

The relationship between strategic planning and human resources and its impact on the quality of services provided to customers in the Jordanian banking sector - A case study in Jordan Kuwait Bank
Dr. Khaldoon Khawaldah

Assistant Professor
Applied Science Private University

Abstract

This study aimed to investigate the relationship between strategic planning and human resources and its impact on the quality of services provided to customers in the Jordanian banking sector, and that from the viewpoint of managers of senior management and directors of the functional units (human resources, marketing, human resource management and planning). Was measured strategic planning of human resources through the application of the extent of the integration of human resource planning, strategic planning, and through participation strategy for human resource managers in the strategic planning process. The performance was measured by profitability and market value-added, researcher has conducted a study of the Jordan Kuwait Bank, (the study sample), reached in which the bank applied to strategic planning and human resource planning together. The questionnaire was distributed 30, was recovered (25) of them. And exclusion (5) questionnaires for lack of suitability. Thus, the number of valid questionnaires were recovered and analyzed (20) questionnaire.

It also has been used a number of statistical methods the most important factor multiple regression, analysis of variance. The researcher found that there is statistically significant effect of the strategic planning of human resources in the foundations of the selection and appointment with the quality of services provided to customers. As well as the presence of statistically significant differences.

Keywords: Human Resource Management , Strategic planning ,Selection, , Jordan.

Introduction:

Human resources have great interest in today's world, because of the relative importance of these resources compared to other resources, and because of its active role in all production processes and selling, administrative and financial then (Judeh.2010).

Managers recognize that people are a company's main resource, which raises the question of how best to appraise their employees. Experts in the area of human resource management define appraisal in different ways depending on their approach to this concept. This article is concerned with a comparative analysis of the construct of appraisal in the area of human resources, based on the approach international authors in using this term as one of the internal resources of a company.

Accordingly, whenever done well organizations invest their human resources that control the rest of the other resources become more and more quality to achieve their goals and efficiently, even organizations that have the resources, sophisticated information technology and capital, cannot be run efficiently unless it has a human resources have been selected and developed and evaluated and rewarded well.

Imagine, for example, what happens to the organization when they are choosing workers badly are such bad check for employees who destroys the work of the organization entirely, while can choose proper and for training and investigation of good employees that called for the organization unleashed in the world of creativity and regeneration and sophistication in achieving the best results (Salem, (2009).

With the intensification of competition in the field of business has been increasing uncertainty in the environmental, which is no longer possible to work Bravos concepts of traditional organized, so it's a concept of the learning organization (Learning organization) that represent an organization with the ability to learn and to continue to adapt itself with the developments and emergency conditions, although this organization bearing properties of the success of being able to benefit and learn. (Ameri et al, 2008).

Problem Statement

With the growing interest in a manner of selection and appointment to the organizations they are keen on strategic planning for human resources informed and guided by the strategic planning process of the organization. It is through access to available studies, it was observed that there is a need for Arabic studies, looking at the subject of strategic planning for the selection and appointment and the impact on the quality of services provided by these organizations.

Importance of study:

In light of the competition and the rapid changes that occur in the internal and external environment should concern human resources as the key to success and book competitive position well, lies the importance of this research is scientifically discover more about the relationship between strategic planning for recruitment and selection and its impact on the quality of services provided to customers

Objectives of the study: This study aimed to the following:

1. Identify the level of strategic planning in the foundations of the selection and appointment.
2. Recognize the reality of the foundations of application selection and appointment at the Department of Human Resources.
3. Measure the degree of influence of the foundations of the selection and classification in human resource management on the quality of the output provided to customers in the management of human resources.
4. The possibility of obtaining results from which to formulate some recommendations that will help decision-makers to continually develop its branches.

Research Hypothesis:

To answer the questions of the study researcher finds two main hypotheses to determine the following:

Ho1: There is no a statistically significant positive relationship between strategic planning and human resources in selection process of Jordan Kuwait Bank.

Ho2: There is no a statistically significant positive relationship between strategic planning and quality of services provided to customers in Jordan Kuwait Bank.

The theoretical framework for the study:

The concept and the importance of strategic planning:

Strategic planning aims to achieve an orderly transition from the current position to the position of a future target unsurpassed value, and unsurpassed ability to deliver. And see Dessler ((2009) that the strategic planning of the organization can control the decisions and resources, and forms the basis for the planning of human resources; worked to provide human resources management the future direction of the organization, to coordinate efforts to achieve the strategic objectives of the organization.

The concept of selection and appointment:

The process of hiring one of the most important functions that must be performed by human resources management in the organization efficiently and effectively, because it is on the basis of which is determined by the success of the activities of other functional, and include the hiring process, recruitment, selection and appointment, where the longer this process the key to success for business organizations, and the means by which enables the organization to gain the competitive advantage of the quality of human resources that are difficult to imitate by other competitors, and we can say that the process of bi-polarization between the individual and the organization, each looking for the other. (Hiti 0.2000).

Al-Hiti (2000) has identified Steps choice through job analysis and human resource plan, and receive job-seekers, and the initial interview, medical examination, and the final interview, and the initial selection, and appointment.

Literature Review

(Dmoor.2008): The reality of strategic planning for human resources in the public sector of Jordan:

The study aimed to identify the reality of strategic planning for human resources in the public sector of Jordan and to identify the factors influencing the strategic planning in the ministries of Jordan. The study population consisted of all the directors of human resources departments in the ministries of Jordan and the 23 Ministry, and the sample size was 166 and the labor factor, which accounts for 5% of the study population, and the results were as follows:

- There is a correlation positive statistically significant differences between the activities of human resources (analysis and design work, planning, human resources, attracting human resources, selection of human resources, training and development of human resources, stimulate the human resources and performance management of human resources) and the practice of strategic planning for human resources management in the ministries Jordanian.
- There are no statistically significant relationship in activities in human resource management practice on strategic planning for human resources management in the ministries of Jordan due to personal and functional variables (gender, age, educational level, work experience).

(Hayasat .2007): standards and effectiveness of strategic human resource management and its relationship to corporate performance in the Jordanian press institutions from the perspective of managers. The study aimed to identify the efficiency and effectiveness of human resources management strategies in Jordan Press and institutions of human resource planning, recruitment and selection, evaluation of the performance of employees, and employee training and its relationship with organizational performance. The study found the following results:

- There is a positive relationship between the efficiency and effectiveness of the strategies of human resource planning in the Jordanian press institutions and institutional performance.
- There is a positive relationship between the efficiency and effectiveness of strategies for the selection and appointment in the Jordanian press institutions and institutional performance.

- There is a positive relationship between the efficiency and effectiveness of strategies for evaluating the performance of employees in the Jordanian press institutions and institutional performance.
- There is a positive relationship between the efficiency and effectiveness of strategies to train workers in the Jordanian press institutions and institutional performance.

(Chand and Katou, 2007) Study titled: The impact of human resource management practices on organizational performance in the hotel sector in India. The study aimed to achieve key goals: the first goal: measuring the impact of some of the characteristics of hotels and their impact on the performance of the sector, some of the hotels in India, and the second examined the impact of human resource management systems on the performance of the hotel sector in India.

The study found a number of results, including:

- The performance of the hotels in India depends largely on the type and classification of hotels, incentive for hotels to improve their performance and thus raise the level of classification.
- Hotels that fall within the international chain show that its performance is better than those independent.
- The study proved positive relationship between hotel performance and human resource management systems, the fact that the nature of employment in hotels requires a focus on best practices in the management of human resources to create the skills and experience they have.

The study methodology

Society and the study sample:

The study population consisted of Jordan Kuwait Bank in the Hashemite Kingdom of Jordan. The questionnaire was distributed 30, was recovered (25) of them. And exclusion (5) questionnaires for lack of suitability. Thus, the number of valid questionnaires were recovered and analyzed (25) questionnaire.

Methods

Data Collection

Data were collected from a sample of 25 HR specialists from the Jordan Kuwait Bank employees in Amman branches. Respondent were selected from a list of those employees practicing and managing HR and working with data and information on a daily basis as part of

their work. Questionnaires were distributed randomly by the bank administration via their human resource staff.

Measures and Instrument

All scales in this study were measured on five point Likert scales ranging from 1 with strong disagreement to 5 with strong agreement. A review of the literature yielded a number of measurement instruments that were employed to test the hypothesized model. Empowerment was measured using 12-item scale originally developed by Spreitzer's well known instrument of her seminal 1995 article and modified to fit the study context. The general information dimension using 13-item scale. The questionnaire was tested for content validity via 6 branches from Jordan Kuwait Bank. The reliability coefficient for the different dimensions (Cronbach's Alpha) ranged from 0.68 to 0.88 for the various items.

gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	18	83.7	83.7	83.7
	female	7	16.3	16.3	100.0
	Total	25	100.0	100.0	

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 and less	3	2.4	2.4	2.4
	26 to 45	16	40.7	40.7	43.1
	46 to 60	6	10.6	10.6	100.0
	Total	25	100.0	100.0	

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 2	0			
	3 to 6	5	2.4	2.4	2.4
	7 to 10	11	33.3	33.3	35.8
	11 and more	7	11.4	11.4	100.0
	Total	25	100.0	100.0	

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 and less	5	.8	.8	.8
	26 to 45	9	1.6	1.6	2.4
	46 to 60	11	97.6	97.6	100.0
	Total	25	100.0	100.0	

Job-title					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Division manager	1	6.5	6.5	6.5
	Assistant Division mgr	7	12.2	12.2	18.7
	Dept-Head	6	30.1	30.1	48.8
	other	11	20.3	20.3	100.0
	Total	25	100.0	100.0	

Table (1) means and standard deviations related to Strategic Planning

Total mean average = 4.09

Below 2.5 low, 2.5 to 3.5 moderate, above 3.5 is high level and volume

Strategic Planning	Mean	Std. Deviation	level
1. There is a plan long-term strategy for the bank inclusive of all aspects of its activities.	4.11	.351	High
2. Plans are derived from short-term long-term plans.	4.11	.306	High
3. Plans include procedures and tools needed to implement them according to the phases of a specific time.	4.07	.261	High
4. Bank plans flexible and updatable according to internal and external developments.	4.10	.324	High
5. Take into account the time factor Supreme departments to accomplish the plans	4.08	.326	High
6. Directors of the Bank is seeking to develop alternative plans to deal with emergency developments.	4.12	.3772	High

Table (1) however, demonstrated a little more variance across statements among respondents in their perceptions regarding the provision and effectiveness of the HR system at their

organization. The highest mean average was (4.12) for “Directors of the Bank is seeking to develop alternative plans to deal with emergency developments.” with (.3772) standard deviation. The lowest mean average reached (4.07) for “Plans include procedures and tools needed to implement them according to the phases of a specific time.” with high degree of consensus among participants; the standard deviation reached (.261). Overall, the table shows relatively strong and positive perception towards strategic planning in the selection and appointment on the performance of Jordan Kuwait Bank..

Table (2) means and standard deviations related to Selection

Total mean average = 4.10

Below 2.5 low, 2.5 to 3.5 moderate, above 3.5 is high level and volume

Selection	Mean	Std. Deviation	level
1. Selection is made on the basis of my skills in computer.	3.98	.361	High
2. Selection is made at the bank on the basis of personal knowledge of the owners of the bank.	3.94	.309	High
3. Selection is made at the bank on the basis of ability to deal with others.	4.07	.261	High
4. Appointment is made at the bank on the basis of progressive successful tests and interviews.	4.10	.324	High
5. I have been appointed in the bank on the basis of personal skills.	4.12	.329	High
6. I was chosen on the basis of the Bank's applicable laws.	3.83	.501	High
7. I was chosen and appointed the bank based on my desire to continue to work for long periods.	4.15	.377	High
8. I was chosen and appointed the bank based on the announcement prior job.	4.15	.385	High

Table (2) however, demonstrated a little more variance across statements among respondents in their perceptions regarding the provision and effectiveness of the HR system at their organization. The highest mean average was (4.15) for “I was chosen and appointed the bank based on my desire to continue to work for long periods.” with (.377) standard deviation. The lowest mean average reached (3.83) for “I was chosen on the basis of the Bank's applicable laws.” with high degree of consensus among participants; the standard deviation reached (.501). Overall, the table shows relatively strong and positive perception towards strategic planning in the selection and appointment on the performance of Jordan Kuwait Bank.

Table (3) means and standard deviations related to Quality

Quality	Mean	Std. Deviation	level
1. Work in a way the team within the bank has to do with the levels of services.	4.11	.351	High
2. The level of performance of employees in line with internationally established norms.	4.14	.306	High
3. The quality programs to respond with immediate and ongoing needs of the service recipients.	4.07	.261	High
4. Bank plans flexible and updatable according to internal and external developments.	3.67	.324	High
5. The Bank is committed to the methodology approved for quality-oriented administrative regulations.	4.08	.326	High
6. The Bank relies suitable methodology to reduce the time required to provide the service.	4.12	.3772	High

Table (3) however, demonstrated a little more variance across statements among respondents in their perceptions regarding the provision and effectiveness of the HR system at their organization. The highest mean average was (4.14) for “The level of performance of employees in line with internationally established norms.” with (.306) standard deviation. The lowest mean average reached (3.67) for “Bank plans flexible and updatable according to internal and external developments.” with high degree of consensus among participants; the standard deviation reached (.324). Overall, the table shows relatively strong and positive perception towards strategic planning in the selection and appointment on the performance of Jordan Kuwait Bank.

Correlation

The correlation Table (4) below reveals statistically significant association between strategic planning and human resources and its impact on the quality of services provided to customers in the Jordanian banking sector,. We can see from the table below that strategic planning is more associated than the selection.

Table (4): correlation analysis

		Empowerment
Strategic planning	Pearson Correlation	.207*
	Sig. (2-tailed)	.021
	N	85
Selection	Pearson Correlation	.292**
	Sig. (2-tailed)	.001
	N	25

The basic hypotheses are concerned with the impact of two independent variables strategic planning, selection, human resources.

Table (5) Regression analysis and ANOVA

ANOVA						
Model		Sum of Squares	Degrees of freedom	Mean Square	F	Sig.
1	Regression	1.079	2	1.079	11.243	.001
	Residual	11.613	23	.096		
	Total	12.692	25			
Independent variable is human resources						
b. Dependent Variable: strategic planning						

R=0.30, R.Square= 0.085, Adjusted R Square= 0.077, F=11.243. P< 0.05, Beta= 0.30

Table (6) Regression Analysis and ANNOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.545	1	.545	5.429	.021
	Residual	12.147	24	.100		
	Total	12.692	25			
Independent variable quality						
b. Dependent Variable: strategic planning						

Recommendations

The findings in this study present an important suggestions and directions for the banks system in Jordan. Its recommended that the banks system should reinforce the strategic plan of employees which would give them the chance to use their HR and techniques available in helping their institutions in making more effective decisions, and its recommended that managers must think of releasing employees' potential and competencies which will create more commitment and ownership of their jobs at work. This encourages managers to minimize their efforts in direction, supervision, and follow up through strategic planning.

References

1. Al-Shammari, Hussam A.; Hussein, Raef T. Strategic Planning-Firm Performance Linkage: Empirical Investigation from an Emergent Market Perspective, 2007, *Advances in Competitiveness Research*;2007, Vol. 15 Issue 1/2, p15
2. Mohinder Chand, Anastasia A. Katou, (2007) "The impact of HRM practices on organisational performance in the Indian hotel industry", *Employee Relations*, Vol. 29 Iss: 6, pp.576 – 594
3. Dessler, Gary (2009). *A Framework for Human Resources Management*. 5th. ed., New Jersey: PEARSON Prentice Hall.
4. Randolph and Sashkin (2002), Can Organizational Empowerment? Work in Multinational Settings, *Academy of Management Executive*, 16 (1), 102-115.
5. Riggs, Joy. (1995). Empowering Workers by Setting Goals. *Nations Business*, (January), pp. 6-8.
6. Rothstein, L. R. (1995). "The empowerment effort that came undone, *Harvard Business Review* 73(1): 20-31.
7. Spreitzer, Gretchen M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*,
8. Werner J. M. and DeSimone R. L. (2006) *Human Resource Development 4e* Published by Thomson South-western, Indian Edition Akash Press Delhi India
9. Ulimwengu, J. M. (2009) —Farmers' Health Status, Agricultural Efficiency, and Poverty in Rural Ethiopia||, A Stochastic Production Frontier Approach, IFPRI Discussion Paper 00868 Knowledge Capacity and Innovation Division June 2009, ifpricopyright@ cgiar.org
10. Schmidt, Andreas and Kunzmann, Christine (2006) —Towards a Human Resource Development Ontology for Combining Competence Management and Technology-Enhanced Workplace Learning|| Proceedings of Ontocontent 2006, Springer, Lecture Notes in Computer Science (Lncs), year {2006}, 1078- 1087, publisher Springer