



# The Impact of Human Resources Strategies in the Administrative Empowerment: A Case Study in Arabian Qatrana Cement

Aymn Sulieman Zamel Al-Qatawneh<sup>1\*</sup>, Walaa Mobaideen<sup>2</sup>

<sup>1</sup>Faculty of Business Administration, Mu'tah University, Jordan, <sup>2</sup>Mu'tah University, Jordan. \*Email: [aymnaqatawneh@yahoo.com](mailto:aymnaqatawneh@yahoo.com)

## ABSTRACT

This study aims to identify the impact of human resources strategies in administrative empowerment in the Arabian Qatrana Cement Company, and to achieve the goal of the study by using a questionnaire instrument, which is consisted of (29) items. The research instrument was carefully developed and its validity and reliability were verified, the study was applied to a sample of the company's employees who totaled (95) employees. After the analysis, the results revealed that the implementation level of human resources strategies was high, as the arithmetic mean was (4.57) and standard deviation equaled (0.53), which may attributed to the company's interest in the application of human resources strategies. The results has shown that the application level of administrative empowerment at the company was also high, as the arithmetic mean was (4.53) and the standard deviation equaled (0.54) since the company is working in order to enable the employees to find a work environment characterized by freedom and independency. The study concluded that there is a statistically significant impact at  $\alpha = 0.05$  of human resources strategies by its dimensions (selection and placement strategy, compensation strategy, training and development strategy and performance evaluation strategy) in administrative empowerment in Arabian Qatrana Cement Company. In light of the results of this study, the researcher recommended to develop a comprehensive strategy for human resources in Arabian Qatrana Cement Company in line with the improvement of policies and procedures relating to the selection and placement of employees, and to develop their abilities, preparing the right climate that contributes to raising their morale and creating trust between managers and employees so as to carry out their work within the standards and their participation in decision-making process.

**Keywords:** Human Resources Strategies, Administrative Empowerment, Arabian Qatrana Cement

**JEL Classifications:** D73, O15

## 1. INTRODUCTION

Nowadays, organizations live in an era characterized by renewal and searching for more efficiency and creativity, the modern world of today has witnessed a very rapid and successive development and changes in all sectors. The management finds itself from time to time in the face of challenges that impose dispensing systems, principles and methods that were used previously in the field of development and improvement.

Human resources in the public and private companies are considered the cornerstone of the administrative process due to the importance of the effectiveness of these companies in accomplishing its mission, which depends on to a large extent on its human resources, and what its members are enjoying of skills and abilities and what are the plans, motivations and aspirations they take in place. Therefore, generally companies in achieving

their basic goals depend on the quality of its workforce, and the optimal and the effective use of such forces.

The role of human resource strategies is designed to expand the perceptions of the individual and find more available options, which lead to improve the employees' skills and build their knowledge, as well as to provide opportunities for creativity and self-respect. Moreover, it aims to ensure human rights of employee and the positive participation in the field of work and life together.

The human element is considered one of the main components of the company that must be preserved and developed in order to pursue the best for it, which consequently assists in achieving its goals. Any company might not operate efficiently and effectively without paying sufficient attention to human resources, and making efforts, money and time to select the best. The aforementioned tasks can only be performed by empowering employees and

providing the suitable training alongside giving them more incentives and greater delegation of powers as well participation in decision-making.

The administrative empowerment is the fundamental and sound basis, which enables the individual to exercise full authority, and to bear the job responsibilities to form one of the pillars that underpinned the company's strategy. This enhances the ability of companies to face the challenges, the successive developments that in turn make it more susceptible to the growth and prosperity, more efficient and effective, and more responsive to global variables.

Hence, this study aims to identify the impact of human resources strategies in administrative empowerment in the Arab cement company.

## 2. THE PROBLEM AND THE QUESTIONS OF THE STUDY

The need has increased for human resources that enjoy outstanding capacities and high-skills that all competitors are unable to imitate. So human resources strategies has been changed in line with the current requirements away from the traditional patterns in managing these resources (Sahar and Al-Kotob, 2013).

In recent times the companies' perception of the importance and the effectiveness of human resources has been increased as an effective factor in business success in either individual level and company level or economic level as a whole. Since it represented an vital part of the companies' resources and an essential asset of the company, which resulted in forcing companies to continually pursue to develop and enhance its human resources. This ultimately boosts the companies' capability to achieve their goals efficiently and effectively, which accordingly help them in facing the external and internal changes and challenges.

HR strategies represent a system designed to achieve the effective investment and development of human resources for the hope that improving the performance of human resources of the company. Thus, the need been has increased for effective human resources strategies to ensure the positive adaptation of the company with the external environment and to empower employees as well as to enhance the trust between management and employees of the company beside motivate them to participate in the process of decision-making (Masuda and Safyah, 2013).

Accordingly, the problem of the study could be identified by answering the following question: "What is the impact of human resources strategies in administrative empowerment in Arabian Qatrania Cement Company?" this question is divided into the following questions:

Question One: What is the level of applying human resource management from the perspective of the respondents in Arabian Qatrania Cement Company?

Question Two: What is the level of applying administrative empowerment from the perspective of the respondents in Arabian Qatrania Cement Company?

## 3. THE IMPORTANCE OF THE STUDY

This study is considered as one of the outstanding studies in identifying the impact of human resources strategies in administrative empowerment, as there is a dearth of information and Studies dealing with the association between human resource strategies and administrative empowerment. Furthermore, this kind of studies had not been recorded on a large scale in Jordan in general and in particular within the industrial sector.

The expected benefits from the results of this study could be found as a starting point for further studies on the grounds, given that the main objective of this study is to identify the human resource strategies and its impact on the administrative empowerment in Qatrania Arabian Cement Company.

Moreover, such type of studies contributes effectively in spreading awareness and knowledge among employees about human resources strategies, which will reflect positively on the administrative empowerment process in Qatrania Arabian Cement Company.

## 4. THE OBJECTIVE OF THE STUDY

This study aims to determine the impact of human resources strategies (recruitment strategy, compensation strategy, training and development strategy and employee participation) in the administrative empowerment from the perspective of employees in Qatrania Arabian Cement Company. To achieve the aforementioned objective, this study seeks to achieve the following objectives:

1. To provide a conceptual framework with respect to human resource strategies and administrative empowerment as well as the concepts associated with them.
2. To come up with recommendations on the impact of human resource strategies in the administrative empowerment from the perspective of employees in Qatrania Arabian Cement Company as an example of the industrial companies in Jordan.

## 5. THE HYPOTHESIS OF THE STUDY

Based on what previously mentioned, the following main hypothesis could be developed:

The main hypothesis: There is no statistically significant impact at  $\alpha = 0.05$  of the human resource strategies (recruitment strategy, compensation strategy, training and development strategy and employee participation strategy) in the administrative empowerment from the perspective of workers in Qatrania Arabian Cement Company.

The following sub-hypotheses are emerged from the main hypothesis:

The first sub-hypothesis: There is no statistically significant impact at  $\alpha = 0.05$  of recruitment strategy in the administrative empowerment from the perspective of workers in Qatrania Arabian Cement Company.

The second sub-hypothesis: There is no statistically significant impact at  $\alpha = 0.05$  of compensation strategy in the

administrative empowerment from the perspective of workers in Qatrana Arabian Cement Company.

The third sub-hypothesis: There is no statistically significant impact at  $\alpha = 0.05$  of training and development strategy in the administrative empowerment from the perspective of workers in Qatrana Arabian Cement Company.

The fourth sub-hypothesis: There is no statistically significant impact at  $\alpha = 0.05$  of performance evaluation strategy in the administrative empowerment from the perspective of workers in Qatrana Arabian Cement Company.

## 6. THE MODEL OF THE STUDY

In order to achieve the objectives of the study, the researcher has developed the following model based on the above hypotheses that illustrated in Figure 1.

## 7. DEFINITION OF TERMS

### 7.1. Independent Variable

HR strategy: Means a system of human resource practices for a particular job or collection of jobs aimed at the best possible performance of employees to meet the firm’s ultimate goals (Al-Kasasbeh, 2013). The main dimensions of the independent variable are:

Selection and recruitment strategy: Trade-off between individuals who applied for the job and choose the best of them, a way to search for the best elements for a particular job and to choose the most appropriate. Mondy and Noe (2005) defined it as the process of selecting the most suitable person among the various applicants to perform a certain job and to be committed to it.

Compensation strategy: What is realized by employees as an exchange for their efforts and doing their job. This compensation includes two main components that are: Direct financial payments which may take the form, of wages, salaries, incentives and profit; and indirect financial payments, which take the form of financial benefits, such as insurance and paid vacations (Al-Qadi, 2012).

Training and development strategy: This strategy refers to the organized efforts that contribute to teaching job-related knowledge, skills and behavior of staff. It is a knowledge-based system of the human resources in the organization and the development of their existing skills and their acquisition of new and varied skills in order to achieve the long-term goals of the organization (Aquili, 2006).

Performance evaluation strategy: An objective measuring process of the size and the level of what has been achieved in comparison with what to be accomplished quantitatively and qualitatively (Shawish, 2005).

### 7.2. Dependent Variable

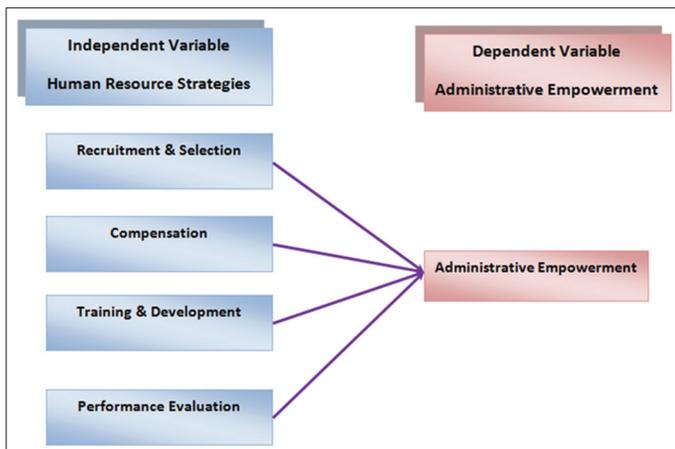
Administrative Empowerment: A contemporary Administrative process that emphasizes to give employees the right act and make decisions relating to their activities within the organization by giving them authorities, providing them with the required information on time, and giving them full freedom to perform activities and business in a suitable way (Mobaideen and Saleh, 2011).

## 8. LITERATURE REVIEW

Study conducted by Bediar et al. (2015) entitled “The Administrative Empowerment and Its Relationship with The Effectiveness of The Work Teams.” This study aimed to discover the relationship between administrative empowerment in its five dimensions (communication and sharing information, teamwork building, influence, employee motivation and power) and the effectiveness of teamwork, and to determine the level of their implementation within international Non-Governmental Organizations operating in the Gaza Strip. The results showed that there is a disparity in approval ratings among the five variables identified by the survey of managerial empowerment, in which the power variable occupied the first rank, team building ranked second, whereas employee motivation took the bottom position. The study recommended a reconsideration of the overall incentive system. Moreover, the study suggested increasing the speed and fluidity of the circulation of information across all administrative levels.

According to Samhadanah (2014) study entitled “human resources information systems and their impact on human resource strategies: An applied study on Arabian cement companies in the Hashemite Kingdom of Jordan.” The purpose of this study was to identify the human resources information systems and their impact in human resource strategies. The study found a range of results, including: The existence of a evident impact of human resource systems information on the strategies of human resources (recruitment, selection, placement, training and performance evaluation) in the context of Jordanian cement companies. The main recommendations of this study were: To develop comprehensive strategies for the management of human resources in the cement companies in the line with the improvement of policies and procedures applicable to the recruitment and selection of personnel; to develop their capabilities; and to create the appropriate atmosphere which contributes to raise their morale and the performance of their duties within prescribed standards that concern with merit.

Figure 1: Model of the study



With respect to transportation sector Alta'an study (2013) undertaken a research entitled "the impact of human resource management in achieving strategic success: Ministry of transportation field study." The objective of this study was to investigate the impact of the human resources management in achieving strategic success in Iraqi Ministry of Transportation. Among the most prominent findings of the study: All influence relations between human resources management strategies and strategic success were highly significant, where the selection strategy and training and development strategy occupied the first rank in terms of importance in the ministry followed by performance evaluation strategy, while Job Analysis strategy ranked at the last. The researcher presented a numeric of recommendations including: Increasing and expanding interest in human resource management strategies; the formulation of working groups that are responsible for the analysis, formulation, implementation and evaluation of human resources management strategies in the ministry.

Moreover, Al-Kasasbeh study (2013) entitled "employee performance as a mediating variable in the relationship between human resources management practices and learning organization: A case study of the company of Aqaba Container Terminal." This study aimed to identify the relationship between the strategies of human resources and the standards of learning organization in the existence of employees performance as an mediating variable in the case of Aqaba Container Terminal company. The study concluded that: There is a statically significant impact of the strategies of human resources (recruitment and selection, development and training, motivation and incentives and performance evaluation) on the standards of learning organization (creating opportunities for continuous learning, encouragement of questioning and dialogue and encouragement of experimentation and learning) in the existence of employees performance (attendance and absence, commitment to public safety, achievement of goals and behavior with the others) as an mediating variable. The researcher recommended the continuity and focus on the importance of the practices of human resource management strategies through the promotion of strategies of recruitment, selection, training, development and motivation, and performance evaluation, as well as encouraging experiments and learning as one of the standards of the organization seeking to learn in Aqaba Container Terminal.

Al-Nofal study (2010) entitled "Human Resource Empowerment Strategy and Its impact on achieving Strategic Objectives in Kuwait Commercial Banks." The main objective of the study was to reveal the Impact of Human Resource empowerment Strategy (Information Participation; freedom and independence; Self-managed work teams, Organizational Power) on achieving Strategic Objectives of Kuwait Commercial Banks that encompassed Creativity, Productivity and Social responsibility. The study concluded: There is a statically significant impact of Human Resource Empowerment Strategy on achieving Strategic Objectives of Kuwait Commercial Banks. The study set the following recommendations: To broaden participation in decision-making; to increase channels of communication and reduce the Centralization; to adopt the organizational culture by Commercial based on collective spirit that is supportive to the bank's strategy towards empowerment.

Study of Sahar and Al-Qotob (2013) entitled "the impact of human resources management practices in the learning and development of the workers in Jordanian Islamic Commercial Banks." This study aimed to identify the extent of applying human resources management strategies represented by: Job analysis, human resources planning, recruitment, training and development, performance evaluation, benefits and compensation, empowerment and worker relationships management and its impact on the dimensions of learning and development represented in: Workers performance, internal processes improvement, competencies and capabilities and creativity and innovation. The study concluded that there is a statistically significant relationship of human resources management practices in worker learning and development except of job analysis while the learning and development has the greatest impact followed by empowerment. The study recommended: Making all the requirements of structural and psychological empowerment available for the workers giving them more autonomy and freedom in participating in decision making and problem solving and activating group work and opening the field for the workers for more participation in sharing and information transfer.

Jarbi study (2013) entitled "the impact of human resources development strategy in achieving sustainable competitive advantage of the economic organization: Case study of Soidal compound for the pharmaceutical industry - Constantine branch." This study aimed to show the importance of the acquisition of the enterprise a sustainable competitive advantage and to highlight the impact of human resources development strategy in achieving it in the Soidal compound for the pharmaceutical industry. This study concluded that there is a statistically significant impact of human resources development strategy in achieving sustainable competitive advantage, the organization provides an annual plan for the training of human resources, and that the process of assessing the performance followed in the organization is working to raise the level of performance of employees and to develop their abilities, but weakly. The researcher submitted a set of recommendations, namely: The organization must enable all workers to training opportunities and it is necessary to introduce a system for monitoring and evaluating performance of staff after training and to build it upon clear and specific criteria.

Study of Jadi and Obeida (2013) entitled "administrative empowerment as a modern strategy used to increase the satisfaction of the employees in the service institutions: A field study of a group public hospitals in Algeria." This study focused on examining the administrative empowerment as a modern organizational strategy that contributes to increased satisfaction of the employees in the service institutions and identifying the relationship between the administrative empowerment: Delegation of authority, participation in decision-making, personal development, imitation and simulation, and the development of creative behavior) in job satisfaction: Satisfaction of incentives, complacency, satisfaction about the nature and conditions of employment, and satisfaction with the relationship with officials). The main findings of the study: The existence of a relationship between the administrative empowerment in all its dimensions and job satisfaction in all its dimensions. One of the main recommendations: To grant more

autonomy at work and this in turn is reflected on the independence of the workers of all categories, without the intervention of others in their business, consider the rewards and incentives system and modify it on clear foundations in order to raise the morale of the workers.

Zatari study (2013) entitled “Practices of Human Resource Strategies and Their Role in Strategic Flexibility in the Palestinian Islamic Banks.” This study aimed to measure and analyze the impact of practices of human resource strategies (Recruitment and Selection, Training and Development and Sustain of Human Resources) on strategic flexibility (Market flexibility, enlargement flexibility and New Product flexibility) from the perspective of managers working in the in Palestinian Islamic Banks. The level of practicing human resource strategies in the Islamic Banks in Palestine was high where sustaining human resources was the most important, followed by training and development and finally recruitment and selection. The most important recommendation of the study was that Palestinian Islamic Banks continue to work on the development of mechanisms to strengthen its strategic flexibility to reflect the needs and requirements of the Palestinian market in these banks.

Al-Qadi study (2012) entitled “Relationship of Strategic Human Resource Management Practices and performance of Employees and their Impact on Organization Performance: Applied Study on Private/universities in Jordan.” his study aimed to investigate and to demonstrate the impact of strategic Human Resource Management Practices (recruitment and selection, compensation systems, training and development and employee participation) on private universities performance in Jordan. The Main results of the study are: There is a significant impact of SHRMT Practices (recruitment and selection, training and development and employee participation) on employee performance. The main recommendations of the study are: All managers of Departments and sections should participate with the manager of HRM in recruitment and appointment (selection) in the Private Universities in Jordan. Compensation system should be adjusted according to the expectation of the employees in private Universities in Jordan. Also, it is essential that employees participate in decision making.

Study of Mobaideen and Saleh (2011). Entitled “The level of practice of administrative empowerment in large industrial companies and its relationship with the demonstration of the strategic objectives of Jordanian Ministry of Environment: A field study.” This study aimed at identifying the relationship between administrative empowerment: Training and developing workers, work groups, participation in decision making and authorities delegation, and accomplishing strategic objectives of Jordanian Ministry of environment: Sustainable development, policies development, control enhancement, support cooperation and increase education. The study concluded the following: When administrative empowerment increases, the ministry can increase its ability to accomplish its strategic goals. The study recommends the following: The necessity of adapting training programs as a supportive for ensuring continuous learning, the necessity of increasing the control and environmental programs at Jordanian ministry of environment side.

Dalain study (2010) entitled “The Impact of Empowerment upon the Organizational Excellence at (JTC).” The study aimed at analyzing the effect of empowerment on business organization excellence at (JTC). The study findings were: The perceptions of the respondents to the empowerment was high, and their perceptions toward business organization excellence were also high. Also, there was a statistical significant effect for the application of the concept of empowerment on the business organization excellence. The study has recommended that, the necessity of creating a healthy climate to enable the employee to apply the concept of empowerment at (JTC), and encouraging some new management practical such as team building, because of its positive effect to create and build a excellence organizations.

Study of Abu-Doleh and Obeydat (2007) entitled “the reality of the strategy of the functions of human resources management in the Jordanian banking sector.” This study aimed to explore the reality of the strategy of the functions of human resources management in the Jordanian banking sector, and the ability of the bank to link between strategic planning and human resources management through the study of the impact of personal characteristics of managers (the educational level, the administrative level, and the total number of years of experience, number of years of experience in the field Human Resource Management) with organizational variables (presence of strategic planning, having written and documented strategic plan) in the application of the functions of human resource management (human resource planning, placement (recruitment, selection), training and human resources development, performance evaluation and human resources, compensation and incentives and career planning). Among the most prominent findings of the study that there is a significant correlation between some of the organizational variables on one hand and the ability of the bank to manage human resources on the other hand, in addition to the lack of correlation between the personal characteristics of managers and the degree of linkage between human resources management and strategic planning on the other hand. One of the main recommendations of the study: It is necessary for the Jordanian banks to comprehend the importance of human resources as an investing resource not as f productivity elements through the availability of devices specialized for the management of human resources and the presence of its own unit in addition to giving the head of this unit the power which enables him to perform these resources effectively.

Alhyasat study (2006) entitled “Measurement Criteria for Efficiency and Effectiveness of Human Resource Management Strategies in The Jordan’s Press Foundations and Their Relationship on Corporate Performance” in the viewpoint of Employees. This study aims at identifying the efficiency and effectiveness of human resources management in Jordan’s Press organizations as represented in strategies adopted by these institutions in the fields of human resources planning, selection and placement, evaluation of personnel’s performance, training of employees and the relationship between these strategies and institutional performance.

The results of study: There is a positive relationship between the efficiency and effectiveness of human resources planning strategies

(human resources planning, selection and placement, evaluation of personnel's performance, training of employees) in Jordan's press organizations and their institutional performance. The researchers recommended that efforts should be exerted to analyze the areas of weaknesses and strengths of the internal environment, and Jobs should be analyzed, described and classified in accordance with an organizational structures of Jordan's press organizations and that journalistic institutions continue to train employees to increase their knowledge and skills and to increase their ability to communicate with others.

Caliskan (2010) discussed that in a rapidly changing competitive environment, human resources are one important source of competitive advantage. Human resource systems can contribute to sustained competitive advantage through facilitating the development of competencies that are firm specific. Strategic human resource management concerns with the creation of a linkage between the overall strategic aims of business and the human resource strategy and implementation. The published research generally reports positive statistical relationships between the greater adoption of HR practices and business performance. The causal linkage between HR and organizational performance will enable the HR managers to design programs that will bring forth better operational results to attain higher organizational performance. Through specific examples from academic research regarding the impact of strategic human resource management practices on organizational performance, the conclusion is that the way an organization manages its human resources has a significant relationship with the organization's performance.

While Akhtar et al. (2008) examined the factorial validity of strategic human resource management practices and their effects on company performance in a sample of 465 Chinese enterprises. Data were collected through two questionnaire surveys among general managers and HRM directors on product/service performance of their companies and a range of strategic HRM practices. Their findings indicate that a valid set of strategic HRM practices (training, participation, results-oriented appraisals, and internal career opportunities) affect both product/service performance and financial performance. Employment security and job descriptions contribute uniquely to product/service performance, whereas profit sharing contributes uniquely to financial performance.

### 8.1. The Position of the Current Study among the Previous Studies

The goals of previous studies were varied, as some of it aimed to identify the impact of human resource management strategies in the learning and the growth of the organization while some studies aimed at identifying the impact of human resource management in achieving competitive advantage, others targeted in his study to identify the relationship of strategic practices of human resources management in the performance of organizations.

The current study was distinguished from previous studies as it was the first in Jordan -according to the researcher's knowledge- which aims to reveal the impact of the strategies of human resources in the administrative empowerment where it considered Human Resources strategies represented in selection and recruitment

strategy, compensation strategy, training and development strategy, and performance evaluation strategy as the independent variables and the administrative empowerment as the dependent variable.

## 9. THE METHODOLOGY OF THE STUDY

This study utilizes an analytical descriptive approach that depends on appropriate statistical methods to interpret and measure the results through the preparation and development of a questionnaire as a key tool designed to collect the required data obtained from the study population as a primary source to collect the required data. In addition to a review of the literature and previous studies as a secondary source of data and information collection needed to clarify the theoretical aspects as required by the study to create integration between theoretical and practical sides of the study, to strengthen and to enhance the chance of success of the study to achieve its goals.

### 9.1. The Study Population

The study population is consisted of the employees of Arabian Qatrania Cement totaling 210 employees, as Arabian Qatrania Cement is one of the leading cement manufacturers in Jordan, this company was targeted due to the possibility to easily access data related to strategies of human resources and administrative empowerment, which doubles the possibility of getting better information.

### 9.2. Sample of the Study

The sample of the study was randomly selected to include all the working employees who apply human resources strategies and administrative empowerment in the company totaling 202, ninety five copies of the questionnaire were distributed which is equal 47% of the population. All of these copies were restored and they were valid for statistical analysis.

#### 9.2.1. Characteristics of the study sample

The discussion regarding demographic variables are illustrated in Table 1.

First: Gender:

It is clear from the Table 1 that the percentage of Male in the sample is greater than the percentage of the females as the male percentage equals to (77.9) whereas the female percentage equals (22.1) because the nature of work in these companies includes dealing with very dangerous materials so females were excluded from working in these factories.

Second: Age:

It is obvious from the Table 2 that the category (Between 31 and 40 years old) has the largest percentage (42.1%) of the sample of the study while the category (More than 50 years old) occupied the last position with a percentage of (12.6%) since worker in this sectors are technicians, skilled workers and engineers of medium to large experience so as to perform their work which needs high level skills. This table reflects a part of the strategy of the firm that concentrates on attracting a certain age group that has efficient and effective characteristics and experience in performing jobs and accepting technological development.

Third: Scientific qualification:

As illustrated in Table 3 the category of the employees who have Bachelor degree has the largest percentage (57.9%) of the sample of the study while the category of the employees who have Higher studies occupied the last position with a percentage of (10.5%) which reflects the nature of the skillful jobs that are required to be available in the cadres of the firm.

Fourth: Experience in the work field:

Table 4 showed that the category of the employees whose experience ranges between 5 and 10 years has the largest percentage (50.5%) of the sample of the study while the category of the employees whose experience was 5 years or less occupied the last position with a percentage of (10.5%) since these companies needs long experiences in the fields of operating the machines and production. Moreover this percentage indicates that the kind of firms tries to develop the individuals working in it as well as this firm is based on successful policies of recruitment and placement.

Fifth: Job position:

It is clear from the Table 5 that the category of the employees who occupy the position of administrative employee has the largest percentage (44.3%) of the sample of the study while the category of the employees of the employees who occupy the position of Manager/Assistant Director came in the last rank with a percentage of (8.4%) since administrative employees are the ones who apply human resources strategies and administrative empowerment more than any other category.

## 10. VALIDITY AND RELIABILITY OF RESEARCH INSTRUMENT

### 10.1. Validity

A questionnaire was developed in order to achieve the objectives of the study, it has been arbitrated by members of the academic staff in Business Administration department for the purpose of ensuring the concepts and words, which is referred to content validity. where it was divided into 2 sections:

- The first section: Includes the demographic factors
- The second section: Includes the independent and dependent variables.

Likert five point scale was adopted to the second part of the questionnaire as the following:

- 5 - Strongly agree
- 4 - Agree
- 3 - Neutral
- 2 - Disagree
- 1 - Strongly disagree.

Based on that the values of the arithmetic averages found by the study will be dealt with in order to interpret the data as follows:

- From 1.00 to 2.33 low degree
- From 2.34 to 3.67 moderate degree
- From 3.68 to 5.00 high degree.

### 10.2. Reliability

In order to verify the reliability of the study two ways were used:

1. Stability: The reliability was calculate using test-Retest as shown in Table 6.
2. Internal consistency: Cronbach’s alpha coefficients were calculated shown in Table 6.

It is evident from Table 6 the study tool have high reliability coefficients ranged from 84% to 90% for test - retest while it ranged from 83% to 92% for Cronbach’s alpha in the case of independent variables. The dependent variable has got 90% test-retest coefficient and 89% Cronbach’s alpha coefficient.

**Table 1: The distribution of the individuals of the sample according to gender**

Gender	n (%)
Gender	
Male	74 (77.9)
Female	21 (22.1)
Sum	95 (100.0)

**Table 2: The distribution of the individuals of the sample according to age**

Age	n (%)
Age	
30 years old or less	17 (17.9)
Between 31 and 40 years old	40 (42.1)
Between 41 and 50 years old	26 (27.4)
More than 50 years old	12 (12.6)
Sum	95 (100.0)

**Table 3: The distribution of the individuals of the sample according to scientific qualification**

Scientific qualification	n (%)
Scientific qualification	
Diploma or less	30 (31.6)
Bachelors	55 (57.9)
Higher studies	10 (10.5)
Sum	95 (100.0)

**Table 4: The distribution of the individuals of the sample according to experience in the work field**

Experience	n (%)
Age	
5 years or less	10 (10.5)
Between 5 and 10 years	48 (50.5)
Between 11 and 15 years old	26 (27.4)
More than 15 years	11 (11.6)
Sum	95 (100.0)

**Table 5: The distribution of the individuals of the sample according to job position**

Job position	n (%)
Age	
Employee	10 (10.5)
Administrative employee	48 (50.5)
Head of department	26 (27.4)
Manager/assistant director	11 (11.6)
Sum	95 (100.0)

In order to answer the questions of the study arithmetic averages and standard deviations were used while to test the hypotheses of the study multiple regression analysis to determine the validity of the study model and simple regression analysis to identify the impact of the independent variables in the dependent variable.

## 11. ANALYSIS AND RESULTS

The results of current study are presented based on the research questions and research hypotheses.

### 11.1. Question One

What is the level of applying human resource management from the perspective of the respondents in Arabian Qatrania Cement Company?

In order to answer this question the arithmetic averages and standard deviations of the individuals' of the sample of the study answers were calculated for the level of applying human resources strategies in Arabian Qatrania Cement Company, as shown in Table 7.

Table 7 indicates that the level of the application of human resource strategies in Arabian Qatrania Cement Company was high with an arithmetic average of (4.57) and a standard deviation of (0.53). The dimension of (selection and recruitment occupied the first rank in a high level with an arithmetic average of (4.68) and a standard deviation of (0.69) while the dimension of (performance evaluation) came in the last rank in a high level with an arithmetic average of (4.47) and a standard deviation of (0.57), the followings are detailed representation of the items of dimension.

It is evident from Table 8 that the arithmetic average of the total items was high and equal to (4.68) with a standard deviation of (0.42) which indicates that the application of selection and recruitment strategy was high. Item 1 which states "The heads of Departments share HR managers in the process of selection and recruitment in the company," occupied the first rank with an arithmetic average of (4.82) and a standard deviation of (0.42) while item 2 which states "The company is interested to collect data and information on applicants for recruitment in addition to the interview and the test for use in differentiation and placement," occupied the last rank with an arithmetic average of (4.57) and a standard deviation of (0.71).

It is evident from Table 9 that the arithmetic average of the total items was high and equal to (4.57) with a standard deviation of (0.45) which indicates that the application of compensation strategy was high. Item 1 which states "the compensation offered by the company commensurate with the workers' expectations," occupied the first rank with an arithmetic average of (4.65) and a standard deviation of (0.51) while item 2 which states "Compensation granted in the company based on the efficiency of workers," occupied the last rank with an arithmetic average of (4.46) and a standard deviation of (0.76).

It is evident from Table 10 that the arithmetic average of the total items was high and equal to (4.75) with a standard deviation

**Table 6: Reliability coefficients of the study tool**

Dimension	Retest	Cronbach's $\alpha$
Selection and recruitment	0.85	0.83
Compensation	0.87	0.86
Training and development	0.85	0.86
Performance evaluation	0.84	0.85
Total	0.90	0.92
Administrative empowerment	0.90	0.89

**Table 7: Arithmetic averages, SD, to the level of the application of human resource strategies**

Variables	Arithmetic average	SD	Order	Degree
Selection and recruitment	4.68	0.69	1	High
Compensation	4.57	0.45	2	High
Training and development	4.55	0.54	3	High
Performance evaluation	4.47	0.57	4	High
Total	4.57	0.53	-	High

SD: Standard deviation

of (0.54) which indicates that the application of training and development strategy was high. Item 2 which states "Units of training and development at the company oversee the careful selection of materials, training and development and the contents of the training programs to suit with the content of the work in the company," occupied the first rank with an arithmetic average of (4.75) and a standard deviation of (0.60) while item 5 which states "The company performs an assessment after the completion of staff training and development process to judge its effectiveness," occupied the last rank with an arithmetic average of (4.30) and a standard deviation of (0.71).

It is evident from Table 11 that the arithmetic average of the total items was high and equal to (4.47) with a standard deviation of (0.57) which indicates that the application of performance evaluation strategy was high. Item 3 which states "Objective and continuous assessment of individuals stimulates employees' creativity in their working field," occupied the first rank with an arithmetic average of (4.75) and a standard deviation of (0.73) while item 4 which states "Personnel performance assessment is an effective way to increase the trust between manager and staff," occupied the last rank with an arithmetic average of (4.30) and a standard deviation of (0.75).

### 11.2. Question Two

What is the level of applying administrative empowerment from the perspective of the respondents in Arabian Qatrania Cement Company?

In order to answer this question the arithmetic averages and standard deviations of the individuals' of the sample of the study answers of the items related to administrative empowerment dimension were calculated as shown in Table 12.

It is evident from Table 12 that the arithmetic average of the total items was high and equal to (4.52) with a standard deviation of (0.54) which indicates that the Administrative empowerment strategies in Arabian Qatrania Cement Company was high. Item 4 which states "Administrative empowerment in the company

**Table 8: Arithmetic averages, SD of the answers of the individuals of the study sample of the items of selection and recruitment strategy dimension**

Number	Item	Arithmetic average	SD	Order	Degree
1	The heads of departments share HR managers in the process of selection and recruitment in the company	4.82	0.42	1	High
2	The company is interested to collect data and information on applicants for recruitment in addition to the interview and the test for use in differentiation and placement.	4.57	0.71	6	High
3	The company contributes to increasing the effectiveness of the selection process by focusing on recruiting and attracting the right people in the company	4.68	0.63	3	High
4	Recruitment process in the company aims to provide a sufficient number of suitable applicants for the job and at the lowest possible cost	4.62	0.73	5	High
5	The individual qualified for the Vacant job is given a realistic picture of the work in the company	4.71	0.56	2	High
6	The company is seeking to improve the performance through the placement of qualified and highly skilled	4.66	0.58	4	High
	Total	4.68	0.42	-	High

SD: Standard deviation

**Table 9: Arithmetic averages, SD of the answers of the individuals of the study sample of the items of compensation strategy dimension**

Item	Arithmetic average	SD	Order	Degree
The compensation offered by the company commensurate with the workers expectations	4.65	0.51	1	High
Compensation granted in the company based on the efficiency of workers	4.46	0.76	5	High
The company relies on information provided by the performance evaluation system for the purpose of determining the compensation and incentives that outstanding workers deserve	4.62	0.55	2	High
The company follows a clear and specific compensation system for each function	4.55	0.64	4	High
The company focuses on justice among personnel in the distribution of compensation to them	4.56	0.71	3	High
Total	4.57	0.45		High

SD: Standard deviation

**Table 10: Arithmetic averages, SD of the answers of the individuals of the study sample of the items of training and development strategy dimension**

Item	Arithmetic average	SD	Order	Degree
The company adopts organized training programs for the training and the development of new workers so that they could acquire the necessary skills	4.65	0.53	2	High
Units of training and development at the company oversee the careful selection of materials, training and development and the contents of the training programs to suit with the content of the work in the company	4.75	0.60	1	High
Specific and objective procedures are followed to evaluate of the effectiveness of training and its success in achieving the set goals	4.50	0.73	4	High
When developing training and development strategies future environmental variables are considered	4.59	0.75	3	High
The company performs an assessment after the completion of staff training and development process to judge its effectiveness	4.30	0.71	6	High
Training and development strategy help in identifying and determining the existing qualifications and skills among workers	4.49	0.83	5	High
Total	4.55	0.54	-	High

SD: Standard deviation

contributes to reduce the direct supervision of the workers,” occupied the first rank with an arithmetic average of (4.71) and a standard deviation of (0.49) which means that the company gives workers more authorities to practice their job freely while item 5 which states “Administrative empowerment encourages workers to take advantage of the training and the acquisition of new skills in the company,” occupied the last rank with an arithmetic average of (4.31) and a standard deviation of (0.83).

### 11.3. Hypotheses Testing

#### 11.3.1. Main study hypothesis

There is no statistically significant impact at  $\alpha = 0.05$  of the human resource strategies (recruitment strategy, compensation strategy, training and development strategy and employee participation strategy) on the administrative empowerment from the perspective of workers in Qatrania Arabian Cement Company.

**Table 11: Arithmetic averages, SD of the answers of the individuals of the study sample of the items of performance evaluation strategy dimension**

Item	Arithmetic average	SD	Order	Degree
An effective performance assessment system is available in the company which depends on the expertise and efficiency standards	4.45	0.53	3	High
Personnel performance assessment strategy contributes to the development of workers and the increase of their skills	4.46	0.60	2	High
Objective and continuous assessment of individuals stimulates employees creativity in their working field	4.75	0.73	1	High
Personnel performance assessment is an effective way to increase the trust between manager and staff	4.30	0.75	5	High
The company adopts the results of performance evaluations of employees to learn about the weaknesses and to try to avoid them in the future	4.38	0.71	4	High
Total	4.47	0.57	-	High

SD: Standard deviation

**Table 12: Arithmetic averages, SD of the answers of the individuals of the study sample of the items of to administrative empowerment dimension**

Item	Arithmetic average	SD	Order	Degree
The administration is working to find a kind of trust and mutual respect between managers and workers through administrative empowerment	4.41	0.67	5	High
Administrative empowerment achieves job security and stability of employees in the company	4.55	0.59	4	High
Workers can rely on their knowledge and their ability to solve the problems they face when empowered	4.65	0.71	2	High
Administrative empowerment in the company contributes to reduce the direct supervision of the workers	4.71	0.49	1	High
Administrative empowerment encourages workers to take advantage of the training and the acquisition of new skills in the company	4.31	0.83	7	High
Employees of the company can make decisions when they are empowered without referring to the managers	4.63	0.55	3	High
Administrative empowerment helps workers in the self-censorship on their actions and to be accountable	4.39	0.64	6	High
Total	4.52	0.54	-	High

SD: Standard deviation

Before applying regression analysis to test the main study hypothesis, some tests made in order to ensure the adequacy of the data to the assumptions of regression analysis in the following manner: With regard to the assumption that there should be a high correlation between the independent variables “Multicollinearity” the researcher conducted. “Variance inflation factor (VIF)” and the permitted variance test “Tolerance” for each independent variable. If VIF of the variable exceeds (10) and the value of the permitted variance is <0.05, it can be said that this variable has a high correlation with other independent variables thus leading to a problem in the regression analysis. This rule has been used to test “Multicollinearity” between the independent variables, as illustrated in Table 13.

Table 13 indicates that VIF value of all variable was less than 10 ranging (1.590-2.113) and the permitted variance of all variables was more than (0.05) ranging (0.473-0.629) so it could be said that there is no real problem with respect to high correlation coefficient between the independent variables. In order to ensure normality assumption of the data skewness coefficient was calculated for the variables, the values in the table demonstrated the normal distribution is verified.

In order to test the hypothesis, multiple regression analysis was used and the results of the test are shown Table 14.

**Table 13: VIF, permitted variance and Skewness coefficient tests**

Variables	VIF	Tolerance	Skewness
Selection and recruitment	1.629	0.614	-0.784
Compensation	2.113	0.473	-0.965
Training and development	1.590	0.629	-0.699
Performance evaluation	2.012	0.486	-0.945

VIF: Variance inflation factor

It is evident from the statistical results found in Table 14 and specifically values of t the dimensions of the independent variable HR strategies (selection and recruitment, compensation, training and development and performance evaluation) have an impact in administrative empowerment in Qatrania Arabian Cement Company as indicated by the coefficient of Beta of these variables also it is noticed since the calculated t value at  $\alpha = 0.05$  was higher than the tabulated value of t as calculated value of t was (3.894, 2.800, 3.353, 3.264) respectively that is significant at  $\alpha = 0.05$  These dimensions have interpreted about 71.2% of the total variance in the dependent variable administrative empowerment.

From what is mentioned above the null hypothesis which states “There is no statistically significant impact at  $\alpha = 0.05$  of the human resource strategies (recruitment strategy, compensation

strategy, training and development strategy and employee participation strategy) in the administrative empowerment from the perspective of workers in Qatrana Arabian Cement Company” should be rejected and the alternative hypothesis is to be accepted so HR Strategies has a statistically significant impact at  $\alpha = 0.05$  in administrative empowerment in Qatrana Arabian Cement Company.

### 11.3.2. The first sub-hypothesis

There is no statistically significant impact at  $\alpha = 0.05$  of recruitment strategy in the administrative empowerment from the perspective of workers in Qatrana Arabian Cement Company.

In order to test the hypothesis, simple regression analysis was used and the results of the test are shown Table 15.

It is evident from Table 15 and the value of t that selection and recruitment as a dimension of HR Strategies as an impact in Administrative Empowerment in Qatrana Arabian Cement Company as shown by the value of Beta also because the calculated t value (7.909) is higher than it tabulated one at  $\alpha = 0.05$ .

Form what is mentioned above the null hypothesis which states “there is no statistically significant impact at  $\alpha = 0.05$  of recruitment strategy in the administrative empowerment from the perspective of workers in Qatrana Arabian Cement Company” should be rejected and the alternative hypothesis should be accepted which means that there is a statistically significant impact of selection and recruitment strategy as a dimension of HR Strategies in Qatrana Arabian Cement Company at  $\alpha = 0.05$ .

### 11.3.3. The second sub-hypothesis

There is no statistically significant impact at  $\alpha = 0.05$  of compensation strategy in the administrative empowerment from the perspective of workers in Qatrana Arabian Cement Company.

In order to test the hypothesis, simple regression analysis was used and the results of the test are shown Table 16.

It is evident from Table 16 and the value of t that compensation as a dimension of HR Strategies as an impact in Administrative Empowerment in Qatrana Arabian Cement Company as shown by the value of Beta also because the calculated t value (8.180) is higher than it tabulated one at  $\alpha = 0.05$ .

Form what is mentioned above the null hypothesis which states “there is no statistically significant impact at  $\alpha = 0.05$  of compensation strategy in the administrative empowerment from the perspective of workers in Qatrana Arabian Cement Company” should be rejected and the alternative hypothesis should be accepted which means that there is a statistically significant impact of compensation strategy as a dimension of HR Strategies in Qatrana Arabian Cement Company at  $\alpha = 0.05$ .

### 11.3.4. The third sub-hypothesis

There is no statistically significant impact at  $\alpha = 0.05$  of training and development strategy in the administrative empowerment from the perspective of workers in Qatrana Arabian Cement Company.

In order to test the hypothesis, simple regression analysis was used and the results of the test are shown Table 17.

It is evident from Table 17 and the value of t that training and development as a dimension of HR Strategies as an impact in Administrative Empowerment in Qatrana Arabian Cement Company as shown by the value of Beta also because the calculated t value (8.083) is higher than it tabulated one at  $\alpha = 0.05$ .

Form what is mentioned above the null hypothesis which states “there is no statistically significant impact at  $\alpha = 0.05$  of training and development strategy in the administrative empowerment from the perspective of workers in Qatrana Arabian Cement Company” should be rejected and the alternative hypothesis should be accepted which means that there is a statistically significant impact of training and development strategy as a dimension of HR Strategies in Qatrana Arabian Cement Company at  $\alpha = 0.05$ .

**Table 14: Multiple regression analysis of testing the impact of HR strategies in administrative empowerment**

Independent variable	Correlation coefficient	R <sup>2</sup>	Beta	Standard error	Beta	Calculated t	Significant
Constant	0.844	0.71	1.837	0.377		4.877	0.000
Selection and recruitment		2	0.333	0.086	0.273	3.894	0.000
Compensation			0.279	0.100	0.232	2.800	0.006
Training and development			0.434	0.130	0.260	3.353	0.001
Performance evaluation			0.419	0.128	0.303	3.264	0.002

**Table 15: Simple regression analysis of testing the impact of selection and recruitment strategy as a dimension of HR strategies in administrative empowerment**

Model	R <sup>2</sup>	Beta	Standard error	Beta	Calculated t value	Significant
Constant	0.402	0.598	0.353		1.692	0.094
Selection and recruitment		0.774	0.098	0.634	7.909	0.000

**Table 16: Simple regression analysis of testing the impact of compensation strategy as a dimension of HR strategies in administrative empowerment**

Model	R <sup>2</sup>	Beta	Standard error	Beta	Calculated t value	Significant
Constant	0.418	0.737	0.325		2.267	0.026
Compensation		0.778	0.095	0.647	8.180	0.000

**11.3.5. The fourth sub-hypothesis**

There is no statistically significant impact at  $\alpha=0.05$  of performance evaluation strategy in the administrative empowerment from the perspective of workers in Qatrania Arabian Cement Company.

In order to test the hypothesis, simple regression analysis was used and the results of the test are shown Table 18.

It is evident from Table 18 and the value of t that performance evaluation as a dimension of HR Strategies as an impact in Administrative Empowerment in Qatrania Arabian Cement Company as shown by the value of Beta also because the calculated t value (10.381) is higher than it tabulated one at  $\alpha = 0.05$ .

Form what is mentioned above the null hypothesis which states “there is no statistically significant impact at  $\alpha=0.05$  of performance evaluation strategy in the Administrative empowerment from the perspective of workers in Qatrania Arabian Cement Company” should be rejected and the alternative hypothesis should be accepted which means that there is a statistically significant impact of performance evaluation strategy as a dimension of HR Strategies in Qatrania Arabian Cement Company at  $\alpha = 0.05$ .

**12. DISCUSSION OF RESULTS**

**12.1. The First Question**

The results as shown that the level of applying HR Strategies in Qatrania Arabian Cement Company was high as its arithmetic average was 4.57 with a standard deviation of (0.53) which is attributed to the awareness and the care of the company to apply HR Strategies represented in (Selection and Recruitment the qualified individuals, provide Compensation and incentives that are consistent with their qualification and their capabilities to work, provide Training and development programs to develop and increase the individuals abilities to perform their jobs effectively and efficiently, and the company adopt performance evaluation system that depends on expertise and efficiency to determine the weakness points of the workers and trying to solve and avoid it in the future.) This study agrees with Samhadanah study, Al-Qadi study and Alta’an study.

**12.2. The Second Question**

The results have indicated that the level of applying administrative empowerment in Qatrania Arabian Cement Company was high as its arithmetic average was 4.53 with a standard deviation of (0.54) which is attributed to the company is working to empower its employees

through the creation of trust between managers and workers, relying on the knowledge and capabilities of workers in solving the problems they face, and reducing the direct supervision of personnel. Moreover employees of the company can make decisions without reference to the managers and this helps workers in self-censorship their work and taking responsibility, this study agrees with Bediar et al. study, Study of Jadi and Obeida and Dalain study.

**12.3. Hypotheses of the Study**

The findings of the current study showed that the human resource strategies (recruitment strategy, compensation strategy, training and development strategy and employee participation strategy) have statistical significant impact on the administrative empowerment from the perspective of workers in Qatrania Arabian Cement Company. This is due to the high adoption of human resource strategies and administrative empowerment, which is concurred with the finding of (Zatari, 2013).

The results indicated that there is a statistically significant impact at  $\alpha = 0.05$  of selection and recruitment strategy in the administrative empowerment in Qatrania Arabian Cement Company, due to the importance of the application of selection and recruitment strategy in the company when announcing a job vacancy and selecting qualified people and the placement of them in the company and, through this strategy people are given information about the company and the nature of work and their empowerment in their work and how to work in an environment that characterized by freedom and independence. This result is consistent with the study (Alta’an, 2013; Al-Kasasbeh, 2013).

The results revealed that there is a statistically significant impact at  $\alpha = 0.05$  of compensation strategy in the administrative empowerment in Qatrania Arabian Cement Company, since compensation strategy is of the most important strategies that are applied in the company, due to the motivation of the employees to work better and the link between this strategy and enabling workers in the company. When the compensation and incentives commensurate with qualifications and experience of workers, they will work better and take appropriate and prudent decisions and take responsibility for their actions In the company. This result is in alignment with (Al-Kasasbeh, 2013).

The results pointed toward that there is a statistically significant impact at  $\alpha = 0.05$  of training and development strategy in the administrative empowerment in Qatrania Arabian Cement

**Table 17: Simple regression analysis of testing the impact of training and development strategy as a dimension of HR strategies in administrative empowerment**

Model	R <sup>2</sup>	Beta	Standard error	Beta	Calculated t value	Significant
Constant	0.413	0.615	0.494		1.245	0.216
Compensation		1.071	0.133	0.642	8.083	0.000

**Table 18: Simple regression analysis of testing the impact of performance evaluation strategy as a dimension of HR strategies in administrative empowerment**

Model	R <sup>2</sup>	Beta	Standard error	Beta	Calculated t value	Significant
Constant	0.413	0.615	0.494		1.245	0.216
Compensation		1.071	0.133	0.642	8.083	0.000

Company due to the importance of applying training and development strategy in the company and its contribution in lifting and increasing the capabilities and qualifications of employees, as training and development of individuals are done through finding training programs based on empowerment of workers and identifying their skills and abilities that commensurate with the nature of work in the company, also providing training courses to help workers to take the appropriate decisions that will enable them to solve problems facing them. This result is consistent with the study of (Sahar and Al-Qotob, 2013).

The results concluded that there is a statistically significant impact at  $\alpha = 0.05$  of training and development strategy in the administrative empowerment in Qatrana Arabian Cement Company due to the availability of an effective system for assessing the performance of individuals in the company, which enable the employees to develop their skills and to increase their ability to innovate in their work field, as performance evaluation of the employees is considered an effective way to increase the trust between managers and employees in the company. This agreed with the findings obtained by the study of (Sahar and Al-Qotob, 2013).

### 13. RECOMMENDATIONS

1. Work on developing a comprehensive strategy for human resources in Qatrana Arabian Cement Company in line with the improvement of policies and procedures relating to the selection and placement of employees, and develop their abilities, and create the appropriate atmosphere which contributes to raising their morale so as to perform their duties within the standards of competence
2. Develop a set of procedures and interviews before choosing the incumbent, depending on results of the interview and tests so as to prevent cases of administrative corruption in the company
3. Review of compensation and incentive plan in the company, and work to modify the compensation system in line with the expectations of employees, and compensation among competitors in the same field
4. Develop a set of specialized training courses according to each function and each section in order to reduce the time, effort and money, and work to develop a set of measures to evaluate the performance of employees after the completion of the training process and to measure their performance before and after the training course to learn the strengths and weaknesses and to take the necessary actions in this regard
5. Inform the employee about the performance assessment measures to find out his weaknesses and strength in order to increase the trust between managers and employees
6. Allow employees to participate in decision-making and in the implementation of strategies for human resources in the company.

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