

PalArch's Journal of Archaeology of Egypt / Egyptology

ANTECEDENTS OF JOB PERFORMANCE DURING COVID-19: A PILOT STUDY OF JORDANIAN PUBLIC HOSPITALS NURSES

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Khaled Bany Hamdan, Ruba Rished Al-Ghalabi, Hasan Ali Al-Zu'bi, Samer Barakat, Ali Ahmad Alzoubi, Wedad Baker Abuadi. Antecedents Of Job Performance During Covid-19: A Pilot Study Of Jordanian Public Hospitals Nurses-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(4), 339-351. ISSN 1567-214x

Keywords: Job Performance, HRM, Strategic Planning, Organizational Culture, COVID-19, Jordan.

ABSTRACT

The novel coronavirus disease 2019 (COVID-19) pandemic first struck the world's wealthiest countries. Whereas; Today's healthcare industry in Jordan is characterized by a dynamic environment and increasingly competitive markets. However; Healthcare in Jordan is susceptible to several risks leading to the disruption of the availability of medical supplies and the wasting of significant resources including human factors specifically during COVID-19 Crisis. The current paper presents surveys and analysis of empirical studies and models which are connected to the human resource management (HRM) and strategic planning with job performance with the moderating role of organizational culture in Jordanian public hospitals. The results indicate that the entire measures achieved a high-reliability coefficient that ranged from 0.897 to 0.955, based on Cronbach's alpha coefficient test (they all exceeded 0.70 benchmark) with no significant deviation of skewness values from zero. In addition, the results

of the study indicated that recruitment and selection, training and development, rewards and benefits, performance appraisal, strategic planning, and organizational culture significantly affect nursing performance. The study validated the effectiveness of the instrument that examined different specific antecedents of job performance.

INTRODUCTION

In healthcare sector effective strategic planning can guide to remarkable future goals, advantageous strategic planning catchall working staff, patients, other outside parties and money plans (Clarke, 2019). For example strategic planning as part of various programs have a positive effect in reducing the unfavorable events in intensive care units such as death (Álvarez-Maldonado, Reding-Bernal, Hernández-Solís, & Cicero-Sabido, 2019).

HR strategic planning in healthcare sector affect community health, costs and availability of health programs because it controls the number of health providers which meets the requirements of the community, also provides the high cost training needs for them. Healthcare HR have many challenges such as high dynamic health care systems, resources availability and workers' performance. Healthcare HR planning structure based on demands, utilization, targeted service or human force to population ratio. Also can based on specific healthcare conditions (Ansah, Koh, Bayer, Harper, & Matchar, 2018).

During pandemic conditions such as current Corona virus crisis, healthcare workers and resources must be carefully assigned. The continuous spread of Corona virus increases the demand on medical equipment's such as ventilators, PPEs (personal protective equipment's) and the approved medications (antivirals and the anti-malarial chloroquine) also the foundation of special sections for Corona virus patients. One of the recommendations is to provide a reserve of workers to cover any shortages in medical staff due to infection by different methods such as reducing surgical staff (Ehrlich, McKenney, & Elkbuli, 2020). In our research we are going to assess the effectiveness of HR strategic planning in Jordanian healthcare sector during Corona virus crisis.

According to Papke-Shields and Boyer-Wright, institutions must increase the awareness to increase HR capabilities in order to bring about their future goals effectively (Papke-Shields & Boyer-Wright, 2017). They can afford a highly qualified human forces using their strategic planning in a proper time (Brewster, 2017). This positive corporation between HR and strategic planning must be maintained in order to make sure that HR management strategies matches the overall institutions ones (Elbanna, 2016).

Job performance is a feature of acts or procedures in which activities or voluntary practises are carried out (Al-Hamdan, Oweidat, Al-Faouri, & Codier, 2017). Nursing performance is characterised as nurses' ability to achieve work goals, meet job standards, achieve targets, and achieve organisational objectives. Nurses are the "backbone" of patient care and impact every aspect of the performance of hospitals. The professional performance of nurses has a significant effect on patient care and health outcomes and overall performance of hospitals (Swart, Pretorius, & Klopper, 2015).

Therefore, depending on the type of hospital in which they operate during the COVID-19 crisis, the context of the Jordanian health system will pose particular challenges for nurses. While in North American, Asian, and European contexts, relationships between hospital work environments and nursing results have been well described, we know little about these relationships in Jordan (Al-Hamdan, Manojlovich, & Tanima, 2017). Jordan's ongoing nursing shortage and growing health care requirements make it necessary to consider the influence of the strategic planning of the nurses and HRM as moderating variables on cultural performance.

Ehlers (2003), outlined the importance of job performance and asserted that in communication literature it is a notable problem. The value of achieving enhanced employee performance and greater employee loyalty in building a stronger organisational culture and greater organisational productivity is recognised by both researchers and practitioners in the fields of management and communication (Pettit Jr, Goris, & Vaught, 1997).

However, the literature is showing very limited investigation and explanation of the relationship between strategic planning, and job performance (Akar, 2018; Ghaith, Enas, Mutia, & Abdul Malek, 2018; Ghaith, Mutia, Maysoon, & Abdul, 2018; Sari, Bendesa, & Antara, 2019). Therefore, by examining the effects of strategic planning, HRM on job performance with organizational culture as moderating among public hospital operating in Jordan, this study will hopefully fill the aforesaid gap.

Job Performance

The definition of job performance represents the net effect of individual actions that start with the skills and knowledge of the work or tasks that relate to the degree of accomplishment and fulfilment of the individual tasks' purpose (Ghaith & Mutia, 2019; Kasale, Morrow & Winand, 2020). Performance is an interconnected structure that reflects individual performance, it is the main factor, and because of its experience and ability to carry out the market, this is due to the human factor, it is the active ingredient in performance (Kartikaningdyah & Surya, 2017). Job performance is characterised as "the result of three factors that combine the capacity, commitment and nature of working conditions, including the experience, expertise and competencies that brought the worker to the organisation, the commitment is the degree of hurry to complete the work of the employee, and the nature of working conditions and suitability to promote and improve the development."

In the hospitality profession, job performance is seen as a significant criterion, in such a way that new revolutionary methods of estimation and consideration have been invented in the last pent etic (Becton, Matthews, Hartley, & Whitaker, 2012; Ghaith, Mutia, et al . , 2018) also for new registered professionals (Platis, Reklitis, & Zimeras, 2015). What can be found after a detailed review of foreign literature is that work success is explicitly and firmly linked to tension and burnout (Gandi, Wai, Karick, & Dagona, 2011). Similarly, both employee leadership (Salanova, Lorente, Chambel, & Martínez, 2011) and the logical decision-making method play a key role in influencing professional

success (A. S. Mohammed, Nassar, Ghallab, & Morsy, 2013). Of addition, the close association of the job performance of workers with the work arrangements, personnel and epidemiological aspects of the community they represent must be measured (Barker & Nussbaum, 2011).

Strategic Planning

Strategic planning is defined as the process that contains many phases such as establishing of duty, future aims, circumstantial analysis, putting strategies, processing and the regulation of them. It also determines the appropriate resources needed to accomplish the institutions goals including human and economic resources (Haraj & Hameed, 2019). Strategic planning is critical for institutions survival, because it helps them to perform effectively under unpredicted conditions with the presence of needed support mainly the financial support and putting alternative strategies for future tasks (M. Mohammed, Rahman, & Al-Yaaqoubi, 2014).

All of these characteristics can be classified under three aspects of Strategic planning, strategic analysis which involves evaluating the environment inside or outside the institutions and putting their strategies according to, strategic approach and strategic choice by putting new strategies in unstable conditions and making best decisions (Al-Abbadi, 2015; Haraj & Hameed, 2019). Accordingly Strategic planning has a key role in strategic management development and progress (Elbanna, 2016). Management of crisis depends on pre strategic planning that provides an effective time, financial and response controls during crisis time, so Strategic planning is critical to make institutions able to survive and perform well in each crisis (Al-Khrabsheh, 2018).

The final phase of Strategic planning is to check out the efficiency of strategic plan application including time management and resources, then reformulating the strategic plan. Many institutions confirmed the effectiveness of Strategic planning on their growth and development (Lower-Hoppe, Parietti, & Czekanski, 2019).

Human Resource Management (HRM)

Emeritus at Harvard Business School, beginning with Pugh and Hickson (2016), a professor of business administration, describes human resource management as one of the principal managements practises involved in decision-making and all acts that influence the essence of the relationship between workers and organisation. Management of human resources is also described as a powerful term used to define the interrelated policies, philosophy, practises and procedures in the management of individuals within an organisation (Latorre, Guest, Ramos, & Gracia, 2016). In addition, management of human resources is characterised as all practises related to the management of the workplace and organisational employees (Armstrong & Taylor, 2020).

Researchers Roh and Kim (2016) indicated that the role of Human Resource Management (HRM) within an enterprise is an essential element in the capacity of the corporation to accomplish its corporate goals and establish a sustainable

competitive edge within the marketplace of the corporation. This is accomplished by the strategies that each organisation enacts and the strategies that it uses to recruit and maintain the best employees for its needs (Jackson, Schuler, Lepak, & Tarique, 2012). HR practises apply to all corporate tasks dedicated to maintaining the human resources pool, as well as ensuring that these resources are used to meet organisational objectives (Acquah, 2015).

Organizational Culture as Moderating Variable

Organizational culture is characterised as the rules and actions that govern the conduct of the organisation's employees (Ghaith & Mutia, 2019). It is referred to as assumptions that are discovered or created by its members within the organisation and accepted by its members by learning to cope with challenges and to better teach new workers the trends of problem-solving (Pannu, 2017). Organizational culture is also considered to influence their thought and decision-making as a collection of assumptions, laws, norms, processes, and opinions held by workers within the company (Hajir, Obeidat, Al-dalahmeh, & Masa'deh, 2015). Organizational culture is the standard that offers guidelines for the conduct and actions of individuals in an organisation. Therefore, organisational culture is critically important since it significantly impacts the conditions for performance. Customer service, performance, creativity, product reliability, and consistency are included in these criteria. It is also important to know how the mechanisms of knowledge management are enabled by organisational culture (Ghaith, Enas, et al., 2018; Sun, 2010). Organisational culture is seen as a vital factor in building and strengthening organisational knowledge management as it impacts how knowledge is learned, acquired and shared by employees (Al-Tit, 2016).

Considerable literature examined the association between the culture of organisations and the performance of organisations that achieve different outcomes. Many of these studies have shown that organisational culture can have a huge effect on organisations' long-term success, such as Nikpour (2017) and Matkó and Takács (2017), as well as on the performance of programmes.

Alesina and Giuliano (2015), however, find that distinct cultural characteristics seem to be closely related to organisational efficacy that has been scientifically assessed. Naranjo-Valencia, Jiménez-Jiménez, and Sanz-Valle (2016) found that performance improvement strategies have a relevant and constructive relationship with all facets of organisational culture. Gambi, Boer, Gerolamo, Jørgensen, and Carpinetti (2015) subsequently examined the connexion between organisational culture and operational performance, focusing on the multidimensional connexions between organisational culture and operational performance. A significant and positive association between organisational culture and performance was developed by the results. In their research, Wahjudi, Singgih, Suwignjo, and Baihaqi (2016) found that cultural orientation plays a role in the production of superior performance. This is proof that culture has a powerful and positive correlation with performance. The impact of culture on leadership efficiency and organisational performance in Pakistan was investigated by Fareed, Isa, and Noor (2017) and thus revealed a significant and positive relationship between culture and performance. Wahjudi et al. (2016)

have documented a favourable relationship between performance and organisational culture. Previous studies have established the influence of organisational culture as moderating variables between behavioural variables and success (Ali, Omar, & Bakar, 2016; Altay, Gunasekaran, Dubey, & Childe, 2018; Ghaith & Mutia, 2019; Rohim & Budhiasa, 2019).

Theoretical Framework

Two fields where the literature is lacking have been revealed by this study. First, there is no study that analyses factors influencing job performance in public hospitals, particularly during the Jordanian COVID-19 crisis. Secondly, most of the strategy development, human resource management (HRM) research models with distinctly different job performance, not all of these behavioural factors and without organisational culture, are also examined as the moderating variable on the relationship between the eventual result of the resource and the performance of the job.

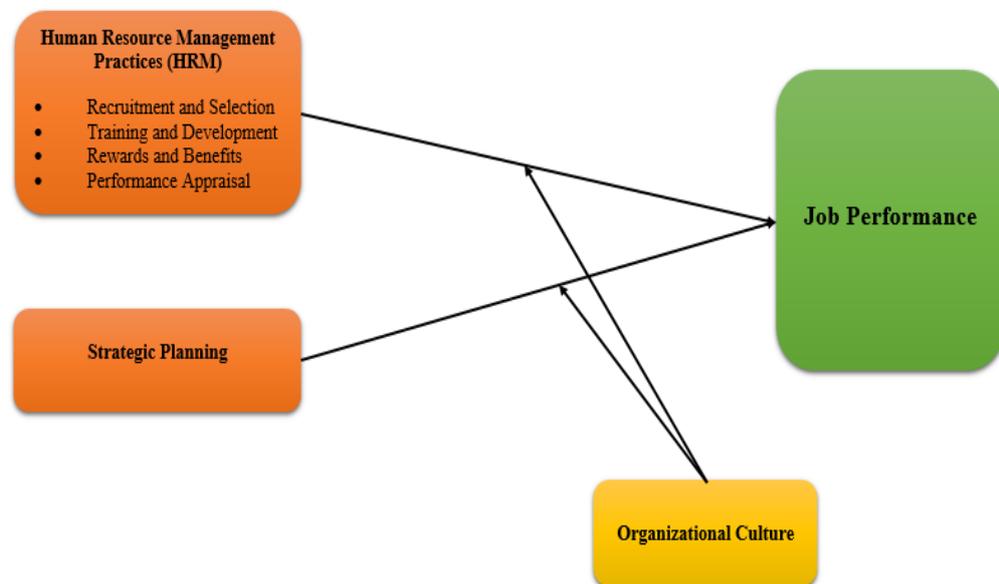


Figure 1: Theoretical Framework

Data Collection

This article is based on a method of quantitative analysis, which is the research approach most applicable for this study. A framework of inquiring explanation through the interaction between different variables, which can be simplified to quantitative form and likely applied to superior populations, is used in the quantitative approach (Kumar, 2019). In compliance the questionnaire is a calculation tool used by G. Zikmund, D'Alessandro, Winzar, Lowe, and Babin (2017) to gather data from a group of individuals. Therefore, by using self-administered questions received from the respondents, this survey collects data, the questionnaire was used connexion on Jordan 's online special public hospital. In this work, all nurses who served in public hospitals during the COVID-19 crisis were the focus demographic of choice.

Data Instrument

This research uses a sample questionnaire as a method for collecting data. In order to represent the dimensions used in the calculation of the structures of the study model, it is therefore necessary to carefully formulate the questionnaire items with proper simplicity. It should be remembered that questionnaire items are planned, adapted or implemented based on a philosophical explanation from the literature. According to (W. Zikmund, Babin, Carr, & Griffin, 2013), this is justifiable.

Questionnaire items are constructed for this analysis by adapting from previous similar research. Each of the four variables being analysed in their respective parts with their items, however. The following table displays the items for each variable, as previously mentioned, the dimensions or operating definitions used to calculate each of the variables analysed in this study have their respective items built.

Table 1: Instruments for Each Variables

No.	Variable	No. of Items	Adaption
1	Job Performance	14	Ghaith, Enas, et al. (2018)
2	Human Resource Management (HRM)		
	Recruitment and Selection	8	Sabiu (2017)
	Training and Development	4	Aktar (2018)
	Rewards and Benefits	7	Aktar (2018)
	Performance Appraisal	5	Niyomdecha (2018)
3	Strategic Planning	7	Sosiawani (2017)
4	Organizational Culture	11	Ghaith and Mutia (2019)
Total		56	

Pilot Study

In order to determine the reliability of the measurement instrument, the pilot test shall be carried out by gathering data from 100 participants, i.e. measuring accurately what it is meant to calculate. Sekaran and Bougie (2016) said that it is necessary for a pilot test to address any questionnaire inadequacies before data can be obtained. The notion is based on a variety of factors and, in this particular situation, it is primarily meant to assess the degree of adequacy of the research instrument and to determine whether the instrument in question will be suitable for the context.

Different reliability experiments were run; however, "the internal accuracy reliability test" (Litwin & Fink, 1995) is the standard approach used by scholars. It is the degree to which items in a given construct converge together and are able to calculate the same construct simultaneously, and the items are compared with each other at the same time. The internal accuracy reliability measure was used for Cronbach's alpha coefficient (Sekaran & Bougie, 2016). The findings

revealed, as seen in Table 2, that both interventions obtained a high reliability coefficient, varying from 0.732 to 0.943. Study gurus recognise an average reliability of 0.60 as a reliability coefficient, and a high reliability coefficient of 0.70 and above (Awang, 2012; Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014; Post, 2016; Sekaran & Bougie, 2016).

Table 2: Summary of Pilot Test Reliability Results

No.	Construct	Cronbach's alpha
1	Job Performance	0.854
2	Recruitment and Selection	0.816
3	Training and Development	0.911
4	Rewards and Benefits	0.861
5	Performance Appraisal	0.943
6	Strategic Planning	0.732
7	Organizational Culture	0.874

The reliability of the four dimensions included in the construct human resource management and we find that it is reliable because the Cronbach's alpha value is greater than 0.7. There are 14 items included in the construct job performance if we look at the value of Cronbach alpha we see that it is 0.854 which is higher than the benchmark value of 0.7. After including the 7 items of strategic planning the value of reliability is high and above the acceptable value. The alpha value for the construct organizational culture is also found to be higher than the benchmark value of 0.7. The Cronbach alpha value of the recruitment and selection is 0.816 which is above the suggested level of 0.7. The reliability table of the construct training and development shows the value of Cronbach alpha above the acceptable level, the alpha value of the construct rewards and benefits is 0.861 and it is well above the minimum standard and performance appraisal the same.

It can be understood by looking at the aforementioned tables of construct reliability that the reliability of the whole construct is up to standard as the Alpha value of all variables is higher than .05 (DeVellis, 2016).

CONCLUSION

This study has protracted the understanding of factors which determine the success of behavioural factors in delivering augmented job performance. The criticality of positive employee Recruitment and Selection, Training and Development, Rewards and Benefits, Performance Appraisal, Strategic Planning, and Organizational Culture perceptions have emerged as prerequisites for job performance. This is a significant contribution since there is a lacuna in people-related factors which challenge job performance during COVID-19 Crisis in Jordan. More importantly, the study presents a comprehensive scale to measure a large number of constructs related to job performance.

The aim of this study is to carry out the pilot test to measure the face validity and reliability of the completed research study items and will assist in preparing for the primary research study. The results of the pilot study show that the value of the alpha of Cronbach for the construct under review is above 0.70.

Consequently, with an absolute threshold of 0.70. It can be argued that all the principles of recruiting and placement, preparation and development, incentives and advantages, performance assessment, strategic strategy, organisational culture, and job performance are reliable, and that no single thing needs to be changed, separated and rewritten. This research analysis can also be used to assess the skills set during the COVID-19 Epidemic in Jordan, such as human resources management, strategic planning, organisational culture for public hospitals, taking into account geographic mitigation of the impact of the Corona Virus. Therefore, following the actual study, the effects of the variables under study will be conducted.

There is a lack of evidence published among Jordanian nurses, notwithstanding a growing body of literature drawn up among nurses from both developed and developing countries on job performance and human resources management. The results of this pilot study reveal that during the Corona Epidemic, Jordanian nurses are pleased with the chosen three realms of job performance. As Jordanian nurses support their independence, a positive working environment, a flexible task allocation, and generous benefits during COVID-19 to do this job, the more it contributes to their job performance level. When nurse managers play a vital role in nurses 'lives, they can learn to adapt to their employees' needs. The way they could do it will rely on a particular

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