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By Ahmad Abdallah Qassim Swedat & Mehrez Chaher

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Impact of Strategic Human Resource Management Practices on Business Competitive Priorities Mediated by Organizational Citizenship Behavior in Jordanian Manufacturing Companies

Ahmad Abdallah Qassim Swedat [α] & Mehrez Chaher [σ]

Abstract- This study aimed to investigate the impact of strategic human resource management practices (human resource planning, recruitment and selection, training and development, compensation, and performance appraisal) on business competitive priorities, (cost, quality, delivery, and flexibility) through testing the organizational citizenship behavior (OCB) as a mediating variable in Jordanian Manufacturing Companies. The research was conducted by selecting (57) manufacturing companies in Jordan as a sample the sample of the study consisted of (162) questionnaires out of (224) that were randomly distributed to employees at different administrative levels. A simple and multiple regression analysis was conducted to test the hypotheses. Findings from our study revealed that SHRM practices have a positive effect on business competitive priorities and organizational citizenship behavior. The results also found that organizational citizenship behavior has a positive impact on business competitive priorities. The results also revealed that organizational citizenship behavior partially mediated the relationship between SHRM practices and business competitive priorities.

Keywords: recruitment and selection, compensations, training and development. organizational citizenship behavior, quality, flexibility, delivery.

I. Introduction

Human resource (HR) is among the most beneficial assets that organizations can ever have to do towards gaining a competitive edge and face changes. Business organizations, in order to face the challenges, changes, and rapid growth in the corporate world, need to apply the best practices for HR that work continuously for planning, development, training, recruitment, and selection of the best qualifications, competencies, and experiences with great care, motivation, and evaluation of their performance (Bisharat et al; 2017). Organizations seek to achieve sustainable competitive advantage around the world by investing in their capabilities and competencies to become different from their competitors. Furthermore, organizations strive to achieve a competitive advantage by selecting the best practices and implementing innovative HRM practices with high performance to manage HR effectively and efficiently (Al-Qudah, et al; 2020). SHRM practices may differ from organization to organization and from country to country (Tangthong, et al., 2015). In this regard, most companies are constantly improving their HRM practices to achieve sustainable competitive advantage and increase their profitability, and productivity (Mansour, 2015). According to Tandoğan, (2018). The effective application of HRM practices in business enterprises will facilitate these organizations to achieve their goals, especially since these business organizations depend on their ability to survive and achieve competitive advantage on their qualified and trained HR. Therefore, businesses must maximize the skills, knowledge, and capabilities of their employees in order to motivate them to carry out their jobs so that the company gains superiority over their competitors and increases productivity growth as much as possible.

Organizations face many challenges in light of intensive competition, so organizations must take care of the human component; the success of organizations depends on this dynamic element. Additionally, the appropriate work environment must be created for HR to achieve success and the continuity of the organization, and highlight the concept of Organizational citizenship behavior (OCB). It is one of the methods of modern management, whose idea is adopted as a voluntary method and not linked to the role or official description, it is clear that this idea maintains the effectiveness and continuity of the organization. OCB became under the influence of organizational behavior and a branch of HRM (Sharm & Agrawal, 2015). OCB is considered to be a crucial factor in increasing organizational efficiency, and to enhance smoothly employee productivity in the organizations (Bizri, 2018; Chelagat, et al; 2015; Rahman & Chowdhuri, 2018; Yang et al; 2016) and is positively associated with the success of the organizations (Organ, et al; 2006). Also, organizations view OCB as an essential component for the

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organization's sustainability but these activities is seldom included in the formal job description (Jain & Rizvi, 2018). On the other hand, the absence of OCB among employees can risk the continuity of the organization (Ahmad & Zafar, 2018).

In addition to the dynamic changes resulting from the emergence of globalization, economic, technological, political, and demographic developments and changes in the needs and desires of customers, which led to a change in the priorities of competition between organizations over time. Once the organizations limited themselves to offering products at the lowest prices, this resulted in an increase in the number of competitors in each commercial sector and an emphasis on price competition. This has created the need to offer products with unique quality and characteristics of products available in the market. As a result of imitating competitors and producing similar products, unique products have again emerged the need to look for a new competitive priority called time or delivery speed. Many companies focused on offering their products when they wanted them to be on-demand. Then flexibility emerged as a competitive priority in light of the diversity of customer needs and desires, in order for the organization to achieve a strong competitive position it must be able to offer a variety of products or services in order to meet the changes in the needs and desires of the client. Certainly, changes in the nature of business competitive priorities are influenced by changes in global competition and customer requirements (kathuria, et al; 2018) However, competitive priorities (cost, quality, flexibility, ad delivery) are the basis for developing distinct capabilities in production systems, and are the main pillars in strategic operations management (Choudhari et al., 2010; Martín & Díaz 2009) and are considered the most important factor in internal operational capabilities (Peng et al; 2011).

a) Research Problem

Globalization pushes, Jordanian Manufacturing companies to operate in a more complex environment due to the integration of international markets, the emergence of intensive competition, and new rules of business due to mergers and alliances of companies, both at the level of companies and countries. One of the biggest challenges that companies face, since the advent of competitive advantage and new ways of competitive priorities for the most important goals that all manufacturing companies seek, is the constant change in ideas, technology, tastes, products, services, and the disappearance of geographical divisions in the face of globalization. It is necessary to confront change, keep pace with progress, and adapt to environmental changes. From this perspective, strategic human resource management (SHRM) practices are the way in which they are highlighted to address problems, employ high-performance capabilities of employees with well-training and skills developed in order to adapt with internal and external changes. In spite of the increasing movement towards recognition of the great impact of HR practices on the performance of employees and the organizations (Tandoğan, 2018: Mehmood, et al; 2017. Ali, et al., 2017; Altarawneh, 2016; Khawaja et al., 2014; Akhtar, et al; 2014; Darwish, et al; 2013; Katou, et al; 2007). There is still a lack of empirical studies that addressing the effect of SHRM practices on the business competitive priorities implementation. To the best researcher's knowledge, there are few studies available to measure SHRM practices on the business competitive priorities in developing countries, especially in the context of Jordan. In addition, a few studies had been conducted in the manufacturing sector. Almost all theories and evidence about the relationship between HRM practices and organizational performance depend on research in the United States, Europe, and East Asia (e.g. Çalişkan, 2010, Uysal, 2014; Gurbuz, & Ibrahim, 2011; Mittar, & Mathew, 2014; Gooderham et al., 2008; Vlachos, 2008;) Since there is a gap of research that has been done in the field of HRM practices and business competitive priorities in the context of developing countries. Just in previous studies concerning the relationships and impact of SHRM practices on individual and organizational performance, it uncovers too much the relationships and impact of SHRM practices on business competitive priorities. Therefore, the objective of this study is to determine the effect of SHRM practices on business competitive priorities in Jordanian manufacturing companies. Although a large number of researches were conducted on the impact of HRM practices on organizational performance, there is still a wide range of research opportunities or gaps in competitive priorities that need research attention to help further build rigor literature of SHRM practices and their impact on competitive priorities through OCB as the mediating variable. Additionally, there is a large absence in local studies to address the issue of Organizational Citizenship Behavior (OCB) in previous studies to measure the extent of mediation between the relationship between SHRM practices and competitive priorities for business in Jordanian companies in general and manufacturing companies in particular. There is no doubt that the importance of OCB plays a prominent role in the work environment as it works on the smooth flow of business into organizations without any obstacles and conflicts which curbing the efficiency and effectiveness of employees in their work.

Based on the previous gap, there are some reasons, and motives for choosing this topic. HR is the lifeblood of any business in itself. In other words, the success of any organization depends on the quality of HR. That is, the success of various businesses, such as the manufacturing sector, depends to a large extent on the performance of HR. However, organizations and

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empirical studies have proven that "personnel" or HR is the backbone of performance success and are major determinants of productivity and profitability. To the author's knowledge, there are no previous studies that examined the mediating role of OCB in the relationship between SHRM practices and the competitive business priorities of manufacturing organizations in the context of Jordan. By reviewing the literature on previous studies, the researcher noted that there are several studies around the world that focus on the impact of HRM practices on organizational performance. To date, this first study concerns how SHRM practices affect business competitive priorities through OCB in Jordanian manufacturing companies. Despite this, significant research attention has been paid to the relationship between SHRM practices and corporate and individual performance. Hence, this study was undertaken to fill this obvious research gap.

This study seeks to answer the following main question:

To what extent does the Organizational Citizenship Behavior (OCB) mediates the impact of SHRM Practices on Business Competitive Priorities in Jordanian Manufacturing Companies?

b) Research Questions

In light of the research problem, this study seeks to answer the following questions:

Q1: To what extent does SHRM practices (HRP, recruitment and selection, compensation, training and development, and performance evaluation) impact on business competitive priorities in Jordanian Manufacturing Companies?

Q2: To what extent does SHRM practices (HRP, recruitment and selection, compensation, training and development, and performance evaluation) impact on organizational citizenship behavior in Jordanian Manufacturing Companies?

Q3: To what extent does organizational citizenship behavior impact on business competitive priorities in Jordanian Manufacturing Companies?

Q4: How does organizational citizenship behavior mediate the relationship between SHRM practices and business competitive priorities in Jordanian Manufacturing Companies?

c) Research Objectives

In light of the research, objectives of the study are as follows:

1. To examine the impact of SHRM practices (HRP, recruitment and selection, compensation , training and development, and performance appraisal) on business competitive priorities in Jordanian Manufacturing Companies .
2. To examine the impact of SHRM practices (HRP, recruitment and selection, compensation, training and development, and performance appraisal) on organizational citizenship behavior in Jordanian Manufacturing Companies.
3. To examine the impact of organizational citizenship behavior on business competitive priorities in Jordanian Manufacturing Companies.
4. To examine the mediating impact of the organizational citizenship behavior on the relationship between SHRM practices (HRP, recruitment and selection, compensation , training and development, and performance appraisal) and business competitive priorities in Jordanian Manufacturing Firms.

II. Literature Review and Hypotheses Development

This section will discuss the literature related to strategic HRM practices and the competitive priorities of the business, the OCB, and their relationship with one another.

a) Strategic HRM practices

SHRM practices are a set of practices and functions designed to manage efficiently and effectively HR within the organization and link these practices with strategic objectives of the organization to achieve the goals of the organization, and improve the organization's performance in the long term.

In this study, Five SHRM practices were selected as key dimensions of this study such as (HRP, recruitment and selection, training and development, compensation, and performance evaluation).

i. *HR planning*

Human resources planning (HRP) is one of the most significant HR practices in the organization. Organizations rely greatly on HRP to determine their current position and future needs of manpower (Sammel, 2018). According to Jacobson, (2010) HRP is a core HRM process that looks forward to preparing the organization for its current, and future workforce needs by ensuring that the right people are within the correct put at the right times in the right places. Bratton and Gold (2007) define HR planning as 'the process of systematically predicting demand and future supply of staff and deploying their skills to the organization's strategic objectives. Furthermore, HRP plays an important role in organizations as a means of optimizing the human element and alleviating HR problems. The importance of the organization of HRP is illustrated by the following (Sammel, 2018):

1. The importance of HRP is that it helps the organization to identify its future needs, thereby reducing the cost that may result from a shortage or increase in these resources and eliminating the negative repercussions of management in this case.
2. Facing changes and adaptability, where the organization faces changes in competitive forces,

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markets, technology, and government legislation, these changes lead to changes in job content, skills requirements, worker preparation, and quality, which can be answered through the HRP process.

3. HRP is an essential part of the organization's strategic planning process. The strategic planning of the organization requires an analytical study of all environmental conditions and analysis of the various strengths and weaknesses of HR in the organization.
4. To create a stable dynamic balance between the organization's HR needs and the labor market, both at a single organization level and at a sectoral level.
5. HRP contributes to the replacement process, preventing the organization from disrupting productivity in different sectors. HRP planning is an effective way to identify those who leave the service and seek to provide and replace alternatives.

ii. *Recruitment and Selection*

Recruitment and selection play a great role in the survival of each organization and its effecting basically on improving the performance of an organization (Gamage, 2014). Basically, the recruitment and selection process aims to attract qualified staff to an organization that will perform its functions effectively and efficiently to achieve organizational objectives. Qualified staff will enhance the organization's successful performance, which will contribute significantly to the organization's values and objectives (Harky, 2018). In other words. recruitment and selection are the two phases of the recruitment process there is a difference between them, the Recruitment is the first process in the search for qualified candidates to fill the specified vacancies and motivate them to provide these jobs in the organization, subsequently being the process of screening procedures and other sequential selection of suitable candidates for the vacant positions, While the selection is the selection of the best candidates for various vacancies in the company and the decision of the official appointment after the interview and tests for this vacancy (Oaya, et al; (2017).

The more organizations succeed in recruiting and selecting candidates, the more likely they are to be recruited and to retain the satisfaction of staff. In addition, the effectiveness of the enterprise selection system can affect core business outcomes, such as productivity and financial performance (Ekwoaba, Ikeije & Ufoma, 2015). In addition, hiring the right staff in the right place at the right time is crucial to the survival and success of any organization (Ayanda, & Danlami, 2011).

The importance and benefits of recruitment and selection practices can be summarized with the following points (Kumari 2012):

1. It helps to create a pool of talent from potential candidates for the benefit of the organization.
2. To increase the group of job seekers at the lowest cost.
3. It helps increase the success rate of the selection process by reducing the number of visits to qualified or unqualified job applicants.
4. Helps identify and prepare potential job applicants who will be the right candidate for the job.
5. Finally, it helps to raise the organization and individual effectiveness of different recruitment methods and for all sorts of job applicants.

iii. *Training and Development*

Training is a process used to increase employees' knowledge and skills so that they can perform specific tasks (Suifan, 2015). While, development is a development-oriented educational activity that is more about growth than direct performance, while training is an activity geared towards acquiring specific knowledge and skills for the purpose of a job or task (Armstrong, 2008). Development may also help employees prepare for changes in their current jobs, such as changes resulting from new technology, business designs, or customers. Development, therefore, relates to preparing for a change in the form of new jobs, new responsibilities, or new requirements. Employee development is a necessary effort for a company to improve quality and meet the challenges of global competition and social changes (Noe, et al; 2004).

Training and development activities are at the heart of an organization's growth, as they are valuable tools because of their investment in the organization. It helps the organization to improve profitability, reduce costs, increase commitment, motivate its employees and release its capabilities.). According to Thang, et al. (2010) stated Training and development lead to superior employee knowledge, skills, abilities, attitudes, and behaviors, ultimately enhancing the excellent financial and non-financial performance of organizations.

According to Cole (2002) & Kulkarni, (2013) Training can achieve several goals:

1. Expanding skills and competence: Training helps enhance the knowledge and technical skills of employees at each level of the organization. It enables them to learn new skills and knowledge continuously so that they remain up-to-date.
2. Enhancing competitive advantage: One of the important competitive advantages of the organization in a competitive environment is its workforce. It can retain the competencies and skills of the core workforce through continuous and regular training of its workforce.
3. High morale and enrichment of Team Spirit: Well-trained staff has increased confidence and motivation. In general, training helps to enhance team spirit and cooperation between staff. In fact, it

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enhances the spirit of the group and makes members work harder to succeed as a group.
4. Low production cost: Training eliminates risks because trained staff are able to use materials and equipment better and economically, thereby reducing and avoiding waste.
5. Lower turnover: Training brings a sense of security in the workplace which reduces work turnover and avoids absenteeism.
6. Change Management: Training helps manage change by increasing staff understanding and involvement in the change process and also provides the skills and capabilities to adapt to new situations.
7. Improving organization and employee performance in the workforce: Training and development programs are updating the employee's knowledge and enhancing their personal skills, it helps avoid administrative obsolescence. With the use of these programs, it is easier for the department to evaluate job performance and accordingly, make decisions such as employee promotion, bonuses, compensation, and social welfare facilities. And so on. These training programs also help managers plan succession, retain staff, and motivate. It creates efficient and effective staff in the organization.

iv. *Compensation*

According to Dessler (2017) defined the compensation all shapes of wages or rewards that going to employees and arising from their work, it may be direct financial payments (payment in the structure of wages, salaries, incentive, commissions, and additional benefit) and indirect financial payments (fees in the form of financial benefits such as insurance). According to Ivancevich (2004), and Bhattacharyya & Sengupta (2014), there are a lot of objectives that compensations system are seeking to achieve for employees and organization as follows:

1. To establish internal and external a fair and equitable compensation.
2. Improving individual productivity and organizational efficiency.
3. Creating a positive image of the organization for attracting top talent in the labour market.
4. Control of the cost of human resources.
5. Improving human relations among staff.
6. Compliance with laws and regulations.

v. *Performance Appraisal*

The concept of performance appraisal has been defined differently by many scholars and researchers. According to Dessler (2015), performance appraisal is evaluating an employee's current and past performance relative to his or her performance standard. Performance appraisal is a technique used to measure the performance of an employee. Performance could be measured by the quality and quantity of work, and tasks, and their financial impact by immediate supervisor (Awais, 2018). Performance evaluation can be defined as testing, evaluating, measuring, and justifying the performance of employees over a specified period of time. Obisi (2011) defined the evaluation of performance as any work process that requires the development of labor standards and the assessment of the actual performance of staff in relation to specific standards.

The Performance Appraisal is an important engine that looks for better, more accurate, and cost-effective ways to evaluate employee performance and motivate them. Performance evaluation changes employee attitudes and behaviors and has an important impact on individual and organizational performance (Yongjun, 2013). According to Vashistha & Devdutt (2018), the organization's performance depends on the performance of its staff. The success of an organization, therefore, depends on its ability to accurately measure the performance of its employees and use its objectivity to improve it as a vital resource.

Performance evaluations are used for a number of reasons and can have a significant impact on salary management, performance feedback, promotions, training, development, and identifying individual strengths and weaknesses. Key performance appraisal objectives summarized below (Thurston, Wells, & McNall, 2010. Butali, & Njoroge, 2007):

1. To assist in promotions, transfers and termination decisions.
2. To identify the gap performance between the actual employee performance and performance expected that are required by organization.
3. To meet organizational expectations with employees' objectives
4. To help in designing programs and assessing the training and development needs of the employees.
5. To plan job rotations.
6. To facilitate and improve communication between directors and subordinates.
7. To Assist in managing wages and salaries, and determine compensation packages.
8. To provide feedback and guidelines for employees for better performance
9. To inculcation job satisfaction and inspiration him to work hard to achieve organizational goals.
10. To determine the HR program for selection, training and development, and to evaluate their effectiveness.
11. To increase employee effectiveness through maintaining strengths and eliminating weaknesses.

b) Organizational Citizenship Behavior (OCB)

Many researchers have addressed the concept of Organizational Citizenship Behavior (OCB) although there are similarities between them and agree that it is a positive action and behavior that supports

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organizations, members, and work. According to Ranjhan & Mallick (2018) organizational citizenship behaviors (OCB) can be defined as voluntary behavior carried out by individuals in the organization without being asked to perform these roles; it exceeds job requirements and is not part of the job description or reward system. It contribute to the success of the organization and increase its efficiency and effectiveness of organization.

Scholars consider the importance of studying organizational citizenship behavior in four main factors (Hussain, 2015):

Studying it and determining its dimensions reduces the volume of disturbances and institutional problems carried out by workers and employees in various institutions, These oppositions are caused by the ambiguity in the job expectations of individuals within the business.

It reduces the need to use many resources and waste of scarce institutional resources, By emphasizing additional behaviors, roles, and tasks for the employee to perform.

It works to create a stimulating and creative work environment that makes the organization able to overcome the obstacles and challenges it faces.

It works to achieve job satisfaction and a state of organizational justice and reduces the rate of job turnover and the desire to leave work.

The Organ et al; (2006) identified five main dimensions of OCB, the most common, which were used in my study as the main dimensions of OCB. Brief explanation for these dimensions as follows:

Altruism: These are the voluntary behaviors that employees perform in order to help others perform their tasks and solve problems.

Courtesy: Includes behaviors which prevent to cause problems and leads to taking the necessary step so as to diminish the effects of the problems in the future.

Sportsmanship: The desire of workers to endure harsh working conditions without complaint or grumbling.

Civic virtue: Voluntary behavior of the individual participating in the life of the organization, improving performance, reducing customer complaints, and improving the image of the organization in front of others.

Conscientiousness: It is the voluntary behavior of employees in roles that go beyond the requirements of the job in terms of attending meetings and complying with laws and regulations.

c) Business Competitive priorities (BCP)

The topic of competitive priorities in operations management literature has received considerable attention from researchers in recent years (Prajogo, & McDermott, 2011). Phusavat & Kanchana (2007) defined the competitive priorities as the dimensions that a company's production system must have to support the market demand in which the company wishes to compete. The importance of the competitive priorities stems from the fact that it focuses on the future of the company's manufacturing, which supports its strategic position in the market and is the driving force for the continuous improvement of the different values for the pressure of globalization, in addition, awareness of competitive priorities will be lead to a better selecting of future manufacturing strategies (Hung, 2014).

The most commonly used for business competitive priorities are cost, quality, delivery time, and flexibility. The four priorities can be explained in operational objectives. For example, reduce the cost of producing and distributing products (cost), reduce product variation and improve their performance (quality), reduce deadlines (delivery speed), increase meeting capacity (reliability delivery), increase reactive capacity for change in demand quantity, demand mix, and specifications Product (flexibility) (Canfield & Sellitto, 2018). Based on that the researcher adopting these competitive priorities, cost, quality, delivery, and flexibility as dimensions of this study: it will be clarified as follows:

Product price or reducing cost: Companies resort to making product prices much lower than their competitors in order to satisfy their customers (Diab, 2014).

Product quality: Manufacturing companies must make great efforts to offer products with superior features and functions over competitors with high quality in terms of free-defects reliability, durability, conformance to specifications and meeting customer expectations, design characteristics, and reduce environmental damage (Zhao, et al, 2002).

Flexibility production: Manufacturing companies should be flexible in production to keep pace with changes in production volume up and down and to accommodate changes in demand (Reid & Sanders, 2011).

Product delivery: On-time delivery of the product is a prerequisite for customer needs. Manufacturing companies must offer shorter delivery times and to meet the deadlines The measure of the operational success of industrial companies depends on the speed at which products are delivered to customers on time (Zhao, et al, 2002).

d) The relationship between SHRM Practices and Business Competitive Priorities

According to the literature review, several authors conducted that there is a positive impact of HRM on business competitive priorities. For example, Adil (2015) conducted a study to investigate eight SHRM practices (recruitment & selection, performance appraisal, training and development, compensation and rewards, employment security, job description, career

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opportunities, decentralization, and empowerment) on the four competitive priorities (cost, quality, delivery, and flexibility) of the manufacturing performance in Karachi. The study found out the HRM practices has a strong impact on four competitive priorities of the manufacturing in Karachi. in addition, found out both performance appraisal and employment security have been found statistically significant to predict these four priorities in isolation too. In addition, the results of the structural model show that eight SHRM practices have a strong impact on the four competitive priorities of Karachi's manufacturing performance when controlled for employee relationship and information sharing. Based on these findings, it can be concluded that senior management must clearly emphasize the 'investment perspective' in SHRM by bringing 'right' individuals into their business and thereby facilitating them with all the necessary information to help them make them well informed and rational decisions.

In contrast, while a study came that was conducted by Vivares-Vergara, et al. (2016) in contradiction with the review of the literature of previous studies, his study revealed that there was no statistically significant relationship between HRM practices and performance in competitive priorities. The study revealed that there is no significant correlation between HRM practices and performance in competitive priorities. With regard to employee factors, there were two important outcomes: first, when companies have advantages over individuals in making operational strategy decisions (motivation, personal goals, capabilities, etc.) better performance can be seen in competitive priorities; higher than job satisfaction and job performance, performance improves in competitive priorities.

Ahmed and Schroeder (2003), measure the impact of HRM practices on operational performance. their research focused on manufacturing plants operating in four countries (Germany, Italy, Japan, and the United States of America). The results of the studies showed that organizational performance is positively linked to each of the seven HRM practices, and found out the five of the HRM practices studied contributed to performance improvement competitive priorities. The remaining practices (job security and differences in position) did not show a direct impact on competitive priorities but did create obstacles to implementing other practices. Plants working in totally different businesses and/or nations utilize and emphasize HRM practices. Compensation was found to be important for the operating performance measure, while compensation was found to be not important for measuring intangible performance. Santos (2000), conducted a study to investigate the relationship between functional areas for manufacturing and HR through the analysis of HRM practices that are linked to the priorities of competitive strategy and manufacturing based on quality and performance delivery, flexibility, and cost. He concluded that must be there coherence between the competitive priorities of the manufacturing strategy and HR Practices must be practiced throughout the organization in order to achieve competitiveness.

Based on the previous discussion, the following hypotheses are proposed:

H1: There is a statistically significant positive impact of SHRM practices on the Business competitive priorities in Jordanian Manufacturing Companies.

Through the following sub-hypotheses:

H 1-1: there is a statistically significant positive impact of HR planning on Business competitive priorities in Jordanian Manufacturing Companies.

H 1-2: there is a statistically significant positive impact of recruitment and selection on the Business competitive priorities in Jordanian Manufacturing Companies.

H 1-3: there is a statistically significant positive impact of compensation on the Business competitive priorities in Jordanian Manufacturing Companies.

H 1-4: There is a statistically significant positive impact of training and development on the Business competitive priorities in Jordan Manufacturing Companies.

H 1-5: There is a statistically significant positive impact of performance appraisal on Business competitive priorities in Jordanian Manufacturing Companies.

e) The relationship between SHRM practices and OCB

Effective practices of each HRM function can enhance OCB of employees within the organization, and facilitate the improvement of individual and organizational performance and productivity. In addition, HRM practices can encourage specific behaviors and attitudes and discourage undesirable behaviors (Anna. et al; 2019; Begum, et al; 2014). According to Anna. et al; (2019). When HRM functions are performed within an organization characterized by a stimulating work environment and a creative climate, managers and employees work with a team spirit. It induces and motivates them to undertake creative behaviors and encourage them to go beyond their job requirements, such as; helping each other, performing additional role duties, sharing information and knowledge, and instilling a spirit of cooperation among employees. For this reason, OCB is an important factor that can contribute to the survival of the organization (Dash & Pradhan, 2014). HRM contains the policies, practices, and systems that affect employee behaviors, attitudes, and performance (Noe. et al; 2015). According to Wei, et al, (2010), Good HRM practices help individuals engage in OCB for the benefit of the organization. HR practices such as employee selection procedures, evaluation practices, and rewards, will affect the behavior of employees. Bolino & Turnley (2003) Argued that the

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organization can use the prosperity of OCB by employing good practices of HRM such as recruitment and selection, training and development, compensation, and performance evaluation. Such practices can build a strong organizational culture with norms that encourage participation in OCB and make managers an example for their staff. According to Ranjhan & Mallick, (2018) HR Practices play an important role in building an appropriate environment and maintaining a culture in which OCB flourishes. In addition, these behaviors go a long way in maintaining an organizational culture that promotes positive employee engagement, commitment, and motivation, which helps enterprises gain a competitive advantage. Several previous studies support this. For example, a study was conducted by Tinti et al; (2017) to investigate the impact of HR policies and practices on OCB. The results revealed a significant impact of HR policies and practices on OCB and demonstrate that only professional participation has shown a significant relationship. They also conclude that HR policies and practices influence the dissemination of the organizational image and creative suggestions of OCB factors. The results refer to suggestions where managers can act to effectively extract OCB behaviors from their employees. Besides that, the empirical study conducted by Chaisanit, & Punyasiri (2020) to check the relationship between perceived HRM practices and OCB, and to investigate the mediating role of employee engagement between them. The study found out that perceived HRM practices were positively related to OCB. While the study revealed also that employee engagement played a partial mediating role in the relationship between perceived HRM practices and OCB. Nikoletta & Nawangsari, (2019) conducted a study to measure the impact of HRM practices on OCB, at Mall of Indonesia, the results of a study that revealed HRM practices have a positive effect on OCB and discovered some HRM practices have a weak effect on OCB, but performance appraisals have a most significant impact on OCB. Recruitment of staff, training, and development, compensation and reward, performance appraisal with them a positive influence positively on OCB of Kelapa Gading Mall. While, the results of the study confirmed by Fajar & Soling (2017) to measure the effectiveness of the HRM practices on employee OCB in ICT companies. However, each dimension of HRM practices, with the exception of training, has a positive significance, but there is no strong indication to encourage the conduct of OCB activities that have been demonstrated by employees in the IT company. A lot of researchers investigated the effects of HRM practices on OCBs (Guest et al., 2004; Zhang et al., 2008). Jangsiriwattana (2017) investigates the structural relationship between HRM practices, OCB, and turnover intention of a civil aviation organization in Thailand. The study findings were revealed that not all HRM practices influence the employee's OCB and turnover intention. Excluding recruitment has a positive effect on OCB and organizational support has negatively affected employee turnover intention.

Based on the previous discussion, the following hypotheses are proposed:

H 2: There is a statistically significant positive impact of SHRM practices on the Organizational Citizenship Behavior in Jordan Manufacturing Companies.

Its branch from it; the following sub-hypotheses:

H2.1: There is a statistically significant positive impact of HR planning on the Organizational Citizenship Behavior in Jordanian Manufacturing Companies.

H2.2: There is a statistically significant positive impact of recruitment and selection Organizational Citizenship Behavior in Jordanian Manufacturing Companies.

H2.3: There is a statistically significant positive impact of training and development on the Organizational Citizenship Behavior in Jordan Manufacturing Companies.

H2.4: There is a statistically significant positive impact of compensation on the Organizational Citizenship Behavior in Jordan Manufacturing Companies.

H2.5: There is a statistically significant positive impact of performance appraisal on the Organizational Citizenship Behavior in Jordan Manufacturing Companies.

f) The relationship between OCB and Business Competitive Priorities

Most previous studies confirmed that there is a strong relationship between organizational citizenship behavior and organizational performance and its effectiveness and achieving competitive advantage, productivity, and increasing individual performance. For instance, Ranjan & Mllick (2018) conducted a study to explore the role of OCB in creating a competitive advantage for Indian health organizations through the moderating role of HR practices. The result of the study has indicated there is a positive relationship between OCB and competitive advantage significantly moderated by HR practices. Basically, OCB has been linked to overall organizational performance and effectiveness, further, thus types of employee behaviors are important to compete among the competitors and achieve an advantage in business. OCB is informal but it is an integral part of the official job description, which is voluntary behavior. However, the dimensions of OCB (altruism, conscientiousness, sportsmanship, courtesy, civic virtue), are the most important factors for achieving the organization's objectives and developing its competitive advantage.

Kumar, & Thapliyal, (2017) conducted a study to measure the impact of OCB on organizational effectiveness. The results of the study have revealed OCB: altruism, sportsmanship, and civic virtue have the highest and significant correlation with organizational

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effectiveness. In addition, this study indicated that altruism, sportsmanship, conscience, courtesy and civic virtue is positively and significantly linked to organizational effectiveness. There is positive relationship between OCB and organizational effectiveness. OCB has been considered to be one of the most impactful factors influencing organizational effectiveness (Castro, et, al; 2004 Turnipseed, and Rassuli, 2005). Another study conducted by Basu et al (2017) to explore the relationship between OCB and job performance, and to examine the mediating role of social capital influencing the relationship between OCB and job performance. The present study was applied to 501 employees working in 15 healthcare organizations in Kolkata of India through a questionnaire survey, by using Likert type rating the founding of this study shows that OCB had a significant impact on job performance. in addition, social capital found a significant mediator between OCB and job performance. Chelagate, et al. (2015), conducted a study to determine the impact of OCB on employee performance in banking in Kenya. The results of the study indicated that altruism and courtesy were positive and important for enhancing staff performance. The study found that OCB is a key factor in improving employee performance. Mallick, et al; (2014), they had conducted a study to examine the relationship between OCB and HR practices with its corresponding impact on job performance. The findings of the study revealed that OCB is having a significant relationship with job performance with the different dimensions of OCB. The study found that the altruistic dimension has the strongest relationship with job performance. Furthermore, HR practices have significantly moderated the relationship between OCB and job performance. In addition, the findings of the study have advocated that the involvement of employees in altruistic behavior enhances productivity and performance at the workplace. In addition, Researchers have shown that organizational citizenship behavior (OCBs) makes important contributions to the effective individual, team, and organization (Organ, Podsakoff, & MacKenzie, 2006).

Based on the previous discussion, the following hypotheses are proposed:

H 3: There is a statistically significant positive impact of organizational citizenship behavior (OCBs) on Business competitive priorities the in Jordan Manufacturing Companies.

g) *The mediating role of OCB in the relationship between SHRM practices and Business Competitive Priorities*

Organizational citizenship behaviors (OCB) as a mediating variable in the relationship between SHRM practices and competitive business priorities have not been examined before. In this study, we will investigate the mediating influence of organizational citizenship behavior (OCB) on the relationship between SHRM practices and business competitive priorities. While the researcher found that there are some previous studies related to the topic of research, as the study of organizational citizenship behavior is a mediating role between HRM practices and the performance of the company. For example, Babai et al, (2012) examine the mediation effects of organizational citizenship behavior (OCB) on the relationship between selected HRM practices and firm performance. The results of the study found that organizational citizenship behavior (OCB) fully mediated the relationship between reward practices and quality services and partially mediated the relationships between performance appraisal practices and quality of service. Therefore, The study emphasized that HRM practices play an important role in improving OCB among employees as well as improving the performance of companies. Another study conducted by Dizgah et, al (2011) to clarify the relationship between high- performance practices and corporate entrepreneurship and also tries to demonstrate the mediator role of citizenship behavior and procedural justice in this relationship. This study showing that high-performance HR practices are positively related to corporate entrepreneurship and this relationship is mediating by OCB and procedural justice. Each of the six dimensions of HR practices (job design, participation, employment, mobility, job security, and evaluation) is strongly and positively linked to corporate entrepreneurship, and the relationship is enhanced through organizational citizenship behavior and procedural justice. A similar study conducted by Zhang et al. (2008), found that HR practices are largely and positively linked to corporate entrepreneurship, and this relationship has intensified with moderator variables such as OCB and procedural justice. Additionally, revealed the results of the study conducted by Sreelakshmi (2016), OCB mediated partially on the relationship between empowerment and organizational performance perceived. The study of Babaei, et al; (2012) is consistent with a study conducted by Sun et al. (2007). Show that OCB have mediating effects high working HR practices on performance. However, lam et al, (2009) conducted a study to investigate how employees' organizational citizenship behavior (OCB) mediates the relationships among perceived HRM practices (retention-oriented compensation and formalized training) on the employee's intention to leave the jobs, this study used (152) employees as a sample from a Sino- Japanese joint venture located in China. The results of this study revealed that retention-oriented compensation and formalized training are positively related to the engagement of the OCB. While they were negatively associated with attention to leave their jobs. In addition, they were discovered the OCB mediate the effects of retention-oriented compensation and formalized training on employees the intention to leave.

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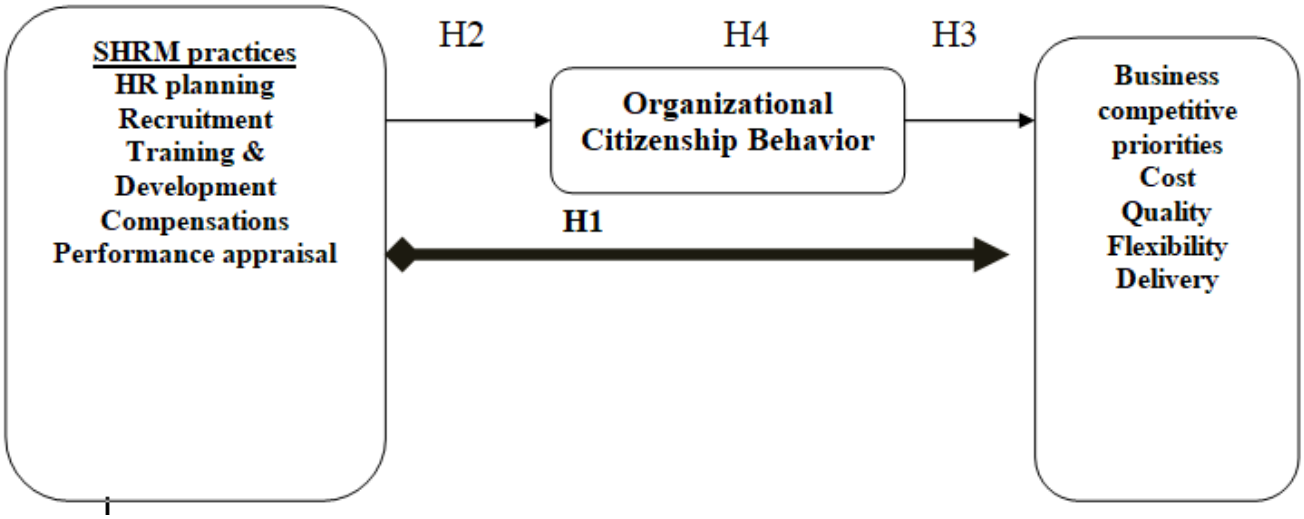
Supriyanto et al,. (2020) conducted research to analyze the role of OCB and work satisfaction on mediate the effect of spiritual leadership on employees' performance at Bank BRI Syariah Malang. Research results indicated that spiritual leadership did not directly impact employee performance. Job satisfaction mediated the impact of spiritual leadership on employee performance. In another study by Hsiao & Wang (2020), they found that OCB mediated the relationship between proactive personality and functional performance. Results are presented with strong evidence that a high degree of personal and proactive between the coaches and athletes a significant impact decisively on OCB and job performance.

From the previous discussion, we can assume that there is a meditating influence of Organizational Citizenship Behavior (OCB) on the possible relationship between SHRM practices and the business competitive priorities. Therefore, we can formulate the forth hypothesis:

H4: Organizational citizenship behavior (OCB) mediates the relationship between SHRM practices and Business competitive priorities in Jordan Manufacturing Companies.

h) Conceptual Framework Model

Based on the literature survey, we specify a conceptual framework model for the study described below:



Source: Conceptual framework model developed by researcher depended on previous studies as shown in the table (1)

Figure 1: Research Framework

Table 1: Model References

Independence variables	(Al-AFeef, 2018. Mandanat & Khasawneh, 2018; , Al-Shawabkeh, 2016, Abu doula, & Obeidat, 2007)
Mediating variables	(Al-Khasawneh, & Shari, 2017, Runhaar et al., 2013)
Dependent variables	(Idris, & Naqshbandi, 2018, Adil, 2015, Jitpaiboon, 2014, Prabhu et al, 2020, Awwad et al 2013; Santos, 2000|).

III. Research Methodology

a) Sampling Strategy and Data Collection

The target population of this study is determined and consisted of fifty-seven companies that are listed and licensed on the Amman Stock Exchange (ASE). A self-questionnaire was developed for data collection. Questionnaires are distributed randomly to workers at various administrative levels working in Jordanian manufacturing companies. The sampling technique used a simple random sampling technique, which can represent the population and ensure that every element in the community has an equal chance to be selected in the sample to increase efficiency, reduce cost, and effort. The sample size is (162) administrative employees such as (General Manager / Deputy General Manager, Director of Human Resources Department, Head of Human Resources Department, Production Manager, and Administration Officer). To enhance the response rate, the questionnaires are delivered and collected in person and by email. A cover letter has been attached explaining the aim and objectives of the research and a brief idea of the purpose of the study. A total of 224 questionnaires are distributed to administrative workers in industrial companies in Jordan, and 162 questionnaires are returned, indicating a response rate of 72.3%. It recommended that the feasible sample size be between 100 and 200, in order to be sufficient for data analysis (Bisharat et al. 2016).

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b) Measures

A five- points Likert scale was used to express respondent's opinions with each element. The sample was asked to choose the level of their agreement that the answer ranging from strongly agree (5), to strongly disagree (1). The questionnaire consisted of two parts. The first one included personal and demographic characteristics. The second part of the questionnaire included a number of elements to measure research variables including SHRM practices, OCB, and business competitive priorities. For data collection, a questionnaire consists of 29 items was used, to measure SHRM practices (23) questions were used to measure OCB and 27 items to measure business competitive priorities.

The elements used were adopted by previous studies, a questionnaire was developed and changed by eight academic referees to ensure that each element measures what it intends to measure, and to avoid complexity and unclear in the formulation of the questions. This is explained below:

SHRM Practices: This study focused on five HRM practices commonly discussed in the literature including HR planning, recruitment, selection, training and development, compensation, and performance appraisal. The SHRM Practices questionnaire was adopted from Al-AFeef, 2018, Mandanat & Khasawneh, 2018; Abu doula, & Obeidat, 2007). Organizational citizenship behavior (OCB): represented by five dimensions that have been commonly identified in the literature were included in this study ((Altruism, Courtesy, Civic virtue, Sportsmanship, and Conscientiousness).

OCB questionnaire was adopted from (Al-Khasawneh, & Shari, 2017, Runhaar et al., 2013). Business competitive priorities: four dimensions were included in this study (cost, quality, delivery, and flexibility), the questionnaire was adopted from (Idris, & Naqshbandi, 2018, Adil, 2015, Jitpaiboon, 2014, Prabhu et al, 2020, Awwad et al 2013; Santos, 2000).

c) Data analysis

We adopted the descriptive and analytical method in conducting this study to check the impact of SHRM practices on the business competitive priorities of Jordanian manufacturing Companies through the organizational citizenship behavior (OCB) as Mediating Variable. Data were statistically analyzed using SPSS VR 23. Pearson Correlation was used to test the correlation between each dimension and its constructs. Multiple regression analysis was used to study the relationship between the independent variables and dependent variables. Hierarchical regression analysis path analysis was used to test the mediating impact of OCB on the relationship between SHRM practices and business competitive priorities. Barron and Kenny model followed (1986) to perform a mediation analysis.

d) Validity and Reliability

Questionnaire validity means to measure what was developed to measure it. The face and content validity of the study instrument was confirmed by presenting it to a number of assistant professors who are experts and professionals from different faculty members in business administration, public administration, economics, HRM, and operations management, the purpose questionnaire validly to ensure that all paragraphs of the study tool (questionnaire) are clear and also easy to understand by respondents. The required modifications were made to the questionnaire by modifying, deleting or adding paragraphs from it to achieve a balance between the contents of the questionnaire in its paragraphs to reach its final form.

Reliability: The purpose of the questionnaire reliability is to give this question the same result if it is redistributed more than once in the same circumstances. In order to ensure the Internal reliability of the study tool has been applied on the exploratory sample consisting of (50) persons, then Cronbach Alpha coefficient was calculated; table (2) shows that. Table (2): shows the result of reliability (Cronbach Alpha).

Table 2: The results of table (2) showing that all the alpha Cronbach coefficient values for all variables were higher than (0.7), which is a very acceptable ratio. Because it is higher than the acceptable ratio (0.7) (Pallant, 2010). Therefore, the reliability of internal consistency is high and can be used to achieve the objectives of the study

No.	Domain	Cronbach Alpha	Item No
1	Human Resources Planning	0.88	5
2	Employment (recruitment, selection, appointment)	0.88	6
3	Training and development	0.90	6
4	Compensations: (and bonuses, wages, and incentives)	0.90	6
5	Performance evaluation	0.91	6
describes SHRM practices		**0.97**	**29**
1	Altruism	0.88	5
2	Courtesy	0.90	5
3	Civic virtue	0.86	4

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4	Sportsmanship	0.89	4
5	Conscientiousness	0.88	5
Organizational Citizenship Behavior		**0.96**	**23**
1	the cost of the product	0.91	6
2	product quality	0.94	9
3	Production flexibility	0.94	6
4	Speed of delivery (speed and time)	0.93	6
Business Competitive Priorities		**0.97**	**27**

e) Multicollinearity test

Multicollinearity test used to examine if there are high inter-correlations among the independent constructs within the structural model (inner model). In addition, It is also used to ensure the absence of a multi-linear problem, which inflates the standard deviations (square root of the variance) of the variables and makes the important tests (T-statistical tests) of these variables unreliable.

Table (3) shows that the value of the inflationary variance coefficient (VIF) for all independent variables is less than 10 and the Tolerance values are more than (0.05) according to Gujarati & Porter (2010). This is an indication of the absence of a high correlation between the independent variables; therefore there is no objection to including all variables within the multiple regression models. As a result, there is no problem with the research data, this indicates the validity of the model and the adoption of data for analysis based on the Multicollinearity test (Hair et, al 2011).

Table 3: Result of the Variance Inflation Rate (VIF) and Tolerance

Independent variable	Tolerance	VIF
HR planning	0.35	2.86
Recruitment and Selection	0.24	4.14
Compensation	0.29	3.43
Training and Development	0.21	4.77
Performance appraisal	0.27	3.68
Altruism	0.33	3.072
Courtesy	0.29	3.497
Civic virtue	0.29	3.404
Sportsmanship	0.37	2.738
Conscientiousness	0.36	2.751

IV. Hypotheses test and Study Findings

a) The first hypothesis and sub-hypotheses

Multiple regression analysis was used to test H1, and to detect the impact of SHRM practices on the business competitive priorities in Jordanian manufacturing companies, table (4) showing that:

Table 4: Result of the (Multiple Regressions) analysis to detect the impact of SHRM practices on the business competitive priorities in Jordanian Manufacturing Companies (n= 162)

Independent variable	"t" value	"t" sig	R	R2	"f" value	"f" sig
HRP	1.555	0.122	0.767	0.588	44.605	0.000
Recruitment and Selection	0.427	0.670				
Compensation	3.750	0.000				
Training and Development	0.569	0.570				
Performance appraisal	3.876	0.000				

Dependent variable: Business competitive priorities

Table (4) shows that the total correlation (R) equals (0.767), which indicates a strong relationship between SHRM practices and business competitive priorities The coefficient of determination (R square) is (0.588) which indicates that SHRM practices (the independent variable) explains 58.8% of any change in business competitive priorities (dependent variable). where "f" value reached (97.603) by statistically significant (0.000). Thus, the first research hypothesis was accepted as there is a positive impact of SHRM practices on business competitive priorities at a significant level ($\propto \leq 0.05$). H1 was supported.

Simple linear Regression were used to test sub-hypotheses (H1-H5), table (5) showing that:

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Table 5: Result of the (simple Linear Regressions) were used to test sub-hypotheses for H1 (n= 162)

Independent variable	"t" value	"t" sig	R	R2	"f" value	"f" sig
HR planning	9.879	0.000	0.616	0.379	97.603	0.000
Recruitment and selection	10.963	0.000	0.655	0.429	120.194	0.000
Training and development	12.837	0.000	0.712	0.507	164.783	0.000
Compensation	10.925	0.000	0.654	0.427	119.356	0.000
Performance appraisal	12.096	0.000	0.691	0.478	146.302	0.000

** Dependent variable: Business competitive priorities.*

Table (5) shows that the correlation (R) equals (0. 616), which indicates a strong relationship between HR planning and business competitive priorities The coefficient of determination (R square) is (0. 379) which indicates that recruitment and selection explains 37.9% of any change in business competitive priorities, where "f" value reached (97.603) by statistically significant (0.000). Thus, the H1-1 was accepted as there is a positive impact of HR planning on business competitive priorities at a significant level ($\propto \leq 0.05$). H1-1 was supported. Table (5) shows that the correlation (R) equals (0.655), which indicates a strong relationship between recruitment and selection and business competitive priorities The coefficient of determination (R square) is (0. 429) which indicates that recruitment and selection explains 58.8% of any change in business competitive priorities, where "f" value reached (97.603) by statistically significant (0.000). Thus, the H1-2 was accepted as there is a positive impact of recruitment and selection on business competitive priorities at a significant level ($\propto \leq 0.05$). H1-2 was supported. Table (5) shows that the correlation (R) equals (0.712), which indicates a strong relationship between training and development and business competitive priorities The coefficient of determination (R square) is (0. 507) which indicates that training and development explains 50.7% of any change in business competitive priorities, where "f" value reached (164.783) by statistically significant (0.000). Thus, the H1-3 was accepted as there is a positive impact of training and development on business competitive priorities at a significant level ($\propto \leq 0.05$). H1-3 was supported. Table (5) shows that the correlation (R) equals (0.654), which indicates a strong relationship between compensations and business competitive priorities The coefficient of determination (R square) is (0. 427) which indicates that training--- and development explains 42.7% of any change in business competitive priorities, where "f" value reached (119.356) by statistically significant (0.000). Thus, the H1-4 was accepted as there is a positive impact of training and development on business competitive priorities at a significant level ($\propto \leq 0.05$). H1-4 was supported. Table (5) shows that the correlation (R) equals (0.691), which indicates a strong relationship between performance appraisal and business competitive priorities The coefficient of determination (R square) is (0. 478) which indicates that training and development explains 47.8% of any change in business competitive priorities, where "f" value reached (146..302) by statistically significant (0.000). Thus, the H1-5 was accepted as there is a positive impact of performance appraisal on business competitive priorities at a significant level ($\propto \leq 0.05$). H1-5 was supported.

b) The second hypothesis and sub-hypotheses

Multiple regression analysis was used to test this hypothesis, and to detect the impact of SHRM practices on the OCB in Jordanian manufacturing companies, table (6) showing that

Table 6: Result of the (Multiple Regressions) to detect the impact of SHRM practices on the Organizational Citizenship Behaviour in Jordan Manufacturing Companies (n= 162)

Independent variable	"t" value	"t" sig	R	R2	"f" value	"f" sig
HR planning	1.771	0.079	0.736	0.541	36.775	0.000
Recruitment and Selection	0.097	0.923				
Compensation	1.939	0.054				
Training and Development	0.521	0.603				
Performance appraisal	3.989	0.000				

**Dependent variable: Organizational Citizenship Behaviour.*

Table (6) shows that the total correlation (R) equals (0.736), which indicates a strong relationship between SHRM practices and OCB. The coefficient of determination (R square) is (0.541) which indicates that SHRM practices (the independent variable) explains 54.1 % of any change in OCB (dependent variable). Where "f" value reached (36.775) by statistically significant (0.000). Thus, the H2 was accepted as there

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is a positive impact of SHRM practices on OCB at a significant level (∝≤0.05). H2 was supported.

Simple linear Regression was used to test this hypothesis, and to detect the impact of HR planning on the OCB in Jordanian manufacturing companies, table (6) showing that:

Table 7: Result of the (Simple Linear Regressions) used to test sub-hypotheses (H1-H5) for H2, (n= 162) table (7) show that

Independent variable	"t" value	"t" sig	R	R2	"f" value	"f" sig
HR planning	9.026	0.000	0.581	0.337	81.465	0.000
Recruitment and selection	9.940	0.000	0.618	0.382	98.813	0.000
Training and development	10.730	0.000	0.647	0.418	115.136	0.000
Compensation	12.105	0.000	0.691	0.478	146.535	0.000
Performance appraisal	12.105	0.000	0.691	0.478	146.535	0.000

** Dependent variable: Organizational Citizenship Behavior*

Table (7) shows that the correlation (R) equals (0.581), which indicates a strong relationship between HR planning and OCB. The coefficient of determination (R square) is (0. 337) which indicates that HR planning explains 33.7% of any change in OCB, where "f" value reached (81.465) by statistically significant (0.000). Thus, the H2-1 was accepted as there is a positive impact of HR planning on OCB at a significant level (∝≤0.05). H2-1 was supported. Table (7) shows that the correlation (R) equals (0.618), which indicates a strong relationship between recruitment and selection and OCB. The coefficient of determination (R square) is (0. 382) which indicates that recruitment and selection explains 38.2% of any change in OCB, where "f" value reached (98.813) by statistically significant (0.000). Thus, the H2-2 was accepted as there is a positive impact of recruitment and selection on OCB at a significant level (∝≤0.05). H2-2 was supported. Table (7) shows that the correlation (R) equals (0.647), which indicates a strong relationship between training and development and OCB. The coefficient of determination (R square) is (0. 418) which indicates that training and development explains 41.8% of any change in OCB, where "f" value reached (115.136) by statistically significant (0.000). Thus, the H2-3 was accepted as there is a positive impact of training and development on OCB at a significant level (∝≤0.05). H2-2 was supported. Table (7) shows that the correlation (R) equals (0.658), which indicates a strong relationship between compensations and OCB. The coefficient of determination (R square) is (0. 432) which indicates that compensations explains 43.2% of any change in OCB, where "f" value reached (121.901) by statistically significant (0.000). Thus, the H2-4 was accepted as there is a positive impact of compensations on OCB at a significant level (∝≤0.05). H2-4 was supported. Table (7) shows that the correlation (R) equals (0.691), which indicates a strong relationship between compensations and OCB. The coefficient of determination (R square) is (0. 478) which indicates that compensations explains 43.2% of any change in OCB, where "f" value reached (146.535) by statistically significant (0.000). Thus, the H2-5 was accepted as there is a positive impact of compensations on OCB at a significant level (∝≤0.05). H2-5 was supported.

c) The third hypothesis

Multiple regression analysis was used to test this hypothesis, and to detect the impact of the OCB on the business competitive priorities in Jordanian manufacturing companies, table (7) showing that:

Table 8: Result of the (Multiple Regressions) to detect the impact of OCB on business competitive priorities in Jordan Manufacturing Companies (n= 162)

Independent variable	"t" value	"t" sig	Beta	R	R^2	"F" value	"F" sig
Altruism	1.657	0.100	0.132	0.823	0.678	65.711	0.000
Courtesy	2.713	0.007	0.230				
Civic virtue	2.606	0.010	0.218				
Sportsmanship	1.144	0.254	0.086				
Conscientiousness	3.449	0.001	0.260				

**Dependent variable: Business competitive priorities*

Table (8) shows that the total correlation (R) equals (0.823), which indicates a strong relationship between OCB and business competitive priorities. The coefficient of determination (R square) is (0.678) which

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indicates that OCB explains 67.8 % of any change in OCB, where "f" value reached (65.711) by statistically significant (0.000). Thus, the H3 was accepted as there is a positive impact of OCB on the business competitive priorities at a significant level ($\propto \leq 0.05$). H3 was supported.

d) The fourth hypothesis

Regression analysis path analysis was used to test the mediating impact of OCB on the relationship between SHRM practices and business competitive priorities. Barron and Kenny model followed (1986) to perform a mediation analysis, table (8) show that:

Table 9: Mediation test of OCB

Independent variable	Dependent variable	Beta	"F" sig	"t" value
SHRM practices-	BCP	0.750	205.293	000*
SHRM practices-	OCB	0.722	174.295	000*
OCB	BCP	0.821	329.758	000*
SHRM practices + OCB	BCP	0.58.3	209.507	000*

Table 9 shows the series of regression equations to find out the mediation test on OCB. This test was run according to the instructions of Barron and Kenny (1986). The first equation shows the regression between Independent (SHRM practices in BCP). The second equation is the result of regression between Independent (SHRM practices in OCB). And in the third, Independent (OCB in BCP). And the final equation both (SHRM practices and OCB in BCP) and mediation variable (OCB) were used as independent variables. The values of the table (9) also fulfill all the conditions for mediation. Figure (2) showing that:

After the mediator variable was added the (β) value impact of the independent variable was dropped from 0.750 to 0.583, and is still significant but not complete. which means that the OCB is partially mediated impact between SHRM practices and Business competitive priorities in Jordanian Manufacturing Firms. This indicating the mediating influence of OCB is helpful in the positive impact of SHRM practices on business competitive priorities in Jordan Manufacturing Companies. H4 was supported.

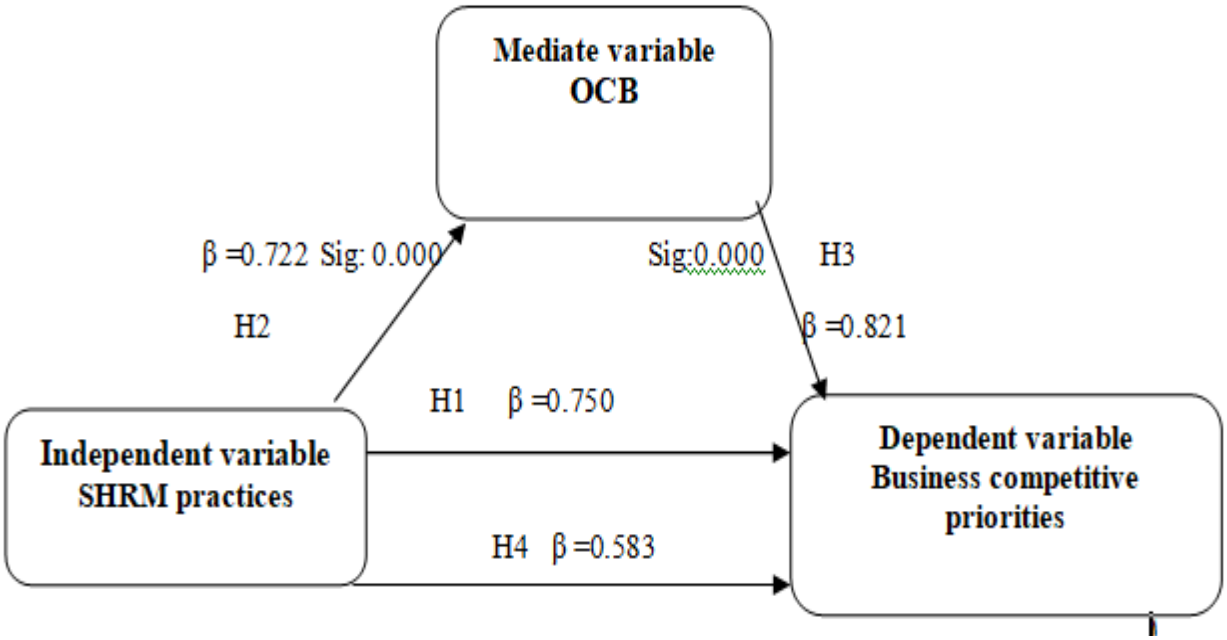

Figure 2: Clearly illustrates the impact of the mediating variable on the relationship between the independent variable on the dependent

V. Discussion and Conclusion

This study was aimed to shed new light on strategic human resource management (SHRM) by examining the impact of SHRM practices on Business competitive priorities through testing the organizational citizenship behavior (OCB) as a mediating variable in Jordanian Manufacturing Companies. The results of the study indicated that there is a statistically significant impact of SHRM practices (HRP, recruitment and selection, compensation, training and development, and performance appraisal) on business competitive priorities in Jordanian manufacturing companies. The results of the current study matched with the study of

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Adil (2015) the study found out the HRM practices (recruitment & selection, performance appraisal, training and development, compensation and rewards, employment security, job description, career opportunities, decentralization, and empowerment) have a strong impact on four competitive priorities (cost, quality, delivery, and flexibility) of the manufacturing in Karachi. In contrast, the results of the study (Vivares-Vergara, et al., 2016) contradict the present study. The results of the study also showed that there is no significant relationship between HRM practices and the performance of competitive priorities. The researcher interprets this result for the difference in the population and sample of the study and the time and place in which the study was conducted. The findings of the study tests also indicated that there is a statistically significant impact of SHRM practices (HRP, recruitment and selection, compensation, training and development, performance evaluation) on the organizational citizenship behavior (OCB) in Jordanian manufacturing companies. These results are consistent with several studies indicating a positive relationship between SHRM practices and OCB (Chaisanit, & Punyasiri, 2020; Tinti, et al., 2017; Nikoletta & Nawangsari, 2019;-; Guest et al., 2004; Zhang et al., 2008) The results of these studies revealed that HRM practices positively affect organizational citizenship behavior (OCB) and that there is a strong relationship between them. In contrast, the results of the present study are contradicted with a study by Watty-Benjamin, & Udechukwu, (2014) the results of this study revealed that HRM practices did not predict OCB and intentions to leave. The researcher interprets this result for the different study population, sample, place and time that was conducted in the study. These results are in agreement with the results of the study (Harsasi & Muzammil, 2017), which showed that increasing good HRM practices and organizational commitment leads to an increase in OCB that can lead to an increase in the performance of the organization as a whole. But the results of the current study differed with the results of the study (Thamarat, 2017), which showed that not all HRM practices affect employee OCB and employee turnover intentions.

The results of the study tests also revealed that there is a statistically significant impact of organizational citizenship behavior (OCB) on the business competitive priorities in Jordanian manufacturing companies. The results of the current study matched the results of the study that conducted by Ranjan & Mllick (2018). The study results indicated a positive correlation between OCB and competitive advantage which is largely supervised by HR practices. Basically, organizational citizenship behavior (OCB) has been linked to overall organizational performance and effectiveness, so the types of employee behaviors are important for competing among competitors and achieving an edge in the business. Nevertheless, the dimensions of OCB (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue), are the most important factors for achieving the goals of the organization and developing its competitive advantage. In addition, The results of the current study are identical to the results of the studies (kumar, & Thapliyal, 2017; Castro, et, al. 2004 Turnipseed, and Rassuli, 2005) They discovered that OCB is one of the most influencing factors affecting organizational effectiveness. Additionally, these studies indicated that altruism, sportsmanship, conscientiousness, courtesy and civic virtues are positively and significantly related to organizational effectiveness. In addition, the results of the current study are corresponding to the results of the study of Basu, et al., (2017). This study found that OCB had a significant effect on job performance. The results of the current study are matching to the results of the studies of (Chelagate, et al., 2015; Mallick, et al; 2014 ;)

The study found that OCB is a major factor in improving employee performance. They revealed also that OCB has a significant relationship with functional performance with different dimensions of OCB. The results of the study tests also revealed that organizational citizenship behavior (OCB) is a partially mediating the relationship between SHRM practices and Business competitive priorities in Jordan Manufacturing Companies. The results of the current study are in absolute conformity with the results of the study of Babai et al., (2012) whereas, this Study found that organizational citizenship behavior (OCB) fully mediated the relationship between reward practices and quality services and partially mediated the relationships between performance appraisal practices and service quality. However, the results of the present study are in aligning with the results of the study of by Dizgah, et al., (2011). This study also found organizational citizenship behavior and procedural justices are mediating between high-performance HR practices (job design, participation, employment, mobility, job security, and performance evaluation) and corporate entrepreneurship. However, each of the six dimensions of HR practices (job design, engagement, recruitment, mobility, job security, and evaluation) is closely and positively related to corporate entrepreneurship. Besides that, match the results of the current study with the study of Sree Lakshmi, (2016). Whereas, the study revealed that OCB partially mediated the relationship between empowerment and perceived organizational performance. The current study is consistent with a study conducted by Sun et al. (2007). Showed that the role for OCB has partially mediating effects high working HR practices on performance. In addition, the current study is similar with a study conducted by lam et al., (2009). Showed that OCB mediates the effects of retention-oriented compensation and formalized training on employees the intention to leave. Furthermore, the current study is consistent with a study conducted by

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Hsiao & Wang (2020). They found that OCB mediated the relationship between proactive personality and functional performance. The researcher interprets this result for the role that the organizational citizenship behavior plays as a mediating variable in supporting the relationship between SHRM practices and business competitive priorities in Jordanian manufacturing firms. However, This indicating the mediating variable influence of OCB is helpful in amplifying the positive impact of SHRM practices on business competitive priorities in Jordan Manufacturing Companies. Whereas, the various dimensions of OCB such as altruism, conscience, civic virtue, courtesy, and sportsmanship are influenced by SHRM practices that lead to improved business competitive priorities. According to Ranjhan, S., & Mallick, E. (2018) the OCB resulting from the interaction relationships has an important influence on the competitive advantage of the firm. Because OCB is an expression of the intangible behaviors of a network of relationships where it is difficult to imitate relationship networks over time. Making it more resistant to corrosion through competition. Without a doubt, OCB supports the relationship between SHRM practices and business competitive priorities.

In sum, the results of this study concluded that SHRM practices play a critical role in enhancing employee OCB and business competitive priorities alike. Therefore, to improve business competitive priorities in manufacturing firms, managers must improve SHRM practices that have an impact on OCB and which in turn influence business competitive priorities. In addition, Manufacturing Firms must continually strive to improve strategic HRM practices in an effort to ensure their continuity, gain a competitive advantage, and increase their profitability and productivity.

VI. Recommendations of the Study

In light of the findings the researcher suggested a number of the following recommendations:

1. The researcher recommends the necessity of continuing to develop strategic HRM practices (HR planning, recruitment and selection, compensation, training and development, and performance evaluation) in Jordanian manufacturing companies to keep up with the challenges of dynamic competitive business environments.
2. The necessity for Jordanian manufacturing companies to adhere to strategic planning for HR, in terms of quantity and quality, through integration and alignment of HR plans with operational strategic goals.
3. Given the importance to the recruitment and selection practice, the researcher suggests that Jordanian manufacturing companies should pay attention to the practice of recruitment and selection by attracting the qualified talents and competent to achieve the company's competitive advantage that's reflected in its performance.
4. The researcher recommends that Jordanian manufacturing companies to pay attention to develop the practice of training and development continuously by providing the most recent advanced training programs that benefit the organization, and employing the best technological methods in the training process.
5. The researcher recommends that Jordanian manufacturing companies should adopt organizational citizenship behaviors that must be adopted to maintain OCB among the organization's employees, as it has a major role in maintaining competitive advantage strategies.
6. HR managers and practitioners should focus more on positive employee behaviors in their companies. Since intangible organizational resources are important to carefully managed, they create a sustainable competitive advantage over time.
7. Managers of Jordanian manufacturing companies must align strategic HRM practices with business strategies for competitive priorities, relying on reducing costs, continuously improving product quality, fast delivery, and flexibility in production processes.
8. The researcher recommends the Jordanian manufacturing companies to continue using the business competitive priorities as a tool or strategies to gain competitive advantage and maintain its strategic position in the market.
9. The researcher recommends that Jordanian manufacturing companies work to reduce total production costs through the use of modern technical methods that are able to reduce costs and save effort and time for workers, as long as it does not affect the quality of the product.
10. The researcher recommends that managers of Jordanian manufacturing companies maintain their reputation in the market by increasing the speed of delivery and the necessity to adhere to delivery dates on time by training workers on training programs that develop their capabilities through the use of modern technological tools.
11. The researcher recommends that the Jordanian manufacturing companies pay attention to the quality of the product so that the products conform to the specifications and standards, are guaranteed high performance, and are distinguished by durability, reliability, and long-lasting.

Research Limitations and Areas for Future Research

Despite the keen interest that was taken in the development and implementation of the present study. However, it is not without some limitations that offer promising areas for future research.

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Firstly, This study was conducted on the manufacturing sector. Therefore, caution should be exercised in generalizing these results to other sectors. That's why, we recommend that researchers conduct studies in other sectors in order to increase the reliability of the results to be generalizable.

Secondly, the study sample was restricted to the Jordanian manufacturing companies listed in the Amman Financial Market, which form part of the manufacturing sector as a whole. Therefore, the study sample was limited and its members were characterized by cultural homogeneity. Therefore, we suggest applying this study to a larger sample or conducting comparative studies between different geographical areas.

Third, the study was limited to examining five HRM practices and their impact on four business competitive priorities through organizational citizenship behavior as mediating variable. Therefore, we recommend that future research be directed to conducting a study of new dimensions of HRM practices and new dimensions of competitive priorities. Future research on the business competitive priorities in the academic environment through strategic HRM practices should include other constructs, like innovation and customer focus, which will expand literature on business competitive priorities studies in an academic environment.

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