



This is a peer-reviewed, post-print (final draft post-refereeing) version of the following published document, Archived content may only be used for academic research. and is licensed under All Rights Reserved license:

**Mohammad, Tamara and Darwish, Tamer K ORCID logoORCID:  
<https://orcid.org/0000-0003-1815-9338> (2022) Human  
Resource Management in Jordan: Challenges and Future  
Prospects. In: HRM in the Global South: A Critical Perspective.  
Palgrave Macmillan, pp. 155-187. ISBN 978303098308**

EPrint URI: <https://eprints.glos.ac.uk/id/eprint/11128>

#### **Disclaimer**

The University of Gloucestershire has obtained warranties from all depositors as to their title in the material deposited and as to their right to deposit such material.

The University of Gloucestershire makes no representation or warranties of commercial utility, title, or fitness for a particular purpose or any other warranty, express or implied in respect of any material deposited.

The University of Gloucestershire makes no representation that the use of the materials will not infringe any patent, copyright, trademark or other property or proprietary rights.

The University of Gloucestershire accepts no liability for any infringement of intellectual property rights in any material deposited but will remove such material from public view pending investigation in the event of an allegation of any such infringement.

PLEASE SCROLL DOWN FOR TEXT.

# Human Resource Management in Jordan: Challenges and Future Prospects

By

Tamara Mohammad and Tamer K Darwish

## Abstract:

*This chapter focuses on human resource management (HRM) in Jordan, a relatively secular Middle Eastern country with high political stability. Given that Jordan suffers limited natural resources, the onus is falling on the development of its human resources which represent the country's largest asset. However, the potential of HRM is not yet recognized in Jordan. Although HRM literature in the Middle East in general and Jordan in particular is rather scarce, we present the main aspects of the country's socio-economic status and discuss the role of HRM in the current economic reforms. We also discuss the key factors that determine HRM policies and practices in the context of Jordan and explore the potential impact of the national unique institutional and cultural setting on HRM practice and the implications of the latter for theory and practice. The chapter also presents the key challenges and future developments in HRM in Jordan and concludes with a number of important areas for future research.*

*Key Words: HRM practices, Middle East, Jordan, Institutions, Wasta, Covid-19.*

## Introduction

Jordan is a country in Western Asia that is officially known as the Hashemite Kingdom of Jordan. It is located on the East Bank of the Jordan River, at the crossroads of Asia, Africa, and Europe, in the Levant region. Saudi Arabia, Iraq, Syria, and the West Bank of Palestine form Jordan's borders. The Dead Sea runs along its western boundaries, and in the extreme south-west, the country has a 26-kilometer (16-mile) shoreline on

the Red Sea. Amman is the capital and largest city of Jordan, as well as the country's economic, governmental, and cultural hub. In 2018, Jordan had a population of ten million people, including Syrian Civil War refugees (Department of Statistics, 2021). Amman (1.5 million) is the country's capital and largest city; the Greater Amman Municipality is home to about half of the country's population. Arabic is the primary language spoken (official). Jordan is a largely Muslim country, with roughly 92 percent of Jordanians adhering to Sunni Islam, the country's primary religion (Jordan Tourism Board, 2021).

This chapter focuses on human resource management (HRM) in Jordan, a relatively secular Middle Eastern country with high political stability. Given that Jordan suffers limited natural resources, the onus is falling on the development of its human resources which represent the country's largest asset. However, the potential of HRM is not yet recognized in Jordan. Although HRM literature in the Middle East in general and Jordan in particular is rather scarce, we present the main aspects of the country's socio-economic status and discuss the role of HRM in the current economic reforms. We also discuss the key factors that determine HRM policies and practices in the context of Jordan and explore the potential impact of the country's unique institutional and cultural setting on HRM practice and the implications of the latter for theory and practice. The chapter also presents the key challenges and future developments in HRM in Jordan and concludes with a number of important areas for future research.

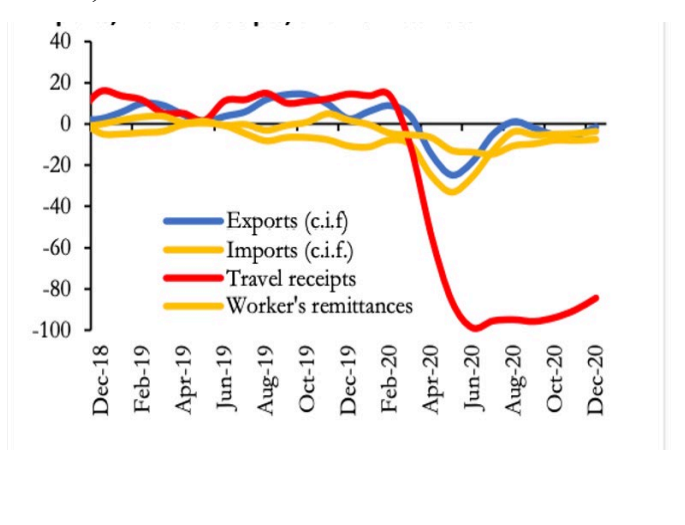
### **Socio-economic background**

Jordan is an average-sized Arab nation situated within the Middle East. Contrary to popular belief concerning the Middle East, Jordan neither possesses any oil reserves nor an abundance of natural resources (Mohammad, 2019). Notwithstanding its meagre natural resources, the country does enjoy certain competitive advantages in the form of its hard-working and educated human resources - factors now being acknowledged (Jordan Tourism Board, 2021). Despite this, there has been a widespread recognition that the nation's workforce does need to improve its skills in order to improve organisational performance and comply with standards of quality

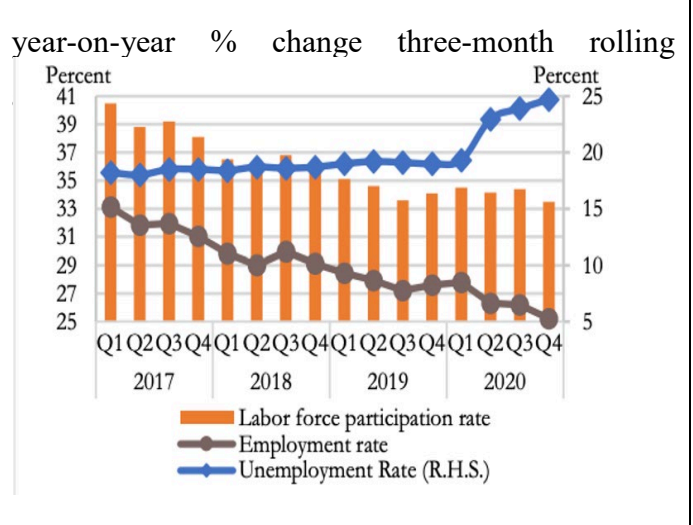
improvement (Aladwan et al, 2014). With a view to undertaking the efficacious management of the workforce, Jordan’s Civil Service Bureau (CSB, 2021) opined that the HRM practices must make the transition from a theoretical perspective to a more practical one.

The diversity in the Jordanian economy is positive despite the relatively small size of the country and the number of obstacles it faces in achieving this diversity (CIA, 2018). Given Jordan's small and open economy with strong ties to the rest of the world, the COVID-19 epidemic has had substantial economic consequences. Jordan's real GDP fell by 1.6 percent in 2020, according to World Bank estimates, compared to 2.0 percent increase in 2019. The epidemic has had a particularly negative impact on Jordan's service industry, travel receipts, and tourism (see Figure 1), all of which are important growth sectors for the country. Jordan's unemployment figure surged dramatically because of the pandemic's economic impact, rising from 18.3 percent in 2017 and 2019, to 24.7 percent in Q4-2020 (see Figure 2). Women unemployment rate fell from 31.2 percent to 27 percent between 2017 and 2019, but then spiked to 32.8 percent in Q4-2020. Furthermore, unemployment rates of youth (15-24 years) increased dramatically from 40.6 percent in 2019 to 50.0 percent by the end of 2020, an all-time high.

**Figure 1: COVID-19 Impact on Exports, Imports, Travel, and Worker’s Remittances**



**Figure 2: COVID-19 Impact - Indicators of Labor Market**



Source: World Bank, 2021

Jordan's economy was not operating as expected in the CPF even before the COVID-19 crisis, according to the World Bank (2021), and had been grappling with chronically poor growth trends and structural difficulties that had compromised financial stability. Between 2016 and 2019, Jordan's real GDP growth remained at around 2.0 percent, inadequate to provide enough job opportunities for the country's young workforce. Since 2018, the Jordanian government has implemented fundamental policy and institutional changes such as purchasing power parity (PPP) regulations, public procurement liberalization, and domestic income recruitment. Initiatives, on the other hand, have taken ability to execute, and they have yet to make a difference in Jordan's development trajectory or its budgetary deficits, which are mutually reinforcing. Jordan's economy was already under strain before the COVID-19 epidemic hit, as domestic earnings plummeted due to the country's economic downturn. As a result, the regional government's fiscal deficit, including subsidies, increased significantly from 4.6 percent in 2019 to 7.4 percent in 2020, and the national public debt increased from 97.4 percent in 2019 to 106.5 percent in 2020.

In terms of Jordanian exports, the Minister of Industry and Trade in Jordan (2021) states that clothing, chemicals or chemical products, potash and phosphates are the four primary exports. The products predominantly imported into Jordan include machinery, crude petroleum and food products. Jordan currently has strong positive trading relationships with Saudi Arabia, US, Canada, Singapore, Malaysia, the European Union, Tunisia, Algeria, Libya, Turkey and the European Union (CIA, 2018). Jordan and the US signed a free trade agreement in 2000, which has been greatly influential. Whilst the level of exports from Jordan is increasing, they have not amounted to a level to date that equates with that of their imports. In order to fill this financial gap, Jordan receives foreign grants and loans. A further factor that helps to offset the trade deficit is the level of tourism in Jordan. Moreover, Jordanians moving abroad continue to send payments back to Jordan and the Jordan Central Bank regularly makes foreign investments which good earnings, and both Arab and non-Arab governments provide subsidies (Oxford Business Group, 2015).

## **Political background**

Executive responsibility has been increased as the result of a number of legislative instruments which were implemented both before and after Jordan became an independent country; however, the 1952 constitution is the most recent of these instruments according to the official site of the Jordanian e-government (Government of Jordan, 2018). According to the constitution, Jordan is a constitutional hereditary monarchy; moreover, it has a parliamentary government. Jordan recognises its official religion to be Islam and considers itself to be an Arab nation. All executive decisions are made by the King of Jordan who is also entitled to elect whomever he chooses to preside over the central government as prime minister. The cabinet is also selected by the king; however, the parliament is required to approve these selections. General policies are established by the cabinet, and they are also responsible for managing other government departments (Embassy of the Hashemite Kingdom of Jordan-Washington, 2019). There are currently 12 administrative governorates. Each governorate consists of districts and sub-districts, each of which has an official in charge. This official is selected by the Minister of the Interior. A city or town also has a mayor, as well as partially elected councils (Government of Jordan, 2018).

*Political process:* The Embassy of the Hashemite Kingdom of Jordan in Washington (2019) states that politics are in place in order to provide change and resolution in accordance with the desires of the public. In Jordan, any individual over the age of 18 is entitled to vote. Jordan previously had only one political organisation between 1971 and 1974, which was the Arab (Jordanian) National Union.

*Security:* The majority of the Jordanian army is formed by Bedouin individuals, who are traditionally martial desert people. Bedouin army members have key positions in the military; however, they are now less politically influential. A man can enrol to serve in the army once he is 17 years old. There is no compulsory requirement to serve in the Jordanian army. The military consists of both an army and an air force. The air force has been developed from the Arab Legion and has a range of jet aircraft that are of substantive quality. Jordan also has a small navy; however, it is recognised as

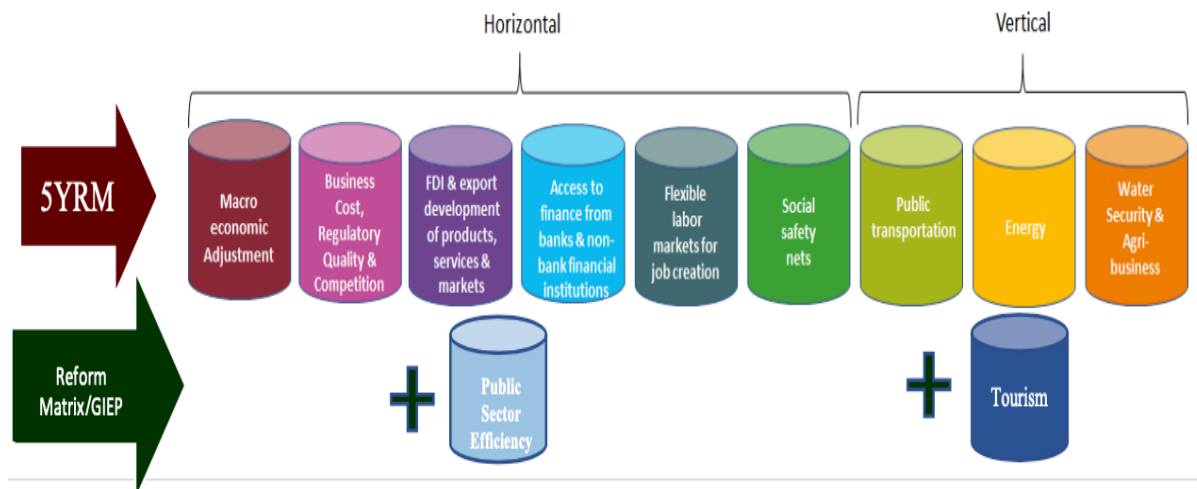
holding more of a coastguard role. The commander in chief of all of the armed forces in Jordan is the King (Jordan Armed Forces, 2021).

### **Transformations, government plan, and vision**

The Five-year reform matrix (5YRM) was produced in 2018 by the Jordanian government in partnership with the World Bank Group and other policy makers, and it integrated the growth and economic growth changes from Jordan's different programs, including the Jordan Vision 2025 and the Jordan Economic Growth Plan. The 5YRM focuses on changes that encourage investment and trade, lower operational costs, and combat labor market segmentation. At the international conference "Growth and Opportunity: the London Initiative 2019," the 5YRM improvement plan was refreshed and publicly presented. Over the course of five years, it is arranged into a collection of cross-cutting (horizontal) and departmental (vertical) regulatory frameworks. It has been modified and integrated as the Transformation Model into the GIEP 2021-2024, and it will be expanded to two years to comply with the deployment timeframe of the Government Indicative Executive Program (GIEP). The Transformation Model comprises 11 pillars (rather than 9) and includes additional attention on digitalization, gender, and green investments as cross-cutting issues, as well as measures to enhance the tourism industry and increase system efficiency (see figure 3). In January 2020, the Ministry of Planning and International Cooperation (MOPIC) formed the Revolution Secretariat (RS) to control and maintain the structural transformation (World Bank, 2021)

**Figure 3: Pillars of the Five-Year Reform Matrix and Reform Matrix**

The objective of the Matrix is to establish a foundation for equitable and sustainable growth and job creation by improving competitiveness and productivity. It includes cross-cutting (horizontal) and sectoral (vertical) reforms.



Source: World Bank, (2021)

At the same time, Jordan's government has been advocating policies and plans to improve human resources, strengthen social support, and start on climate-responsive economic restructuring. Jordan developed the Health Sector Reform Five-Year Plan, the National Human Resource Development Strategy, and the Social Protection Strategy during the deployment of the Country Partnership Framework (CPF). Jordan formulated the Paris Agreement Nationally Determined Contributions to detect disaster risk reduction steps to be taken in 2016-2030, in connection with the Jordan Vision 2025 and constructing on sector-specific strategies; this was merged with the National Green Growth Strategy in 2016, which promotes water, waste, energy, agriculture, tourism, and transportation as green growth industries (World Bank, 2021; Ministry of Planning and International Cooperation, 2021).

### **Human Resource Management in Jordan**

As outlined above, Jordan is a relatively small country of Arabian origin located in the Middle East. It is not in possession of any oil reserves and the natural minerals and resources that it does have are minimal. Given that Jordan suffers limited natural resources, the onus is falling on the development of its human resources which represent the country's largest asset. Jordan currently faces a number of

socioeconomic issues; firstly, it imports a larger quantity of products than it exports, thereby it has external debt. Jordan seeks to reduce the poverty and unemployment levels within the country and often faces water shortages. Jordan has now begun to focus specifically on competitive industrial growth and the enhancement its public services so as to render them of greater substantive quality and efficacy (Mohammad, 2019).

The potential of HRM is not yet recognized in Jordan. Whilst the majority of organisations have HRM teams/departments, reports from the Ministry of Industry and Trade suggest that the teams do not perform effectively, with many lacking the initiative to improve the working environment. This has caused a number of issues for organisations in terms of their human capital, as their human resources are often under-skilled for the role or under-motivated. This results in a high staff turnover, which tends to lesser efficiency.

There has been very little research conducted in relation to HRM in the Arab world in general and the country of Jordan in particular. Research has, however, outlined that it would be advantageous for Jordan to engage more proactively with their management of human resources, as well as other organisational resources, in order to encourage and sustain future growth (Aladwan et al., 2014; Mohammad et al., 2020). It is hence essential to understand the current state of HR policies and practices and employment relations in Jordan before planning for future growth. Whilst this area has been extensively researched in many other countries, there is exceptionally little research into HRM in Arab countries such as Egypt, Lebanon, Syria, Palestine, Tunis, Algeria and Jordan. The majority of HRM research in the Arab world was rather concentrated on the Gulf states (see, for example, Afiouni et al., 2014; Haak-Saheem, & Festing, 2018; Wood et al., 2019; Al Bastaki et al., 2020).

The national cultural values in Jordan have a significant influence over the policies and practices utilized for HRM. These cultural values are the product of government policies and bureaucratic procedures. Neither the private nor public sector in Jordan show a clear use of HRM in terms of making strategic decisions or in designing HR practices for a company to adhere to (Darwish and Singh, 2013; Budhwar and Mellahi,

2016; Ghaith et al., 2018). The first stage in progression for HRM in Jordan is to identify and understand how HRM is currently used and how this can be modified in order to provide a better quality HRM service.

HR departments are not uncommon in Jordan, with many organisations having these departments at both their headquarters and local branches (Al-Lawama et al., 2021). The HR department, however, is typically solely in charge of administration; they process employees transitioning from the recruitment process to employee status (Budhwar & Mellahi, 2016). HRM practices mainly include recruiting and selecting potential employees, ensuring continued training and development to prosper the company and its employees, conducting performance appraisals and finally implementing rewards and incentives for employees to enhance productivity. These policies are all likely to be influenced by social and environmental factors such as the political environment or cultural values (see Wright, Nyberg & Ployhart, 2018; Wood et al., 2019; Alanezi et al., 2020). The economy in Jordan is influential over both unemployment and business, with culture and political factors influencing the majority of Jordanian regulations (Aladwan et al., 2014 and Ghaith et al., 2018).

According to Ministry of Labour (2021), individual labor disputes are resolved by the Conciliation Court, with the exception of compensation issues, which are resolved by the Remuneration Authority in line with this code. Such issues are handled quickly, and each case is resolved within three months of the date of submission to court. An appeal may be filed against a court decision issued in accordance with the preceding paragraph within ten days after the date of issuance, if made in the presence of the parties involved, and from the date of notice. The appeal must be decided within thirty days of receipt.

Jordan's retirement age is presently 60 years for males and 55 years for women. It was chosen this way when Jordan's average life expectancy was 45 years, and it remains thus even if the current life expectancy has risen to 78 years, due to increased living standards and the availability of medical treatment. Raising the retirement age is a global trend; it presently spans between 65 and 70 years. Raising the retirement age is

seen as an essential component of economic and fiscal reform programs imposed on debtor nations with substantial budget deficits and debts as a proportion of their GDP. The notion of raising the retirement age is not new in Jordan; it has been debated multiple times in relation to government employee pensions, which surpass JD1 billion each year and continue to climb year after year (Social Security Corporation, 2021).

If this waste of human resources and public financial resources is not enough, we have an early retirement system that allows employees to leave their jobs at the pinnacle of their mental and practical talents. In that instance, the retirement is fictitious. It is just a mean of obtaining unearned money at the cost of society. Retirees typically hunt for new employment, both in Jordan and abroad, which contradicts the concept of retirement and transforms it into a ruse to get public funds as quickly as possible in a manner bordering on corruption (Jordan Times, 2015).

We next present a brief discussion in relation to HR policies and practices in the country of Jordan:

1. Recruitment and selection: Recruitment and selection are critical strategies for an organization's success, since having the right people on board can help enhance and sustain the organization's effectiveness. A well-executed recruitment process can cut down on the time it takes to find, interview, hire, and train new employees. It has the potential to streamline these procedures and make the search for prospective applicants far more efficient. In Jordan, there are additional challenges with the recruitment procedure. Recruitment, for instance, is not always the methodical objective selection of the best individual for the job posting. In Jordan, *wasta* is widely used to secure a job, which means that many qualified people are unable to apply for the position, and it may instead be filled by family or friends whose qualifications are less impressive (Aladwan et al., 2014; Ali and Weir 2020; Haak-Saheem and Darwish, 2021). In other words, while it is generally accepted that good recruitment can help an organization become more successful, informal networks effects in Jordan may be able to sabotage the process.

*Wasta* is operationally, normatively, and politically embedded within institutions in Jordan to the point where everything, no matter how small it is, needs *wasta* in Jordan (see El-Said and McDonald 2001; Jackson et al., 2019; Alsarhan et al., 2021). It is also noted that the use of *wasta* is not only restricted to find a job, where some of the elite groups in Jordan and the wider Middle East region can also use it to obtain business licenses, evade taxation, and overlook regulations to increase profits through inefficient means (see El-Said and McDonald 2001). As a result, this context provides a compact, ideal case scenario for taking a complete look into this particular issue. *Wasta* continues to be the major method for Jordanians to get a job (Branine and Analoui, 2006) as recent statistics show that the most Jordanian households (65%) consider *wasta* to be vital for finding work, and 33% of those polled stated they used it to find work for a household member (The Jordan Times, 2017).

2. Education and training: According to Ministry of Education (2019) and Ministry of Higher of Education (2019), there is a good standard of education in Jordan, with over half of the population completing at least secondary level education, and the majority of Jordanians being able to read and write. There are both private and government schools in Jordan, with a third type of school, UNRWA schools, recently being established to cater for Palestinian refugees' children. The education system in Jordan consists of six years of elementary school, followed by preparatory school for three years and then three final years of secondary education. All the schools in Jordan are carefully monitored by the government. They follow a government approved curriculum and examination programme and teaching qualifications are vetted by the government (United Nations International Children's Emergency Fund (UNICEF) Jordan, 2015). All children in Jordan must attend school until at least the age of 14. The government currently also provides free books to their own schools. There were three public universities in Jordan which are the University of Jordan (1962), Yarmuk University (1976) and Mu'tah University (1981). Then, the number of universities increased significantly during the 1990's to reach 10 public, and 17 private universities. There are several alternative higher educational establishments besides

universities, including the Khadduri agricultural training institute, agricultural secondary schools, vocational and labour or social affairs institutes, colleges for nursing, teaching or military training and also a Shari'ah legal seminary (Ministry of higher Education, 2019).

The 21st century should bring some modifications and adaptations from HR scholars, practitioners, and specialists in order to ensure that Arab countries continue to develop and manage their valuable human resources effectively (Singh et al., 2018; Budhwar et al. 2021). Employees must be capable of completing a variety of duties efficiently and effectively in today's dynamic work environment and complicated business needs. Employees gain continual skills and experience through a well-designed training program. Increased job performance, increased employee satisfaction and motivation, reduced costs, and improved quality of work are all benefits of training programs.

Regardless of recent investments and developments across several Arab nations particularly across the Arab Gulf region, the education system in the Middle East remains underdeveloped and some believe that it is incapable of meeting the future needs of human resources (see Forstenlechner & Rutledge, 2011; Kapiszewski, 2001; Haak-Saheem and Darwish, 2021). It is also held that education systems in advanced nations have been rather concentrated on equipping young people with the required skills and competencies, while the adopted system in the Arab world has focused on developing national identity and overlooked the fundamentals of higher education and research (see Forstenlechner & Rutledge, 2011; Harry, 20117).

Most firms will be able to use basic training; however, specialized training is offered to improve a specific employer's skills, knowledge's and abilities (SKAs). Haak-Saheem & Festing (2018) conducted a study in an emerging market setting that highlighted the necessity of training and highlighted the role of government in financing citizens in methods that educate them in the direction of enhancing their skills. Nevertheless, some organisations in Jordan consider the time spent on training

to be futile and wasteful of valuable time. When organisations perceive training in this manner, their capacity to provide advantageous results is reduced and therefore little is gained from the training programmes (Aladwan et al., 2014).

The literature produced from Arab countries reflects the view that training and development are viewed as insignificant and fail to have a significant impact on the organisation in terms of productivity and success. Training programmes are viewed as time out from work, almost for leisure purposes, and are therefore given to close friends or relatives of the manager and are thus not employed to their full capacity. There is little evaluation of training programmes depicted in literature, demonstrating that it may not be common practice to make use of evaluations to improve service provision (Altarawneh, 2009). Despite the clear disinterest towards training and development, there are some areas that do see the benefits and attempt to incorporate it into their organisation. Abu-Doleh & Weir (1997) reviewed 28 organisations in Jordan that specialized in either finance or manufacturing operations. They revealed that 66% of the financial organisations have provided formal management training and offered development programmes. In relation to the manufacturing organisations, the study revealed that less than 33% have offered formal training. This low figure could be reflective of the extent that favouritism is prevalent in these organisations. Their performance increased because of the on-the-job training, which may have ended in a longer duration of employment. In another study, Darwish et al. (2016) has explored the potential impact of a specific set of HR practices on organisational performance within the Jordanian financial sector. Results showed that training was the only HR practice to have a positive impact on financial performance measured by return on asset (ROA) and return on equity (ROE). In the latter study, HR managers were asked about the most applicable training methods used within their institutions; results revealed that the most applicable methods were training programmes provided by third party organization but tailored to company needs, induction into a group by socialization and imitation, and formal instructions within the company. Hence, there is no doubt that HR managers in Jordan, or at least in some sectors, believe that training is the most important activity for improving employee

performance, and that staff who obtain the requisite training are better suited to carry out their duties (e.g., Mohammad et al., 2020). However, more serious investment in education, training and development is required at the micro and macro levels, particularly in relation to enhancing the overall employees' awareness in terms of the importance and benefits of the training programmes for their organisational and career development. Organisations should also make sure that training and development opportunities are equally distributed and best aligned with their overall strategic objectives.

3. Performance appraisal: Performance appraisal is linked with organisational performance as client-based performance appraisal ensures enhancement in quality and yield coupled with increased subordinate commitment (Mwema and Gachunga 2014). Due to some cultural and institutional barriers, many employees in Jordan do not view performance appraisals in a positive manner (see Darwish et al., 2016). Despite the lack of enthusiasm for these practices in Jordan, they must be recognized as fundamental to the success of an organization and be especially important for HRM. Critical appraisals provide a tool to monitor an employee's evolution in their work role. They are completed periodically to allow sufficient time for growth in between. However, performance appraisals in Jordan are typically conducted on an annual basis, and once more, may be subverted by embedded local social dynamics (Abu-Doleh & Weir, 2007, Al-Lawama et al., 2021). Employee performance is typically improved as a result of performance appraisals due to the clarity in the prospect of compensation as a result of greater performance (Al-Zawahreh and Khasawneh, 2013). Strategic HR management and assessments that are based on reaching established goals have a positive relationship. Organisations use performance assessments to enhance the productivity of their employees and enhance the overall organizational effectiveness. Nevertheless, Mohammad (2019) notes that many employees in Jordan believe that performance appraisal is not a fair process in their organisations, and HR managers reported that performance appraisals in their institutions do not help staff grow and progress faster, and that no performance-related coaching or review is given to them. This procedure, according to managers,

was intended to determine objective and systematic outcomes so that personnel are clear about the goals of the institutions' appraisal systems. There is an allocated appraisal manager who is in charge of executing all of the appraisals. Interestingly, in private sector businesses, appraisals are used as a tool to negotiate promotions, retentions, and terminations and to identify areas requiring training. The public sector shows less use of appraisals. There has been insufficient research conducted into the use of performance appraisals in Jordan; however, it is clear that the current appraisal system requires greater consideration.

4. Compensation and benefits: Compensation and reward planning are an integral part of HRM systems. An effective organisational rewards and incentives strategy plays a significant role in achieving and emphasising employees' required behaviours, and considered to be one of the key HR practices to maintain high performance levels from employees (Singh et al., 2013). Sufficient and effective compensation packages could potentially improve employees' behaviour and significantly affect organisational outcomes (Daniel, 2019, Darwish et al., 2016). In the context of Jordan, it has been argued that the overall performance within companies can mainly be boosted by good pay and benefits (Mohammad et al., 2020). The Jordanian government determines the minimum wage for all employment sectors (Al-Husan & James, 2003; Ministry of labour, 2021). The salary and rewards obtained by employees is usually based on their previous experience, age, and the position. Yet, it has been argued that rewards and benefits are still heavily influenced by the culture in Jordan, which may in turn, result in uneven allocations according to status and caste (Budwar & Mellahi, 2016; Mohammad et al., 2020); again, formal systems may be subverted by realities on the ground. For instance, As Mohammad (2019) argue, Jordanian workers within the healthcare sector were disappointed with the level of security they felt in their professions, and they also believed that management was unresponsive to employee suggestions. In some organisations, a lack of adequate incentives and a negative working environment for personnel are indicators of poor performance (see Yavas, Karatepe, and Babakus, 2014). According to their findings, rewarding employees who perform well with bonuses and incentives, as well as pushing others

to perform better by selecting those who perform well to be considered for selection, can help motivate others to do better.

Jordan has the same culture, language, religion and social values as many other Arab countries, and these factors all directly contribute to the way in which management operates within an organisation. The culture in these countries is a product of religion, politics and history (Taamneh et al., 2017). Hence, it could be argued that local values and norms can be taken into consideration when designing rewards and incentives packages for employees making them more effective. For instance, benefits that include some family and social considerations and others which may even cover religious duties such as pilgrimage to Mecca (Hajj and Umrah). Therefore, aligning local culture and values with HR practices make them valuable to employees and more effective in terms of what they are intended to deliver (e.g., Haak-Saheem, Darwish, & Al-Nasser, 2017).

5. *Internal career opportunities*: Employees no longer expect their career to be managed by an organisation, but instead choose to manage it themselves. They are also happy to move across multiple employers, therefore making the career devoid of boundaries (Rana and Malik, 2017). Internal career opportunities could potentially have an impact on employees' career choice, their decisions to relocate, further shape their career requirements, and determine their perspective of the future (Jiang, 2000; Chompookum and Derr, 2004). Hence, it is argued that internal career opportunities may also be a predictor of organizational citizenship behavior within organisations (Chompookum and Derr, 2004). The positive impact of this practice is also seen in non-Western contexts. Likewise, studies from the Middle East including Jordan show that effective internal career development has a positive impact on the overall performance of organisations (Darwish et al., 2016). Similarly, other work conducted in Jordan shows a strong and negative relationship between internal career opportunities and employees' turnover rate, with any gains by the former being undermined (Darwish et al., 2013). Internal career opportunities help organisations picking the best candidates from within the organisation. It is argued that HR

managers in Jordan are aware of career routes, and that management is satisfied with how institutional and individuals' growth needs are related; additionally, a survey of HR managers working in the Jordanian healthcare sector revealed that the majority of employees are informed of prospective development opportunities and how to achieve them, and what goes into these positions for progression (see Mohammad et al. 2020).

Regardless of the overall advantages and the potential positive impacts of internal career opportunities in Jordan as discussed above, yet this practice may also be subverted by embedded local social dynamics. For instance, the inclination to use *wasta* as a predictor of objective career success was explored by Baranik, Gorman, and Wright (2021) in five Arab countries: Yemen, Jordan, Lebanon, Algeria, and Palestine. They also looked into the role of education in these connections as a moderator. They found that *wasta* usage predicted employment status, income level, and household income; further, it was also found that the use of *wasta* in the previous five years significantly associated to both family and individual income, as well as a higher likelihood of employment. Their findings add to a growing body of evidence indicating that *wasta* is a contributor to job performance in the Arab Middle East context. Building on the findings of Berger et al., (2015) and Baranik et al., (2018) that *wasta* indicates individual level success, such recent findings add to the body of evidence that *wasta* predicts objective career success as measured by job status, personal income, and household income.

The same applies to succession planning, the process of identifying, developing, and grooming the future generation of organizational leaders. Hence, organisations need to have a structure and process to catalog and capture competencies and use them to prepare successors to ensure long-term success, especially for certain jobs and sectors such as architecture, engineering, consulting engineering, and environmental consulting firms, where knowledge and skill tend to reside in the most senior staff. The key in succession management is to create a match between the company's future needs and the aspirations of individual employees. In a country like Jordan, just like

other nations, the key to succession planning is to connect the company's future demands with the objectives of individual workers (USAID, 2021). Without a succession plan in place, a company may suffer substantial consequences such as: loss of skills and business knowledge, loss of business continuity, damaged customer relationships and time and effort to find and train new staff. A well-developed succession planning strategy enhances exceptional employee retention because they perceive that time, attention, and skill development are being spent in them, which adds to career advancement. Employees are less likely to seek possibilities elsewhere when they are pushed and rewarded with more difficult responsibilities. Investing in leadership development is a long-term investment.

### **Institutional and cultural setting**

Institutional theory has become increasingly popular in recent years. It has been very useful in developing a better understanding of the determinants of HR practices, specifically within the context of emerging markets. Organisational activities are restricted by the institutional environment, and some of the people management practices are also derived and influenced by the environment. For instance, Jordanian culture is unique, incorporating parts of Arab origin, regional customs, tribalism, and a reliance on informal networks and centralization, among other issues. The latter would form a unique institutional context which could potentially impact on organisational and HR policies and practices.

Unlike other Arab countries with rigid autocracies, Jordan has liberalized its political and economic institutions, balancing popular pressures that are separated by communities and client-patron relationships (Lucas, 2012). The ruling order has taken advantage of and exploited internal divisions while exhibiting policy flexibility where required (ibid.; Hussein, 2018). Jordan's political stability, as well as the readiness to quickly abandon policies when they show ineffective, have been highly valued by businesses, but rule ambiguity and instability have harmed the country's overall institutional performance (Lucas, 2012).

In Jordan, just like other Middle Eastern countries, one of the most powerful social phenomena which has an impact on organisational and HR practices is known as *wasta* or informal networks. As outlined earlier, *wasta* is a personal exchange system often influenced by the dominance of tribal societal structures where people use it to get hired, promoted, rewarded or retained (see Haak-Saheem and Darwish, 2021). Hence, interpersonal relationships are essential in the Middle East region. While legal protection is rather weak and large regulated markets are somewhat absent, organizations operating in the Middle East region must to a high extent rely on such informal networks to ensure access to critical resources (see Peng & Luo, 2000; Hutchings & Weir, 2006). For several years the issue of *wasta* has only contained a handful of studies (e.g., Cunningham and Sarayrah 1993; Abdalla, et al. 1998), which have explored the practice of *wasta* in some Arab countries in more detail; in some cases, studies have tried to generalise this to the rest of the region (Ta'Amnha et al., 2016). However, these studies lacked either methodological accuracy or experimental data, and occasionally both. The interest in the matter has increased in recent times, and this has encouraged more in-depth examinations of this social phenomenon (e.g. Barnett et al., 2013; Brandstaetter et al., 2015).

Although more recently official governing institutions are more advanced in Jordan, these are often incompetent. As such, *wasta* works as a parallel method or unofficial institution to control these resources (Loewe et al., 2007; Ta'Amnha et al., 2016). However, most researchers who explored *wasta* are criticized for concentrating on its negative influences on social and corporate practice while ignoring any possible positive consequences. This is clear in the descriptions and expression used by scholars to define *wasta*. For example, Sidani and Thornberry (2013) defined it as nepotism, while Loewe et al., (2007) described it as favouritism, and Barnett et al., (2013) linked it to cronyism. Hence, we argue that there should be a more comprehensive and detailed analysis to explore the concept of *wasta* in the region and its potential positive and negative impact on organisational and HRM practice.

There are a number of other differences between emerging and advanced markets. A market that is emerging and therefore developing quickly is more appealing for exports and manufacturing, they however may be restricted by a lack of technological advancement or infrastructure. It is, therefore, the role of HR to address these limitations (Hitt et al., 2000). Emerging markets will also have significantly different political, legal, socio-cultural, and technological factors when compared to developed nations (Douma, George, & Kabir, 2006; Alanezi et al., 2020). For organisations to be successful in the long-term they must be able to assess and understand the socio-cultural environment in the context in which they operate. Neglecting to do so will render them non-competitive. Socio-cultural bridging strategies are useful for organisations when reviewing the socio-cultural and demographic issues that they may be facing in their current market; they may then use these to subsequently develop their competitive environment (Peng et al., 2008).

Demographic and socio-cultural concerns are far greater and more important to assess in emerging markets setting such as Jordan. The demographic issues in emerging markets include a low supply of skilled workers, a predominantly younger workforce and also the issue of urbanisation. The HRM practices that are used by an organisation will therefore be contingent on these limitations, with greater focus being on training and development, thereby reducing the likely impact of the restrictions. As firms become known for having a successful workforce, they will attract more highly skilled workers during their recruitment processes, which will result in a more qualified human resource pool overall (Ready et al., 2008).

Values and standards are subject to the underlying circumstances due to the region's heterogeneity and quick changes. Despite its many commonalities, HRM in the Middle East is not governed by a single set of regulations. While the formation of labor unions has an influence on employment relationships in some Arab nations, such as Jordan, other governments in the region prohibits the formation of any labor unions. However, there is a widespread recognition of the need to broaden and improve economic mechanisms in order to accomplish and sustain economic and social

progress in the area. Considering all of the Middle Eastern nations' challenges and risks into account, their setting and perspective can be considered as different from that of most other regions (Sidani & Al Ariss, 2014; Haak-Saheem, Festing & Darwish, 2017; Haak-Saheem and Darwish, 2021). While understanding the influence of institutions and culture on HRM is vital, global trends impacting HRM in the region must not be overlooked. First, the rising presence of international firms in the region as a result of foreign direct investment has had an impact on current organizational patterns. Second, there are aspirations to move away from the traditional HRM strategies in order to be better prepared for global competition, and there is widespread support for doing so. Third, many Middle Eastern governments are under tremendous pressure to address issues such as unemployment and regional mobility (see Haak-Saheem and Darwish, 2021)

Few studies on HRM in Jordan have been conducted. However, studies of limited extent emphasise how important local beliefs and traditions are (centring on strong ideas concerning family, clan and society) in confirming HR practices (see Aladwan et al., 2014; Darwish et al. 2016). Furthermore, these developments have numerous implications in the socio-economic and HR fields, e.g. having to deal with rising unemployment, retaining talent, and the general management of human capital (Altarawmneh & Al-Kilani, 2010; Singh & Sharma, 2015). Al-Hasan & James (2003) contend that the Jordanian cultural and institutional scene seems to have a relatively weak effect on organisations' practices, this perhaps being indicative of a relatively high amount of staff turnover; this may also be reflective of how far strong informal networks might not altogether give a cogent alternative for more formal institutions of society in providing an company foundation for specific organisational practices as a foundation for growth (also see Hancke et al., 2007; Webster & Wood, 2005; Darwish et al., 2016). The latter could be the reason as to why making the emergence of comprehensible, synergetic and complementary sets of HR practices associated with advanced nations are less likely in the context of Jordan and the wider Middle East region (Hancke et al., 2007; Darwish et al. 2016).

### **Key challenges and future directions**

Despite the growing significance of HRM and strategic HRM, there is a paucity of extant literature and a lack of comprehensive analysis and understanding in relation to the context of Jordan and the wider Middle Eastern region (Elbanna et al., 2020; Budhwar et al. 2021; Haak-Saheem and Darwish, 2021). Thus far, research has largely concentrated on “conventional” HRM as opposed to the intersection between strategy and HRM. The term “conventional” here indicates that attention has largely been placed on operational and administrative issues instead of strategic matters. Recently, Jordan has witnessed drastic changes with regard to altering the mind-set of organisations as well as HRM practices in the country (Mohammad et al., 2020). With that being said, more work is needed to further explore and understand the state of HRM in the country and the potential impact of the recent developments on the different HRM policies and practices. In this part, we present some of the key challenges and future directions that may be beneficial to HRM researchers and practitioners interested in the region:

First of all, some of the generally secular Middle East nations have also been influenced by the political upheaval occurred in the region. One result has been the wave of refugees, which has placed a significant economic pressure on far-from-rich regions like Jordan, specially in the workforce, education, and healthcare services. Jordan is presently suffering as a result of the refugee issue. Due to the extreme political upheaval in Syria, Palestine, Iraq, and Libya, a huge number of refugees have sought refuge in Jordan. The country has now the world's second highest number of refugees in relation to its size, with 89 refugees per thousand people (United Nations High Commissioner for Refugees, 2018). The flood of Syrian refugees and its influence on Jordanian society necessitates further examination. For example, it would be noteworthy to see how the disruption generated by the complex conditions of the refugee crisis affects HRM practices in the vital health sector. Given the difficult budget limits in such scenarios (Ministry of Health, 2017), healthcare facilities must improve their performance, and effective HRM could play a key role (see Mohammed et al., 2020).

In addition, like most countries, organisations in Jordan are under an increasing amount of pressure to augment their competitive advantage (Darwish et al., 2016; Wood et al., 2019). HR Strategies for companies must be aligned with the competitive and fast-changing environment (Cooke et al., 2021). Additionally, institutions are confronting challenging budget constraints owing to the on-going economic and health crisis and societal/governmental demands for transparency. As a result, organisations today are in need of adopting practices which would allow them to augment their efficiency/effectiveness levels thus enabling them to attain to a greater degree of competitiveness, something that HRM can play a significant role in by bringing about improvements in employee and institutional performance (Singh et al., 2012; Mohammed, 2019). Hence, future work should have a closer look at the state of strategic HRM in Jordan and to what extent it is being implemented. Are HR policies and practices vertically and horizontally aligned (with each other's as a synergetic bundle and with business strategy and the external environment)? Or they are still being overlooked and employed in isolation of organisational strategies and the wider business context? An overall assessment to these issues would indeed be essential.

Furthermore, in developing economies context, such as Jordan, the Western style of HRM is insufficient to deliver the same outcomes as in developed markets; thus, a new HRM approach may emerge in the Middle East setting, where regimes are flexible and less structured (see Darwish et al., 2016; Webster & Wood, 2005). Future research could also look at which aspects of the most successful evolving HRM model in the Middle East institutional framework are most likely to produce superior quality results for businesses in a variety of industries. This research stream would be also helpful for multinational companies (MNCs) as they may struggle to adjust to the local context when they transfer their HR practices implemented in their headquarters. Hence, this would help MNCs and expatriates to better understand the economic, social and political context and make the necessary adjustments to develop effective HRM policies and practices that are modified according to local institutional arrangements.

Moreover, as outlined earlier, education system and training programmes in the Middle East and in Jordan remains underdeveloped and some believe that it is incapable of meeting the future needs of human resources (see Forstenlechner & Rutledge, 2011; Kapiszewski, 2001; Haak-Saheem and Darwish, 2021). It is also held that education systems in advanced nations have been rather concentrated on equipping young people with the required skills and competencies, while the adopted system in the Arab world has focused on developing national identity and overlooked the fundamentals of higher education and research (see Harry, 20117; Forstenlechner & Rutledge, 2011). However, public and private institutions in Jordan should consider more serious investment in education, training and development at the micro and macro level. In addition, given the lack of employees' interest in training and the way they think about it, organisations should also make serious efforts to enhance the overall employees' awareness in terms of the importance and benefits of the training programmes for their organisational and career development. Organisations should also make sure that training and development opportunities are equally distributed and best aligned with their overall strategic objectives. Further investment in education, training and development will also help the country to deal with the current high employment rate among its citizens.

In addition, as Jordanian trade union was established in 1954, the Jordanian Labour Movement is organized around the General Federation of Labour Trade Unions in Jordan, which serves as a unified framework at the national level. All seventeen Labour trade unions are currently represented. Employees in both the public and private sectors in Jordan have the freedom to create and join trade unions, but as the case in many less developed nations, a lack of working-class consciousness and militant labor organizations has led to the erosion of trade union authority and management control over workers. Trade unions' roles are frequently limited to social-welfare issues and fundamental employee necessities. Their actions are governed by law and are continually monitored by the state. Employee-employer relationships are typically governed by both written and unwritten rules. Some of these rules are imposed by the state while others are determined by the local norms

and values (Budhwar and Mellahi, 2006; International Labour organization, 2021). Collective bargaining agreements can be signed for a set length of time or for an infinite amount of time. In the second case, either party has the right to terminate the agreement after at least two years of implementation. The expiration of a collective agreement has no bearing on the rights of workers covered by it. The scope of applicability of a collective agreement that has been in effect for at least two months can be enlarged to include all employers and employees in a certain industry. The articles of the collective agreement apply to all employees in any firm covered by this agreement, whether or not they are members of a trade union (International Labour organization, 2021). Future work should explore the reconsideration of Jordanian labor legislations governing trade unions in order for them to be compatible with Jordanian society's requirements and the transformations of the active powers therein, as well as in accordance with the provisions of international treaties and conventions ratified by Jordan in order to facilitate litigation proceedings in the Jordanian legal system. Also, until Jordanian labor laws are amended, the Jordanian government should recognize trade unions and allow them to fully exercise their right to establish headquarters, hold meetings, and engage in collective bargaining in order to create a state of balance in labor relations and alleviate current tensions.

Finally, future work should further explore the concept of *wasta* in the context of Jordan and the wider Middle East region. Again, *wasta* is a personal exchange system often influenced by the dominance of tribal societal structures (see Alsarhan et al., 2021; Haak-Saheem and Darwish, 2021). Hence, organizations operating in the Middle East region must to a high extent rely on such informal networks to ensure access to critical resources (see Peng & Luo, 2000; Hutchings & Weir, 2006). However, the question remains whether such informal networks may give a coherent alternative for more formal institutions for specific organisational practices as a foundation for growth? We therefore argue that there should be a more comprehensive empirical analysis to explore the concept of *wasta* in the region and its potential positive and negative impact on organisational and HRM practice. Further, it is also held that *wasta* could also be affected and shaped by demographic and socioeconomic factors, such

as age, social class, and origin (Alsarhan et al., 2021). The latter is also an interesting and important area of research that needs to be further explored in Jordan and the wider Middle East region to provide a holistic understanding of the realities and complexities of this social phenomena (see Ali and Weir 2020; Alsarhan et al., 2021).

## **Conclusion**

This chapter attempts to enhance our understanding of the institutional and cultural arrangements that influence HRM in Jordan. This chapter emphasizes the importance of paying closer attention in order to gain a deeper grasp of the elements that shape HRM in the region. In general, HRM in Jordan is affected by Western people management approaches, but it is also impacted by the unique national institutional arrangements. While economic changes have been deemed effective in terms of economic indicators, their impact on Jordanians has yet to materialize, as many people remain jobless and an increasing proportion of citizens live in poverty. Bureaucratic system, tribalism, favoritism, and ineptitude in the civil service, all of which have hampered economic reform efforts, have yet to be rectified. The government is gradually transitioning from employer and primary service provider to sponsor and supporter of a free-market economy dominated by privately owned businesses, but the correct atmosphere must be created for financial development to succeed. Sustainability and peace in the region are significant elements for international investments in Jordan since, notwithstanding the peace agreements made, the region is still vulnerable to issues in relation to the overall political and economic instability.

Overall, despite the growing significance and recent developments in the field of HRM, there is very limited research and a lack of comprehensive analysis and understanding in relation to the context of Jordan and the wider Middle Eastern region. More work is required to further explore and understand the state of HRM in the country and the potential impact of its unique institutional arrangements and recent developments on the different HRM policies and practices.

## References

- Abdalla, H. Maghrabi, A and Raggad, B. (1998). Assessing the Perceptions of Human Resource Managers towards Nepotism: A cross-cultural study. *International Journal of Manpower*, 19 (8), 554-570.
- Abu-Doleh, J. and Weir, D, (2007), Dimensions of performance appraisal systems in Jordanian private and public organisations. *The International Journal of Human Resource Management*, 18(1), pp.75-84.
- Abu-Doleh, J., and Weir, D. (1997). Management training and development needs analysis practices in the Jordanian private sector. *Middle East Business Review*, 2(1), pp.80-87.
- Afiouni, F., Ruël, H. and Schuler, R., (2014). HRM in the Middle East: toward a greater understanding. *International Journal of Human Resource Management*, 25, 2:133-143.
- Aladwan, K., Bhanugopan, R., & Fish, A. (2014). Managing human resources in Jordanian organizations: Challenges and prospects. *International journal of Islamic and middle eastern finance and management*, 7(1), 126-138.
- Alanezi, A., Darwish, T. K., Singh, S., & Miroux, A. (2020). Substituting expats with locals: TNCs and the indigenization policies of Saudi Arabia. *Transnational Corporations Journal*, 27(1), 63-86.
- Ali, S., & Weir, D. (2020). Wasta: Advancing a holistic model to bridge the micro-macro divide. *Management and Organization Review*, 16, 657–685.
- Alsarhan, F., Ali, S. A., Weir, D., & Valax, M. (2021). Impact of gender on use of wasta among human resources management practitioners. *Thunderbird International Business Review*, 63(2), 131-143.
- Al-Bastaki, S., Haak-Saheem, W., & Darwish, T. K. (2020). Perceived training opportunities and knowledge sharing: the case of the United Arab Emirates. *International Journal of Manpower*, Vol. 42(1), 113-130
- Al-Husan, B.F. and James, P, (2003), Cultural control and multinationals: the case of privatized Jordanian companies. *International Journal of Human Resource Management*, 14(7), pp.1284-1295.
- Al-Husan, B.F., Brennan, R. and James, P. (2009), Transferring western HRM practices to developing countries: the case of a privatized utility in Jordan, *Personnel Review*, Vol. 38(2),104-123.
- Al-Lawama, H.I., Omar, K., Saadon, M.S.I. and Aburumman, O.J., (2021). The relationship between strategic human resource management practices and organizational performance by mediating role of employee behavior in Jordanian telecommunication companies. *Turkish Online Journal of Qualitative Inquiry*, 12 (3): 2892 – 2902.
- Altarawneh, I. (2009). Training and development evaluation in Jordanian banking organisations. *Research and Practice in Human Resource Management*, 17(1), pp.1-21.
- Altarawneh, I., and Al-Kilani, M. (2010). Human resource management and turnover intentions in the Jordanian hotel sector. *Research and Practice in Human Resource Management*, 18(1), 46-59.
- Al-Zawahreh, A. and Khasawneh, S., (2013). An analysis of the performance appraisal system in the Jordanian financial sector: An international perspective. *African Journal of Business Management*, 7(16), pp.1501-1506.
- Baranik LE, Gorman B and Wales WJ., (2018) What makes Muslim women entrepreneurs successful? A field study examining religiosity and social capital in Tunisia. *Sex Roles* 78: 208–219.
- Baranik, L., Gorman, B., & Wright, N. (2021). Wasta and its relationship to employment status and income in the Arab Middle East. *Current Sociology*, <https://doi.org/10.1177/00113921211024705>.

- Barnett, A., Yandle, B., and Naufal, G. (2013). Regulation, Trust, and Cronyism in Middle Eastern Societies: The Simple Economics of 'Wasta'. *The Journal of Socio-Economics*, 44, 41-46.
- Berger R, Silbiger A, Herstein R and Barnes BR (2015) Analyzing business-to-business relationships in an Arab context. *Journal of World Business* 50: 454–464.
- Budhwar, P., and Mellahi, K. eds., (2016). Handbook of human resource management in the Middle East. Edward Elgar Publishing.
- Budhwar, P., Pereira, V., Temouri, Y., & Do, H. (2021). International business research and scholarship in the Middle East: developments and future directions. *International Studies of Management & Organization*, 51(3), 185-200.
- Brandstaetter T., Bamber D., & Weir D. (2016) 'Wasta': Triadic trust in Jordanian Business. In Ramady M. (eds) (pp. 65-78). *The Political Economy of Wasta: Use and Abuse of Social Capital Networking*. Springer, Cham.
- Branine, M., & Analoui, F. (2006). *Human resource management in Jordan*. In P. S. Budhwar & K. Mellahi (eds) (pp. 145-159). *Managing Human Resources in the Middle East* London: Routledge.
- Central Intelligence Agency. (2018). *The World Factbook*. [online] Available at: <https://www.cia.gov/library/publications/resources/the-world-factbook/geos/jo.html>.
- Civil Service Bureau (CSB). (2021). *Workforce in the Public Sector*. Available online at: <http://www.csb.gov.jo/web/index.php?lang=ar>.
- Chompookum, D., & Derr, C. B. (2004). The effects of internal career orientations on organizational citizenship behavior in Thailand. *Career Development International*, 9, 406–423.
- Cooke, F. L., Xiao, M., & Chen, Y. (2021). Still in search of strategic human resource management? A review and suggestions for future research with China as an example. *Human Resource Management*, 60(1), 89-118.
- Cunningham, R.B., and Sarayrah, Y.K. (1993). *Wasta: The Hidden Force in Middle Eastern Society*. Westport, Connecticut: Praegar.
- Daniel, C.O., (2019). Compensation management and its impact on organizational commitment. *International Journal of Contemporary Applied Researches*, 6(2), pp.26-36.
- Darwish, T., & Singh, S. (2013). Does strategic HR involvement and devolvement enhance organisational performance? Evidence from Jordan. *International Journal of Manpower*, 34(6), 674–692
- Darwish, T., Singh, S., & Wood, G. T. (2016), The impact of human resource practices on actual and perceived organizational performance in a Middle-Eastern emerging market. *Human Resource Management*, 55(2), 261–281.
- Darwish, T.K., Singh, S. and Mohamed, A.F., (2013), "The role of strategic HR practices in organisational effectiveness: an empirical investigation in the country of Jordan". *The International Journal of Human Resource Management*, 24(17), pp.3343-3362.
- Department of Statistics, (2021), Population, available online at <http://dosweb.dos.gov.jo/population/>.
- Douma, S., George, R. and Kabir, R. (2006). Foreign and domestic ownership, business groups, and firm performance: Evidence from a large emerging market. *Strategic Management Journal*, 27(7), pp.637-657.
- Elbanna, S., Abdelzaher, D. M., & Ramadan, N. (2020). Management research in the Arab World: What is now and what is next? *Journal of International Management*, 26(2), 100734. doi:10.1016/j.intman.2020.100734.

- El-Said, H., & McDonald, F. (2001). Institutions and joint ventures in the Middle East and North Africa: The case of Jordan. *Journal of Transnational Management Development*, 6(1-2), 65-84.
- Embassy of the Hashemite Kingdom of Jordan - Washington DC. (2019). [online] Available at: <http://http://www.jordanembassyus.org/>.
- Forstenlechner, I., & Rutledge, E. J. (2011). The GCC's "demographic imbalance": Perceptions, realities and policy options. *Middle East Policy*, 18(4), 25–43.
- Ghaith, A., Enas, A., Mutia, S., & Abdul Malek, T. (2018). The impact of human resource management practices, organizational culture, motivation and knowledge management on job performance with leadership style as moderating variable in the Jordanian commercial banks sector. *Journal of Reviews on Global Economics*, 6, 477-488.
- Government of Jordan. (2018). *Jordan - Government - The Executive Branch*. [online] Available at: <http://www.kinghussein.gov.jo/government2.html>.
- Haak-Saheem, W. & Festing, M. (2018). Human resource management in Dubai – a national business system perspective. *The International Journal of Human Resource Management*. <https://doi:10.1080/09585192.2017.1423366>.
- Haak-Saheem, W. and Darwish, T. (2021). Human Resource Management in the Middle East. In: Parry, E., Morley, M. J., & Brewster, C. (Eds.), *The Oxford Handbook of Contextual Approaches to Human Resources Management*, Oxford University Press, Oxford.
- Haak-Saheem, W., Darwish, T. K., & Al-Nasser, A. D. (2017). HRM and knowledge transfer: A micro analysis in a Middle Eastern emerging market. *International Journal of Human Resource Management*, 28(19), 2762–2791.
- Haak-Saheem, W., Festing, M., & Darwish, T. K. (2017). International human resource management in the Arab Gulf States—an institutional perspective. *The International Journal of Human Resource Management*, 28(18), 2684-2712.
- Hancke, B., Rhodes, M. and Thatcher, M. (2007). *Introduction, Hancke, B., Rhodes, M. and Thatcher, M. (eds.). Beyond varieties of capitalism: conflict, contradiction, and complementarities in the European economy*. Oxford: Oxford University Press.
- Harry, W. (2007). Employment creation and localization: The crucial human resource issues for the GCC. *International Journal of Human Resource Management*, 18(1), 132–146.
- Hitt, M.A., Dacin, M.T., Levitas, E., Arregle, J.L. and Borza, A. (2000). Partner selection in emerging and developed market contexts: Resource-based and organisational learning perspectives. *Academy of Management Journal*, 43(3), pp.449-467.
- Hussein, H., (2018). Tomatoes, tribes, bananas, and businessmen: An analysis of the shadow state and of the politics of water in Jordan. *Environmental Science & Policy*, 84, pp.170-176.
- Hutchings, K., & Weir, D. (2006). Guanxi and wasta: A comparison. *Thunderbird International Business Review*, 48(1), 141–156.
- International Labour Organization, (2021). National Labour Law Profile: Jordan. [online] Available at: [https://www.ilo.org/ifpdial/information-resources/national-labour-law-profiles/WCMS\\_158905/lang--en/index.ht](https://www.ilo.org/ifpdial/information-resources/national-labour-law-profiles/WCMS_158905/lang--en/index.ht).
- Jackson, D., Tobin, S., & Eggert, J. P. (2019). Capacity building for politicians in contexts of systemic corruption: Countering 'wasta' in Jordan. U4 Anti-Corruption Resource Centre. Issue 2019:9.
- Jiang, J. (2000), Supervisor support and career anchor impact on the career satisfaction of the entry-level information systems professional, *Journal of Management Information Systems*, 16. 3, 219-40.
- Jordan Armed Forces (Arab army), King Hussein official office. (2021). [online] Available at: <http://http://www.jaf.mil.jo/>.

- Jordan Tourism Board, (2021), general information, <https://international.visitjordan.com>.
- Jordan Times, (2015). Raising retirement age. [online] Available at <http://www.jordantimes.com/opinion/fahed-fanek/raising-retirement-age>.
- Social Security Corporation, (2021). General information. [online] Available at <https://socialprotection.org/connect/stakeholders/jordan-social-security-corporation>.
- Kapiszewski, A. (2001). Nationals and expatriates. Population and labour dilemmas of the Gulf Cooperation Council States. Reading, UK: Ithaca Press.
- Loewe, M. Blume, J. Schönleber, V. Seibert, S. Speer, J. Voss, C. (2007). The Impact of Favouritism on the Business Climate: A Study on Wasta in Jordan. *German Development Institute (DIE)*, 30, 1-211.
- Lucas, R.E., (2012). *Institutions and the Politics of Survival in Jordan: Domestic responses to external challenges, 1988-2001*. New York: SUNY Press.
- Minister of Industry and Trade. (2021). *General Information*. [online] Available at: <http://www.mit.gov.jo>.
- Ministry of Education - Hashemit Kingdom of Jordan. (2019). *General Information Resources*. [online] Available at: <http://www.moe.gov.jo/>.
- Ministry of Health. (2017). Jordan. Retrieved October 15, 2017, from <http://www.moh.gov.jo/>
- Ministry of higher of Education. (2019). *General Information Resources*. [online] Available at: <http://www.mohe.gov.jo/>.
- Ministry of labour, (2021), General information, available at: <http://www.mol.gov.jo>.
- Ministry of Planning and International Cooperation. White Paper on Jordan Response Plan 2021 Update. March 2021.
- Mohammad, T., Darwish, T. K., Singh, S., & Khassawneh, O, (2020), “Human Resource Management and Organisational Performance: The Mediating Role of Social Exchange”. *European Management Review*. <https://doi.org/10.1111/emre.12421>.
- Mohammad, T.F., (2019). *Human Resource Management Practices and Organisational Performance of the Healthcare Sector: An Empirical Study in Jordan* (Doctoral dissertation, University of Gloucestershire).
- Mwema, N.W. and Gachunga, H.G., (2014), “The influence of performance appraisal on employee productivity in organizations: A case study of selected WHO offices in East Africa”. *International Journal of Social Sciences and Entrepreneurship*, 1(11), pp.324-337.
- Noe, R.A., Hollenbeck, J.R., Gerharts, B. & Wright, P.M. (2010). Human resource management: Gaining a competitive advantage (7th Edition). McGraw-Hill international edition, Irwin.
- Oxford Business Group, (2015), *The Report of Jordan*. Available online at: <http://www.oxfordbusinessgroup.com/jordan-2015/country-profile>.
- Peng, M. W., & Luo, Y. (2000). Managerial ties and firm performance in a transition economy: The nature of a micro-macro link. *Academy of Management Journal*, 43(3), 486–501.
- Peng, M.W., Wang, D.Y. and Jiang, Y. (2008). An institution-based view of international business strategy: A focus on emerging economies. *Journal of international business studies*, 39(5), pp.920-936.
- Rana, M.H. and Malik, M.S., (2017), “Impact of human resource (HR) practices on organizational performance: Moderating role of Islamic principles”. *International Journal of Islamic and Middle Eastern Finance and Management*, 10(2), pp.186-207.
- Ready, D.A., Hill, L.A. and Conger, J.A. (2008). Winning the race for talent in emerging markets. *Harvard business review*, 86(11), pp.62-70.

- Sidani, Y. and Thornberry, J. (2013). Nepotism in the Arab World. *Business Ethics Quarterly*, 23 (1), 69-96.
- Sidani, Y., & Al Ariss, A. (2014). Institutional and corporate drivers of global talent management: Evidence from the Arab Gulf region. *Journal of World Business*, 49(2), 215–224.
- Singh, A., & Sharma, J. (2015). Strategies for talent management: A study of select organizations in the UAE. *International Journal of Organizational Analysis*, 23(3): 337–347.
- Singh, S., Budhwar, P., Mellahi, K. and Pereira, V. (2018). The state of HRM in the Middle East: Challenges and future research agenda.
- Singh, S., Darwish, T.K., Costa, A.C. and Anderson, N. (2012). Measuring HRM and organisational performance: ‘concepts, issues, and framework. *Management Decision*, 50(4), pp.651-667.
- Singh, S., Mohamed, A.F, and Darwish, T. (2013). ‘A comparative study of performance appraisals, incentives and rewards practices in domestic and multinational enterprises in the country of Brunei Darussalam’, *International Journal of Human Resource Management*, 24, pp. 3577–3598.
- Ta’Amnha, M., Sayce, S. and Tregaskis, O., 2016. Wasta in the Jordanian context. In *Handbook of human resource management in the Middle East*. Edward Elgar Publishing
- Taamneh, M., Athamneh, S., & Nsairat, B.A. (2017). The effect of administrators’ work-related ethics on practicing human resource management functions at Jordanian universities. *International Journal of Public Sector Performance Management*, 3(3), 337-354.
- The Jordan Times (2017). *Wasta seen as a necessary evil by Jordanians, survey finds*. February 13.
- The official site of the Jordan Tourism Board, (2021), *General Information*, available online at <https://international.visitjordan.com/>.
- United Nations High Commissioner for Refugees. (2018). *Situation Syria regional refugee response*. Retrieved March 17, 2019, from <https://data2.unhcr.org/en/situations/syria/location/36>.
- United Nations International Children’s Emergency Fund (UNICEF) Jordan, (2015). *UNICEF Annual Report 2015*. [online] Available at: <https://www.unicef.org/>.
- United States Agency for International Development (USAID), (2021). *Succession Planning Manual*. [Online] Available at: <https://jordankmportal.com/resources/succession-planning-manual>.
- Webster, E., & Wood, G. (2005). Human resource management practice and institutional constraints the case of Mozambique. *Employee Relations*, 27(4), 369–385.
- Wilkinson, A., Wood, G., & Deeg, R. (Eds.). (2014). *The Oxford handbook of employment relations: Comparative employment systems*. Oxford University Press.
- Wood, G., Darwish, T. K., Alanezi, A. N., & Singh, S. (2019). Indigenization of staffing in MNEs: The case of Saudi Arabia. *Asia Pacific Journal of Management*, 1-20.
- World Bank Group. (2021). *Jordan - Performance and Learning Review for the Country Partnership Framework for the Period FY17-FY22 (English)*. Washington, D.C. : World Bank Group. <http://documents.worldbank.org/curated/en/597911622223722422/Jordan-Performance-and-Learning-Review-for-the-Country-Partnership-Framework-for-the-Period-FY17-FY22>
- World Bank. (2021). *Jordan Economic Monitor, Spring 2021: Uncertain and Long Trail Ahead*. World Bank, Washington, DC. © World Bank. <https://openknowledge.worldbank.org/handle/10986/35849> License: CC BY 3.0 IGO

- Wright, P., Nyberg, A., & Ployhart, R. (2018). A research revolution in SHRM: New challenges and new research directions. In R. Buckley, A. Wheeler, & J. Halbesleben (Eds.), *Research in personnel and human resource management* (pp. 141–161). Bingley, England: Emerald Publishing Ltd.
- Yavas, U., Karatepe, O.M. and Babakus, E., (2014). Exploring the role of organizational and personal resources in explaining nurse performance in public hospitals in the Turkish Republic of Northern Cyprus. *Journal of Health Management*, 16(1), pp.1-12.