

THE IMPACT OF HUMAN RESOURCE MANAGEMENT STRATEGIES ON BUSINESS CONTINUITY IN THE DEVELOPED GLOBAL MARKETS (MILES)

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ABSTRACT

The study aimed to identify the impact of human resources management strategies on business continuity in the developed global markets company, in addition to identifying the impact of the performance level of human resources management strategies in the developed global markets, as well as knowing the level of business continuity application in the developed global markets company, and revealing the impact and the extent of the link And the relationship between the dimensions of human resource management strategies and business continuity, and to achieve the purpose of the study, the descriptive analytical approach was adopted, where the data was collected through electronically distributing the questionnaire. The study population consisted of (215) male and female employees, where 200 valid questionnaires were retrieved for analysis, and then the analysis was done using the SPSS statistical package. The study reached a set of results, the most prominent of which was that the strategies of human resource management (recruitment, training, evaluation) have a statistically significant impact on business continuity in its dimensions (management support, evaluation, plans). Based on the results, a number of recommendations were reached, the most prominent of which are: the need to strive to increase investment in human resources and development and to link between human resources management strategies, the need for continuous attention to developing plans for development and training for all employees in the developed global markets company to ensure their permanent readiness for any new coordinates at work.

Keywords: Human Resource Management Strategies, Business Continuity, Advanced Global Markets Company (Miles) - Jordan

1. INTRODUCTION

Human resource management is a coherent and strategically built approach that aims to manage the assets of the organization more effectively, through the development of employees to reach the goals of the organization, Between the goals and requirements of higher management, and between the goals and aspirations of human resources, the strategies of human resources management are the way that determines the path of the organization's goals that will be achieved by relying on the human resources team, where human resources management strategies look at cadres on the basis that they are the main reason for achieving competitive advantage It is also defined as a set of operations that are carried out in coordination with executive managers and human resources management for the purpose of managing personnel affairs such as recruitment, evaluation, and training (Armstrong, 2020; Audenaert et al., 2018; Elbasir et al., 2021). With the development of the business environment, it has become

necessary to take into account business management in all the internal departments of the organization, and in Jordan, organizations suffer from many challenges in the business environment imposed by many factors. And evaluation in line with the company's vision, as business continuity within the current business environment, has become a major challenge for organizations, especially after the Corona pandemic, which had a significant economic impact on business continuity, especially in the Jordan business market, which was affected in many previous crises (Ali et al., 2021; Rahi et al., 2021; Ziani et al., 2021). With the development of the business environment, it has become necessary to take into account business management in all the internal departments of the organization (Al-Samirae et al., 2020), and in Jordan, organizations suffer from many challenges in the business environment imposed by many factors. And evaluation in line with the company's vision, as business continuity within the current business environment, has become a major challenge for organizations (Alnawafleh et al., 2019), especially after the Corona pandemic, which had a significant economic impact on business continuity, especially in the Jordan business market, which was affected in many previous crises (Alnaser, Habes, et al., 2020; D. N. Tahat et al., 2020; K. M. Tahat et al., 2020). In the current era, high competition has intensified, and it is necessary to build organizations' strategies in line with their mission, purposes, and goals, in addition to what is commensurate with the results of the analysis of external and internal factors (Alghzawl et al., 2020; Alnaser, Al-Shibly, et al., 2020). Business continuity policy in advanced organizations and institutions to ensure the organizations' ability to carry out their vital activities during emergencies or through sudden interruptions in services and business. (Al-Suwairi, 2019). Based on previous studies, it was noted that the failure of many companies in light of the modern business environment is due to the lack of sustainability of their business, which shows the importance of human resources management, which in turn occupies an important aspect related to employees working in different departments of the company, and this tells an important indicator of evaluation, employment and training to ensure the progress of business. The company as appropriate as a comprehensive picture to reach sustainability and stability in a strong (Rice et al., 2019). Therefore, the human resources department must be prepared to maintain the continuity of the organization's work performance in the volatile business environment (Marisa & Oigo, 2018). The problem of the study revolves around identifying the impact of human resources management strategies on business continuity in Developed Global Markets Company (Miles). To achieve the purpose of the study, the following main question was proposed: What is the level of application of the human resources management strategy in the Global Advanced Markets Company. (Aoun et al., 2022).

2. LITERATURE REVIEW

The fluctuations of the business sector in Jordan and the extent of its exposure to many political crises, in turn, were reflected in its performance, which was reflected in the importance of continuing to develop strategies for business continuity management in institutions (administrative support, plans, risk analysis) and linking them with human resources management, because of its importance for business institutions. Because it suffers from many risks Sawalha et al., (2011) According to the study of Al-Qudah et al., (2020), this study aimed to demonstrate the impact of human resources strategies on the performance of public organizations in Jordan. It was concluded by researchers that only sixty companies adopt human resources strategies in their work, as 220 questionnaires were distributed and 203 questionnaires were retrieved. Satisfaction of employees and raising productivity, and accordingly the study recommended the necessity of activating the practices of human resource management strategies in all departments for their important role in enhancing organizational performance. In the

same context, the study of Sakura, (2018), aimed at demonstrating the impact of the application of business continuity management on organizational performance.(Ali et al., 2020) Security companies in Kenya seek to ensure the continuity of their business in providing business services by relying on business continuity management. The current study aimed to fill the gap of the study Which revolves around that business company in Kenya suffer from many competition and changes in the business environment and has adopted the descriptive analytical approach and the study included 82 security companies in Kenya. Business continuity and accordingly the study found the need for institutions to rely on strategic planning in managing business continuity within the cooperation of the organization's senior departments with human resources so that they train and develop employees, in addition to the need to mobilize employees in human resources to form a clear picture of the business continuity management plan, which enhances permanent giving for the institution.(Elbasir et al., 2020).

The study of Hijjawi & Al-Shawabkeh, (2017) confirmed that smooth operational movement is compatible with entrepreneurial vigilance to achieve effective business continuity management. Strategically remaining in the market for the purpose of ensuring business continuity. Torabi et al., (2016) study aimed to show the relationship of business continuity management and risk assessment, as companies face many risks represented in possible disasters, crises and cyber-attacks, and to face potential risks as required, effective risk management must be adopted to ensure business continuity, and Business Continuity Management enables companies to improve their resilience in order to deal with identified risks. Risk assessment is one of the main parts of the Business Continuity Management System (BCMS). To achieve the objective of the study, an enhanced framework for risk assessment in the context of BCMS was proposed while calculating specific steps and requirements for the BCMS system.(Muhaisen et al., 2020) The proposed framework makes use of a range of analytical techniques to enhance and facilitate risk assessment and management within the well-known four-step framework (ie, identify, analyze, assess and respond to risks). The results of the study showed that companies can deal effectively with the process of risk assessment and management when implementing BCMS in the company, so it recommended the importance of activating risk management, especially evaluation, to ensure business continuity in organizations. Moreover, the study of Mutahi, (2015), which sought to solve the problem of university work performance in Kenya, and therefore aimed to identify the impact of human resources on performance in Kenyan public universities, showed that there is a relationship between the practice of human resource management for its functions and improving performance in Kenyan universities.(Alghizzawi, Salloum, et al., 2018; Salloum, Al-Emran, Khalaf, et al., 2019). As development, training and employment affect the improvement of administrative and technical performance within Kenyan universities, and accordingly the study recommended the need for the university administration in Kenya to invest in human resources in terms of staff development and their expertise, and the need to follow recruitment and recruitment policies for employees in a way that achieves results like it represented in job security and equality. Job opportunities, which is reflected in the university's work performance.(Habes et al., 2020).

The mobilization of human resources and the implementation of plans is very important for institutions for the purposes of continuity of business strategies, especially in crises and disasters, so that it is necessary to advance strategic planning with human resources in order to face any emergency conditions to ensure business continuity by relying on modern technologies and appropriate administrative strategies, which makes the institution It continues to provide its required services, in addition to the fact that the institution is able to recover after crises and sudden emergencies, which provides business continuity. Therefore, there is an importance of human resources within business

strategies to ensure the continuity of business management (Shuja & Abbasi, 2015). In addition to the study of Königová & Fejfar, (2013), it aimed to demonstrate the impact of employee change on institutions in the Czech Republic, in addition to the role of strategic planning for human resources on business continuity management, as the concept of business continuity management expands to include external and internal aspects affecting the business of the business enterprise. Hence, the descriptive analytical approach was adopted, and the respondents' responses were collected from 109 governmental and private institutions through a questionnaire addressing the assessment of human resources in business organizations in the Czech Republic. And the plans that will pose a future danger to the management of business continuity in the future and in the event of facing any fluctuations in the business environment, and accordingly the study recommended the necessity of the institutions in the Czech Republic to focus on human resources and planning for them, as they are considered a key way out for institutions when facing any changes, which guarantees them the continuity of their business. Human resources are considered the focal point of the administrative process, being the element capable of conceptualizing, implementing, training and evaluating (Armstrong, 2020), and the analysis of the many forces affecting the company's efficiency has proven that the most important of these forces and the greatest impact in shaping the company's movement is the human element represented in Groups and individuals dealing within the organization, and who make decisions that create positive or negative opportunities (Tepayakul & Rinthaisong, 2018). Business continuity has also become one of the essential elements in the emergency, crisis and disaster management system. Therefore, building that capacity needs support and encouragement by senior management in companies that strengthen the company to continue to perform the necessary tasks, during emergencies and crises, until the full ability is restored. Natural Business Environment (Vargo & Seville, 2011). It is difficult to predict the time, size, and type of emergencies and crises, which leads us to anticipate and prepare for them before they occur. Therefore, there was a need for the emergence of the term business continuity in the seventies of the last century, as a pivotal part of the risk management system in order to ensure the continuity of companies' business in the event of crises and disasters (Baba et al., 2013; Bakar et al., 2019).

3. STUDY MODEL

The current study aimed to define clear goals about the impact of human resource management strategies on business continuity by studying the impact of the independent variable (for human resource management strategies) on the dependent variable (business continuity), where a special model was developed for the study. This appears in Figure No. (1), which shows the study model and the impact of the independent variable and its dimensions on the dependent variable and its dimensions. (Alhawamdeh et al., 2020) This is based on previous studies that dealt with the subject of the study as discussed in the previous section.

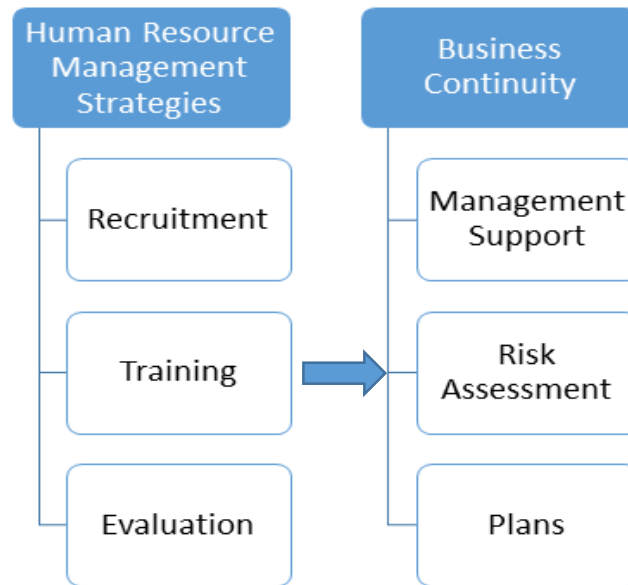


Figure no 1: research model

The following hypotheses were formulated based on the study model:

The main hypothesis (H01): There is no statistically significant effect at the level ($\alpha \leq 0.05$) of human resource management strategies with its dimensions (recruitment, training, evaluation) on business continuity with its dimensions (management support, risk assessment, plans) in the developed global markets company.

The following sub-hypotheses are derived from the main hypothesis:

The first sub-hypothesis (H01.1): There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the dimensions of human resource management strategies (recruitment, training, evaluation) in supporting management in the developed global markets company.

The second sub-hypothesis (H01.2): There is no statistically significant effect at the level ($\alpha \leq 0.05$) of the dimensions of human resources management strategies (recruitment, training, evaluation) in assessing risks in the developed global markets company.

The third sub-hypothesis (H01.3): There is no statistically significant effect at the level of ($\alpha \leq 0.05$) for the dimensions of human resources management strategies (recruitment, training, evaluation) in the plans of the Global Advanced Markets Company.

4. STUDY METHODOLOGY

This part dealt with the most prominent field procedures followed, and it also included a presentation of the study method, where the study followed the descriptive analytical approach that describes the phenomenon as it exists in reality (Alghizzawi, Salloum, et al., 2018; ALMUHAISEN et al., 2020), expressed in a quantitative and qualitative manner, by collecting information and data about the

members of the study community, and then analyzing them through the packages program Statistics (SPSS) (Salloum, Al-Emran, Habes, et al., 2019).

4.1 Study Population and Sample

The study population consisted of workers in the developed global markets company (Miles) and their number is (215) male/administrative employees and accordingly a comprehensive survey will be conducted for all employees. During the response to its tools designed using a computerized program, the study tools were responded to electronically after clarifying the purpose of the study, and the study consisted of (200) male and female employees in its final form, after distributing 215 questionnaires.

4.2 Study Tool

With the aim of collecting the necessary data for the current study, a research tool was developed after referring to a number of previous studies such as the Saud, (2020), and the questionnaire covered two parts, the first part of which is demographic data (gender, age group, educational level, job title, number of years of experience (Habes et al., 2022). The second part covered the axes of the independent variable represented in human resources management strategies (recruitment, training, evaluation) by five paragraphs for each axis, as well as the variables related to the dependent variable represented in business continuity in its dimensions (management support, risk assessment, plans) by five. (Alghizzawi et al., 2019; Alhumaid et al., 2020). Paragraphs for each axis as well, so that the tool consists of (30) paragraphs.

5. DATA ANALYSIS

Table (1) shows that the value of the correlation coefficient between the independent variable and the dependent variable has reached (0.816), and as shown by the value of the coefficient of determination and it is determined by (2R), which reached (0.667), which explains that if an independent variable is added to the model, its value will rise Even if there is no importance for the independent variable in the model (increasing the sum of squares belonging to the regression SSR with the stability of the total sum of squares SST and for this reason the adjusted coefficient of determination (Adjusted R²) is calculated, which takes into account the increase in the degrees of freedom, and as shown above, its value has reached (0.661), and therefore the independent variables were able to explain (66.1%) of the changes in the dependent variable and the rest is attributed to other factors.(Alghizzawi, Ghani, et al., 2018).

Table No. (1) Model Summary

| Std. Error of the Estimate | Adjusted R ² | R ² | R | Model |
|----------------------------|-------------------------|----------------|------|-------|
| .258 | .661 | .667 | .816 | 1 |

Table (2) shows that there is a statistically significant impact of both recruitment and evaluation on business continuity in the Developed Global Markets Company. Partially the alternative hypothesis, as it appears from the previous table that there is no statistically significant effect of training on business continuity in the Developed Global Markets Company. Alternative hypothesis.

Table (2) Coefficient

| Sig. | t | Standardized Coefficients | Unstandardized Coefficients | | | Model |
|-------|-------|---------------------------|-----------------------------|-------|-------------|-------|
| | | Beta | Std. Error | B | | |
| 0.000 | 4.770 | | 0.198 | 0.944 | Constant | 1 |
| 0.000 | 5.513 | 0.376 | 0.066 | 0.361 | Recruitment | |
| 0.301 | 1.038 | 0.097 | 0.077 | 0.080 | Training | |
| 0.000 | 4.850 | 0.407 | 0.074 | 0.360 | Evaluation | |

It is evident from the results of the multiple regression analysis in Table (4) that there is an effect of the dimensions of human resources management strategies (recruitment, evaluation) in supporting management in the Global Markets Development Company. Which was (0.000), which is less than (0.05), and thus rejecting the null hypothesis and accepting the alternative, as both variables explain the amount of (71.4%) of the variance in management support in the Global Advanced Markets Company, as shown in the previous table that there is no effect of the dimension Training is one of the dimensions of human resources management strategies in support of management in a company developed global markets, as this result can be inferred through the value of statistical significance to test the increase in the percentage of the explained variance, which was (0.467) which is greater than (0.05), and thus rejecting the null hypothesis and accepting the alternative .

Table (4) the results of the multiple linear regression analysis of the impact of human resource management strategies (recruitment, training, evaluation) on management support in a global advanced market company

| gradient constant (a) | regression coefficient Standard (β) | For the statistical significance of | value (t) to test regression coefficient | Standard Error of (b) | Regression Coefficient (b) | Statistical significance of the test | (F) value of the increment test in the explained variance ratio | Explained variance ratio | Explained variance ratio | Multiple correlation coefficient | Variable |
|--------------------------|---|---|--|--------------------------|-------------------------------|--|--|-----------------------------|-----------------------------|--|-------------|
| 0.977 | 0.423 | 0.000 | 6.748 | 0.058 | 0.389 | 0.000 | 317.580 | 0.614 | 0.614 | 0.785 | Recruitment |
| | 0.428 | 0.000 | 5.543 | 0.065 | 0.362 | 0.000 | 166.645 | 0.10 | 0.714 | 0.791 | Evaluation |
| | 0.063 | 0.387 | 0.729 | 0.068 | 0.049 | 0.467 | 0.847 | 0.043- | 0.671 | 0.768 | Training |

It is evident from the results of the multiple regression analysis in Table (4) that there is an impact of the dimensions of human resource management strategies (recruitment, evaluation, and training) in assessing risks in the developed global markets company. This result can be inferred through the statistical significance value of testing the increase in the percentage of The explained variance, which was (0.000), which is less than (0.05), thus rejecting the null hypothesis and accepting the alternative, as all the variables explain the amount of (55.9%) of the variance in the risk assessment in the Advanced Global Markets Company.

Table (5) results of the multiple linear regression analysis of the impact of human resources management strategies (recruitment, training, evaluation) on risk assessment in a global advanced market company.

| gradient constant (a) | regression coefficient Standard (β) | For the statistical significance of the (t) test | value (t) to test regression coefficient | Standard Error of (b) | Regression Coefficient (b) | Statistical significance of the test | (F) value of the increment test in the explained variance ratio | Explained variance ratio | Explained variance ratio | Multiple correlation coefficient | Variable |
|--------------------------|---|--|--|--------------------------|-------------------------------|--|--|-----------------------------|-----------------------------|--|-------------|
| 1.058 | 0.362 | 0.000 | 8.655 | 0.084 | 0.393 | 0.000 | 188.064 | 0.485 | 0.485 | 0.698 | Recruitment |
| | 0.351 | 0.000 | 5.127 | 0.099 | 0.117 | 0.000 | 115.747 | 0.051 | 0.536 | 0.798 | Evaluation |
| | 0.322 | 0.000 | 7.359 | 0.096 | 0.321 | 0.000 | 84.952 | 0.023 | 0.559 | 0.697 | Training |

It is evident from the results of the multiple regression analysis in Table (14) that there is an effect of the dimensions of human resources management strategies (recruitment, evaluation, and training) in the plans of the Advanced Global Markets Company. The interpreter, which was (0.000), which is less than (0.05), thus rejecting the null hypothesis and accepting the alternative, as all the variables explain the amount of (45.5%) of the discrepancy in the plans in the Advanced Global Markets Company.

Table (16) results of the multiple linear regression analysis of the impact of human resource management strategies (recruitment, training, evaluation) on plans in the developed global markets company.

| gradient constant (a) | regression coefficient Standard (β) | For the statistical significance of the (t) test | value (t) to test regression coefficient | Standard Error of (b) | Regression Coefficient (b) | Statistical significance of the test | (F) value of the increment test in the explained variance ratio | Explained variance ratio | Explained variance ratio | Multiple correlation coefficient | Variable |
|--------------------------|---|--|--|--------------------------|-------------------------------|--|--|-----------------------------|-----------------------------|--|-------------|
| 1.063 | 0.270 | 0.000 | 7.123 | 0.097 | 0.302 | 0.000 | 118.705 | 0.372 | 0.372 | 0.375 | Recruitment |
| | 0.301 | 0.000 | 9.641 | 0.014 | 0.317 | 0.000 | 73.582 | 0.05 | 0.422 | 0.422 | Evaluation |
| | 0.386 | 0.000 | 8.624 | 0.010 | 0.397 | 0.000 | 56.453 | 0.033 | 0.455 | 0.455 | Training |

6. CONCLUSIONS & RECOMMENDATION

Through what the study sought to clarify the relationship between human resource management strategies and business continuity, and after testing and analyzing the study's hypotheses, it was found that there is a statistically significant effect at the level ($\alpha \leq 0.05$ for human resource management strategies in its dimensions (employment, training, evaluation) In business continuity with its dimensions (management support, risk assessment, plans) in the developed global markets company. It was found that there is a statistically significant effect at the level ($\alpha \leq 0.05$) for human resource management strategies with its dimensions (recruitment, training, evaluation) in supporting management in the company's Developed global markets. And then it was proven that there was a statistically significant effect at the level ($\alpha \leq 0.05$) for the strategies of human resource management with its dimensions (employment, training, evaluation) in the risk assessment in the Developed Global Markets Company. Finally, it was proven that there was a statistically significant effect at the level of ($\alpha \leq 0.05$) for human resource management strategies in its dimensions (recruitment, training, evaluation) in the plans in the advanced global markets company.

6.1 Recommendation

Relying on the findings of the study, we emphasize some general recommendations that are reflected in the light of the results, the first of which is that business continuity is closely linked with human resources for the implementation of business continuity strategies, management support, risk assessment, and plans, as employees are the supporters of corporate business. Secondly, the internal technology environment of the company must be developed in order to keep pace with the continuous and rapid development in the business environment, which affects the continuity of companies' business and employees at the same time. As for the Global Markets Company, being the case of the study, there must be some recommendations for decision-makers to ensure business continuity for them. There is a need to seek to increase investment in human resources so that the human resources management is developed in the Global Markets Company because human resources management plays an important role in business continuity. Finally, it is recommended that the decision-makers in the human resources department at the Global Markets Company develop new strategies that are compatible with the evolving business environment. Whereas, the human resources management strategies will help determine the quality of training and development programs required to raise the level of performance efficiency of Miles employees, which in turn will reflect on the company's business continuity.

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