

The Impact of Human Resource Management Strategies on the Strategic Success of Cellular Communications Companies in Jordan

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ABSTRACT

The study aims to identify the impact of HRMS on the strategic success in the cellular communications companies in Jordan. To achieve the objective of the study, questionnaires were collected from 318 employees working at all administrative levels. The sample strategy was selected from the managers in the Jordanian telecommunications companies from the lower, middle, and senior management in all centers and branches in Jordan. The most important results of the study are the telecommunications companies in Jordan keep pace with the development in the fine specializations suitable for the services they provide to customers through attracting strategies that keep pace with technological developments in the communications environment. The recommendations are the need for an institutional governance of employment policies in telecommunications companies, which should be clear within the framework of instructions from within the company and from the government sector, and effective focus on applying the compensation strategy and its understanding by workers in the investigated companies.

KEYWORDS

Communications Companies, HRM Strategies, Jordan, Strategic Success

INTRODUCTION

Companies are not far from changes in the use of information technology tools, which means the need to communicate with all segments of society through social media (Dias et al., 2022).

Human resources (HR) are considered among the most important resources in both industrial and nonindustrial organizations, since they are the main engine for innovation and development. HR are also considered a crucial factor of improving the competitive position of the company to acquire a competitive advantage as they represent the intellectual capital that is responsible for storing and renewing knowledge. Moreover, the company's efficiency and excellence are measured by its ability to effectively manage its HR. Indeed, innovation and development in HR allows to overcome the problem of limited resources, which could be an obstacle to growth, by optimal and rational exploitation of the available resources (Al-Bdareen & Khasawneh, 2019).

DOI: 10.4018/IJSSMET.328774

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In view of this, the companies' management has the full burden of managing their HR, from the recruitment to the termination stages. These organizations pay great attention to the recruitment process as a primary stage to acquire qualified employees, followed by the training and development stage to ensure that the workers' experiences are compatible with the organization's strategic goals. Afterwards, these companies manage and improve a motivation system to ensure continuity with distinguished people; they also create a work environment that enhances their loyalty and affiliation with the organization. Besides, the companies periodically evaluate HR's performance to ensure that they are on the right path towards developing and achieving strategic success (Faria & Machado, 2019).

Business organizations' HR must have the necessary skills to use the latest digital communication tools, and this takes place by a strong management that employs technology to serve customers (Gerhart & Feng, 2021).

In line with the rapid technological and knowledge developments and the increasing competition, each organization strives to achieve its strategic objectives through innovative and optimal investment in its HR. It is noticeable that any organization's strategic success and effectiveness depend on its HR improving the provision of its services and developing new services that meet the customers' needs. Thus, there was a need to adopt, innovate, and develop effective strategies for HR management that would employ and train competencies, as well as achieve justice and equality among workers, providing an encouraging work environment and increasing production efficiency (Albatainah, 2016). Therefore, all Jordanian cellular communication companies seek to take care of their HR. These companies must improve their human capital and provide all the appropriate conditions for the comfort of their employees to ensure justice and job stability and motivate them to make more efforts to enhance the company's position, in order to achieve its success and foster its capacity to compete locally, regionally, and globally. Information and communication technologies are undoubtedly useful for businesses; however, testing new Information and communication technologies is not always cost effective (Khalifa et al., 2021).

In this study, the author aimed to reveal the impact of human resources management strategies (HRMS) (i.e., recruitment, training and development, compensation, and performance evaluation strategies) on the strategic success of cellular communications companies in Jordan. Therefore, the main objectives of this study included:

1. Introducing the importance of HRMS and strategic success, as important variables in the management of service institutions.
2. Establishing an administrative culture among the study sample, with the necessity of striving to achieve strategic success as a basic pillar for facing the accelerating environmental challenges.
3. Devising a realistic model for the study that links its variables in line with the Jordanian context.
4. Presenting a number of conclusions and recommendations of interest to the telecommunications sector in Jordan.

The author collected data by a questionnaire containing the variables of the study; the author had specialists in the concerned companies and from universities validate the questionnaire. The researcher used a computerized statistical analysis program to analyze the answers to the questionnaire, determine the results, and provide recommendations, in order to meet the objectives of the study. The contribution of the study emerges from the following:

1. The importance of HRMS and their role in improving and achieving strategic success represented by formulation and implementation of effective strategies that play an important role in the growth and the continuity of the company, as well as in keeping pace with environmental changes to improve the company's competitive position.
2. The work field of the study, cellular communications companies in Jordan (i.e., Zain, Orange, and Umniah), plays an important role in the growth and the revival of Jordanian economy. Therefore,

this study drew the attention of companies in general and cellular communications companies in particular to the importance of the relationship between HRMS and strategic success. This helps these companies study the status of their HRMS and develop plans and programs that will enhance their workers' performance and encourage them to be creative and innovative to reach the strategic goals. HRMS play an important role in enhancing employees' skills and competencies in general.

3. The theoretical importance of the study emerges from the fact that there are many studies about the relationship between HRMS and different variables. However, the studies that consider the impact HRMS in achieving strategic success by its dimensions (i.e., formulation of clear strategy, effective implementation, organizational structure, and effective leadership) in cellular communications companies in Jordan are very limited. Therefore, this study enriches extant managerial literature by offering a framework about HRMS and strategic success.
4. This is a field study on a vital sector in the world (Farooq & Rather, 2021), which is the telecommunications sector; most of the previous studies focused on sectors other than the telecommunications sector.
5. This study is based on linking all HRMS to success strategy, and its degree of impact is medium, not as strong as other studies.
6. The author considered telecommunications companies in Jordan, which are interested in delivering big data to decision-makers to help them obtain a large degree of data integration before making a decision.

Overall, this research is one of the first to examine the impact of HRMS, with its dimensions (i.e., recruitment, training and development, compensation, and performance evaluation strategies), on strategic success in cellular telecommunications companies in Jordan. The study agrees with previous studies in terms of the dimensions of HRMS, but differs regarding the dimensions of strategic success, such as AL-Ta'an's (2013) and Nguyen and Hadikusumo's (2017) work. The results of the study show that electronic human resources management (HRM) has a positive impact on organizational health (AlHamad et al., 2022). In addition, this research differed from previous ones in the study population and sample, which consisted of the workers in cellular telecommunications companies in Jordan. The researcher benefited from previous studies in forming the general idea of this investigation and determining its variables. Also, this study focused on cellular telecommunications companies in Jordan, which include a large group of segments of society that use social media.

THEORETICAL FRAMEWORK AND STUDY HYPOTHESES

HRM is related to the activities directed toward maintaining and developing the work structure in an organization. The most prominent of these activities are processes of recruitment, selection, evaluation, training, compensation, and employees' relations. Moreover, the key role of HRM is to translate the strategic objectives of the organization into policies and practices that allow to manage its HR, which, in turn, contribute to generate a competitive advantage (Marler & Parry, 2016). HRMS is the means and methods used to align HRM with the content and strategic objectives of the business (Allui & Sahni, 2016). It may be considered as a comprehensive process dealing with the issues of HR as a part of the organization's strategies and objectives in a way that enhances organizations' productivity and effectiveness, since it combines HRM practices with the strategic goals of the organization (Lim et al., 2017). HR in any organization are considered the most important resource because they are the basis for failure or success and for continuing in the market (Arora & Panchal, 2021). Moreover, HR may be considered as a mechanism for directing and managing activities affecting employees' behavior and efforts in order to implement the organization's strategic needs (Armstrong & Brown, 2019). These definitions include four components of HRMS: 1) The organization's HR; 2) programs, policies, and practices of HRM; 3) the organization's strategic objectives; 4) the practices that link

HRM with the organization's strategy (Al-Sarayrah Safa et al., 2016). Thus, HRMS are the method that organizations follow in managing their human cadres through an integrated planned process that ensures increased productivity and the achievement of the organization's strategic goals efficiently and effectively. Strategic HRM differs from traditional HRM in its components. Indeed, traditional HRM functions are defined distinctly from the integrative goals of the organization, while strategic HRM emphasizes the importance of formulating HRM plans and strategies in the context of overall organizational strategies and objectives, as well as responds to changes in the organization's external environment. Thus, strategic HRM seeks to integrate all functions of HRM while adhering to broad organizational goals (Al-Tamimi & Al-Khashali, 2015).

HRMS have proven their effectiveness in applying a standard basis for HRM in organizations, as they provide an alternative and appropriate solution to deal with success factors related to HRM. HRMS are also an important vehicle for long-term decision-making on HR issues, which contributes to the overall success of the organization. Furthermore, HRMS aim to assist the organization in achieving a sustainable competitive advantage through the right selection of HR to ensure that the organization has skilled, creative, and committed employees. This is considered one of the most important strategic HRM priorities, as a prerequisite in building the organization and maintaining its strategic capabilities necessary to compete in the local and the global markets (Anyangwe, 2017). HRMS also work to support the organization in achieving its goals by developing and implementing effective strategies integrated with business strategy, developing a culture of outstanding performance, establishing a positive working relationship between management and employees, creating a climate of mutual trust, and encouraging the implementation of an ethical approach in personnel management. HRMS include recruitment strategies, training and development strategies, compensation strategies, and performance evaluation strategies (Collings et al., 2018; Fitzpatrick, 2017; Al-Bdareen & Khasawneh, 2019).

The Importance of Human Resources Management Strategies

Azizi et al. (2021) indicated that HRMS are key because they allow to:

1. Create competitive advantages that are difficult to imitate by competitors.
2. Create a sustainable competitive advantage through the development of human competencies in organizations.
3. Link HR practices and business performance.
4. Achieve quality and success for the organization by providing appropriate conditions for the employees to be creative and efficient in meeting the customer's desires.

Differences Between Strategic Human Resources Management and Human Resources Management

Although the HRM approach is dynamic, strategic HRM is an equally proactive management function. While the top management is responsible for dealing with employees in the strategic management of HR, the personnel experts are responsible for their management in the HR department (Yu et al., 2022).

The most important HRM practices (Abbas, 2020) are:

1. Security of employees within the company.
2. Selection and selection of new employees.
3. Increasing the competencies and skills of new and existing employees.

Strategic Success

Recently, the success of organizations has not been limited to achieving financial profits, but it has included the organizations' strategic capabilities in achieving sustainable competitive advantage

(Hamilton & Kwon, 2016). Henceforth, the focus has been on strategic success, which consists in the formulation of a clear and flexible strategy and its effective implementation by workers under an innovative leadership and a motivational culture (Al-mawadyeh & Al-bashabsheh, 2022; AL-Ta'an, 2013; Mizher, 2020).

Abbas (2020) and Azizi et al. (2021) identified the general characteristics of strategic success as follows:

1. Strategic success is the successful and effective implementation of the plan or strategic planning of the organization.
2. The success in preparing, implementing, and monitoring the formulation of the strategy contributes to achieving the strategic success of the organization.
3. Survival, adaptation, and growth is a criterion for measuring strategic success.

Strategic success is the organization's ability to achieve its goals and adapt to changes to ensure survival and maintain the competitive advantage through effective planning, continuous development, effective leadership, open culture, and activating evaluation and review mechanisms. Many factors play in the possibility of achieving strategic success, such as technological and technical factors, HR within the organization, and reflexive reactions from the external environment of the organization (Tasnim, 2019). Consequently, the elements of strategic success are the ability of the organization to continue and survive (Hübner et al., 2018), the ability to predict potential internal and external problems, the mechanism to confront and control them, and the ability to grow, expand, and continuously improve by formulating and implementing clear strategies (Singh & Khamba, 2017).

The definitions above evidence that strategic success is the efficient and effective achievement of the strategic planning stages, from the stage of strategy formulation, implementation, and evaluation to ensure exploiting opportunities and avoiding threats, thus ensuring the success and continuity of the organization's work in a distinguished competitive position.

The ability to achieve strategic success depends on the following key factors (Al-Tamimi & Al-Khashali, 2015; Galli, 2021):

- Sharing Employees
- Formulating a Clear Strategy: It means the ability of the organization to formulate strategies that achieve its goals in a clear and specific way, so that all employees can understand and apply them. The organizations also try to involve employees in developing organizational strategies to ensure that these strategies can be successfully implemented as strategies that were formulated jointly between management and employees.
- Effective Implementation: Organizations seek to improve the skills and capabilities of their employees by providing them with the means and the training programs to raise the level of their work achievement. Organizations try to implement their strategies effectively and efficiently to ensure that resources, time, and cost are not wasted.
- Organizational Structure: It means the suitability of the HR in the organization to the desired goals, such that the right person will be in the right place at the right time. Thus, the organization chooses the organizational structure that is compatible to its size, competence, and field of work, and determines the human capabilities, environmental conditions, and the quality of technology it needs.
- Effective Leadership: It is the process of influencing others to direct their efforts to achieve the goals of the organization, through the application of leadership traits, such as values, morals, beliefs, knowledge, and personality. Organizational trust and justice play a major role in achieving effective leadership.

Accordingly, the variables of this study were HRMS (i.e., recruitment, training and development, compensation, and performance evaluation), as an independent variable, and strategic success, as a dependent variable. Figure 1 illustrates the model of the study.

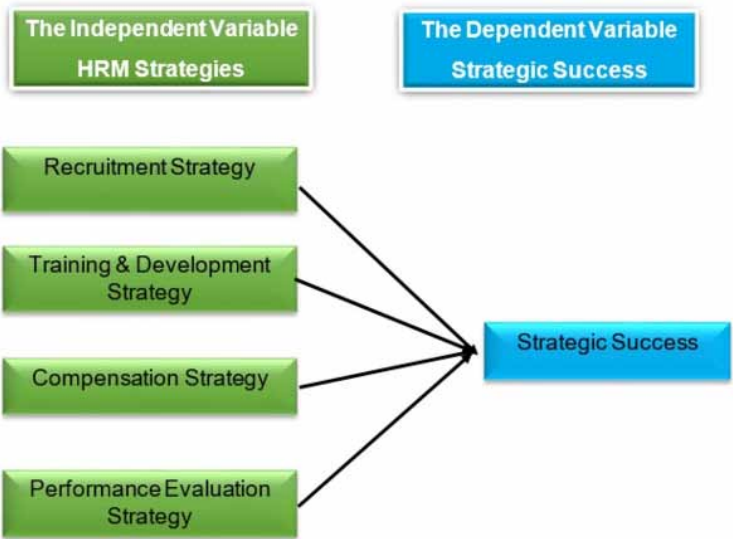
The Role of Human Resources Management Strategies in Achieving Strategic Success

Due to the importance of HR and their ability to determine the success of the organization, organizations pay great attention to the design and the formulation of their HR strategies and strive to implement them effectively. Instead, HRMS play a great role in developing creativity among employees by creating more innovations and motivating them to exert the maximum effort to achieve the organization's strategic goals, which increases the chances of its success and of achieving sustainable competitive advantages (Al-Awlaqi, 2018). HRMS also contribute to raising the level of motivation to achievement among employees, which means implementing strategies efficiently and effectively (Cakar, 2017). Cania (2014) also sustained that adopting effective HRMS that allow to successfully implement the organization's strategies leads to achieving high levels of productivity, increasing the number of customers, and ensuring continuous improvement, which means achieving a higher level of organizational performance. AL-Ta'an (2013) aimed to investigate the impact of HRMS on achieving strategic success in the Iraqi Ministry of Transport. Their results showed that HRMS (i.e., recruitment, training and development, compensation, and performance evaluation strategies) have a positive and strong impact on achieving strategic success (i.e., specific strategy, effective implementation, motivational culture, customer satisfaction, and creativity). In the same way, the presence of qualified and compatible HR and the existence of a motivational culture that stimulates workers to innovate and create new ideas are among the basics of the strategic success process, thus allowing for an outstanding performance of the organization.

Thus, the author set the following hypothesis:

Hypothesis One: There is no positive effect at the level of significance ($\alpha \leq 0.05$) for HRMS in achieving the strategic success of cellular communication companies in Jordan.

Figure 1. Study model



Recruitment Strategy

Recruitment strategy can be defined as the process of filling vacancies and new positions in the organization, by attracting candidates who possess the necessary competencies and qualifications that are commensurate with the current or future vacancies, and selecting the most suitable individuals then meeting their job needs (Fitzpatrick, 2017). The recruitment process consists of three main stages, namely recruitment, selection, and placement:

1. **Recruitment:** It is the process of gathering talented candidates who are likely to be hired by the organization, and includes determining the necessary requirements and attracting the most suitable candidates (Cakar, 2017).
2. **Selection:** It is the process of matching the job requirements with the skills and capabilities of the applicants. This process aims mainly to predict the possible job performance of the job applicant, in addition to predicting their behavior, morals, values, and attitudes (Morshed, 2019).
3. **Placement:** It is the process of selecting the most suitable people, presenting the job offer and its conditions, determining the job needs, signing the work contract, and starting the work (Dessler, 2016).

Recruitment is a process of critical importance for organizations and must be performed with a high degree of efficiency and effectiveness, since organizations want to attract the most qualified and most skilled individuals to ensure creativity and development within the company. Otherwise, hiring an unqualified individual will cost the organization much in terms of salary, allowances, and other costs resulting from wrong hiring decisions. The recruitment process is the natural extension of the HR planning process, through which the organization harmonizes the individual with their job, on one hand, and the organizational culture, on the other hand. This creates a sense of satisfaction and makes employees more loyal to the organization, thus achieving strategic success (Al-Bdareen & Khasawneh, 2019).

Sabiu et al. (2019) aimed to identify the extent to which HRM practices (i.e., recruitment and selection) influence organizational performance through the mediating role of the ethical climates in Nigerian educational agencies. The results revealed that there is a positive relationship between HRM practices and the organization's organizational performance and a strong support for the mediating role of ethical climates.

Qureshi et al. (2018) aimed to analyze the role of HRMS and practices, including the staffing strategy on the sustainability of performance and strategic success in Arab banking industry. The results showed that there is a strong positive relationship between HRMS and organizational performance and that there is a positive relationship between recruitment strategies and the implementation of the strategic plan. Several studies have also shown that the adoption of effective recruitment strategies by companies guarantees strategic success, which is the clear formulation and implementation of the strategy, as well as, building an appropriate organizational structure and empowered strategic leadership to achieve preplanned goals (Albataineh, 2016; Al-Bdareen & Khasawneh, 2019; Appelbaum et al., 2018; AL-Ta'an, 2013).

Thus, the author set the following subhypothesis.

Hypothesis One (a): Recruitment strategy has no direct statistically significant impact at the level ($\alpha \leq 0.05$) in achieving strategic success of cellular communication companies in Jordan.

The recruitment process is considered one of the sensitive processes in the company, as it is key to achieve the mission and vision of any company. This means it is an important factor in the success of any strategy that the company seeks to achieve.

Training and Development Strategy

An educational process includes providing employees with the necessary skills, changing attitudes, and acquiring more knowledge to improve their performance. Effective and efficient training helps employees develop their skills and knowledge, which ultimately helps in achieving the goals of the organization. Training determines the employees' current capabilities and that could be acquired through training. The training and development process helps individuals to adapt to new conditions; the organization works to identify the training needs of the employees, supervise the training program, and evaluate its results (Tasnim, 2019).

Determining the training needs necessary to improve and to develop the skills of individuals and planning and organizing training programs play a crucial role in implementing the strategic plan and achieving the goals of the organization (Tasnim, 2019). Dessler (2016) added that effective training programs aimed to improve the individual's job skills and develop their personal capabilities, which contribute to achieve the company's goals and the success of strategic planning. Blgasem (2013) showed that training employees and developing their capabilities directly leads to the success of the organization strategically, so the more successful and effective training programs are in developing the capabilities of individuals, the more positive the impact will be on the organizational performance.

Thus, the author set the following subhypothesis:

Hypothesis One (b): Training and development strategy has no direct statistically significant impact at the level of ($\alpha \leq 0.05$) in achieving strategic success of cellular communication companies in Jordan.

In order for the company to develop and keep pace with administrative technological developments, the company must expand training and development procedures for all employees in a way that helps achieve the company's strategies in general and ensures survival in the market and survival in competition.

Compensation Strategy

Compensation strategy deals with determining the levels of wages, salaries, and incentives of all physical and nonphysical types, which means drawing strategies aimed at satisfying the material and moral needs of individuals to attract and maintain competencies and motivate HR (Albataineh, 2016). The compensation strategy is a comprehensive action plan that deals with HR as an important asset of the organization, a source of competitive advantage and a strategic partner in the work of formulating and implementing the strategy (Al-Bdareen & Khasawneh, 2019).

Al-Qaralleh (2019) showed that improving the compensation strategy is one of the most prominent elements of the success of organizations, as it affects the turnover rate of its employees, and that there is a strong impact of the compensation strategy on the organizational loyalty of Jordanian commercial organizations, which is reflected positively on the success of the organization strategically. Although Hassan (2016) aimed to determine the impact of HRM practices on employee performance in the textile industry in Pakistan, the results indicated that HRM practices (i.e., compensation, job planning, training, performance evaluation, and employee engagement) have a positive impact on employee performance, which leads to strategic success.

Thus, the author set the following subhypothesis:

Hypothesis One (c): Compensation strategy has no direct statistically significant impact at the level of ($\alpha \leq 0.05$) on achieving strategic success of cellular communication companies in Jordan.

The compensating process is considered an important factor in the success of any organization, because it allows to obtain material or moral compensation, whether for the company or the employee. This helps to reduce costs in general and has a positive role in the success of the establishment's strategy.

Performance Evaluation Strategy

Performance evaluation strategy consists in measuring the extent to which the employee achieves the expected results of his performance in a manner consistent with the objectives of the organization. This strategy helps determining the ability of the employee to add value to the organization. Performance evaluation is also defined as providing a judgment about the employee's capabilities and the extent of their willingness to the development, in order to ensure their ability to implement job responsibilities and to verify the nature of their behavior and actions in the work environment as, as well as to identify weaknesses, strengths, and training needs (Denisi & Murphy, 2017).

Al-Tarawneh (2021) aimed to identify the effect of HRM practices on organizational commitment of the workers in the Jordanian pharmaceutical sector; their results showed that HRMS (performance evaluation in particular) have a positive effect on organizational commitment and improve job performance, which is positively reflected on strategic success. Moreover, many studies have shown that adopting an effective performance evaluation strategy plays an important role in improving and developing the capabilities of individuals, which will positively affect the achievement of the organization's goals and the implementation of the strategic plan (Elbanna et al., 2016; Salamzadeh et al., 2018; Zehir et al., 2016).

Karam et al. (2017) aimed at measuring the mediating role of talent management between HRM and organizational success. Their results showed that HRMS, including performance evaluation, have a positive impact on organizational success in the presence of the mediating variable (i.e., talent management). Nguyen and Hadikusumo (2017) aimed at evaluating the impact of HRMS including HR development, performance appraisal, and efficiency on the success of organizations in Vietnam. Their results showed that the development and efficiency of HR and the evaluation of their performance affect the performance of organizations positively.

Thus, the author set the following subhypothesis:

Hypothesis One (d): Performance evaluation strategy has no direct statistically significant impact at the level of ($\alpha \leq 0.05$) in achieving strategic success of cellular communication companies in Jordan.

Developing a strategy for evaluating the performance of employees in organizations, whether governmental or nongovernmental, is an important step in achieving the goals of the organization and linking this strategy to the organization's strategy, through which the management recognizes the performance of its employees and identifies their weaknesses.

RESEARCH METHODOLOGY

The Population and Sample of the Study

The population of the study included all managers, deputy managers, heads of departments, and heads of divisions employed by Jordanian cellular communication companies, namely, Zain, Umniah, and Orange. According to the Jordanian Communications Sector's annual reports for 2018/2019, this group comprised 318 people. To achieve the study's objectives, the researcher distributed a questionnaire to a suitable sample comprising 318 respondents who worked in the Jordanian cellular communications companies. The researcher received a total of 310 completed questionnaires, all of which were suitable for statistical analysis, with a final response rate of 96%.

Study Instrument

To achieve the objectives of the study, the researcher constructed a questionnaire using a five-point Likert scale, based on individual evaluation in selecting answers. The questionnaire consisted of two parts: The first included personal information of the respondents such as age, gender, academic qualification, years of experience, specialization and job title, whereas the second part included the items that were related to the independent variable (i.e., HRMS with its dimensions, namely recruitment, training and development, compensation, and performance evaluation strategies) and the dependent variable (i.e., strategic success).

Statistical Methods Used

In this study, the author used the following statistical methods:

1. Frequencies and percentages, to know the characteristics of the study sample.
2. Cronbach's alpha test, to find out the degree of internal consistency in the answers of the study sample in answering the study items.
3. The variance inflation factor (VIF) and tolerance values.
4. Means and standard deviation values for independent and dependent variables.
5. Regression analysis to test hypotheses.

Limitations of the Study

1. There are three telecom companies in Jordan.
2. The date of application of the study came after the Corona delinquency, and this helped somewhat in the difficulty of obtaining and analyzing information quickly.

Data Analysis

The results in Table 1 indicate that 72% of the study sample were males, and this is explained by the fact that the highest percentage of all managers working in the Jordanian cellular communications companies (i.e., Zain, Umniah, and Orange) are males. Also, the percentage for the ages fell in the category of less than 30 years of age (34%), indicating that the highest percentage of working managers were from the youth group. This coincides with the characteristics of the Jordanian society, which considers that the majority of the workforce in Jordan is youth, in addition to the private sector attracting young workers that meet their aspirations. Table 1 highlights that the percentage of holders of a Bachelor's degree reached 60%, followed by holders of Master's (26%), indicating that managers possess the required knowledge and scientific qualifications. As for the years of experience, the working managers who served 15 years or more constituted 30% of the total study sample. Regarding the job title, the category of Branch Manager formed the highest percentage (60%) of the total individuals of the study sample.

Reliability Test

The researcher adopted Cronbach's alpha to test the stability of the items for the independent variable and the dependent variable, whose value should be more than 0.60. Table 2 shows the results of this test.

Table 2 shows that the value of Cronbach's alpha coefficient is high for each of the study variables, and its value ranged between 0.72 and 0.84, while the value of Cronbach's alpha coefficient for the questionnaire as a whole was 0.85, which means that the questionnaire has a high degree of reliability.

The author calculated the VIF and tolerance values (Table 3).

As Table 3 shows, the results indicate that the VIF values for all dimensions are less than 10, and the tolerance values for these dimensions are greater than 0.05, which indicates that there is no interference between HRMS.

Table 1. Characteristics of the sample

Variable	Categories	Frequency	%
Gender	Male	223	72
	Female	87	28
Age	Less 30	105	34
	From 30 to less than 40	62	20
	From 40 to less than 50	84	27
	50 Year or more	59	19
Scientific qualification	Diploma	28	9
	Bachelor	186	60
	M.A.	62	20
	Ph.D.	34	11
Years of experience	Less than 5 years	50	16
	5 to less than 10 years	84	27
	10 to less than 15 years	92	30
	15 years or more	84	27
Job title	Director	16	5
	Manager/Assistant Director	43	14
	Head of Department	34	11
	Branch Manager	186	60
	Head of Section	31	10

Table 2. Reliability test

No.	Variable	No. of Items	Cronbach's Alpha
1	Recruitment strategy	6-1	.770
2	Training and development strategy	7-11	.720
3	Compensation strategy	16-12	.810
4	Performance evaluation strategy	21-17	.770
5	Strategic success	31-22	.840
-	Questionnaire as a whole	-	.850

Table 4 shows that the score of means are greater than 3, which indicates that views of the respondents are positive towards the dimensions of HRMS and strategic success. Moreover, the training and development dimension has the highest average score, while the performance evaluation dimension has the lowest average score.

Normal Distribution Test

In order to ensure that the data are subject to natural distribution, the researcher used the coefficients of flattening and skewness for each field of the study. Table 5 shows the values of skewness and flattening for each field of the study.

Table 3. Values of VIF and tolerance for the dimensions of the independent variable

No.	Variable	VIF	Tolerance
1	Recruitment strategy	1.631	0.815
2	Training and development strategy	1.592	0.710
3	Compensation strategy	1.229	0.659
4	Performance evaluation strategy	1.491	.5520

Table 4. Means and standard deviation values for independent and dependent variables

No.	Variables	No. of Items	Means	S.D.	Level
1	Recruitment strategy	6	3.67	0.723	High
2	Training and development strategy	5	3.68	0.690	High
3	Compensation strategy	5	3.73	0.753	High
4	Performance evaluation strategy	5	3.38	0.693	Moderate
5	Strategic success	10	3.6	0.673	High

Table 5. Flattening and skewness values for the main variables of the study

No.	Variable	Flattening	Skewness
1	Recruitment strategy	0.561	-0.206
2	Training and development strategy	0.412	-0.881
3	Compensation strategy	0.264	-1.251
4	Performance evaluation strategy	0.321	1.19-
5	Success strategy	0.442	-0.961

Table 5 evidences that the coefficients of flattening and skewness all range within the acceptable lower and upper limits of the normal distribution. The values of the skewness were in the range (-2, 2), and the values of the flattening coefficients were in the range (-7, 7), which indicates that the data the researcher obtained in the study follow a normal distribution, and therefore the data is suitable for subsequent statistical analyses.

Discussion of the Statistical Results With the Study Variables

Table 6 indicates that the arithmetic means of the expressions related to the recruitment strategy dimension was in the range (3.54-3.97) and the standard deviation was in the range (.8240-1.022). This means that there is a degree of agreement of the study sample for all paragraphs of the polarization variable. The results also indicated that Paragraph No. (2), which states “the company pays great attention to microspecialties during the recruitment process,” ranked first with a high arithmetic mean (3.97); this indicates that telecommunications companies in Jordan focus on microspecialties in order to obtain advantages in competitiveness and differentiation in the HR it possesses. It is also noted that the first paragraph represents the second place with an average of 3.84, represented by the fact that the company follows an appropriate recruitment strategy that reaches all regions; this indicates the existence of long-term plans for the process of attracting manpower in all its affiliated regions up

Table 6. Values of the arithmetic means and standard deviations of the expressions related to the recruitment strategy

No.	Paragraph	Weighted Average	Standard Deviation	Rank
1	The company follows an appropriate polarization strategy that reaches all regions.	3.84	.9500	2
2	The company pays great attention to subtle specializations during the recruitment process.	3.97	.8240	1
3	The company follows clear scientific bases for sorting applications and comparing candidates.	3.70	.9890	4
4	The company provides comprehensive information to applicants about available vacancies.	3.54	1.022	6
5	The company selects its employees with integrity and within the required conditions, choosing the best.	3.75	.8630	3
6	The company is committed to drafting the advertisement in terms of salaries and incentives during the appointment process.	3.55	.9340	5
Overall average		3.67	0.723	High

to. There is excellence in delivering the appropriate service to them, as stated in Paragraph No. (4), as follows: “The company provides adequate information to applicants about the available vacancies in the last rank, with an arithmetic mean of 3.54 and a standard deviation of 1.022. It is also noted that the average of the polarization variable is 3.72, and this indicates. However, the polarization strategy used in the telecommunications companies in Jordan is suitable for the strategy of success or achieving their strategic objectives in line with the vision of the telecommunications companies.

Table 7 indicates that the arithmetic means of the expressions related to the training and development strategy dimension was in the range (3.55-4.00) and the standard deviation was in the range (0.869- 0.942). This indicates that the study sample supports that the paragraphs of the training and development variable are approved in terms of the degree of influence on success strategies. The results also indicated that Paragraph No. (2), which states “companies determine the training priorities necessary to achieve their goals,” ranked first with a high arithmetic average (4.00); this indicates that the process of continuous training in the use of information technology tools in

Table 7. Values of the arithmetic means and standard deviations for the phrases after the training and development strategy

No.	Paragraph	Weighted Average	Standard Deviation	Rank
1	The company connects strategic plans and training needs of employees.	3.73	0.942	4
2	Companies determine the training priorities needed to achieve their goals.	4.00	.8690	1
3	The company offers internal and external training courses and programs to improve the performance of employees.	3.83	.9190	2
4	The company works to improve working conditions, prepare workers, and develop their skills constantly.	3.55	.9260	5
5	The company sets clear and important plans for the development of its employees.	3.78	.9000	3
Overall average		3.68	0.69	High

confirming success strategies is considered an important factor in continuing in the market. The third paragraph represents the second rank in terms of the degree of influence, with an average of 3.83, represented by “the company offers internal training courses and programs and external to improve the performance of employees;” this indicates a good balance of courses inside and outside Jordan to develop the services provided to the customer, reach the degree of customer satisfaction, and thus achieve a success strategy for it. Paragraph No. (4) states “The company works to improve working conditions, prepare workers and develop their skills continuously, with an arithmetic mean of 3.55 and a standard deviation of 0.926. It is also noted that the average of the training and development variable is 3.77; this indicates that the study sample confirms the existence of a positive impact of training and continuous development of the human cadre on achieving the strategy of success and thus achieving the general objectives of the company.

Table 8 clearly shows that the arithmetic means and standard deviations for the items of the compensation strategy were in the range (3.23-3.77) and a standard deviation was in the range (0.965-1.253). This indicates that the answers of the study sample focus on the options that agree and strongly agree with the impact of the compensation strategy variable. On the success of communication companies and their continuity in the market. The results indicated that Paragraph No. (2), which states that “workers enjoy a high level of job satisfaction and satisfaction with salaries,” ranked first with an arithmetic mean of 3.77; this indicates the existence of job stability for workers in telecommunications companies in Jordan, and this stability may generate creative ideas that help achieve customers’ needs and desires, which reflects positively on achieving success for telecommunications companies in Jordan. Instead, Paragraph No. (3) in the last paragraph came with an arithmetic mean of 3.23 and a standard deviation of 1.253.

Table 9 highlights that the arithmetic means and standard deviations for the paragraphs of the performance evaluation strategy were in the range (3.16-3.63) and the standard deviation was in the range n (0.925-1.146). This indicates that there is a moderate effect of the performance evaluation variable on the company’s success strategy. The results indicated that Paragraph No. (3), which states “the company relies on annual reports in evaluating the performance of employees,” ranked first, with an arithmetic average of 3.6377; this indicates that there is follow-up to develop the skills of employees, whether self-skills or skills that depend on courses, which helps to develop a strategy for success in telecommunications companies in Jordan. Paragraph No. (2), which states that “the company determines the performance standards for each employee according to the nature of his work,” came last, with an arithmetic mean of 3.16 and a standard deviation of 1.146.

Table 10 shows the arithmetic and standard deviations of the expressions indicating strategic success.

Table 8. Means and standard deviations for expressions related to the compensation strategy

No.	Paragraph	Weighted Average	Standard Deviation	Rank
1	The company adopts a clear strategy regarding wage increases.	3.67	1.072	3
2	Workers have a high level of job satisfaction and salary satisfaction.	3.77	1.019	1
3	The company grants incentive advances to improve the conditions of workers.	3.23	1.253	5
4	The company grants bonuses and incentives to employees based on their performance.	3.55	1.009	4
5	The company takes into account equality and fairness in wages and incentives among employees.	3.75	.965	2
Overall average		3.73	0.753	High

Table 9. Means and standard deviations for expressions related to the performance evaluation strategy

No.	Paragraph	Weighted Average	Standard Deviation	Rank
1	The company follows a clear and specific strategy in evaluating employee performance.	3.53	1.009	3
2	The company determines the performance standards for each employee according to the nature of their work.	3.16	1.146	5
3	The company relies on the annual reports in evaluating the performance of employees.	3.63	0.995	1
4	Performance evaluation is used while formulating HR performance strategies.	3.36	.9250	4
5	The company tries to provide a suitable work environment that is compatible with the required tasks.	3.61	1.049	2
Overall total		3.38	0.693	Medium

Table 10. Means and standard deviations for expressions related to strategic success

No.	Paragraph	Weighted Average	Standard Deviation	Rank
1	The company is interested in developing specific and clear strategies.	3.35	1.099	6
2	The strategies developed are commensurate with the nature of the strategic objectives and the available resources.	3.33	1.069	7
3	Available strategies help achieve the desired goals.	3.25	1.097	10
4	The employees carry out the specific tasks efficiently and within the planned time period.	3.41	1.013	5
5	Business is implemented from an environment where love prevails between the workers themselves and their managers, in order to achieve job loyalty.	3.26	1.020	9
6	Information properly flows from managers to employees.	3.30	1.015	8
7	Management positively affects motivating and directing employees to raise the level of performance and achieve strategic goals.	3.62	.9270	4
8	The company pays great attention to the level of employee satisfaction and creativity.	3.65	1.031	3
9	The company chooses the organizational structure that is compatible with its size, specialization, and field of work.	3.95	.9300	1
10	The company determines the human capabilities, environmental conditions, and the type of technology it needs.	3.86	.8940	2
Overall total		3.60	0.673	High

Table 10 shows that the arithmetic mean of the responses of the study sample on strategic success is 3.50, with a standard deviation of .6250, and the arithmetic means was in the range (3.25-3.95), with standard deviations in the range (.8940-1.099), and the results indicate that Paragraph No. (9), which states that “the company chooses the organizational structure that is consistent with its size, specialization, and field of work” came in first place; this indicates that telecommunications companies

in Jordan depend on a good formal organizational structure that clarifies the wire lines for employees, which facilitates the achievement of the company's goals of achieving Success and survival in the market. The tenth paragraph represents the second place in the score, with an average of 3.86, which is represented by "the company identifies human capabilities, environmental conditions, and the type of technology it needs." For customers to increase their numbers and achieve profits through them, and thus the company's success in achieving profit. Paragraph (3) came last, which states "the available strategies help in achieving the desired goals," with an arithmetic average of 3.25 and an average level.

Hypotheses Testing

Hypothesis one was as follows:

Hypothesis One: There is no positive effect at the level of significance ($\alpha \leq 0.05$) for HRMS in achieving the strategic success of cellular communication companies in Jordan.

The author used regression analysis to test the hypothesis (Table 11).

Results in Table 11 indicate that the value of F equals 20.490 with a significant of 0.000. This level of significant is less than 0.05, meaning that the model is suitable and acceptable. This indicates that the dimensions of HRMS have a statistically significant impact on strategic success of cellular communication companies in Jordan. Moreover, the dimensions of HRMS as independent variable interprets 38.0% of the variance in the dependent variable (i.e., strategic success), which is a high interpretive degree reflecting the solidity and the stability of the study model.

Therefore, hypothesis one was rejected in its null form, and the alternative hypothesis was accepted, which states that "HRMS have a direct positive significant impact in achieving strategic success of cellular telecommunication companies in Jordan at $\alpha \leq 0.05$."

The first subhypothesis was as follows:

Hypothesis One (a): Staffing strategy has no direct statistically significant impact at the level ($\alpha \leq 0.05$) in achieving strategic success of cellular communication companies in Jordan.

Results in Table 12 show that the calculated t value of 3.34 at the level of significance $\alpha = 0.001$, and it is significant at the level of significance $\alpha \leq 0.05$. This indicates that there is a statistically significant effect of recruitment strategy on the strategic success of cellular telecommunications companies in Jordan. This means rejecting the first subhypothesis in its null form, and accepting the alternative hypothesis, which states that recruitment strategy has a direct positive significant impact in achieving strategic success of cellular telecommunication companies in Jordan at $\alpha \leq 0.05$.

The second subhypothesis was as follows:

Hypothesis One (b): Training and development strategy has no direct statistically significant impact at the level of ($\alpha \leq 0.05$) in achieving strategic success of cellular communication companies in Jordan.

Table 11. Regression analysis of hypothesis one

Source	R ²	Sum of Squares	Df	Mean Square	F	Sig.
Regression	0.38	23.45	4	5.86	*20.490	0.000
Residual		41.29	147	0.281		
Total		64.74	151			

Note: *Statistically significant at $\alpha \leq 0.05$.

Table 12. Regression analysis of the hypothesis one (a)

Dimension	B	Std. Error	Beta	t	Sig.
Staffing strategy	0.279	0.0791	0.275	*3.34	0.001

Note: *Statistically significant at $\alpha \leq 0.05$.

Results in Table 13 show that the calculated t value of 2.38 at the level of significance $\alpha = 0.014$, and it is significant at the level of significance $\alpha \leq 0.05$. This indicates that there is a statistically significant effect of training and development strategy in achieving strategic success of cellular telecommunications companies in Jordan. This means rejecting the second subhypothesis in its null form and accepting the alternative hypothesis, which states that training and development strategy has a direct positive significant impact in achieving strategic success of cellular telecommunication companies in Jordan at $\alpha \leq 0.05$.

The third subhypothesis was as follows:

Hypothesis One (c): Compensation strategy has no direct statistically significant impact at the level of ($\alpha \leq 0.05$) on achieving strategic success of cellular communication companies in Jordan.

Results in Table 14 indicate that the value of calculated t equals 2.51 that is significant at $\alpha \leq 0.05$. Henceforth, compensation strategy has a statistically significant impact in strategic success of the cellular communication companies in Jordan. Thus, the third subhypothesis is be rejected in its null form, and the alternative hypothesis accepted; it states that compensation strategy has a direct positive significant impact in achieving strategic success of cellular telecommunication companies in Jordan at $\alpha \leq 0.05$.

The fourth subhypothesis was as follows:

Hypothesis One (d): Performance evaluation strategy has no direct statistically significant impact at the level of ($\alpha \leq 0.05$) in achieving strategic success of cellular communication companies in Jordan.

Results in Table 15 show that the calculated t value as 4.529 with the level of significance $\alpha = 0.000$. This indicates that there is a statistically significant effect of performance evaluation strategy in achieving strategic success of cellular telecommunications companies in Jordan at the level of significance $\alpha \leq 0.05$. This means rejecting the fourth subhypothesis in its null form and accepting

Table 13. Regression analysis of the hypothesis one (b)

Dimension	B	Std. Error	Beta	t	Sig.
Training and development strategy	0.177	0.072	0.172	*2.38	.0140

Note: *Statistically significant at $\alpha \leq 0.05$.

Table 14. Regression analysis of the hypothesis one (c)

Dimension	B	Std. Error	Beta	t	Sig.
Compensation strategy	.1520	0.068	0.171	*2.51	.0390

Note: *Statistically significant at $\alpha \leq 0.05$.

Table 15. Regression analysis of the hypothesis one (d)

Dimension	B	Std. Error	Beta	t	Sig.
Performance appraisal strategy	0.295	0.068	0.325	*4.529	.0000

Note: *Statistically significant at $\alpha \leq 0.05$.

the alternative hypothesis, which states that performance strategy has a direct positive significant impact in achieving strategic success of cellular telecommunication companies in Jordan at $\alpha \leq 0.05$.

Table 16 represents the result of multiple regression analysis of the significance of each dimension of the independent variable (HRMS) separately in contributing to the mathematical model that represents the impact of the dimensions of the independent variable (HRMS) in strategic success. Table 16 shows that performance evaluation strategy occupied the first rank, interpreting 23% of the variance of the dependent variable (strategic success). It was followed by recruitment strategy, which interpreted together with the previous dimension 29% of the variance in the dependent variable (strategic success). Training and development strategy came in the third rank, interpreting, together with the previous two dimensions, 39% of the variance in the dependent variable (strategic success), while compensation strategy occupied the last rank, interpreting, together with the previous three dimensions, 41.0% of the variance in the dependent variable (strategic success).

RESULTS

1. The telecommunications companies in Jordan keep pace with the development in the fine specializations suitable for the services they provide to customers through attracting strategies that keep pace with technological developments in the communications environment.
2. The telecommunications companies in Jordan apply transparent policies in the process of hiring their employees, so that everyone can know the basis for appointment and how to appoint their cadres; this may reflect positively on the success of the strategy of telecommunications companies in Jordan.
3. The telecommunications companies in Jordan are based on setting time programs to achieve the required goals through the existence of priorities for the appropriate training needs for the vision and mission of the telecommunications companies. This may help the integration of information from inside and outside the telecommunications companies to reach a joint achievement of the goals of the telecommunications companies and customers, at the same time.
4. Current specialized training courses, through continuous training departments, help improve the performance of employees and provide an appropriate environment that helps the existence of creative ideas that guarantee the company's long-term success strategy.

Table 16. Stepwise multiple regression analysis to predict strategic success through the dimensions of HRMS

Variable Entry in Regression Equation	R ²	t	t
Performance evaluation strategy	0.23	*6.91	0.042
Recruitment strategy	0.29	*3.92	0.000
Training and development strategy	0.39	2.86*	0.020
Compensation strategy	0.41	2.218*	0.000

Note: *Statistically significant at $\alpha \leq 0.05$.

5. There is a high degree of satisfaction among employees in telecommunications companies, both in terms of job satisfaction with the nature of work and financial satisfaction represented by salaries. This helps job security for employees and helps in distinguishing skills with the presence of differentiation in providing services to customers. It also helps to achieve success in telecommunications companies to survive in the competitive market.
6. There is a clear strategy in the system of rewards and incentives related to employees in telecommunications companies in Jordan. This helps to provide a competitive environment for employees to develop themselves in order to obtain material rewards and incentives, which may reflect positively on the success of telecommunications companies in achieving increased profitability and achieving economic well-being for stakeholders.
7. The telecommunications companies follow a clear strategy for all employees in terms of interviewing, appointment, and employment procedures, and all employees from all administrative levels help in the work of this strategy. This helps to integrate ideas in order to reach the achievement of its strategic goals of success and achieving the public interest of customers with telecommunications companies in Jordan.
8. Telecom companies pay great attention to their organizational structure; indeed, they highlight it in a suitable place for all segments of society. It is inclusive of all administrative and organizational levels, given that the organizational structure is the linking tool between the company and customers.
9. The concern of telecommunications companies in Jordan is the reason for encouraging and supporting creative ideas among employees, especially those that generate competitive advantages and distinction in the quality of services provided to customers and at the appropriate price for them or suitable for the purchasing power of income and salaries of customers.
10. The management of telecommunications companies in Jordan has a positive impact on motivating and directing employees to raise the level of performance and achieve strategic goals.
11. There is a positive impact of HRMS as a whole and their four dimensions on the strategic success of cellular companies in Jordan.
12. The results of the current study agreed with (Albatainah's (2016) study, which concluded that there is a statistically significant effect of HRMS on job performance. The study also agreed with Nguyen and Hadikusumo's (2017) study, which aimed to determine the impact of strategic thinking managers on organizational success, and also agreed with (Lu et al.'s (2022) study, which found that there is a positive impact of the HRMS on the performance of employees. While the results of this research differed from AL-Ta'an's (2013) outcomes, AL-Ta'an aimed to investigate the impact of HRMS to achieve strategic success.
13. The most important contributions of the study is it focused on telecommunications companies in Jordan, and it provided a more comprehensive picture of the reality of HR, skills and capabilities in the success of the enterprise. It also contributed to taking all strategies related to the development of HR with the aim of finding integration in those strategies for the success of the company.

RECOMMENDATIONS

Based on the results above, the author proposes the following recommendations:

1. The need for universities in Jordan to keep pace with the delicate disciplines in the world of communications and information technology through the presence of periodic meetings between universities and telecommunications companies to determine the needs required by the markets.
2. The need for an institutional governance of employment policies in telecommunications companies, which should be clear within the framework of instructions from within the company and from the government sector.

3. The need for specialists to determine the priorities of programs and activities related to telecommunications companies through partnership with members of the community in a way that achieves the objectives of both parties.
4. Paying attention to knowing the rates of inflation in prices for commodities of interest to employees to link the policies of rewards and bonuses with the rates of increase in prices in order to maintain the purchasing power of employees' salaries.
5. Activating policies that help increase the organizational and job loyalty of employees in telecommunications companies, by disclosing all decisions to employees at the same level and appropriate timing.
6. Taking into account equality in providing wages and incentives for workers in cellular telecommunications companies in Jordan.
7. Applying the compensation strategy effectively and its understanding by workers in cellular communications companies in Jordan.
8. Setting criteria for promotion based on academic qualifications and job experience.
9. Training those in charge of preparing strategic plans in order to achieve the appropriate and correct application thereof.
10. Spreading the motivational culture within the company through a set of steps, including allocating a financial or moral award for the ideal employee.
11. Considering HR as one of the main constants in leading the company towards strategic success.

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