the career statues where it is noted that the majority of the study sample are whom they occupy the position of head department (%42.5) the it followed by whom occupy Department head ((%42.5). while who occupy the director position was (%8.3).

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IV. Analyzing The Study Questions

a) What is the extant of applying the human resources strategies in the Jordanian private hospitals?

Table 4: Average and standard deviation of the human resources strategies

Variable	Average	Standard Deviation	The Level
Selection and Appointment Strategy	3.79	0.61	High
Incentives Strategy	3.77	0.57	High
Training Strategy	3.89	0.83	High
Performance Evaluation	3.68	0.89	High
Total of Human Resources Strategies	3.78	0.27	High

Source: preparing the by researcher based on the analysis results.

1. Table (4) shows that the average of the main independent variable of human resources management was (3.78) which is more than default average which was (3) and standard deviation (0.72) and high level. Which indicates the availability of the strategies of the human resources management in the Jordanian private hospitals.
2. As for Training strategy has achieved the highest average which was (3.89) with standard deviation was (0.83) and high level which means that the Jordanian private hospitals are applying the total quality principles.
3. While the average of selection and appointment strategy was (3.79) with standard deviation was (0.61) and high level which indicates that the hospital are interested in the strategy of selection and appointment.
4. The average of incentives strategy was (3.77) and standard deviation was (0.57) and high level which indicates that the hospital interest in the incentives strategy.
5. The average of performance evaluation strategy was (3.68) standard deviation was (0.89) and high level which means that the Jordanian private hospitals are interested in performance evaluation strategy thus; applying the total quality principles.

b) What is the extent of applying the total quality management in the Jordanian private hospitals?

Table 5: Average and standard deviation of the total quality management

Variable	Average	Standard Deviation	The Level
Customer Focus	3.96	0.97	High
Continuous Improvement	3.84	0.73	High
Decision Making Based on Facts	3.78	0.88	High
Commitment of Senior Management	3.72	0.58	High
Employee Participation	3.66	0.81	High
Total of quality	3.69	0.82	High

Source: preparing the by researcher based on the analysis results.

1. Table (5) shows that the average of the main independent variable of the total quality was (3.69) which is more than default average which was (3) and standard deviation (0.82) and high level. Which indicates that the Jordanian private hospitals are applying the principles of total quality.
2. As for customer focus principle has achieved the highest average which was (3.96) with standard deviation was (0.97) and high level which means that the Jordanian private hospitals are applying the customer focus principles.
3. While the average of continuous improvement was (3.84) with standard deviation was (0.73) and high level which indicates that the hospital are interested in developing is services continuously.
4. The average of decision making based on facts was (3.78) and standard deviation was (0.88) and high level which indicates that the hospital focusing on making decisions based on correct data.
5. The average of performance evaluation strategy was (3.68) and standard deviation was (0.89) and high level which means that the Jordanian private

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hospitals are interested in performance evaluation strategy thus; applying the total quality principles.

6. While the average of commitment of senior management (3.72), and standard deviation was (0.58) and high level.
7. The average of employee participation was (3.66) and standard deviation was (0.81) and high level.

Third: Test hypotheses

The main hypothesis: " there is a statistically significant impact of the human recourses strategies (selection and appointment, training, incentives and performance evaluation) on the total quality management (customer focus, continuous improvement, commitment of senior management and decision making based on facts and employee participation) in the Jordanian private hospitals at the level of significance (0.05 ≥ α)".

Table 6: Results of simple regression analysis of human recourses strategies and total quality management

Human Recourses Strategies	Total Quality			
	(B) Value	(B) Value	(T) Value	Significance Level
Selection and Appointment	0.043	0.124	3.149	*0.001
Incentives	0.223	1.228	2.016	*0.003
Training	0.299	0.565	2.905	*0.004
Performance Evaluation	0.463	0813	2.63	*0.000
(R2) Value	0.611			
(F) Value	50.092			
Significance Level	*0.000			

* significance level (0.05 ≥ α)

Source: statistical analysis results.

Table (6) shows the results of simple regression analysis of human recourses strategies as an independent variable and its impact on the total quality principles as a dependent variable. As we notice that (F) value=(50.092) at the significance level (0.05)this means that there is a statistically significant impact of applying the human recourses strategies on the total quality the table also shows that selection and appointment is the most effective strategy in applying the total quality where it was (β=0.124 & T=2.63), as for the strategy of training was (β=0.565 & T=2.905), while performance evaluation strategy (β=0813 & T=2.63), and incentives strategy (β=1.228& T=2.016) at the significance level (0.05). accordingly, the first main hypothesis is accepted " there is a statistically significant impact on the human recourses strategies (selection and appointment, training, incentives and performance evaluation) on the total quality principals (customer focus, continuous improvement, commitment of senior management and decision making based on facts and employee participation) in the Jordanian private hospitals at the level of significance (0.05 ≥ α)"

a) The first sup-hypothesis "there is a significance level at the level(0.05 ≥ α) for applying the human recourses strategies as for customer focus principle"

Table 7: Results of simple regression analysis of applying the human recourses strategies on the customer focus principle

(T) Value	Significance Level	(B) Value	(F) Value	Significance Level	(R2) Value	Result of Hypothesis
6.066	*0.000	1.005	65.176	*0.000	0.733	Acceptable

* significance level (0.05 ≥ α)

Source: statistical analysis results.

Table (7) shows that applying human recourses strategies in the Jordanian private hospitals are having a positive impact on customer focus principle, where (F) value was (65.176) at the significance level (0.000). while (β=1.005 & T=6.066). Accordingly, the first sup-hypothesis is accepted which indicates that " there is a significance level at the level(0.05 ≥ α) for applying the human recourses strategies as for customer focus principle in the Jordanian private hospitals".

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b) The second sup- hypothesis "there is a significance effect at level (0.05≥ α) of the human recourses strategies on continuous improvement"

Table 8: Results of simple regression analysis of the impact of human recourses strategies on the continuous improvement

(T) Value	Significance Level	(B) Value	(F) Value	Significance Level	(R2) Value	Result of Hypothesis
5.133	*0.000	1.111	27.177	*0.000	0.892	Acceptable

* significance level (0.05 ≥ α)

Source: statistical analysis results.

Table (8) shows that applying human recourses strategies in the Jordanian private hospitals are having a positive impact on continuous improvement, where (F) value was (27.177) at the significance level (0.05) while (β=1.111 & T=5.133). Accordingly, the second sup-hypothesis is accepted which indicates that "there is a significance level at the level (0.05 ≥ α) for applying the human recourses strategies as for continuous improvement principle in the Jordanian private hospitals"

c) The third sup- hypothesis " there is a significance effect at the level(0.05≥ α) of the human recourses strategies on the commitment of senior management"

Table 9: Results of simple regression analysis of the effect of human recourses strategies on commitment of senior management

(T) Value	Significance Level	(B) Value	(F) Value	Significance Level	(R2) Value	Result of Hypothesis
2.318	*0.000	0.188	6.544	*0.000	0.755	acceptable

* significance level (0.05 ≥ α)

Source: statistical analysis results.

Table (9) shows that applying human recourses strategies in the Jordanian private hospitals are having a positive impact on commitment of senior management principle, where (F) value was (6.455) at the significance level (0.05) while (β=0.188 & T=2.318). Accordingly, the third sup- hypothesis is accepted which indicates that "there is a significance level at the level(0.05 ≥ α) for applying the human recourses strategies as for commitment of senior management principle in the Jordanian private hospitals".

d) The fourth sup- hypothesis "there is a significance effect at the level(0.05 ≥ α) of the human recourses strategies on the decision making"

Table 10: Results of simple regression analysis of the effect of the human recourses strategies on the decision making based on facts

(T) Value	Significance Level	(B) Value	(F) Value	Significance Level	(R2) Value	Result of Hypothesis
7.322	*0.000	0.887	10.388	*0.000	0.567	acceptable

* significance level (0.05 ≥ α)

Source: statistical analysis results.

Table (10) shows that applying human recourses strategies in the Jordanian private hospitals are having a positive impact on decision making based on facts, where (F)value was (10.388) at the significance level (0.05) while (β=0.887 & T=7.322). Accordingly, the fourth sup- hypothesis is accepted which indicates that "there is a significance level at the level(0.05 ≥ α) for applying the human recourses strategies as for decision making based on facts principle in the Jordanian private hospitals"

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e) The fifth sup- hypothesis "there is a significance effect at the level($0.05 \geq \alpha$) for of the human recourses strategies on employee participation"

Table 11: Results of simple regression analysis of the effect of the human recourses Strategies on the employee participation

(T) Value	Significance Level	(B) Value	(F) Value	Significance Level	(R2) Value	Result of Hypothesis
2.887	*0.000	1.865	16.423	*0.000	0.467	acceptable

** significance level ($0.05 \geq \alpha$)*

Source: statistical analysis.

Table (11) shows that applying human recourses strategies in the Jordanian private hospitals are having a positive impact on employee participation principle, where (F) value was (16.423) at the significance level (0.05). While (β=1.865 & T=2.887). Accordingly, the fifth sup- hypothesis is accepted which indicates that "there is a significance level at the level ($0.05 \geq \alpha$) for applying the human recourses strategies as for employee participation principle in the Jordanian private hospitals".

Table 12: Results of multiple regression analysis on measuring the impact of the human recourses strategies on the total quality management

Strategies of Human Recourses Management	Total Quality				
	(F) Value	(R2) Value	(B) Value	(T) Value	Significance Level
Selection and Appointment	88.125	0.702	0.655	7.722	*0.000
Incentives	109.756	0.712	0.944	4.358	*0.000
Performance Evaluation	75.340	0.694	0.363	5.922	*0.002
Training	97.201	0.643	0.417	7.231	*0.004

* significance level ($0.05 \geq \alpha$)

Source: statistical analysis results.

Table (12) shows the results of multiple regression analysis of human recourses strategies on the human recourses strategies (selection and appointment, training, incentives and performance evaluation) on the total quality principals (customer focus, continuous improvement, commitment of senior management and decision making based on facts and employee participation). The table mentioned that incentives strategy was coming in the first place where (R2) values was (%0.712) while (F) value was (109.756) which is more the significance level (0.05). Then it followed by the strategy of selection and appointment where (F) value was (88.125) which are more the significance level (0.05). Lastly it followed by training and performance evaluation.

V. Findings of the Study

1. The study showed that there is a high level of applying the management of human resources strategies, with average (3.78) and standard deviation (0.72).
2. The study indicates that level of applying the total quality management was (3.69) and standard deviation (0.82).
3. The study showed that there is a statistically significant impact on the human recourses strategies on the total quality principals (customer focus, continuous improvement, commitment of senior management and decision making based on facts and employee participation)
4. The study found that the incentive strategy is the most influential variables, then it followed by selection and appointment and training.
5. The strategy of "customer focus" is the most important strategy.

VI. Recommendations

1. Jordanian private hospitals must realize the importance of applying the total quality and developed it.
2. The need to train the employees because its is the most important element in the strategy of the human resources management to keep pace with everything new and thus to continues improvement
3. Focus on the customer as the key to the success of hospitals.
4. Encourage employees to work in a team and close the gap between them and the higher management in order to involve them everything related to the hospital.

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