

EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PERFORMANCE IN JORDANIAN UNIVERSITIES IN LIGHT OF SOCIETAL CHANGES FROM THE POINT OF VIEW OF THEIR ADMINISTRATIVE LEADERS

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ABSTRACT: *The aim of this study is to identify the degree of effectiveness of human resources management performance in Jordanian universities in light of societal changes from the point of view of the administrative leaders. In order to achieve the objectives of the study, the researcher used the descriptive analytical approach as it is the most suitable method for the current research. A questionnaire was used as a means of collecting data. The study sample consisted of 210 administrative leaders from public universities and 115 administrative leaders from private universities. The results of the study showed that the degree of effectiveness of human resources management performance in Jordanian universities from the point of view of the administrative leaders was moderate, arithmetic mean of which was of (3.44) and standard deviation of (0.73). It also showed a statistically significant impact of societal changes on the effectiveness of human resources management performance.*

KEYWORDS: *Human Resource Management Performance, Human Resources, Jordanian Universities, societal changes, Administrative Leaders.*

INTRODUCTION

Human practiced administrative work since the succession took place in this land, where the family represented the first organization known to man. The paterfamilias is the director who distributes the work in this organization, directs individuals, and look for weaknesses to correct them and strengths to reinforce them, in order to maintain the cohesion of the family and survive. After the industrial revolution that occurred, hence increased the need for management knowledge in general. But in general, the need for management knowledge increased after the Industrial Revolution.

Many definitions and multiple opinions for the meaning of management, but we went to the definition of Saud (2006, p. 22) that management is to reach the goal using the best ways to exploit human and material resources at the minimum time, effort and money.

The essence of administrative work is the human element, which is the foundation of the organization although all material resources (capital, equipment, buildings) and other resources are important, the human resource is the most important; he is responsible for setting goals, strategies and investment in capital (Abdel Rahman, 2010, p. 19). Given the importance of the human element in educational institutions, institutions have had to take care of the teacher to improve his performance and get outputs at highest efficiency (Abu Shandi, 2011, p. 9). Berber (2000, p. 47) stated that organizations should work to the maximum extent for the optimal use of human resources, so the worker in the organization should be seen as an essential element and should be planned for, selected, used, evaluated and trained to achieve the organization's objectives.

Salem (2009, p. 10) referred to the definition of human resources management as attracting and developing individuals who possess the talent and imagination necessary for companies to compete in a changing and complex environment. Rababah (2003, p. 20) went to another definition, that is, it is a set of activities, consists of analysis of work, selection, appointment, evaluation of the performance, promotion and transfer of workers, the design of the structure of their wages, their training and the provision of security and safety for them. Academics and practitioners alike have recognized that efficiency in the performance of institutions depends on the efficiency of human resources, which has led universities to develop human resource management in various programs of administrative and educational sciences (Dora & Sabbagh, 2011).

The management of human resources in any administrative system in general, and universities in particular, the cornerstone of the administrative process because the effectiveness of the organization in universities is based on the human resource for its skill and ability to deal with problems and resolve, and therefore universities in particular to work hard on To motivate its employees to excel in performance and raise the level of the university among its peers so as to achieve effectiveness and efficiency in performance. The society is re-educated with a high quality of experience, skills and abilities. The staff of the universities, whether faculty, head of department or director, The A university that fulfills its needs will strive to serve the university and individuals whose universities provide services to them from students, graduate students, visitors and others.

The modern institutions are characterized by the insight that shapes their mission, setting their goals and anticipating their position through the long-term future variables. Hence, the management of human resources in modern form is not the result of the hour. Rather, it is the result of a series of overlapping developments that date back to the beginning of the Industrial Revolution (Al-Abaj and Shaaban, 2014, p. 26).

In recent years, the world has witnessed rapid changes in all sectors, whether economic, social or technological. These changes have affected the customs, traditions and demographic composition of individuals, the main pillar of this change is the human being, which are the cornerstone and the main axis in any process. Man is the resource that contributes to the movement of the wheel of organization and the human resource is very important in finding the solutions generated by these changes (social, economic and technological).

The beginning of the twenty-first century witnessed many local changes in the social, economic and technological aspects, which left no room for life but influenced it. These changes resulted in a series of transformations as they appeared in Alzaher (2009): The modern global changes have imposed many challenges on different educational systems, which necessitates dealing with these rapidly changing variables effectively and consciously in an attempt to understand the present data and adapt to them and then prepare to face the challenges of the future. These variables require a modern citizen who has the motivation and ability to think creatively, Loyalty and Affiliation (Hindi, 2009, p. 92). Al-Taei (2011) stated that the development of university education has become an urgent necessity, especially in light of the current reality of changes. It must be recognized that the issue of university education aims at creating human resources capable of contributing to building a modern society and promoting society in the future.

University's human resources department must clearly articulate its objectives for distinctive in organization and management. The university's resource management should provide material and moral incentives and adopt a committee of competencies to evaluate staff performance and work on developing managerial performance to achieve distinction, and it is through the description of the definition of responsibilities and the assignment of competencies so as not to get conflict (Qutb, 2009, p. 170).

Universities in all countries face many challenges that must be taken and work to solve them; in order to raise educational outputs through the outstanding performance of human resources in universities; because the mission and vision of the university is not limited to teaching, but includes community service and interaction with it and seek to develop it For the better (Tammam, 2009, p. 3). Here we find that the management of human resources in Jordanian universities must be conscious management, and able to meet all the challenges facing the education systems in view of the huge quantitative expansion.

It is possible to say that the university has changed from what it was in the past where the universities were a place to prepare a few scientists and thinkers and now it has become a place to form and prepare specialists and leaders in all fields because it is one of the leading institutions that provide the community with the technical skills needed, which has laid the cornerstone for it based on an administrative philosophy that serves the goal of manpower development and planning in order to increase its efficiency in the work entrusted to it and enable it through programs that develop the capabilities of the employees to meet all the challenges, it is the result of all economic, social or technological changes.

EMPIRICAL STUDIES

Studies related to the effective performance of human resources management:

Al-Awadhi (2014) conducted a study aimed at revealing the level of effectiveness of international human resources in foreign universities branches in the United Arab Emirates and highlighted the main challenges facing HR managers and staff (academic and administrative) in those branches. The results of the study revealed that the level of effectiveness of the global human resources management in the branches of foreign universities in the UAE was medium on the tool as a whole and on the fields, and there are statistically significant differences due to the effect of university nationality's variable in favor of Australian or British universities. The study also revealed that the challenges faced by employees were at an average level and that there were statistically significant differences due to the impact of gender variables and job title. The level of challenges faced by managers of human resources departments was moderate. Mashagbah (2011), the study aims to identify the degree of correlation between the effectiveness of human resources management and its relation with job performance among administrative staff, and is there a significant correlation between the effectiveness of resource management and the degree of job performance? The study community consisted of all administrative staff (managers, assistants, and head administrative departments) in public universities.

Al-Hawaila (2006) conducted a study aimed at revealing the estimates of educational leaders in the Ministry of Education in the State of Kuwait to the degree of effectiveness of the human resources department in the ministry. It also aimed to reveal the differences between the

estimates of the study sample members, with different career status, age, experience, qualifications and gender.

Beha and Loo (2013) this study sought to investigate the relationship between best human resource practices and firm performance. A descriptive survey research design was used to gather primary data using self-administered questionnaire. The study population (n=312) was comprised of non-executives, executives, managers, and top management from seven major insurance firms at headquarters in the Klang Valley, Malaysia. The study found that performance appraisal, internal communication, SHRM alignment in the organization, and career planning were the human resource management best practices.

Studies related to societal variables:

Al-Awasa (2015) conducted a study aimed at identifying the relationship and impact between the strategic effectiveness of the organization and human resources management in light of the new global changes in the general industrial companies in Jordan, where the study society consisted of 62 companies with 434 employees. The results of the study revealed that there is a relationship between the strategic effectiveness of the company in terms of the objectives of the company and the objectives of the community, as well as, the management of human resources, and the impact of the dimensions of the effectiveness of the company's strategy in terms of the objectives of the company and community goals as well as, the dimensions of human resources management.

Baloh and Trkman (2003) conducted a study aimed at observing the positive and negative effects of the use of the Internet and information technology in human resource management, mainly how it can be used to gain new staff, Future human resource management. The researchers concluded the following results: In the field of employment: the results showed that 79% of the top 500 international companies using the Internet to search for new employees that the benefits of the Internet in the process of polarization is to reduce costs and speed in the process of polarization. In the field of staff development: The results showed that the Internet and information technology provide a great potential for the acquisition of new knowledge and skills by providing quick access to the scientific and technological creations of other companies and institutions.

Yousef (2014), this study aimed to identify the reality and level of social responsibility practices towards human resources in business organizations, especially in the Electricity Distribution Company. Also, the impact of the application of social responsibility in the Electricity Distribution Company on (performance, organizational affiliation, compliance with regulations and laws, and the behavior of citizenship) in the employees of this company, the study has reached several results, the most important, the level of application of social responsibility in the Electricity Distribution Company was an average and found a significant statistical impact between the application of social responsibility to human resources Performance, organizational affiliation, compliance with laws, and citizenship behavior of employees of the Electricity Distribution Company.

It is clear from the previous studies that these studies varied and differed according to the different objectives they sought to achieve. They also differed in the sectors covered and the environments in which they were conducted. By reviewing these studies, I have found out that there are similarities in some aspects and differences in others. The study is similar to the

previous studies in dealing with the effectiveness of the performance of human resources management. It was distinguished by the fact that there is no study that examined the current study variables together.

I have benefited from these studies in the development of the tool to collect information, identify the results and compare them with the results of the current research and the use of appropriate statistical treatments, and to strengthen some views on the theoretical framework, so the current study is characterized by previous studies in an attempt to detect the effectiveness of the performance of human resources management in universities in the light of the societal changes from the point of view of the administrative leaders, as there was no study to deal with the variables together in Jordanian universities.

Problem of the Study

The importance of caring for the human element has started since the number of institutions and workers began to increase as the importance of the human element in running the wheel of progress in the institution and increasing its competitiveness among its counterparts. After all these changes, it is necessary to study the performance of human resources management in light of the changes taking place in society today.

Lack of awareness of the relationship between social variables and the effectiveness of human resources management performance in Jordanian universities is in itself a problem that deserves attention and research; the fact that societal variables have an impact on the effectiveness of performance. Hence, it is necessary to pay attention to the study of the effectiveness of the performance of human resources management in the light of societal changes. Therefore, this study was conducted to reveal the effectiveness of human resource management performance in Jordanian universities in light of societal changes from the point of view of administrative leaders by answering the following questions:

Question 1: What is the degree of effectiveness of human resources management performance in Jordanian universities from the point of view of their administrative leaders?

Question 2: Are there statistically significant differences at the level of ($\alpha = 0.05$) among the average responses of the study sample members in determining the degree of effectiveness of human resource management performance in Jordanian universities attributed to the following variables (Type of job, university's sector, work experience, gender, and academic qualification)?

Question 3: What is the role of societal changes (social, economic and technological variables) in determining the degree of effectiveness of human resources management performance from the point of view of its administrative leaders?

Question 4: Are there statistically significant differences at the level of ($\alpha = 0.05$) in the average responses of the study sample members on the role of societal changes in determining the degree of effectiveness of human resources management performance attributed to the variables (Gender, Academic Qualification, University's Sector, Job Level, and Practical Experience)?

Objectives of the Study

This study seeks to achieve a set of objectives:

- Give a clear vision of the performance of human resources management in light of the rapid changes taking place in the world today.

- Focus on the concepts of performance and organizational success through the literature used to complete the study.
- State the impact of community variables on the effectiveness of human resources management performance in Jordanian universities.
- Take advantage of developments and societal variables in various fields and employ it in frameworks and channels in favor of human resources.

Importance of the Study

The importance of this study lies in identifying the effectiveness of the performance of human resources management in Jordanian universities in addition to studying the correlation between the effectiveness of performance and the societal variables. To the researcher's knowledge, this study is also important due of the lack of Arab and foreign studies on this subject, the university's library and Arab and foreign databases are almost devoid of a similar study.

Therefore, it is hoped that this study will benefit decision makers at all levels of administration in Jordanian universities in raising the level of performance of human resources management in light of societal changes. It is also hoped that this study will benefit researchers in carrying out similar studies based on the results and recommendations of this study.

Conventional and Procedural Definitions of the Study

Human Resources: Human resources is defined from a micro perspective, are all employees in the organization including managers, workers and employees.

As defined from macro perspective, are all the citizens of the state, civilians and military, as citizens under the auspices of the State, economically, socially, politically, culturally and educationally (Dorra and Sabagh, 2010: 20).

Human resources can be defined procedurally, as all employees of Jordanian public and private universities who are faculty members or administrators who work towards achieving the University's objectives.

Human Resources Management: it is all administrative activities related to the identification of the human resources needs of the Organization, the development of its capacities, enhancement of its competence, granting of compensation, motivation and full care, in order to benefit from its efforts and ideas to achieve the objectives of the organization (Almaghroby, 2012, p. 17).

Human resources management can be procedurally defined as a set of activities that affect the effectiveness of human resources in Jordanian universities.

Effectiveness: Linguistically, is the degree to which something is successful in producing a desired result; success.

Derek Rollinson & Others (1998) defined it as using the lowest possible costs to obtain the best outputs to achieve the goals (p. 493).

procedurally effectiveness can be defined as a good use of available resources to achieve the University's objectives.

Societal changes: All changes that have occurred on the community entity, whether positive or negative, sudden or slow, i.e. there is no specific trend or pattern for that change.

Procedurally, the societal changes can be defined as all social, economic, and technological changes that have an impact on the effectiveness of human resource management performance in Jordanian universities.

Administrators: Are the group of staff who carry out the technical, financial and support functions of the organization.

Procedurally, lies in the directors of the departments, their assistants and heads of departments in the administrative organizations in the Jordanian universities.

Limitations of the Study

Subjective Boundaries: This study will be limited to social, economic and technological variables.

Spatial Boundaries: Jordanian Universities.

Time Boundaries: The study tool was implemented during 2015-2016.

Human Boundaries: Administrative leaders in Jordanian Universities in both public and private sectors.

METHOD AND PROCEDURES

Research Methodology: The researcher used the descriptive approach in conducting the research.

The Study Society for the Universities: The study society consists of all administrative leaders in the public and private universities of Jordan, (1385) administrative leaders in public universities, and (446) administrative leaders in private universities, who work in administrative positions. (Director of Department, Assistant Director, Head of Department) According to the statistics of the Jordanian universities for the academic year 2015/2016.

The study sample: Random sample method was used, 15% of the study population from public universities and 25% of the study community from private universities. This percentage was selected in private universities due to the small number of administrative leaders compared to government universities. The study tool was distributed to all public and private universities in the Hashemite Kingdom of Jordan. The sample was 210 distributed to administrative leaders in public universities and 115 private universities.

Characteristics of sample members: Table 1 shows that 223 respondents were males (68.6%), while 102 were females (31.4%). The table also shows that the majority of the sample members were bachelor's degree holders 68.9%, While 20% administrative leaders were holding the master's degrees and 11.1% were Ph.D. degree holders. The table also shows that 64.6% of the administrative leaders were from the public universities and 35.4% from private universities. It is also noted that 108 individuals (33.2%) were directors of administrative departments, 71 individuals (21.8%) were assistant directors, and 146 individuals (45%) were heads of administrative departments. 107 individuals (32.9%) had less than 10 years of experience, 218 individuals (67.1%), had 10 years or more of experience.

Gender	Male			Female		
	Number of administrative leaders	Percentage %		Number of administrative leaders	Percentage %	
	223	68.6		102		31.4
Qualifications	Bachelor Degree		Master Degree		PH.D Degree	
	Number of administrative leaders	Percentage %	Number of administrative leaders	Percentage %	Number of administrative leaders	Percentage %
	224	68.9	65	20	36	11.1
University status	Public			Private		
	Number of administrative leaders	Percentage %		Number of administrative leaders	Percentage %	
	210	64.6		115		35.4
Career Level	Manager		Assistant Manger		Head of Administrative Section	
	Number of administrative leaders	Percentage %	Number of administrative leaders	Percentage %	Number of administrative leaders	Percentage %
	108	33.2	71	21.8	146	45
Practical experience	Less than 10 years			10 years and above		
	Number of administrative leaders	Percentage %		Number of administrative leaders	Percentage %	
	107	32.9		218		67.1

The Study Tool

To achieve the objectives of the study, the researcher developed two tools to determine the degree of effectiveness of human resources management performance in Jordanian universities in light of the societal changes from the point of view of the administrative leaders, by directing closed-ended questions, and relying on a number previous and literature studies to benefiting from them in building and developing sections of the study tools.

Correction of the Study Tool

The first tool: includes four fields which are related to human resources management:

- Planning of human resources (7) paragraphs.
- Recruitment (10) paragraphs.
- Performance Evaluation (7) paragraphs.
- Training (7) paragraphs.

The second tool: includes three fields, which are related to the role of societal changes in the effectiveness of human resources management performance:

- The role of Social changes (7) paragraphs.
- The role of Economic changes and the number of paragraphs (7) paragraphs.
- The role of Technological changes (9) paragraphs.

The weight was given according to the five-point Likert scale for each paragraph of the questionnaire, in the following order:

The first alternative (I strongly agree) was given five degrees, the second alternative (I agree) was given four degrees, the third alternative (I agree moderately) was given three degrees, the fourth alternative (I disagree) was given two degrees, and the fifth alternative (I strongly disagree) was given one degree for all the paragraphs of the questionnaire except for paragraph 35 as it was a negative paragraph so the first alternative (I strongly agree) was given one degree,

the second alternative (I agree) was given two degrees, the third alternative (I agree moderately) was given three degrees the fourth alternative (I disagree) was given four degrees, and the fifth alternative (I strongly disagree) was given five degrees.

Validity of the Study Tool

In order to ascertain the validity of the study tools, the researcher distributed it in its initial form to 14 arbitrators from teaching staff in public and private universities and from various academic disciplines related to the subject of the study. They are experienced and efficient in the field of study to determine the affiliation of the paragraphs to the field in which they were established for, to measure it, whether it needs to be modified, and to make any proposed amendment they deem appropriate for the development of the study tools.

Stability of the Study Tool

The tool was confirmed by using the test and re-test method by applying on a number of (30) administrative leaders outside the sample of the study, and then the reliability coefficient were calculated by extracting the Person correlation coefficient. The analysis showed that the Pearson correlation coefficient of the tool as a whole was (.975). For the seven fields, Pearson correlation coefficient values ranged from 0.947 to 0.991 for all fields.

The coefficients of the internal consistency of the seven fields were also calculated using the Cronbach's alpha equation as shown in Table (2)

Field	Method of testing and retesting	The method of internal consistency Cronbach's Alpha
Planning	0.947	0.993
recruitment	0.971	0.992
Performance evaluation	0.986	0.991
Training	0.991	0.990
Social variables	0.988	0.991
Economic variables	0.974	0.992
Technological variables	0.948	0.993
Tool as whole	0.975	0.983

Statistical Processing

The researcher used arithmetical means and standard deviations, and used the analysis of mono-variance, in addition to using Dimensional Scheffe' Test Comparisons.

DISCUSSIONS OF THE RESULTS

First Question: To discuss the results related to the first question: What is the degree of effectiveness of the performance of human resources management in Jordanian universities from the point of view of their administrative leaders?

Table (3) shows the degree of effectiveness of human resources management performance in Jordanian universities from the point of view of their administrative leaders which also that the degree of the effectiveness was medium, with an average of 3.46 and a standard deviation of (0.73).

Rank	Number	Field	arithmetic means	standard deviations	Degree of effectiveness
1	3	Performance evaluation	3.46	0.72	Medium
2	2	recruitment	3.46	0.71	Medium
3	4	Training	3.44	0.77	Medium
4	1	Planning	3.42	0.73	Medium
Tool as whole			3.44	0.73	Medium

This means that there is a medium degree of effectiveness in the performance of human resources management as a result of changes in organizational structures in higher education institutions, the changing circumstances surrounding the administrative leaders, and the increase in the number of employees in universities, Human resources are concentrates their efforts on certain aspects and leave other aspects, this result is consistent with the study (Mashagbah, 2011 and Magableh, 2010).

Second Question: Are there statistically significant differences at the level of ($\alpha = 0.05$) among the average responses of the study sample members in determining the degree of effectiveness of human resource management performance in Jordanian universities attributed to the following variables (Type of job, sector to university belongs, work experience, gender, academic qualification)?

Table (4) shows the following:

1. There are no statistically significant differences at the level of ($\alpha = 0.05$) for the effectiveness of human resources management performance in Jordanian universities attributed to the gender variable in all fields at the level of the tool as a whole.
2. There are no statistically significant differences at the level of ($\alpha = 0.05$) for the effectiveness of human resources management performance in Jordanian universities attributed to the variable of educational qualifications at the level of the tool as a whole.
3. There are statistically significant differences at the level of ($\alpha = 0.05$) for the effectiveness of human resources management performance in Jordanian universities attributed to the university's sector in the fields of (recruitment, performance evaluation, and training) and the absence of statistical differences attributed to the university's sector in the field of planning at level of the tool as a whole.
4. There are statistically significant differences at the level of ($\alpha = 0.05$) for the effectiveness of human resources management performance in Jordanian universities attributed to the job title in all fields. Dimensional Scheffe' Test Comparisons was as shown in Table (5).
5. There are no statistically significant differences at the level of ($\alpha = 0.05$) for the effectiveness of human resource management performance in Jordanian universities attributed to the variable of practical experience at the level of the tool as a whole.

These results are consistent with the study of Mashagbah (2011), which reported that there are no statistically significant differences attributed to the variable of practical experience between the administrative estimations and the effectiveness of human resources management and its relation to job performance among administrative staff in Jordanian public universities

The results are not consistent with the study of Hawilh (2006), which reported that there are statistically significant differences attributed to the variable of practical experience among the

educational leaders' estimations of the degree of effectiveness of human resource management in the Ministry of Education in the State of Kuwait.

Table 4						
Analysis of the multiple variance of the impact of the study variables on the response of the sample of the administrative leaders to the domains of the degree of effectiveness of human resources management performance in the Jordanian universities						
Source of Contrast	Fields	Sum of squares	Degrees of freedom	Average squares	F. Value	Statistical significance
Gender Hotelling=.010 H=0.533	Planning	.523	1	.523	1.054	.305
	recruitment	.357	1	.357	.773	.380
	Performance evaluation	.311	1	.311	.656	.419
	Training	.157	1	.157	.317	.574
Qualifications Hotelling=.054 H=0.033	Planning	2.672	2	1.336	2.690	.069
	recruitment	1.624	2	.812	1.759	.174
	Performance evaluation	2.079	2	1.040	2.192	.113
	Training	1.983	2	.991	1.998	.137
University's sector Hotelling=.044 H=0.009	Planning	1.820	1	1.820	3.665	.056
	recruitment	2.571	1	2.571	5.570	*.019
	Performance evaluation	2.601	1	2.601	5.485	*.020
	Training	3.331	1	3.331	6.712	*.010
Career Level Hotelling=.067 H=0.008	Planning	5.475	2	2.737	5.512	*.004
	recruitment	4.921	2	2.461	5.330	*.005
	Performance evaluation	5.460	2	2.730	5.757	*.004
	Training	4.177	2	2.088	4.208	*.016
Practical experience Hotelling=.022 H=0.143	Planning	.000	1	.000	.000	.991
	recruitment	.008	1	.008	.017	.897
	Performance evaluation	.008	1	.008	.017	.896
	Training	.006	1	.006	.012	.915
Error	Planning	157.427	317	.497		
	recruitment	146.343	317	.462		
	Performance evaluation	150.323	317	.474		
	Training	157.327	317			
Total	Planning	3967.217	325			
	recruitment	4043.365	325			
	Performance evaluation	4053.593	325			
	Training	4017.670	325			

Dimensional Scheffe' Test Comparisons for impact of career level					
	Field	arithmetic means	Manager	Assistant Manager	Head of Department
planning of Human resources	Manager	3.660		(*).029	(*)000
	Assistant Manager	3.369			
	Head of Department	3.258		.562	
Recruitment of human resources	Manager	3.689		(*).024	(*)000
	Assistant Manager	3.400			
	Head of Department	3.310		.663	
Evaluation of human resources performance	Manager	3.708		(*).014	(*)000
	Assistant Manager	3.394			
	Head of Department	3.304		.668	
Training of human resources	Manager	3.666		(*).035	(*)000
	Assistant Manager	3.381			.729
	Head of Department	3.299			
The tool as a whole	Manager	3.600		(*).016	(*)000
	Assistant Manager	3.310			.867
	Head of Department	3.260			

* Statically significance at the level of ($\alpha = 0.05$).

Table (5) above shows the following:

- There are statistically significant differences at the level of ($\alpha = .05$) between the manager and assistant manager on the one hand, and the manager and head of department on the other hand, where the differences came in favor of a manager in all areas of effectiveness of human resources performance.

- No statistically significant differences at the level of ($\alpha = .05$) between assistant manager and head of department in all areas of effectiveness of human resource management performance.

Third Question: What is the role of societal changes (social, economic and technological variables) in determining the degree of effectiveness of human resources management performance from the point of view of its administrative leaders?

To answer this question, multiple regression coefficients on social, economic and technological variables and on the effectiveness of human resources management performance were extracted and the table below illustrates this.

The results of multiple regression analysis on the impact of societal variables on the effectiveness of human resources management performance								
Dimensions	R	R ²	F	Sig. F	B	Std. error	T	Sig. T
Social variables	.928	.861	663	.000	-.002	.207	-.035	.972
Economic variables					.400	.119	3.357	.001
Technological variables					.442	.137	3.22	.001

Table (6) shows that there is a highly positive correlation between the societal variables and the effectiveness of human resources management performance, where the value of relationship R (0.92) and the value of R^2 (0.86). This indicates that there is an impact of societal variables on the effectiveness of the management performance of human resources. This relationship is statistically significant because the Sig. F value of (000) which is less than (0.05) indicating that there is an impact of societal variables on the effectiveness of the management performance of human resources.

A review of calculated T values reveals that there are two variables of societal variables that affect the effectiveness of human resources management performance in Jordanian universities, the economic variables that have the value of Sig. T (.001) and the technological variables in which the value of Sig. T was (.001).

It should be noted that in general, the social variables did not reach the level of statistical significance.

These results are justified by the fact that university education contributes to the needs and development of the economy related to the changes in the nature of the work of the economy in its activities and in the composition of these activities and the accompanying changes in the composition of the population and manpower. There are many of these changes that are achieved in the economy in the framework of its development, where the relative importance of certain sectors in the composition of output, national income, employment and exports has increased. These transformations included the global economy and became global economic variables affecting the local and regional economy, and on decision makers at all administrative levels.

Human resources management in universities strives to achieve outstanding performance through investing human resources effectively and to make positive change in the organization through investing resources and possibilities to expand the educational process and develop a system to meet social demand.

In this context, the economic changes imposed on developing countries to undertake the concept of sustainable development as a cornerstone for investing in the human element, in order to take account of the environmental considerations and the capacities of social groups to bear the change and benefit from it. This necessitates a clear vision for the role of the state in the context of global developments related to economic changes.

Technology of all types and levels represents a set of challenges that determine the success of managerial leaders in the tasks entrusted to them and their ability to use technology innovations optimally and employ them in education and university education. Technological change is one of the keys to survival and sustainability in the 21st century because advanced technology has achieved and still achieving for leadership and management enormous features. The use of technology has contributed to the expansion of resources, competitiveness, reduced costs, improved communication between the university, higher education institutions and other global educational institutions, and improved communication among individuals within universities. These results are consistent with the study of Al-Awasa (2015) in which there are differences in the impact of the strategy of the company and the management of the human resources of the industrial companies of public shareholding attributed to the global changes in terms of global markets, trade liberalization and the revolution of information technology and communications.

This study also agrees with the study of Al-Abaj (2014) which recommended the need to rely on continuous training and rehabilitation and modernization of the education system and scientific research and make the most of the technologies of the era as a way to meet these challenges or to reduce the impact.

Fourth Question: Are there statistically significant differences at the level of ($\alpha = 0.05$) in the average responses of the study sample members on the role of societal changes in determining the degree of effectiveness of human resources management performance attributed to the variables (Gender, Academic Qualification, University's Sector, Job Level, and Practical Experience)?

In order to answer this question, the Multiple Variance Analysis of the impact of the study variables in responding to the sample of the administrative leaders of the domains of the impact of social variables on the degree of effectiveness of the performance of human resources management in Jordanian universities was conducted as shown in table (7).

Source of Contrast	Fields	Sum of squares	Degrees of freedom	Average squares	F. Value	Statistical significance
Gender Hotelling=0.010 H=0.364	Social variables	.200	1	.200	.391	.532
	Economic variables	.381	1	.381	.715	.398
	Technological variables	.243	1	.243	.487	.486
Qualifications Willix=0.985 H=0.559	Social variables	1.356	2	.678	1.329	.266
	Economic variables	1.094	2	.547	1.027	.359
	Technological variables	1.635	2	.817	1.640	.196
University's sector Hotelling=0.030 H=0.025	Social variables	4.809	1	4.809	9.426	*.002
	Economic variables	4.774	1	4.774	8.962	*.003
	Technological variables	4.716	1	4.716	9.462	*.002
Career Level Willix=0.953 H=0.019	Social variables	6.207	2	3.103	6.083	*.003
	Economic variables	6.987	2	3.494	6.559	*.002
	Technological variables	5.168	2	2.584	5.185	*.006
Practical experience Hotelling=0.001 H=0.0.965	Social variables	.005	1	.005	.010	.919
	Economic variables	.006	1	.006	.012	.914
	Technological variables	.015	1	.015	.029	.864
error	Social variables	161.727	317	.510		
	Economic variables	168.852	317	.533		

	Technological variables	157.995	317	.498		
Total	Social variables	4047.237	325			
	Economic variables	4051.053	325			
	Technological variables	4013.961	325			

* Statically significance at the level of ($\alpha = 0.05$).

Table (7) above shows the following:

1. No statistically significant differences at the level of ($\alpha = 0.05$) attributed to the impact of gender in all fields.
2. No statistically significant differences at the level of ($\alpha = 0.05$) attributed to the impact of scientific qualification in all fields.
3. There are statistically significant differences at the level of ($\alpha = 0.05$) attributed to the impact of university's sector in all fields, and these differences were in favor of private universities.
4. There are statistically significant differences at the level of ($\alpha = 0.05$) attributed to the impact of the career level in all fields. Dimensional Scheffe' Test Comparisons for impact of career level was used as shown in table (8).
5. No statistically significant differences at the level of ($\alpha = 0.05$) attributed to the impact of practical experience in all fields.

Field		Arithmetic mean	Manager	Assistant Manager	Head of Department
The field of social variables and their role in determining the effectiveness of the performance of human resources management.	Manager	3.71		.013(*)	000(*)
	Assistant Manager	3.38			.593
	Head of Department	3.29			
The field of economic variables and their role in determining the effectiveness of the performance of human resources management.	Manager	3.71		.017(*)	000(*)
	Assistant Manager	3.39			.593
	Head of Department	3.28			
The field of technological variables and their role in determining the effective performance of human resources management.	Manager	3.68		.023(*)	000(*)
	Assistant Manager	3.38			.684
	Head of Department	3.29			
The Tool as a whole	Manager	3.60		.012(*)	000(*)
	Assistant Manager	3.31			.925
	Head of Department	3.27			

* Statistically significance at the level of ($\alpha = 0.05$).

Table (8) above shows that:

- There are statistically significant differences at the level of ($\alpha = 0.05$) between the manager and assistant manager on one hand, and the manager and head of department on the other hand where the differences came in favor of a manager in all areas of effective performance of human resources.
- No statistically significant differences at the level of ($\alpha = 0.05$) between assistant director and head of department in all areas of effective performance of human resources management.

RECOMMENDATIONS

The study concluded that the efficiency of human resources management performance in Jordanian universities in light of the societal changes from the point of view of the administrative leaders was moderate in general, and for each area of the tool. Accordingly, the researcher recommends the following:

1. To activate the role of human resources management in the university in order to determine the needs of the labor force and to link them with financial and administrative resources and to ensure the proper distribution of its manpower in all fields.
2. Work on activating the planning role of human resources management at the university in order to activate the gradual planning that takes place at regular times; in order to avoid the random and confusion in decision-making, and identify the strengths and weaknesses of the university.
3. University's administration should work continuously to develop its managements and departments in order to attract qualified workers and benefit from existing expertise in the local community in order to achieve the goals of sustainable development in the university and society alike.
4. Work seriously on the process of evaluating the performance of employees, and focus on the evaluation according to the standards of experience, efficiency and quality, because through the process of performance assessment is to identify the achievements and results of the employees.
5. Work to support development programs that promote human rights, and work to empower women's work and improve their role and Functional performance.
6. Human Resources Department should work to take care of the employees in order to promote the concepts of social responsibility of employees towards universities.

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