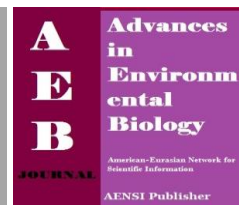




AENSI Journals

Advances in Environmental Biology

ISSN-1995-0756 EISSN-1998-1066

Journal home page: <http://www.aensiweb.com/aeb.html>

Effect of Human Resource Polarization, Training and Development, and Human Resource Stimulation on the Strategic Planning of Human Resources: Evidence from the Government Ministry in Jordan

¹Mohammadnoor Khaled M. AL-Qudah, ²Abdullah Osman and ³Basel Jamal Abdel Rahman Ali

¹MSc Student, School of Business Innovation & Technopreneurship, University Malaysia Perlis

²School of Business Innovation & Technopreneurship, University Malaysia Perlis

³PhD Student, School of Business Innovation & Technopreneurship, University Malaysia Perlis

ARTICLE INFO

Article history:

Received 25 January 2014

Received in revised form

2 June April 2014

Accepted 6 June 2014

Available online 15 June 2014

Key words:

Human resource polarization, training and development, human resource stimulation

ABSTRACT

This paper aimed to examine the strategic planning of human resources (HR) in the Government Ministry in the Kingdom of Jordan. It investigated the factors that affect strategic planning in Jordanian ministries. The study population, which consisted of employees in the HR departments in 23 Jordanian ministries, comprised 166 respondents. To achieve the study objectives, the researcher developed and distributed a questionnaire, and collected and analyzed the data using SPSS. An overall analysis was performed based on the descriptive statistics and correlation analysis. The results indicated that HR polarization, training and development, and HR stimulation significantly correlated with the strategic planning of HR in the Jordanian Ministry. The paper provided recommendations for improving HR in the Jordanian Ministry.

© 2014 AENSI Publisher All rights reserved.

To Cite This Article: Mohammadnoor Khaled M. AL-Qudah, Abdullah Osman and Basel Jamal Abdel Rahman Ali., Effect of Human Resource Polarization, Training and Development, and Human Resource Stimulation on the Strategic Planning of Human Resources: Evidence from the Government Ministry in Jordan. *Adv. Environ. Biol.*, 8(9), 675-678, 2014

INTRODUCTION

Planning is key to enterprise success. This success significantly depends on the accuracy of strategic planning. Organizations have practiced long-term planning, and this approach has evolved into strategic management [10]. The linkage between human resource planning and strategic planning at all levels should be attained to achieve harmony between HR goals and the objectives of business strategy and the overall organizational strategy [10]. The literature on strategic HR management tends to focus on two aspects, namely, the development and improvement of competitiveness and competencies, and the integration between organizational and HR management strategies in achieving profitability and growth [4,15]. Strategic HR management includes several organizational aspects, such as structure, change management, organizational effectiveness, culture, performance, competencies, and matching resources to future business needs and employee development [3,11].

Strategic planning is an effective tool for achieving the goals of long-term planning because it enables organizations to determine their current and future capabilities. The present study investigates strategic planning in the Jordanian public sector, specifically the application of strategic planning tools and mechanisms. Therefore, this study aims to determine the factors that affect strategic planning in Jordanian ministries. The significance of this study lies in its exploration of one of the topics of modern management, strategic planning, which is a new concept in developing countries such as Jordan. Thus, the study explores the application of strategic planning specifically in the Jordanian public sector within a rapidly evolving environment characterized by technological and economic changes.

Literature Review:

Strategic management involves effective decision making and analysis of the actions that an organization undertakes to create and sustain competitive advantages [6]. Certo and Peter [5] stated that an organization can reap the advantages of strategic management application, such as increased profitability, achievement of long-term organizational objectives, and reduction in organizational risks. Strategic planning is the process of determining the mission and goals of an organization, as well as developing strategies for achieving these objectives [9]. Abu Bakr [1] argued that the public sector should adopt strategic planning to achieve the

Corresponding Author: Mohammadnoor Khaled M. AL-Qudah, MSc Student, School of Business Innovation & Technopreneurship, University Malaysia Perlis.

following objectives: (1) formulate and develop organizational mission and goals; (2) identify and guide the course of action in the organization; (3) formulate strategic goals and objectives; (4) identify and provide improved performance requirements, as well as realize organizational growth and progress; (5) link strategic objectives to the aspirations and objectives of owners and management funds and the interests of members; (6) direct resources and capabilities toward economic uses (7) direct research efforts toward the improvement of the performance of the organization and reinforcement of its competitive position; and (8) ensure coherence among organizational mission, goals, and policies.

HR management strategy is the strategy for managing the relationship between human resources and the strategic objectives to improve HR performance and development, thus increasing flexibility and creativity [7]. Arif [2] indicated that HR management strategy aims to improve the degree of compatibility between individuals, as well as to enhance performance and efficiency. Therefore, HR management is a strategy for improving the organization, allowing employee participation in problem solving, providing intrinsic and extrinsic rewards, and enhancing the work environment. Mursi [17] stated that HR management strategy should include HR activities that link the objectives and strategies of the organization. Therefore, the human element becomes an important factor in achieving competitive advantage and improving organizational conditions. Khatib [13] defined HR strategy as a group of approaches and plans for change in the management of the HR system, which support the overall strategy of the organization and achieve its objectives to address any challenges it may face under constantly evolving environmental conditions.

The degree of economic and social progress and the rate and development of productive forces largely depend on the rational use of human capital. Employees are considered a pivotal production factor, without whom no production process occurs. Whether the organizational objectives are production- or service-related, HR remains important [13,17]. Arif [2] proposed the following components of strategic planning: (1) determining HR-related policy and integrating plans with HR; (2) applying HR policies for establishing an HR information system; (3) formulating HR policies; (4) identifying and solving problems; and (5) creating awareness among individuals and motivating them to contribute to organizational success and growth.

HR management consists of a series of decisions on the functional relationships that affect the effectiveness of the organization and its employees [8]. The strategic planning of HR is the process of establishing HR objectives and HR development strategy to achieve organizational objectives and policies through HR mobilization, development, and maintenance. HR planning is associated with environmental concepts, and includes internal and external factors. Internal factors include the objectives and purpose of the organization, its structure, human resources, stakeholders, and culture. External factors include changes in technology, rules and regulations, economic pressures, labor market and education, and political situation [12].



Fig. 1: Research Framework.

Research Hypotheses:

This study tested the following hypotheses:

H1: A positive relationship exists between HR polarization and the strategic planning of HR management in Jordanian ministries.

H2: A positive relationship exists between training and development and the strategic planning of HR management in Jordanian ministries.

H3: A positive relationship exists between HR stimulation and the strategic planning of HR management in Jordanian ministries.

Results of the Study:

This study adopted a five-point Likert scale to answer the items in the questionnaire, with 5 denoting "always" and 1 denoting "never." Mean scores less than 2.33 were considered weak, mean scores between 2.34 and 3.44 were considered moderate, and mean scores of more than 3.67 were considered high.

Item serial 1 obtained the highest mean score (3.69) for the first variable, HR polarization (see Table 1). This result suggested that the polarization processes within the ministries are well established, and HR staff members are well versed in the rules and procedures, and have experience and competence in the employee recruitment process. Item serial 13 obtained the highest mean score (3.41) for the second variable, training and development. This result implied that the training or course content is relevant and applicable to the day-to-day

responsibilities of HR staff. Item serial 14 obtained the highest mean score (3.91) for the final variable, HR stimulation. This result indicated that the ministry is concerned about employee performance, and top management exerts efforts in stimulating the environment to motivate employees to excel in their jobs.

Table 1: Means and Standard Deviations.

Ser.	Item	Mean score	Standard deviations
Human Resources Polarization			
1.	The human resource staff in the ministry are experienced in dealing with process of polarization	3.69	1.09
2.	The ministry seeks to attract qualified human resources that have skills, abilities and qualification.	3.54	0.99
3.	The ministry uses fair methods of selection and recruiting to attract skilled human resources.	3.50	1.01
4.	The ministry contacts with universities and scientific centers to attract outstanding students.	3.45	1.06
5.	The ministry offers appropriate offers to attract workers to recruit them.	3.05	0.99
6.	Vacancy are announced in all media	3.60	1.08
Training and Development			
7.	In the ministry, there is an annual plan for the training and development of the human resources that are set according to their needs	3.06	0.87
8.	The ministry trains the human resources in order to increase their Knowledge about their jobs.	2.92	0.99
9.	The ministry trains the human resources to develop their professional skills.	2.96	0.95
10.	Training is linked with the preparedness of staff.	3.08	0.95
11.	In the ministry, there is an environment that stimulates learning.	3.15	0.97
12.	The ministry is working to develop appropriate plans to train all workers according to prepared studies and plans.	3.16	0.98
13.	In the ministry, there is an environment stimulating workers to apply what they learned practically.	3.41	0.98
Human Resource Stimulation			
14.	There is interest by specialists on stimulation in the ministry to analyze individuals' motivation towards work.	3.91	1.03
15.	The ministry uses several methods for stimulation.	3.42	1.06
16.	The ministry uses methods of physical stimulation for those who deserve it.	2.99	0.94
17.	The ministry uses methods of moral stimulation for those who deserve it as speeches of thanks and appreciation.	3.74	1.11
18.	The ministry makes a variety of tests in order to promote employees.	3.10	0.97
19.	The policy of stimulation in the ministry depends on objective grounds.	3.89	0.95

Hypotheses Testing:

To test the hypotheses, a simple regression analysis was performed on the resource management activities in general and the strategic planning practice in particular. Table 2 shows the correlation coefficient, R^2 , F value, significance level, and H_0 .

Table 2: Pearson Correlation of the Study Variables.

Ser.	Variables	Correlation coefficient	R^2	F value	Significance level**
1.	Human resources polarization	0.69	47%	160.99	0.000
2.	Training and Development	0.68	64%	153.39	0.000
3.	Human resources Stimulation	0.18	3%	6.26	0.013

** significance level is 0.01 (two-tailed)

The highest total variance was observed in training and development (64 percent), followed by HR polarization (47 percent), whereas the lowest total variance was observed in HR stimulation (3 percent) (see Table 3). This result indicated that training and development plays an important role in determining the HR practice in Jordanian ministries. Training and development is expected to increase the knowledge, skills, and competencies of employees and enhance their performance.

Table 3: Correlations of the Research Hypotheses.

	Hypotheses	Correlation
H_1	: A positive relationship exists between HR polarization and the strategic planning of HR management in Jordanian ministries.	0.690
H_2	: A positive relationship exists between training and development and the strategic planning of HR management in Jordanian ministries.	0.680
H_3	: A positive relationship exists between HR stimulation and the strategic planning of HR management in Jordanian ministries.	0.180

The results of the hypotheses testing indicated that the independent variables significantly correlated with the dependent variable. The correlation results confirmed a significant association between independent variables and the dependent variable. The analysis suggested the lack of multicollinearity in this study because the correlation coefficient was less than 0.80.

Recommendations:

Human resources refer to people whose knowledge, skills, and abilities are utilized to create and deliver effective services. HR is considered the greatest resource of an organization. Effective HR strategic planning attracts the right quality and quantity of people, develops the knowledge, skills, and abilities of employees, and retains employees within the organization. To further improve the system of Jordanian ministries, modern technology should be utilized for strategically planning and developing HR. The remuneration and stimulation of the staff and the optimal use of a reward system should likewise be emphasized to increase employee performance. The benefits of these undertakings include the mobilization of employees to perform better, enhanced participation in the management process, increase in compensation, and improvement in the quality of life. Moreover, a training and management development program should be implemented to enhance the capabilities of employees and those of the Jordanian ministries. Investing in the improvement of the knowledge and skills of employees would allow Jordanian ministries to develop more productive and effective employees.

REFERENCES

- [1] Abu Bakr, M.M., 2000. *Strategic thinking and preparation of the Strategic Plan*. Al Dar University, Egypt.
- [2] Arif, N., 2002. *Strategic management: management of the third millennium*. Egypt, Casablanca University.
- [3] Baird, L., I. Meshoulam, 1988. Managing two fits of strategic human resource management. *Academy of Management Review*, 13: 116-28.
- [4] Barney, J.B., P.M. Wright, 1998. On becoming a strategic partner: the role of human resources in gaining competitive advantage. *Human Resource Management*, 37(1): 31-46.
- [5] Certo, S.C., J.P. Peter, 1990. *Strategic Management: A Focus on Process*. McGraw-Hill Inc. Singapore.
- [6] Dess, Lumpkin, Eisner, 2010. *Strategic Management: Creating Competitive Advantages*. 5th Ed.
- [7] Dessler, G., 2003. *Human Resource Management*. 9th edition (New York).
- [8] George, M., B. John, 1991. *Human Resources Management*. Homewood, ILL: Richard Irwin Inc., P.2.
- [9] Glaister, K.W., J.R. Flashaw, 1999. Strategic Planning: Still Going Strong? *Long Rang Planning*, 32(1): 107-116.
- [10] Hiti, K.A.R., 2000. *Human Resource Management: A strategic entrance*. Oman: Dar Hamid library.
- [11] Jackson, S.E., R.S. Schuler, 1995. Understanding human resource management in the context of organizations and their environments, in Rosenzweig, M.R. and Porter, L.W. (Eds), *Annual Review of Psychology*, Annual Reviews, Palo Alto, CA, 46: 237-64.
- [12] James, W.W., 2002. Strategic planning process. *Journal of Public Administration*, No. 10, Fall, pp: 67.
- [13] Khatib, S., 2003. Strategic planning and corporate performance: an analytical study to the Jordanian pharmaceutical industry, *Unpublished Master Thesis*, University of Jordan, Amman, Jordan.
- [14] Lozi, M., 2002. *Administrative Development*. Amman: Dar Wael Publication.
- [15] Michie, J., M. Sheehan, 2005. Business strategy, human resources, labor market flexibility and competitive advantage. *International Journal of Human Resource Management*, 16(3): 445-64.
- [16] Mostaghim, A., G. Mirghiyasi, M. Mirnabili, H. Zaman, 2013. Overview of strategic planning of human resources and its role in the organization. *Interdisciplinary Journal Of Contemporary Research In Business*, 5(2).
- [17] Mursi, J.D., 2003. *The strategic management of human resources: the entrance to achieve competitive advantage to joining the twenty-first century*. Alexandria: University House.