

THE HUMAN RESOURCES MANAGEMENT HRM PRACTICES IN JORDANIAN ORGANIZATIONAL ENVIRONMENT AND THE IMPOSING DIFFICULTIES

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ABSTRACT

The aim of this paper is to feature and give a more grounded center around the idea of Human Resource Management (HRM) in Jordan, this paper examines four practices of HRM: recruitment and selection, training and development, performance appraisal and rewards and benefit; and connections these practices with social elements, world of politics, prudent issues and social qualities, the discoveries propose that HRM in Jordan has not yet gotten due consideration. The representative enlistment and choice cycle are to a great extent insufficient and need viable consideration. In numerous Arab and all the more specifically Jordanian companies and firms, use and time spent on preparing and advancement are viewed as pointless capacities, the adequacy of even gifted and qualified employees will be restricted in case they are not urged and roused to work, however through HRM practices, they can be urged to work more diligently and more brilliant. Progressively, employees' exhibition and abilities can likewise be affected by HRM practices, which control the training and development of the association's human resources, Jordanian companies and firms are dealing with serious issues encompassing the advancement of human resources, including high turnover rates and an absence of talented workers. Low spending on exploration, preparing, and advancement has powered these issues. HRM writing shows that numerous Arab companies and firms, including public and private Jordanian companies and firms, need to commit more consideration regarding their HRM practices.

Keywords: HRM, HRM Practices, Jordan, Arab, Organizations, Firms

INTRODUCTION

Human Resource Management (HRM) has come to be recognized as one of the critical capacities in helping the presentation of companies and firms of late occasions (Abu-Mahfouz, S. S. 2019). During the 1990s, overseeing companies and firms depended vigorously on workers' development, their imagination and the receipt of fitting acknowledgment. Subsequently, numerous companies and firms thought about that assuming HR issues were given more proper consideration, this would probably be trailed by upgrades in intensity and more significant levels of usefulness (Roman, 2017). Today, a large number and researchers see HRM as a method for supporting upper hand for companies and firms (Khudeir, 2016). As a reaction to the need to work on upper hand, numerous companies and firms are currently attempting to build up a positive and dynamic hierarchical environment to hold and support significant employees (Madanat & Khasawneh, 2018). And vital to a compelling authoritative environment is the presence of all around created and planned HR methodologies and practices. The meaning of the labor force is regularly featured in the association's procedures, approaches and objectives, through articulations, for example, "the employees are irreplaceable and our most important resource". Hence, assuming this degree of authoritative way of talking is valid, HR systems and

practices that worth and backing an association's HRs are pivotal and will fundamentally assume a fundamental part in boosting by and large hierarchical usefulness and viability (Khawaldeh, 2020).

The ability and nature of those responsible for the HR capacity will likewise make a critical commitment in fostering the HR work. For instance, HR directors ought to be in a situation to furnish their companies and firms with proficient counsel in regard to contemporary thoughts and inventive methods of propelling HR systems and practices in the working environment. In such manner, it would be significant for a shared and intelligent relationship and comprehension to exist between the human asset chief; the other cutting-edge supervisors and the senior leader of a business, to consider and resolve hierarchical issues by fusing powerful HR reactions (Alsarhan, 2019).

This paper endeavors to feature the setting of HRM in Jordan, starting with a profile of Jordan, including its demography and financial and modern foundation. This is trailed by a conversation of the financial and modern foundation of Jordan, just as key factors that decide HRM practices in Jordan. Issues identified with center HR practices in Jordan, including enrollment and determination, preparing and development, execution examination and rewards and advantages, are explored, and an outline of the vital difficulties and future advancements in Jordan is given.

Brief about Human Resources Management HRM

The strategic approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. HRM is primarily concerned with the management of people within organizations, focusing on policies and systems. HRM departments are responsible for overseeing recruitment and selection, training and development, performance appraisal and rewards and benefit. HRM also concerns itself with organizational change and industrial relations, or the balancing of organizational practices with requirements arising from collective bargaining and governmental laws. The overall purpose of HRM is to ensure that the organization is able to achieve success through people (Bisharat, Obeidat, Alrowwad, Tarhini & Mukattash, 2017). HRM professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in finding, recruiting, selecting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations, and reward programs. Employee relations deals with the concerns of employees when policies are broken, such as cases involving harassment or discrimination. Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits for employees. On the other side of the field are HRM generalists or business partners. (DeCenzo, Robbins & Verhulst, 2016). These HRM professionals could work in all areas or be labor relations representatives working with unionized employees. HRM is a product of the human relations movement of the early 20th Century when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HRM as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion. In the current global work environment, most companies

focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of a new employee not being able to adequately replace the position of the previous employee. Human resources departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing employee commitment and psychological ownership (DeCenzo, Robbins & Verhulst, 2016).

Brief History about Jordan

Jordan has a joined land of almost 90.000 km². Its open economy depends on somewhat few and restricted normal assets. Just 6% of Jordan's property is arable, and it positions among the four most water-helpless nations on the planet. Its vitally regular Resources are potash and phosphate, which contribute up to 4 % to the public (GDP). (United Nations Development Program, 2006).

Jordan likewise depends on outer resources for the greater part of its energy needs. For instance, during the 1990s, the unrefined petrol needs in Jordan were met through bringing in petrol from Iraq at concessionary costs. While in early 2000s, Jordan imported petrol from Saudi Arabia at both market and concessionary costs. Furthermore, a pipeline of petroleum gas is currently functional from Egypt to Jordan through the southern port of Aqaba, and this line arrives at the north of Jordan and will eventually be associated with Syria. Jordan is at present investigating available resources to extend its restricted resources and use them all the more viably and effectively. In 2007, Jordan fostered an energy methodology that intends to improve and foster more sustainable and native energy sources, in particular, thermal power, oil shale, wind and sunlight-based force (Aladwan, Bhanugopan & Fish, 2014). In ongoing many years, Jordan has seen an enormous populace development; this has occurred through both a high regular development rate and constrained movement. Both have forced tremendous difficulties on Jordan to accomplish a harmony between the developing populace and its restricted resources (Mahmoud, Al-Mkhadmeh, Alananzeh & Masa'deh, 2021).

The official unemployment rate for Jordan added up to 12.7 % in 2008. This was an abatement of 1.3 % contrasted with 14% in 2006. During the 1980s, Jordan likewise confronted a financial downturn, with the swelling rate arriving at 26%, and the unemployment rate expanding amazingly to 18 %. Moreover, the Second Gulf War constrained Jordan into a basic circumstance. This influenced the presentation of the Jordanian economy. The unemployment rate was additionally affected and turned out to be more basic and confined (Aladwan, Ramudu, & Fish, 2011). To put it plainly, the serious issue in Jordan is the high unemployment rate, which is as yet the subject of warmed discussion. In 2003, the official unemployment rate in Jordan was 16%, and it continued as before till 2005. By 2006, it dropped to 14 %, and in 2007, the official unemployment rate expanded to 15.40 %, later on in 2020 the unemployment rate came to roughly 18.5 %. Also, purportedly in 2021 it expanded to almost 25%. The unemployment predicament in Jordan has been expanding and is a consequence of the hole between Jordan's schooling frameworks at both the school and college levels and the modernized innovative market area (2020 UN Country Annual Results Report: Jordan). In 2000, His Majesty King Abdullah addressed the interest to redesign and work fair and square of advanced education. The level of the populace who live under the destitution line expanded from 14.4 % in 2010 to 15.8 % in 2018. (2020 UN Country Annual Results Report: Jordan).

On April 11, 2000, Jordan moved forward in turning into the 136th individual from the World Trade Organization. This contributes fundamentally to empowering exchange and unfamiliar speculation to happen in Jordan, which can prompt financial development, paying little mind to the different difficulties confronting the Jordanian economy as clarified beforehand

as far as poverty and unemployment, just as the current worldwide emergency (Tawalbeh & Jaradat, 2020).

The Jordanian industrial sector makes up to 24 % of GDP, (Jordan Investment Commission) and the Jordanian service sector gives a working on predominant portion of 61.8%. (Jordan Investment Commission) Then again, Jordanian ventures that work for a huge scope work principally in phosphate mining, concrete, potash, petrol refining and light assembling. In any case, Jordan relies firmly upon outside help from other Arab nations and the European Union for the inventory of things, such as transport equipment, machinery, crude oil, medical and pharmaceutical products.

Jordan has been confronting progressing difficulties in keeping up with and adjusting its installments and outside obligation; lessening Poverty and Unemployment; and tending to serious requirements, especially water. Tending to the new difficulties is pointed toward accomplishing more aggressive modern development and working on the quality and productivity of public managements (Al-Qudah, Osman, Ab Halim & Al-Shatanawi, 2014).

The Jordanian economy has been moderately steady over the previous decade, regardless of the Gulf emergencies and the distress in Palestine. Jordan's GDP has likewise developed consistently during the previous decade. In 2005, GDP per capita arrived at (JD1630.8 approximately USD 2,295) and expanded to (JD2573.9, approximately USD 3,625) by 2008, presently in 2021 it increments to arrive at (JD 3,036.48 approximately USD 4,282).

Financial development was created in the help area, primarily depending on the extension of the development area and the unobtrusive development in negligible assembling yield. The Jordanian Government's fundamental concern is to settle and keep up with costs, so Jordan can profit from a steady and very much kept up with serious swapping scale and further reductions in ostensible loan fees (World Bank national accounts data, and OECD National Accounts data files. 2021).

Important Elements Shaping HRM in Jordan

A significant highlight note here is that the HRM strategies and practices that do exist in Jordan are affected drastically by Jordan's public social qualities.

These are reflected in the public authority's strategies and administrative techniques. Further, there is no obvious proof in regard to the interest of HR administrators in essential dynamic or the plan and foundation of HR Practices in either the Jordanian private or public areas (Valax& Alsarhan, 2019) expressed that without comprehension and featuring the idea of the HR directors' part in Jordanian companies and firms, little can be anticipated to create and viably upgrade HRM methodologies and expert practice in Jordan.

While most Jordanian companies and firms have faculty or HR offices at their base camp, including separate divisions at the neighborhood or territorial level (Thneibat, 2016), in most Arab nations, the job of HRM offices doesn't go past the organization of competitors' records from the recruitment interaction to the retirement stage (Thneibat, 2016).

There is a strong connection between the social variables; business elements; and HRM practices like recruitment and selection, training and development, performance appraisal, and rewards and benefit in Jordanian companies and firms.

By and large, social and natural factors like social qualities, world of politics, and affordable issues are bound to impact HRM Practices (Taamneh, Alsaad & Elrehail, 2018). Moreover, it is recommended that the unemployment, work, and business issues are associated with the affordable viewpoints and the guidelines are outlined and planned by social and political elements (Taamneh, Alsaad & Elrehail, 2018).

Challenges and Difficulties HRM is Facing in Jordan

Recruitment and Selection

In Jordanian companies and firms, the worker recruitment and selection process is to a great extent deficient and needs powerful consideration in case it is to upgrade and support the upper hand of the business it addresses (Subbah & Rejab, 2019). This is reflected in the way that the work examination process and coming about sets of responsibilities are regularly done and created however never alluded to in the recruitment and selection process. To be sure, most employees are not even mindful or even get some information about their sets of responsibilities. This is on the grounds that it appears to be that the set of working responsibilities is done and delivered just as a piece of the staff organization process, for example for administrative and routine systems (Subbah & Rejab, 2019). Similarly, in numerous Arab and all the more explicitly Jordanian companies and firms, the writing shows that the recruitment and selection process is filled with issues.

Vacancies are typically filled through connections, and these are ordinarily presented to companions, family members and relatives with no thought given to the individual's capability and accomplishments. Besides, tribalism and nepotism are much of the time utilized. The recruitment and selection process in Jordan is likewise intensely affected by close to home and go between connections. In viable terms, it is a sort of nepotism and partiality which gives companions, family members and relatives need over authoritative advantages and destinations. The idea of connections in numerous Arab nations is the just, and to be sure best, way for a great many people looking for something important to become utilized.

Training and Development

Many contend that with the beginning of the 21st century proclaims a fundamental stage for Arab HR researchers, experts, and experts to plan the fate of training and developmental process in Arab nations. While some likewise contend that training and development is the main marker or subsystem of HR development, as it possibly improves, increments, and adjusts the capacities, abilities, and information on workers and chiefs so they play out their work in more inventive and compelling ways. Such issues can likewise aid the accomplishment of expansions in individual and hierarchical execution and usefulness.

As training and development assumes a pivotal and dynamic part in creating position and authoritative execution, (Budhwar & Mellahi, 2018) have found out if, given the ceaseless interest in training and development programs, training projects and techniques in Jordan are adequately successful to decidedly affect hierarchical intensity. This inquiry has been brought up in the light that in numerous Arab and all the more explicitly Jordanian companies and firms, use and time spent on training and development is viewed as pointless capacity (Al-Maaitah, Mutalib, Zumrah & Al-Maaitah, 2015) affirm this view, contending that some Jordanian companies and firms see training and development as an exercise in futility and cash and a capacity that doesn't add to working on employees' responsibility or generally hierarchical execution.

Notwithstanding what has been featured, an audit of the writing in Arab nations, including Jordan, shows that training and development is as yet not viewed as a huge capacity that adds to hierarchical achievement. All things being equal, this capacity is considered as an excursion or recreation time movement which is typically given to the directors' companions or family members. Moreover, the writing additionally exhibits that the training assessment process

in some Jordanian and Arab companies and firms all the more by and large is a rare and phenomenal practice (Budhwar & Mellahi, 2018). In certain areas inside Jordan, management development is given higher status. (Obeidat, Yousef, Tawalbeh & Masa'deh, 2018) whose investigation of training and development needs examination in 28 Jordanian assembling and financial companies and firms set up that in more than 66% of the financial companies and firms looked into and in under 33% of the assembling companies and firms, a conventional management training and development program existed. These figures most likely mirror the degree of preference or connections existing in Jordanian companies and firms.

Performance Appraisal

These days, numerous companies and firms are battling with the innovative patterns and progressive developments and focusing harder on employees' usefulness and performance to endure and stay serious. Notwithstanding, as the performance appraisal practice assumes a huge part in HRM, it is as yet confronting frameworks disappointment (Ali, 2016). The performance appraisal framework and performance management assessment are basic subjects inside the field of HRM (Al Hawamdeh, 2021). A survey of the writing shows that the performance appraisal framework has not gotten suitable consideration in Jordan and isn't completely valued. Likewise, Jordanian workers actually express dismay and negative inclinations toward this practice.

Performance appraisal stays a puzzled examination region in HRM and has been depicted as the most broadly investigated and expounded on the point throughout the entire existence of management (Aladwan, Bhanugopan & D'Netto, 2015). This basic practice can be characterized as an assessment interaction directed occasionally to assess the worker performance and yield. Execution appraisal is utilized as the premise of choices on a representative's work conditions such as, rewards, promotion and termination of services, and it can likewise be utilized to guide employees with respect to compelling work practices and to distinguish training and development needs.

As indicated by Al-Hawary, Mohammad, Al-Syasneh, Qandah & Alhajri (2020), the performance appraisal framework in Jordanian companies and firms is led one time per year, and the appraisees' director is basically answerable for driving and leading the appraisal framework. Besides, the performance appraisal framework inside the Jordanian private area altogether affects advancements, maintenance, lay-offs, and distinguishing representative's training needs than the public area. progressively, this performance appraisal practice in the Jordanian companies and firms needs a more successful examination concentration, and supervisors need to incorporate more suitable performance contemplations than has up until recently been the situation when directing the performance appraisal.

Rewards and Benefits: Inside the diverse Jordanian areas, the government consistently chooses and controls the base degrees of wages and pay rates for all employees (Maaitah, Alias & Maaitah, 2018). The prize framework is likewise related near the representative's experience, age and position. Most of employees get a fundamental compensation notwithstanding rewards and motivations not set in stone based on a worker's position, age and sort of work. Despite the fact that the most recent financial changes have empowered and brought global and unfamiliar speculation, which presents better approaches for paying and fulfilling (Abdul'aal, 2018), basic social issues remain. Connecting the award framework with a worker's efficiency and performance is an endeavor to build up availability between Jordanian pay rates framework, worldwide principles and a representative's commitments. Additionally, other variation rewards have been introduced to enlist and rouse gifted employees, just as to hold the learned capable staff.

The Arab nations and the Jordanian people group share similar social qualities, religion, culture and language. These accepted practices, values and social variables significantly affect the administrative capacities. Fundamentally, the Arab social elements come from religion, history, customs and conservative and world of politics. The Jordanian and Arab societies altogether affect people's practices and administrative practices (Ringle, Sarstedt, Mitchell & Gudergan, 2020)

The variation management practices and capacities are affected by worker comprehension and culture, which are acquired from social convictions, standards and qualities. The moving of Western HRM practices to emerging nations has supported the management in numerous companies and firms to change numerous angles, including changes covering all HRM perspectives, to create and upgrade the current practices, to further develop efficiency and quality and to change the workers' mentalities.

Taking the instance of Jordan, many endeavors were made to move to a more adaptable, versatile and thoughtful culture through utilizing decentralization and designation of force (Hassan, 2016). For instance, full responsibility and obligations were given to the line directors to deal with the everyday work and a considerable lot of the HRM practices like recruitment and selection, training and development, performance appraisal and rewards and benefits (Hassan, 2016). Many line administrators viewed it hard to be completely dependable on the grounds that they were as yet needing high abilities and certainty to deal with these errands. (Theriou & Chatzoglou, 2014). From a social methodology, worldwide companies and firms have encountered challenges in bringing in Western HRM Practices effectively to the emerging nations, due to numerous social obstructions (Buller & McEvoy, 2016). For instance, a review led by (Budhwar & Mellahi, 2016) about moving Western HRM Practices to Jordan tracked down that numerous workers were disappointed with their professional stability and were getting less reasonable treatment and the association didn't esteem and focus on representative ideas. Besides, the Jordanian district actually needs more exploration on the social issues that emerge among MNCs and Jordanian companies and firms.

The Relationship between HRM and the Jordanian Economy

Late speculations laws have brought numerous offices and openings into the Jordanian business market. For instance, both unfamiliar and public financial backers have similar privileges in buying and working a business in Jordan. Notwithstanding, there are still a few demonstrations and mentalities Practiced against the unfamiliar financial backers overall and the area is as yet dealing with numerous issues, with critical difficulties approaching in light of the fact that the vast majority of the Jordanian lines or neighbors are at war (Palestinian Case).

Then again, to move the Jordanian economy into a rich economy, the private and public areas are confronting gigantic difficulties in fostering the arrangement of data and correspondence innovation managements. The primary test is the accessibility of exceptionally gifted, learned and capable HR. The subsequent test is the helpless worth and insufficient foundation that requirements to change to help the development of the information and communication technology business. Besides, there is a requirement for the most recent innovations and expertise methods to draw in more ventures to the nation (Budhwar & Mellahi, 2018).

The fundamental and vital difficulties are to support Jordan's dependability, to keep up with the social texture and companionship inside the Jordanian culture, to decrease the high unemployment rate and to create and improve the Jordanian economy toward a rich economy.

CONCLUSION

In Jordan, HRM has not yet gotten due consideration. Reports and narrative proof from the Ministry of Industry and Trade show that HRM offices in various Jordanian firms appear to need drive and are ignoring their obligations and exercises. Subsequently, they are dealing with serious issues encompassing the development of human resources, including high turnover rates and an absence of talented workers. Low spending on examination, training and development has fueled these issues. Progressively, workers' performance and abilities can likewise be affected by HRM practices, which control the training and development of the companies human resources. For instance, enrolling practices dependent on successful and solid selection cycles will outfit the firms with qualified competitors and fundamentally affect the sort and nature of the abilities and information they have. The arrangement of various degrees of training and developmental encounters, like essential training, hands on training, formal and casual training and management development, can likewise impact workers' responsibility and qualities. The adequacy of even talented and qualified representatives will be restricted in case they are not urged and inspired to work, yet through HRM practices, they can be urged to work more diligently and more brilliant. Instances of hierarchical endeavors to spur are the utilization of performance appraisal frameworks that are firmly connected with impetus and remuneration plans (Taamneh, Alsaad & Elrehail, 2018). On the other hand, HRM writing (Thneibat, 2016) shows that numerous Arab associations, including public and private Jordanian associations, need to give more consideration regarding their HRM practices.

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