

IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON BUSINESS COMPETITIVE PRIORITIES MEDIATED BY ORGANIZATIONAL CITIZENSHIP BEHAVIOR THE CASE OF JORDANIAN MANUFACTURING COMPANIES

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ABSTRACT: *This study aimed to investigate the impact of strategic human resource management practices (human resource planning, recruitment and selection, training and development, compensation, and performance appraisal) on business competitive priorities, (cost, quality, delivery, and flexibility) through testing the organizational citizenship behavior (OCB) as a mediating variable in Jordanian Manufacturing Companies. The research was conducted by selecting (57) manufacturing companies in Jordan as a sample. The sample of the study consisted of (162) questionnaires out of (224) that were randomly distributed to the employees at different administrative levels. A simple and multiple regression analysis were conducted to test the hypotheses. Findings from our study revealed that SHRM practices have a positive effect on business competitive priorities and organizational citizenship behavior. The results also found that the organizational citizenship behavior has a positive impact on business competitive priorities. The results also revealed that organizational citizenship behavior partially mediated the relationship between SHRM practices and business competitive priorities.*

KEYWORDS: compensations, training and developments. Citizenship behaviour, quality, flexibility, delivery.

INTRODUCTION

Human resource (HR) is among the most beneficial assets that organizations can ever have to do towards gaining a competitive edge and face changes. Business organizations, in order to face the challenges, changes, and rapid growth in the corporate world, need to apply the best practices for HR that work continuously for planning, development, training, recruitment, and selection of the best qualifications, competencies, and experiences with great care, motivation, and evaluation of their performance (Bisharat et al; 2017). Organizations seek to achieve sustainable competitive advantage around the world by investing in their capabilities and competencies to become different from their competitors. Furthermore, organizations strive to achieve a competitive advantage by selecting the best practices and

implementing innovative HRM practices with high performance to manage HR effectively and efficiently (Al-Qudah, et al; 2020).

Globalization pushes, Jordanian Manufacturing companies to operate in a more complex environment due to the integration of international markets, the emergence of intensive competition, and new rules of business due to mergers and alliances of companies, both at the level of companies and countries. One of the biggest challenges that companies face, since the advent of competitive advantage and new ways of competitive priorities for the most important goals that all manufacturing companies seek, is the constant change in ideas, technology, tastes, products, services, and the disappearance of geographical divisions in the face of globalization. It is necessary to confront change, keep pace with progress, and adapt to environmental changes. From this perspective, strategic human resource management (SHRM) practices are the way in which they are highlighted to address problems, employ high-performance capabilities of employees with well-training and skills developed in order to adapt with internal and external changes. In spite of the increasing movement towards recognition of the great impact of HR practices on the performance of employees and the organizations (Tandoğan, 2018; Mehmood, et al; 2017. Ali, et al., 2017; Altarawneh, 2016; Khawaja et al., 2014; Akhtar, et al; 2014; Darwish, et al; 2013; Katou, et al; 2007). There is still a lack of empirical studies addressing the effect of SHRM practices on the business competitive priorities implementation. To the best researcher's knowledge, there are few studies available to measure SHRM practices on the business competitive priorities in developing countries, especially in the context of Jordan. In addition, a few studies had been conducted in the manufacturing sector. Almost all theories and evidence about the relationship between HRM practices and organizational performance depend on research in the United States, Europe, and East Asia (e.g. Çalışkan, 2010, Uysal, 2014; Gurbuz, & Ibrahim, 2011; Mittar, & Mathew, 2014; Gooderham et al., 2008; Vlachos, 2008;) Since there is a gap of research that has been done in the field of HRM practices and business competitive priorities in the context of developing countries. Just in previous studies concerning the relationships and impact of SHRM practices on individual and organizational performance, it uncovers too much the relationships and impact of SHRM practices on business competitive priorities. Therefore, the objective of this study is to determine the effect of SHRM practices on business competitive priorities in Jordanian manufacturing companies. Although a large number of researches were conducted on the impact of HRM practices on organizational performance, there is still a wide range of research opportunities or gaps in competitive priorities that need research attention to help further build rigor literature of SHRM practices and their impact on competitive priorities through OCB as the mediating variable. Additionally, there is a large absence in local studies to address the issue of Organizational

Citizenship Behavior (OCB) in previous studies to measure the extent of mediation between the relationship between SHRM practices and competitive priorities for business in Jordanian companies in general and manufacturing companies in particular. There is no doubt that the importance of OCB plays a prominent role in the work environment as it works on the smooth flow of business into organizations without any obstacles and conflicts which curbing the efficiency and effectiveness of employees in their work.

This study seeks to answer the following question:

To what extent does the Organizational Citizenship Behavior (OCB) mediates the impact of SHRM Practices on Business Competitive Priorities in Jordanian Manufacturing Companies?.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

This section will discuss the literature related to strategic HRM practices and the competitive priorities of the business, the OCB, and their relationship with one another.

Strategic HRM practices:

The extensive literature on strategic HRM has received much attention in business studies and academic fields for the last 30 years. Strategic HRM represents a critical turning point in the world of businesses and organizations. Strategic HRM has contributed to achieving sustainable competitive advantage, improving organizational performance, enhancing organizational effectiveness, profitability, productivity, and achieving long-term goals, by aligning and linking strategic HRM practices with the strategic goals of the organization. HRM practices may differ from organization to organization and from country to country (Tangthong, et al., 2015). In this regard, most companies are constantly improving their HRM practices to achieve sustainable competitive advantage and increase their profitability, and productivity (Mansour, 2015). According to Tandoğan, (2018). The effective application of HRM practices in business enterprises will facilitate these organizations to achieve their goals, especially since these business organizations depend on their ability to survive and achieve competitive advantage on their qualified and trained HR. Therefore, businesses must maximize the skills, knowledge, and capabilities of their employees in order to motivate them to carry out their jobs so that the company gains superiority over their competitors and increases productivity growth as much as possible.

In this study, practices were selected for the five major functions as dimensions of strategic HRM such as HR planning, recruitment, and selection, training and development, compensation, and performance appraisal.

Organizational Citizenship Behavior (OCB):

Organizations face many challenges in light of intensive competition, so organizations must take care of the human component; the success of organizations depends on this dynamic element. Additionally, the appropriate work environment must be created for HR to achieve success and the continuity of the organization, and highlight the concept of Organizational citizenship behavior (OCB). It is one of the methods of modern management, whose idea is adopted as a voluntary method and not linked to the role or official description, it is clear that this idea maintains the effectiveness and continuity of the organization. OCB became under the influence of organizational behavior and a branch of HRM (Sharm & Agrawal, 2015). OCB is considered to be a crucial factor in increasing organizational efficiency, and to enhance smoothly employee productivity in the organizations (Bizri, 2018; Chelagat, et al; 2015; Rahman & Chowdhuri, 2018; Yang et al; 2016) and is positively associated with the success of the organizations (Organ, et al; 2006). Also, organizations view OCB as an essential component for the organization's sustainability but these activities is seldom included in the formal job description (Jain & Rizvi, 2018). On the other hand, the absence of OCB among employees can risk the continuity of the organization (Ahmad & Zafar, 2018).

Business Competitive priorities (BCP):

In addition to the dynamic changes resulting from the emergence of globalization, economic, technological, political, and demographic developments and changes in the needs and desires of customers, which led to a change in the priorities of competition between organizations over time. Once the organizations limited themselves to offering products at the lowest prices, this resulted in an increase in the number of competitors in each commercial sector and an emphasis on price competition. This has created the need to offer products with unique quality and characteristics of products available in the market. As a result of imitating competitors and producing similar products, unique products have again emerged the need to look for a new competitive priority called time or delivery speed. Many companies focused on offering their products when they wanted them to be on-demand. Then flexibility emerged as a competitive priority in light of the diversity of customer needs and desires, in order for the organization to achieve a strong competitive position it must be able to offer a variety of products or services in order to meet the changes in the needs and desires of the client. Certainly, changes in the nature of business competitive priorities are influenced by changes in global competition and customer requirements (kathuria, et al; 2018) However, competitive priorities (cost, quality, flexibility, ad delivery) are the basis for developing distinct capabilities in production systems, and are the main pillars in strategic operations management (Choudhari et

al., 2010; Martín & Díaz 2009) and are considered the most important factor in internal operational capabilities (Peng et al; 2011).

The relationship between SHRM Practices and Business Competitive Priorities

According to the literature review, several authors conducted that there is a positive impact of HRM on business competitive priorities. For example, Adil (2015) conducted a study to investigate eight SHRM practices (recruitment & selection, performance appraisal, training and development, compensation and rewards, employment security, job description, career opportunities, decentralization, and empowerment) on the four competitive priorities (cost, quality, delivery, and flexibility) of the manufacturing performance in Karachi. The study found out the HRM practices has a strong impact on four competitive priorities of the manufacturing in Karachi. In addition, found out both performance appraisal and employment security have been found statistically significant to predict these four priorities in isolation too. In addition, the results of the structural model show that eight SHRM practices have a strong impact on the four competitive priorities of Karachi's manufacturing performance when controlled for employee relationship and information sharing. Based on these findings, it can be concluded that senior management must clearly emphasize the 'investment perspective' in SHRM by bringing 'right' individuals into their business and thereby facilitating them with all the necessary information to help them make them well informed and rational decisions.

In contrast, while a study came that was conducted by Vivares-Vergara, et al. (2016) in contradiction with the review of the literature of previous studies, his study revealed that there was no statistically significant relationship between HRM practices and performance in competitive priorities. The study revealed that there is no significant correlation between HRM practices and performance in competitive priorities. With regard to employee factors, there were two important outcomes: first, when companies have advantages over individuals in making operational strategy decisions (motivation, personal goals, capabilities, etc.) better performance can be seen in competitive priorities; higher than job satisfaction and job performance, performance improves in competitive priorities.

Ahmed and Schroeder (2003), measure the impact of HRM practices on operational performance. their research focused on manufacturing plants operating in four countries (Germany, Italy, Japan, and the United States of America). The results of the studies showed that organizational performance is positively linked to each of the seven HRM practices, and found out the five of the HRM practices studied contributed to performance improvement competitive priorities. The remaining practices (job security and differences in position) did not show a direct impact on competitive priorities but did create obstacles to implementing other practices. Plants working in totally different businesses and/or nations utilize and emphasize HRM practices. Compensation was found to be important for the operating performance measure, while compensation was found to be not important for measuring intangible

performance. Santos (2000), conducted a study to investigate the relationship between functional areas for manufacturing and HR through the analysis of HRM practices that are linked to the priorities of competitive strategy and manufacturing based on quality and performance delivery, flexibility, and cost. He concluded that there must be coherence between the competitive priorities of the manufacturing strategy and HR Practices must be practiced throughout the organization in order to achieve competitiveness.

Based on the previous discussion, the following hypotheses are proposed:

H1: There is a statistically significant positive impact of SHRM practices on the Business competitive priorities in Jordanian Manufacturing Companies.

Through the following sub-hypotheses:

H 1-1: there is a statistically significant positive impact of HR planning on Business competitive priorities in Jordanian Manufacturing Companies.

H 1-2: there is a statistically significant positive impact of recruitment and selection on the Business competitive priorities in Jordanian Manufacturing Companies.

H 1-3: there is a statistically significant positive impact of compensation on the Business competitive priorities in Jordanian Manufacturing Companies.

H 1-4: There is a statistically significant positive impact of training and development on the Business competitive priorities in Jordan Manufacturing Companies.

H 1-5: There is a statistically significant positive impact of performance appraisal on Business competitive priorities in Jordanian Manufacturing Companies.

The relationship between SHRM practices and OCB

Effective practices of each HRM function can enhance OCB of employees within the organization, and facilitate the improvement of individual and organizational performance and productivity. In addition, HRM practices can encourage specific behaviors and attitudes and discourage undesirable behaviors (Anna. et al; 2019; Begum, et al; 2014). According to Anna. et al; (2019). When HRM functions are performed within an organization characterized by a stimulating work environment and a creative climate, managers and employees work with a team spirit. It induces and motivates them to undertake creative behaviors and encourage them to go beyond their job requirements, such as; helping each other, performing additional role duties, sharing information and knowledge, and instilling a spirit of cooperation among employees. For this reason, OCB is an important factor that can contribute to the survival of the organization (Dash & Pradhan, 2014). HRM contains the policies, practices, and systems that affect employee behaviors, attitudes, and performance (Noe. et al; 2015). According to Wei, et al, (2010), Good HRM practices help individuals engage in OCB for the benefit of the organization. HR practices such as

employee selection procedures, evaluation practices, and rewards, will affect the behavior of employees. Bolino & Turnley (2003) Argued that the organization can use the prosperity of OCB by employing good practices of HRM such as recruitment and selection, training and development, compensation, and performance evaluation. Such practices can build a strong organizational culture with norms that encourage participation in OCB and make managers an example for their staff. According to Ranjhan & Mallick, (2018) HR Practices play an important role in building an appropriate environment and maintaining a culture in which OCB flourishes. In addition, these behaviors go a long way in maintaining an organizational culture that promotes positive employee engagement, commitment, and motivation, which helps enterprises gain a competitive advantage. Several previous studies support this. For example, a study was conducted by Tinti et al; (2017) to investigate the impact of HR policies and practices on OCB. The results revealed a significant impact of HR policies and practices on OCB and demonstrate that only professional participation has shown a significant relationship. They also conclude that HR policies and practices influence the dissemination of the organizational image and creative suggestions of OCB factors. The results refer to suggestions where managers can act to effectively extract OCB behaviors from their employees. Besides that, the empirical study conducted by Chaisanit, & Punyasiri (2020) to check the relationship between perceived HRM practices and OCB, and to investigate the mediating role of employee engagement between them. The study found out that perceived HRM practices were positively related to OCB. While the study revealed also that employee engagement played a partial mediating role in the relationship between perceived HRM practices and OCB. Nikoletta & Nawangsari, (2019) conducted a study to measure the impact of HRM practices on OCB, at Mall of Indonesia, the results of a study that revealed HRM practices have a positive effect on OCB and discovered some HRM practices have a weak effect on OCB, but performance appraisals have a most significant impact on OCB. Recruitment of staff, training, and development, compensation and reward, performance appraisal with them a positive influence positively on OCB of Kelapa Gading Mall. While, the results of the study confirmed by Fajar & Soling (2017) to measure the effectiveness of the HRM practices on employee OCB in ICT companies. However, each dimension of HRM practices, with the exception of training, has a positive significance, but there is no strong indication to encourage the conduct of OCB activities that have been demonstrated by employees in the IT company. A lot of researchers investigated the effects of HRM practices on OCBs (Guest et al., 2004; Zhang et al., 2008). Jangsiriwattana (2017) investigates the structural relationship between HRM practices, OCB, and turnover intention of a civil aviation organization in Thailand. The study findings were revealed that not all HRM practices influence the employee's OCB and turnover intention. Excluding recruitment has a positive effect on OCB and organizational support has negatively affected employee turnover intention.

Based on the previous discussion, the following hypotheses are proposed:

H 2: There is a statistically significant positive impact of SHRM practices on the Organizational Citizenship Behavior in Jordan Manufacturing Companies.

Its branch from it; the following sub-hypotheses:

H2.1: There is a statistically significant positive impact of HR planning on the Organizational Citizenship Behavior in Jordanian Manufacturing Companies.

H2.2: There is a statistically significant positive impact of recruitment and selection Organizational Citizenship Behavior in Jordanian Manufacturing Companies.

H2.3: There is a statistically significant positive impact of training and development on the Organizational Citizenship Behavior in Jordan Manufacturing Companies.

H2.4: There is a statistically significant positive impact of compensation on the Organizational Citizenship Behavior in Jordan Manufacturing Companies.

H2.5: There is a statistically significant positive impact of performance appraisal on the Organizational Citizenship Behavior in Jordan Manufacturing Companies.

The relationship between OCB and Business Competitive Priorities

Most previous studies confirmed that there is a strong relationship between organizational citizenship behavior and organizational performance and its effectiveness and achieving competitive advantage, productivity, and increasing individual performance. For instance, Ranjan & Millick (2018) conducted a study to explore the role of OCB in creating a competitive advantage for Indian health organizations through the moderating role of HR practices. The result of the study has indicated there is a positive relationship between OCB and competitive advantage significantly moderated by HR practices. Basically, OCB has been linked to overall organizational performance and effectiveness, further, thus types of employee behaviors are important to compete among the competitors and achieve an advantage in business. OCB is informal but it is an integral part of the official job description, which is voluntary behavior. However, the dimensions of OCB (altruism, conscientiousness, sportsmanship, courtesy, civic virtue), are the most important factors for achieving the organization's objectives and developing its competitive advantage.

Kumar, & Thapliyal, (2017) conducted a study to measure the impact of OCB on organizational effectiveness. The results of the study have revealed OCB: altruism, sportsmanship, and civic virtue have the highest and significant correlation with organizational effectiveness. In addition, this study indicated that altruism, sportsmanship, conscience, courtesy and civic virtue is positively and significantly linked to organizational effectiveness. There is positive relationship between OCB and organizational effectiveness. OCB has been considered to be one of the most impactful factors influencing organizational effectiveness (Castro, et, al; 2004 Turnipseed, and Rassuli, 2005). Another study conducted by Basu et al (2017) to explore the relationship between OCB and job performance, and to examine the mediating role of social capital influencing the relationship between OCB and job performance. The present study was applied to 501 employees working in 15

healthcare organizations in Kolkata of India through a questionnaire survey, by using Likert type rating the founding of this study shows that OCB had a significant impact on job performance. In addition, social capital found a significant mediator between OCB and job performance. Chelagata, et al. (2015), conducted a study to determine the impact of OCB on employee performance in banking in Kenya. The results of the study indicated that altruism and courtesy were positive and important for enhancing staff performance. The study found that OCB is a key factor in improving employee performance. Mallick, et al; (2014), they had conducted a study to examine the relationship between OCB and HR practices with its corresponding impact on job performance. The findings of the study revealed that OCB is having a significant relationship with job performance with the different dimensions of OCB. The study found that the altruistic dimension has the strongest relationship with job performance. Furthermore, HR practices have significantly moderated the relationship between OCB and job performance. In addition, the findings of the study have advocated that the involvement of employees in altruistic behavior enhances productivity and performance at the workplace. In addition, Researchers have shown that organizational citizenship behavior (OCBs) makes important contributions to the effective individual, team, and organization (Organ, Podsakoff, & MacKenzie, 2006).

Based on the previous discussion, the following hypotheses are proposed:

H 3: There is a statistically significant positive impact of organizational citizenship behavior (OCBs) on Business competitive priorities the in Jordan Manufacturing Companies.

The mediating role of OCB in the relationship between SHRM practices and Business Competitive Priorities:

Organizational citizenship behaviors (OCB) as a mediating variable in the relationship between SHRM practices and competitive business priorities have not been examined before. In this study, we will investigate the mediating influence of organizational citizenship behavior (OCB) on the relationship between SHRM practices and business competitive priorities. While the researcher found that there are some previous studies related to the topic of research, as the study of organizational citizenship behavior is a mediating role between HRM practices and the performance of the company. For example, Babai et al, (2012) examine the mediation effects of organizational citizenship behavior (OCB) on the relationship between selected HRM practices and firm performance. The results of the study found that organizational citizenship behavior (OCB) fully mediated the relationship between reward practices and quality services and partially mediated the relationships between performance appraisal practices and quality of service. Therefore, The study emphasized that HRM practices play an important role in improving OCB among employees as well as improving the performance of companies. Another study conducted by Dizgah et, al (2011) to clarify the relationship between high-performance practices and corporate entrepreneurship and

also tries to demonstrate the mediator role of citizenship behavior and procedural justice in this relationship. This study showing that high-performance HR practices are positively related to corporate entrepreneurship and this relationship is mediating by OCB and procedural justice. Each of the six dimensions of HR practices (job design, participation, employment, mobility, job security, and evaluation) is strongly and positively linked to corporate entrepreneurship, and the relationship is enhanced through organizational citizenship behavior and procedural justice. A similar study conducted by Zhang et al. (2008), found that HR practices are largely and positively linked to corporate entrepreneurship, and this relationship has intensified with moderator variables such as OCB and procedural justice. Additionally, revealed the results of the study conducted by Sreelakshmi (2016), OCB mediated partially on the relationship between empowerment and organizational performance perceived. The study of Babaei, et al; (2012) is consistent with a study conducted by Sun et al. (2007). Show that OCB have mediating effects high working HR practices on performance. However, lam et al, (2009) conducted a study to investigate how employees' organizational citizenship behavior (OCB) mediates the relationships among perceived HRM practices (retention-oriented compensation and formalized training) on the employee's intention to leave the jobs, this study used (152) employees as a sample from a Sino-Japanese joint venture located in China. The results of this study revealed that retention-oriented compensation and formalized training are positively related to the engagement of the OCB. While they were negatively associated with attention to leave their jobs. In addition, they were discovered the OCB mediate the effects of retention-oriented compensation and formalized training on employees the intention to leave. Supriyanto et al., (2020) conducted research to analyze the role of OCB and work satisfaction on mediate the effect of spiritual leadership on employees' performance at Bank BRI Syariah Malang. Research results indicated that spiritual leadership did not directly impact employee performance. Job satisfaction mediated the impact of spiritual leadership on employee performance. In another study by Hsiao & Wang (2020), they found that OCB mediated the relationship between proactive personality and functional performance. Results are presented with strong evidence that a high degree of personal and proactive between the coaches and athletes a significant impact decisively on OCB and job performance.

From the previous discussion, we can assume that there is a meditating influence of Organizational Citizenship Behavior (OCB) on the possible relationship between SHRM practices and the business competitive priorities. Therefore, we can formulate the forth hypothesis:

H4: Organizational citizenship behavior (OCB) mediates the relationship between SHRM practices and Business competitive priorities in Jordan Manufacturing Companies.

Based on the literature survey, we specify a conceptual framework model for the study described below:

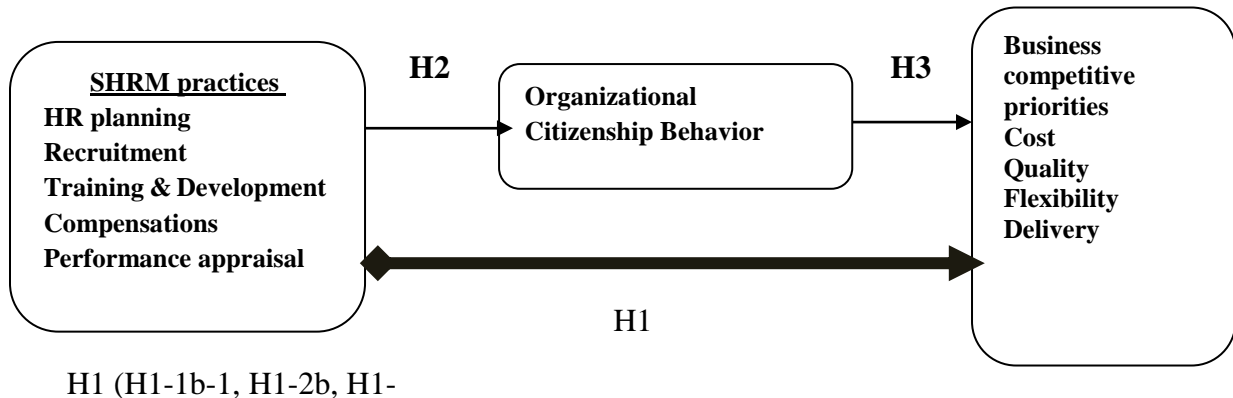


Figure (1) Research Framework

RESEARCH METHODOLOGY

Sampling Strategy and Data Collection:

The target population of this study is determined and consisted of fifty-seven companies that are listed and licensed on the Amman Stock Exchange (ASE). A self-questionnaire was developed for data collection. Questionnaires are distributed randomly to workers at various administrative levels working in Jordanian manufacturing companies. The sampling technique used a simple random sampling technique, which can represent the population and ensure that every element in the community has an equal chance to be selected in the sample to increase efficiency, reduce cost, and effort. The sample size is (162) administrative employees such as (General Manager / Deputy General Manager, Director of Human Resources Department, Head of Human Resources Department, Production Manager, and Administration Officer). To enhance the response rate, the questionnaires are delivered and collected in person and by email. A cover letter has been attached explaining the aim and objectives of the research and a brief idea of the purpose of the study. A total of 224 questionnaires are distributed to administrative workers in industrial companies in Jordan, and 162 questionnaires are returned, indicating a response rate of 72.3%. It recommended that the feasible sample size be between 100 and 200, in order to be sufficient for data analysis (Bisharat et al. 2016).

Measures

A five- points Likert scale was used to express respondent's opinions with each element. The sample was asked to choose the level of their agreement that the answer ranging from strongly agree (5), to strongly disagree (1). The questionnaire consisted of two parts. The first one included personal and demographic characteristics. The second part of the questionnaire included a number of elements to measure research

variables including SHRM practices, OCB, and business competitive priorities. For data collection, a questionnaire consists of 29 items was used, to measure SHRM practices (23) questions were used to measure OCB and 27 items to measure business competitive priorities.

The elements used were adopted by previous studies, a questionnaire was developed and changed by eight academic referees to ensure that each element measures what it intends to measure, and to avoid complexity and unclear in the formulation of the questions. This is explained below:

SHRM Practices: This study focused on five HRM practices commonly discussed in the literature including HR planning, recruitment, selection, training and development, compensation, and performance appraisal. The SHRM Practices questionnaire was adopted from Al-Afeef, 2018, Mandanat & Khasawneh, 2018; Abu doula, & Obeidat, 2007). **Organizational citizenship behavior (OCB):** represented by five dimensions that have been commonly identified in the literature were included in this study ((Altruism, Courtesy, Civic virtue, Sportsmanship, and Conscientiousness). OCB questionnaire was adopted from (Al-Khasawneh, & Shari, 2017, Runhaar et al., 2013). **Business competitive priorities:** four dimensions were included in this study (cost, quality, delivery, and flexibility), the questionnaire was adopted from (Idris, & Naqshbandi, 2018, Adil, 2015, Jitpaiboon, 2014, Prabhu et al, 2020, Awwad et al 2013; Santos, 2000).

Data analysis:

we adopted the descriptive and analytical method in conducting this study to check the impact of SHRM practices on the business competitive priorities of Jordanian manufacturing Companies through the organizational citizenship behavior (OCB) as Mediating Variable. Data were statistically analyzed using SPSS VR 23.. Pearson Correlation was used to test the correlation between each dimension and its constructs. Multiple regression analysis was used to study the relationship between the independent variables and dependent variables. Hierarchical regression analysis path analysis was used to test the mediating impact of OCB on the relationship between SHRM practices and business competitive priorities. Barron and Kenny model followed (1986) to perform a mediation analysis .

Validity and Reliability:

Questionnaire validity means to measure what was developed to measure it. The face and content validity of the study instrument was confirmed by presenting it to a number of assistant professors who are experts and professionals from different faculty members in business administration, public administration, economics, HRM, and operations management, the purpose questionnaire validly to ensure that all paragraphs of the study tool (questionnaire) are clear and also easy to understand by respondents. The required modifications were made to the questionnaire by modifying, deleting or adding paragraphs from it to achieve a balance between the contents of the questionnaire in its paragraphs to reach its final form.

Reliability: The purpose of the questionnaire reliability is to give this question the same result if it is redistributed more than once in the same circumstances. In order to ensure the Internal reliability of the study tool has been applied on the exploratory sample consisting of (50) persons, then Cronbach Alpha coefficient was calculated; table (1) shows that.

Table (1): shows the result of reliability (Cronbach Alpha)

No	Domain	Cronbach Alpha	Item No
1	Human Resources Planning	0.88	5
2	Employment (recruitment, selection, appointment)	0.88	6
3	Training and development	0.90	6
4	Compensations: (and bonuses, wages, and incentives)	0.90	6
5	Performance evaluation	0.91	6
describes SHRM practices		0.97	29
1	Altruism	0.88	5
2	Courtesy	0.90	5
3	Civic virtue	0.86	4
4	Sportsmanship	0.89	4
5	Conscientiousness	0.88	5
Organizational Citizenship Behavior		0.96	23
1	the cost of the product	0.91	6
2	product quality	0.94	9
3	Production flexibility	0.94	6
4	Speed of delivery (speed and time)	0.93	6
Business Competitive Priorities		0.97	27

The results of table (1) showing that all the alpha Cronbach coefficient values for all variables were higher than (0.7), which is a very acceptable ratio. Because it is higher than the acceptable ratio (0.7) (Pallant, 2010). Therefore, the reliability of internal consistency is high and can be used to achieve the objectives of the study.

Multicollinearity test:

Multicollinearity test used to examine if there are high inter-correlations among the independent constructs within the structural model (inner model). In addition, It is also used to ensure the absence of a multi-linear problem, which inflates the standard deviations (square root of the variance) of the variables and makes the important tests (T-statistical tests) of these variables unreliable.

Table (2) shows that the value of the inflationary variance coefficient (VIF) for all independent variables is less than 10 and the Tolerance values are more than (0.05) according to Gujarati & Porter (2010). This is an indication of the absence of a high

correlation between the independent variables; therefore there is no objection to including all variables within the multiple regression models. As a result, there is no problem with the research data, this indicates the validity of the model and the adoption of data for analysis based on the Multicollinearity test (Hair et, al 2011).

Table (2): result of the Variance Inflation Rate (VIF) and Tolerance

Independent variable	Tolerance	VIF
HR planning	0.35	2.86
Recruitment and Selection	0.24	4.14
Compensation	0.29	3.43
Training and Development	0.21	4.77
Performance appraisal	0.27	3.68
Altruism	0.33	3.072
Courtesy	0.29	3.497
Civic virtue	0.29	3.404
Sportsmanship	0.37	2.738
Conscientiousness	0.36	2.751

Hypotheses test and Study Findings

The first hypothesis and sub-hypotheses

Multiple regression analysis was used to test H1, and to detect the impact of SHRM practices on the business competitive priorities in Jordanian manufacturing companies, table (3) showing that:

Table (3): result of the (Multiple Regressions) analysis to detect the impact of SHRM practices on the business competitive priorities in Jordanian Manufacturing Companies (n= 162).

Independent variable	"t" value	"t" sig	R	R ²	"f" value	"f" sig
HRP	1.555	0.122	0.767	0.588	44.605	0.000
Recruitment and Selection	0.427	0.670				
Compensation	3.750	0.000				
Training and Development	0.569	0.570				
Performance appraisal	3.876	0.000				

Dependent variable: Business competitive priorities

Table (3) shows that the total correlation (R) equals (0.767), which indicates a strong relationship between SHRM practices and business competitive priorities. The coefficient of determination (R square) is (0.588) which indicates that SHRM practices (the independent variable) explains 58.8% of any change in business

competitive priorities (dependent variable). where "f" value reached (97.603) by statistically significant (0.000). Thus, the first research hypothesis was accepted as there is a positive impact of SHRM practices on business competitive priorities at a significant level ($\alpha \leq 0.05$). H1 was supported.

Simple linear Regression were used to test sub-hypotheses (H1-H5), table (4) showing that:

Table (4): result of the (simple Linear Regressions) were used to test sub-hypotheses for H1 (n= 162)

Independent variable	"t" value	"t" sig	R	R2	"f" value	"f" sig
HR planning	9.879	0.000	0.616	0.379	97.603	0.000
Recruitment and selection	10.963	0.000	0.655	0.429	120.194	0.000
Training and development	12.837	0.000	0.712	0.507	164.783	0.000
Compensation	10.925	0.000	0.654	0.427	119.356	0.000
Performance appraisal	12.096	0.000	0.691	0.478	146.302	0.000

* **Dependent variable: Business competitive priorities**

Table (4) shows that the correlation (R) equals (0. 616), which indicates a strong relationship between HR planning and business competitive priorities The coefficient of determination (R square) is (0. 379) which indicates that recruitment and selection explains 37.9% of any change in business competitive priorities, where "f" value reached (97.603) by statistically significant (0.000). Thus, the H1-1 was accepted as there is a positive impact of HR planning on business competitive priorities at a significant level ($\alpha \leq 0.05$). H1-1 was supported. Table (4) shows that the correlation (R) equals (0.655), which indicates a strong relationship between recruitment and selection and business competitive priorities The coefficient of determination (R square) is (0. 429) which indicates that recruitment and selection explains 58.8% of any change in business competitive priorities, where "f" value reached (97.603) by statistically significant (0.000). Thus, the H1-2 was accepted as there is a positive impact of recruitment and selection on business competitive priorities at a significant level ($\alpha \leq 0.05$). H1-2 was supported. Table (4) shows that the correlation (R) equals (0.712), which indicates a strong relationship between training and development and business competitive priorities The coefficient of determination (R square) is (0. 507) which indicates that training and development explains 50.7% of any change in business competitive priorities, where "f" value reached (164.783) by statistically significant (0.000). Thus, the H1-3 was accepted as there is a positive impact of training and development on business competitive priorities at a significant level ($\alpha \leq 0.05$). H1-3 was supported. Table (4) shows that the correlation (R) equals (0.654), which indicates a strong relationship between compensations and business

competitive priorities The coefficient of determination (R square) is (0. 427) which indicates that training--- and development explains 42.7% of any change in business competitive priorities, where "f" value reached (119.356) by statistically significant (0.000). Thus, the H1-4 was accepted as there is a positive impact of training and development on business competitive priorities at a significant level ($\alpha \leq 0.05$). H1-4 was supported. Table (4) shows that the correlation (R) equals (0.691), which indicates a strong relationship between performance appraisal and business competitive priorities The coefficient of determination (R square) is (0. 478) which indicates that training and development explains 47.8% of any change in business competitive priorities, where "f" value reached (146..302) by statistically significant (0.000). Thus, the H1-5 was accepted as there is a positive impact of performance appraisal on business competitive priorities at a significant level ($\alpha \leq 0.05$). H1-4 was supported.

The second hypothesis and sub-hypotheses

Multiple regression analysis was used to test this hypothesis, and to detect the impact of SHRM practices on the OCB in Jordanian manufacturing companies, table (9) showing that

Table (5): result of the (Multiple Regressions) to detect the impact of SHRM practices on the Organizational Citizenship Behaviour in Jordan Manufacturing Companies (n= 162)

Independent variable	"t" value	"t" sig	R	R2	"f" value	"f" sig
HR planning	1.771	0.079	0.736	0.541	36.775	0.000
Recruitment and Selection	0.097	0.923				
Compensation	1.939	0.054				
Training and Development	0.521	0.603				
Performance appraisal	3.989	0.000				

***Dependent variable: Organizational Citizenship Behaviour**

Table (5) shows that the total correlation (R) equals (0.736), which indicates a strong relationship between SHRM practices and OCB. The coefficient of determination (R square) is (0.541) which indicates that SHRM practices (the independent variable) explains 54.1 % of any change in OCB (dependent variable). Where "f" value reached (36.775) by statistically significant (0.000). Thus, the H2 was accepted as there is a positive impact of SHRM practices on OCB at a significant level ($\alpha \leq 0.05$). H2 was supported.

Simple linear Regression was used to test this hypothesis, and to detect the impact of HR planning on the OCB in Jordanian manufacturing companies, table (10) showing that:

Table (6): result of the (Simple Linear Regressions) used to test sub-hypotheses (H1-H5) for H2, (n= 162) table (6) show that:

Independent variable	"t" value	"t" sig	R	R2	"f" value	"f" sig
HR planning	9.026	0.000	0.581	0.337	81.465	0.000
Recruitment and selection	9.940	0.000	0.618	0.382	98.813	0.000
Training and development	10.730	0.000	0.647	0.418	115.136	0.000
Compensation	12.105	0.000	0.691	0.478	146.535	0.000
Performance appraisal	12.105	0.000	0.691	0.478	146.535	0.000

*** Dependent variable: Organizational Citizenship Behavior**

Table (6) shows that the correlation (R) equals (0.581), which indicates a strong relationship between HR planning and OCB. The coefficient of determination (R square) is (0.337) which indicates that HR planning explains 33.7% of any change in OCB, where "f" value reached (81.465) by statistically significant (0.000). Thus, the H2-1 was accepted as there is a positive impact of HR planning on OCB at a significant level ($\alpha \leq 0.05$). H2-1 was supported. Table (6) shows that the correlation (R) equals (0.618), which indicates a strong relationship between recruitment and selection and OCB. The coefficient of determination (R square) is (0.382) which indicates that recruitment and selection explains 38.2% of any change in OCB, where "f" value reached (98.813) by statistically significant (0.000). Thus, the H2-2 was accepted as there is a positive impact of recruitment and selection on OCB at a significant level ($\alpha \leq 0.05$). H2-2 was supported. Table (6) shows that the correlation (R) equals (0.647), which indicates a strong relationship between training and development and OCB. The coefficient of determination (R square) is (0.418) which indicates that training and development explains 41.8% of any change in OCB, where "f" value reached (115.136) by statistically significant (0.000). Thus, the H2-3 was accepted as there is a positive impact of training and development on OCB at a significant level ($\alpha \leq 0.05$). H2-2 was supported. Table (6) shows that the correlation (R) equals (0.658), which indicates a strong relationship between compensations and OCB. The coefficient of determination (R square) is (0.432) which indicates that compensations explains 43.2% of any change in OCB, where "f" value reached (121.901) by statistically significant (0.000). Thus, the H2-4 was accepted as there is a positive impact of compensations on OCB at a significant level ($\alpha \leq 0.05$). H2-4 was supported. Table (6) shows that the correlation (R) equals (0.691), which indicates a strong relationship between compensations and OCB. The coefficient of determination (R square) is (0.478) which indicates that compensations explains 43.2% of any change in OCB, where "f" value reached (146.535) by statistically significant (0.000). Thus, the H2-5 was accepted as there is a positive impact of compensations on OCB at a significant level ($\alpha \leq 0.05$). H2-5 was supported.

The third hypothesis

Multiple regression analysis was used to test this hypothesis, and to detect the impact of the OCB on the business competitive priorities in Jordanian manufacturing companies, table (7) showing that:

Table (7): result of the (Multiple Regressions) to detect the impact of OCB on business competitive priorities in Jordan Manufacturing Companies (n= 162)

Independent variable	"t" value	"t" sig	Beta	R	R ²	"F" value	"F" sig
Altruism	1.657	0.100	0.132	0.823	0.678	65.711	0.000
Courtesy	2.713	0.007	0.230				
Civic virtue	2.606	0.010	0.218				
Sportsmanship	1.144	0.254	0.086				
Conscientiousness	3.449	0.001	0.260				

*Dependent variable: Business competitive priorities

Table (7) shows that the total correlation (R) equals (0.823), which indicates a strong relationship between OCB and business competitive priorities. The coefficient of determination (R square) is (0.678) which indicates that OCB explains 67.8 % of any change in OCB, where "f" value reached (65.711) by statistically significant (0.000). Thus, the H3 was accepted as there is a positive impact of OCB on the business competitive priorities at a significant level ($\alpha \leq 0.05$). H3 was supported.

The fourth hypothesis and sub-hypotheses

Regression analysis path analysis was used to test the mediating impact of OCB on the relationship between SHRM practices and business competitive priorities. Barron and Kenny model followed (1986) to perform a mediation analysis, table (8) show that:

Table (8) Mediation test of OCB

Independent variable	Dependent variable	Beta	"F" sig	"t" value
SHRM practices-	BCP	0.750	205.293	000*
SHRM practices-	OCB	0.722	174.295	000*
OCB	BCP	0.821	329.758	000*
SHRM practices + OCB	BCP	0.58.3	209.507	000*

Table (8) shows the series of regression equations to find out the mediation test on OCB. This test was run according to the instructions of Barron and Kenny (1986). The first equation shows the regression between Independent (SHRM practices in BCP) . The second equation is the result of regression between Independent (SHRM practices in OCB). And in the third, Independent (OCB in BCP). And the final

equation both (SHRM practices and OCB in BCP) and mediation variable (OCB) were used as independent variables. The values of the table (8) also fulfill all the conditions for mediation. Figure (2) showing that:

After the mediator variable was added the (β) value impact of the independent variable was dropped from 0.750 to 0.583, and is still significant but not complete. which means that the OCB is partially mediated impact between SHRM practices and Business competitive priorities in Jordanian Manufacturing Firms. This indicating the mediating influence of OCB is helpful in the positive impact of SHRM practices on business competitive priorities in Jordan Manufacturing Companies. H4 was supported.

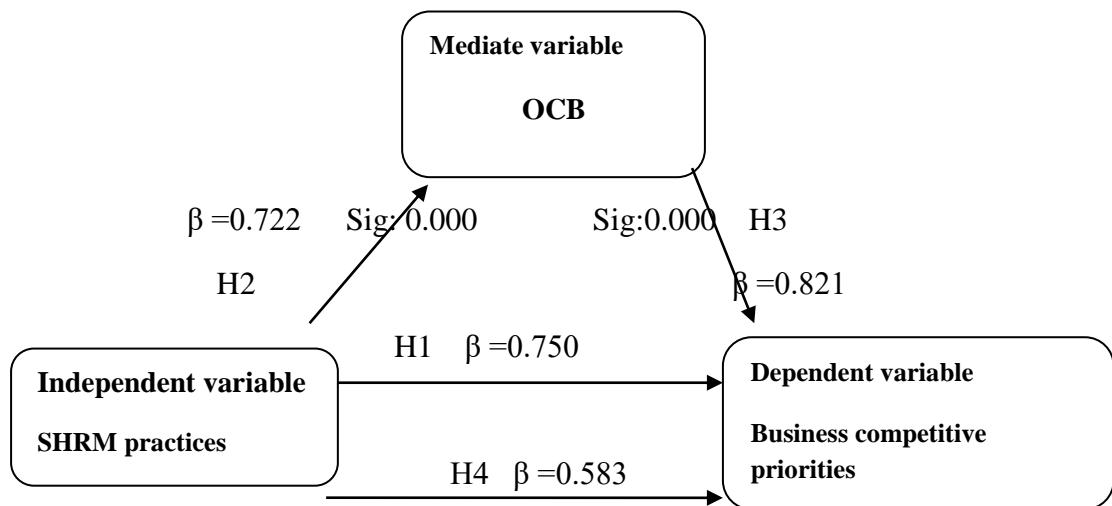


Figure (2) clearly illustrates the impact of the mediating variable on the relationship between the independent variable on the dependent.

DISCUSSION AND CONCLUSION

This study was aimed to shed new light on strategic human resource management (SHRM) by examining the impact of SHRM practices on Business competitive priorities through testing the organizational citizenship behavior (OCB) as a mediating variable in Jordanian Manufacturing Companies. The results of the study indicated that there is a statistically significant impact of SHRM practices (HRP, recruitment and selection, compensation, training and development, and performance appraisal) on business competitive priorities in Jordanian manufacturing companies. The results of the current study matched with the study of Adil (2015)the study found out the HRM practices (recruitment & selection, performance appraisal, training and development, compensation and rewards, employment security, job description, career opportunities, decentralization, and empowerment) have a strong impact on

four competitive priorities (cost, quality, delivery, and flexibility) of the manufacturing in Karachi. In contrast, the results of the study (Vivares-Vergara, et al., 2016) contradict the present study. The results of the study also showed that there is no significant relationship between HRM practices and the performance of competitive priorities. The researcher interprets this result for the difference in the population and sample of the study and the time and place in which the study was conducted. The findings of the study tests also indicated that there is a statistically significant impact of SHRM practices (HRP, recruitment and selection, compensation, training and development, performance evaluation) on the organizational citizenship behavior (OCB) in Jordanian manufacturing companies. These results are consistent with several studies indicating a positive relationship between SHRM practices and OCB (Chaisanit, & Punyasiri, 2020; Tinti, et al., 2017; Nikoletta & Nawangsari, 2019; ; Guest et al., 2004; Zhang et al., 2008) The results of these studies revealed that HRM practices positively affect organizational citizenship behavior (OCB) and that there is a strong relationship between them. In contrast, the results of the present study are contradicted with a study by Watty-Benjamin, & Udechukwu, (2014) the results of this study revealed that HRM practices did not predict OCB and intentions to leave. The researcher interprets this result for the different study population, sample, place and time that was conducted in the study. These results are in agreement with the results of the study (Harsasi & Muzammil, 2017), which showed that increasing good HRM practices and organizational commitment leads to an increase in OCB that can lead to an increase in the performance of the organization as a whole. But the results of the current study differed with the results of the study (Thamarat, 2017), which showed that not all HRM practices affect employee OCB and employee turnover intentions. The results of the study tests also revealed that there is a statistically significant impact of organizational citizenship behavior (OCB) on the business competitive priorities in Jordanian manufacturing companies. The results of the current study matched the results of the study that conducted by Ranjan & Millick (2018). The study results indicated a positive correlation between OCB and competitive advantage which is largely supervised by HR practices. Basically, organizational citizenship behavior (OCB) has been linked to overall organizational performance and effectiveness, so the types of employee behaviors are important for competing among competitors and achieving an edge in the business. Nevertheless, the dimensions of OCB (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue), are the most important factors for achieving the goals of the organization and developing its competitive advantage. In addition, The results of the current study are identical to the results of the studies (kumar, & Thapliyal, 2017; Castro, et, al. 2004 Turnipseed, and Rassuli, 2005) They discovered that OCB is one of the most influencing factors affecting organizational effectiveness. Additionally, these studies indicated that altruism, sportsmanship, conscientiousness, courtesy and civic virtues are positively and significantly related to organizational effectiveness. In addition, the results of the current study are corresponding to the results of the study of Basu, et al., (2017). This study found that OCB had a significant effect on job performance. The results of the current study are matching to the results of the studies of (Chelagate, et al., 2015; Mallick, et al; 2014 ;) The study found that OCB is a major factor in

improving employee performance. They revealed also that OCB has a significant relationship with functional performance with different dimensions of OCB. The results of the study tests also revealed that organizational citizenship behavior (OCB) is a partially mediating the relationship between SHRM practices and Business competitive priorities in Jordan Manufacturing Companies. The results of the current study are in absolute conformity with the results of the study of Babai et al., (2012) whereas, this Study found that organizational citizenship behavior (OCB) fully mediated the relationship between reward practices and quality services and partially mediated the relationships between performance appraisal practices and service quality. However, the results of the present study are in aligning with the results of the study of by Dizgah, et al., (2011). This study also found organizational citizenship behavior and procedural justices are mediating between high-performance HR practices (job design, participation, employment, mobility, job security, and performance evaluation) and corporate entrepreneurship. However, each of the six dimensions of HR practices (job design, engagement, recruitment, mobility, job security, and evaluation) is closely and positively related to corporate entrepreneurship. Besides that, match the results of the current study with the study of Sree Lakshmi, (2016). Whereas, the study revealed that OCB partially mediated the relationship between empowerment and perceived organizational performance. The current study is consistent with a study conducted by Sun et al. (2007). Showed that the role for OCB has partially mediating effects high working HR practices on performance. In addition, the current study is similar with a study conducted by lam et al., (2009). Showed that OCB mediates the effects of retention-oriented compensation and formalized training on employees the intention to leave. Furthermore, the current study is consistent with a study conducted by Hsiao & Wang (2020). They found that OCB mediated the relationship between proactive personality and functional performance. The researcher interprets this result for the role that the organizational citizenship behavior plays as a mediating variable in supporting the relationship between SHRM practices and business competitive priorities in Jordanian manufacturing firms. However, This indicating the mediating variable influence of OCB is helpful in amplifying the positive impact of SHRM practices on business competitive priorities in Jordan Manufacturing Companies. Whereas, the various dimensions of OCB such as altruism, conscience, civic virtue, courtesy, and sportsmanship are influenced by SHRM practices that lead to improved business competitive priorities. According to Ranjhan, S., & Mallick, E. (2018) the OCB resulting from the interaction relationships has an important influence on the competitive advantage of the firm. Because OCB is an expression of the intangible behaviors of a network of relationships where it is difficult to imitate relationship networks over time. Making it more resistant to corrosion through competition. Without a doubt, OCB supports the relationship between SHRM practices and business competitive priorities.

In sum, the results of this study concluded that SHRM practices play a critical role in enhancing employee OCB and business competitive priorities alike. Therefore, to improve business competitive priorities in manufacturing firms, managers must improve SHRM practices that have an impact on OCB and which in turn influence

business competitive priorities. In addition, Manufacturing Firms must continually strive to improve strategic HRM practices in an effort to ensure their continuity, gain a competitive advantage, and increase their profitability and productivity.

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