

THE EFFECT OF STRATEGIC ORGANIZATIONAL CHALLENGES ON MANAGING HUMAN RESOURCES THE JORDAN SME LOGISTIC COMPANIES

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Abstract: *Organizational development is a normal occurrence in administrative organizations because it is crucial to improving the functioning and efficiency of job performance, the human and organizational side is considered one of the most important elements of a successful renaissance in the life of administration in general and human resources management. This paper aims to investigate the effect of strategic organizational challenges on managing human resources the Jordan SME logistic companies. The survey was conducted focusing in the SME logistics sector, the data were collected from 114 responders which were selected from SME located in Amman, Jordan. Multi regression analyses were used to analyze the collected data, the findings showed a substantial impact of strategic organizational challenges on human resources planning in SME Companies.*

Keywords: *Strategic Organizational Challenges, Managing Human Resources, SME Logistic.*

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1. Introduction

The human resources management is considered one of the most important elements of the economic and social development process, the human resources management - with the start of the new millennium and the rapid trend regarding broad globalization prospects, confronts numerous challenges similar to those faced by other aspects of the growth process (Bisaria and Gaurav, 2013). The way how the human component represented by individuals and groups dealing with the organization concerned makes the decisions that may create opportunities for it to start and succeed or cause problems that result in losses or possibilities of failure and collapse (Hill and Jones, 2008; Alzaqebah et al., 2018a).

The process of change in the management of human resources is a dynamic manner. The changes occurred due to the great changes in global economy, human capital, quality management, natural



disaster and pandemic, this causes a accelerates, as many individuals or organizations that have confronted these dynamic changes, and it has been a victim of it. The contemporary view of traditional elements of wealth production that includes work, raw materials, and capital, has changed to add a new component, which is knowledge or what is called economic social and technological globalization, which has strengthened interest in managing change and defending many organizations to adopt the change management strategy to achieve competitive advantage and ensure growth, prosperity, development and continue in work (Schuler, 1981).

The twenty-first century was abundant with many challenges and its effects extended in a comprehensive manner to the different facets of human, cultural, and financial life. These and other difficulties brought on by the traits and traits of these centuries, such as globalization, the level of rivalry, and other elements, have led some to question the character of the partnerships that prevailed in work in various organizations (Porter, 2006; Al-Zaqeba & AL-Rashdan, 2020a).

Thus, managing human resources can be a huge challenge for small businesses, as many of them do not have an HR department to handle their day-to-day operations. Regardless of the size of the company, there are a number of HR challenges that companies face these days, with the availability of human resource management systems that can overcome these challenges. As a result, the challenges that faced human resource management effectively contributed to the practices of this management more than previously, as did the solutions to these variables and their various effects in administrative and organizational life. challenges will limit the administration to following several different strategies and policies to keep pace with these variables and challenges, such as: the challenges of globalization for individuals, the challenges of developing human capital, market challenges, new technology, and others (Lmaqadla, 2019).

Workforce engagement, Staff engagement has long been a worry for human resource professionals. Early in the outbreak, engagement metrics were trending up due to improved openness and interaction, but those gains have been challenging to hold onto as attention has shifted to whether or not people will return to working in offices, the management should In order to help team members, comprehend how they can help the business advance and realize its goal, vision, and values, it is important to engage in focused, deliberate discourse to address these issues. When the daily tasks of an employee are connected to the corporate plan, they feel more engaged, achieved, and enthusiastic in their job. Managing connections: It's important to maintain connections at work. Promoting successful relationships is one of HR's many problems. The adoption of long-term mixed or remote employment arrangements by businesses has a significant impact on how workers interact. The core of the new economy's work models is relationships between executives, specific team members, and their colleagues. Rapid upskilling and reskilling is a common training and growth strategy in the new economy. However, the pace of change in job settings is greater than what traditional learning management systems can handle. HR professionals must come up with innovative methods to enhance professional development and training initiatives. In order to be successful, a plan for education and growth must take into account both long-term transferable skills and constantly changing technical skills. Embrace inevitable change, for example what happened after covid_19, companies are attempting to get back to work. However, modern organisations don't function that way. Employees are accustomed to flexible scheduling and remote work, and they have grown to expect it from you. Additionally, management cannot afford to ignore employee needs in a competitive labour market. The working world is not going back to how it was before the epidemic. Health and wellbeing of employees still rank among the top HR concerns. To handle the most urgent concerns of specific employees, management started to understand the need for individualised benefit plans. Companies are introducing improved, more comprehensive benefits, such as those for child and elder care, and they are also increasing coverage for mental health services. Also there are many other challenges that faced the management of human resources such as attracting top talent, managing the turnover rates,



globalization, compliance with laws and regulation, technology, monitoring performance, and financial management (Stone & Gavin, 2020, Nasir, 2017).

One of the shortcomings of organizations is that those responsible for the areas of personnel, industrial relations, and human resources, develop and apply work practices in various functions, are outdated, using outdated and ineffective models, techniques and tools; Primarily operational rather than preventive - strategic and with a long-term vision; and it is the interactive type in everyday life, which really allows companies and organizations (Al-Zaqeba et al., 2018b). On the other hand, achieve the development of their people. To address this problem, there are models such as (Rodríguez, 2006). In addition to highlighting these situations through studies, suggest stages of development, in which the responsible and areas of management of the psychosocial factor can be located, i.e., traditional management for human resources.

According to the researcher's experience as a member of the Jordanian Ministry of Labor, it was found that most companies have a lack of information about the concept of leadership, which negatively affects the success of human resource management activities and leads to organizational strategic challenges (Al-Zaqeba et al., 2018). However, the topic of facing strategic challenges through human resource management practices is an important topic because it makes researchers and business administrators aware of the human resource planning challenges that will face the organizations in the business environment in addition to understand how information technology challenge managers and employees.

This paper refers to strategic challenges such as the challenges of total quality management (TQM), globalization, and the effect of COVID-19 challenges of which will enable the reader to learn the challenges facing human resources planning as well as an understanding of the influence of these challenges on changing human resources policies and employee concerns related to human resources management (Al-Zaqeba & AL-Rashdan, 2020).

2. Literature Review

Strategic Human Resources Management is a complementary function of the overall strategy and strategic planning process of an organization.

2.1 Effect of Resources on the Capacity of Logistics Providers:

Ding et al. (2012) explored the impact of operational processes on logistics and the supply chain (L&SC) efficiencies in the Chinese market. They concluded that not all operational actions have the driving force for L&SC's efficiencies. Scaling up responsiveness processes are more significant in developing positioning, delivery support, and agility efficiency. Benchmarking has little impact on efficiency building in the Chinese market, and flexibility augmentation methods are only useful for positioning efficiency development. The relationship between operations to increase adaptability and delivery support, as well as the connection between operations to increase reactivity and agility, is weaker when ICT support is present. However, the connection between operations to increase performance assessment and distribution support is strengthened. Yu et al. (2018) argued that the capacity of logistics providers may affected by some uncertain conditions caused by environmental factors, supply chain resilience is critical for companies to respond to uncertain conditions caused by environmental factors, such as diversified customer demands, product safety issues, and industrial policy adjustments. Rivera et al. (2016) argued that more agglomeration in a logistics area positively affects cooperation and the cooperation has a positive effect of logistics capacity, more specifically the sharing of capacity. Additionally, they demonstrate how training enhances resident group collaboration in terms of resource and transfer capacity sharing, as well as the delivery of value-added services. Both big and small businesses are subject to these causal connections. They emphasize the fact that big businesses exhibit greater levels of collaboration and value-added services as their final point. There are implications for administrators and decision-makers.

According to Chen et al. (2019) organizational learning (OL) enhances dynamic capabilities (DC) directly and indirectly through supply chain orientation (SCO). The relationship between OL and



SCO is stronger than the relationship between OL and DC. Also, they argued that capital is positively correlated with the performance of the logistics company. Lyu et al. (2017) investigated how various logistical resources and material patterns, such as logistical infrastructure, setting, understanding, and knowledge, affect operational efficiency and logistical capabilities. They came to the conclusion that the impacts of various logistical resources on resource integration capability and operational performance vary. A high standardized pattern has better integrating resource's ability and operational efficacy than other patterns, while all logistics resource patterns have comparable levels of customer service ability, according to configuration results. Companies' abilities and operational performance differ for different types of logistics asset. Zawawi et al. (2017) stated that logistical capacity, IT implementation, and innovation capacity have significant positive relationships with companies' performance. Koc and Ceylan (2007) have pointed out that path to develop creative capabilities, companies should focus on technology strategy, idea quality, idea generation, technology acquisition and exploitation rather than factors such as teamwork, organizing learning, sharing management and delegation. Yang et al. (2009) examines the relationships between resources, logistics capacity, innovation capacity and performance of Taiwanese container shipping companies based on resource-based view (RBV). The results indicated that logistics capacity had a positive impact on container shipping companies' performance. However, resource capacity and innovation have not been found to have significant positive impacts on companies' performance.

2.2 The effect of resources on logistics competitive advantage

The company's capacity to develop and put into practice business strategies that give it a competitive edge over rivals involved in the same activity is the only source of competitive advantage. In order to produce goods and excellent services at the highest rates in the market, it is suggested by the concept of competitive edge that businesses should adhere to certain strategies and policies. To do this, they should be working to develop new types of their products and services that use the fewest resources possible during production. It is founded on the idea that businesses will profit more if labor is more locally sourced and paid less. Capital investments can be used to gain a competitive edge when the right strategies are put into practice by subject-matter specialists, which enhances company performance and streamlines business operations. The idea that making wise use of resources can lead to benefits and advantages is recognized. Additionally, materials must be valuable and uncommon in order to influence a firm's competitive edge, according to the field of strategic management. Nevertheless, in order to maintain the edge over time and assets should be more challenging to duplicate and replace. Research on logistics and supply chains has shown that resources are crucial for boosting competitive edge (Foo and Jalil, 2021, Othman et al., 2015, Ding et al., 2015). The resource-based theory and organizational economics are closely related theories focuses on internal assets, earnings, rivalry, and the key elements of gaining advantage success. This theory concentrates on resources because they have the potential to boost a company's competitive advantage but are also impacted by the magnitude of decreasing marginal returns.

According to the material-advantage theory (R-A theory), businesses can gain a competitive edge over rivals by having comparative resource advantages, which then translate into better financial results (Hunt & Morgan, 1996). Consequently, through complementary company resources, competitive advantage over rival companies is enhanced. Resources and capabilities in logistics—both tangible and intangible—are significant indicators of the success of the logistics sector in terms of cost and service innovation, according to resource edge theory and other research. According to Cao et al. (2019) the innovation may provide the adopting firm with a long-lasting competitive edge when combined with complementary firm resources. Bundling like this promotes enhanced efficiency in terms of service innovation and expense leadership. According to Fenster Seifer (2009), developing value for consumers that fulfils their requirements, ensures their continued support, and helps improve the image and credibility of the company in their minds is crucial for gaining a competitive advantage. The ability to excel in resources, competencies, and tactics in an



environment of intense competition while strategically differentiating from rivals in the products and services offered to consumers. On the other hand, the lack of resources is one of the most important determinants that may face the improving of competitive advantage. The determinants of human resources mean the lack of sufficient manpower with high efficiency and skills. As for the limited material resources, it means the lack of good quality material resources that affect the enhancement of the demand for the good or service. Determinants of knowledge sources mean the lack of cooperation between the company and experts, mentors and trainers to take advantage of them in knowing the market requirements and dealing with it, and with respect to the limited capital resources, the cost of capital for the financing sector needs to be large and active enough to finance the activities. Finally, the infrastructure determinants mean the unavailability of transportation facilities in the air, sea, and railway sectors, which leads to the difficulty of economic activities, as the infrastructure must be available, stable, and on a large scale.

2.3 The effect of resources on government administration

Human capital is vital in the public sector, as it is in the private sector. Knowledge, learning capacity, and experience are just a few of the human capital attributes that might help streamline the public sector. Inefficiencies and waiting times can be minimized, and service quality can be enhanced. Citizens frequently select private institutions over public institutions for health care, protection, and other services because they believe the private institutions better satisfy their needs, the quality of services is superior to that of the public institutions, and so on (Pang, et al., 2014). Porter, M. (2015) stated that the importance of managing human resources at the governmental sector lies in the fact that qualified and effective human resources are part of the government's competitive advantages, which gives it the ability to compete private sector.

In order to meet the present and future requirements of public organizations, the division of human resources undertakes a variety of actions and tasks. The information used by the HR manager to make many different choices must be precise, understandable, and quick to obtain. Therefore, the traditional role of human resource management is no longer acceptable or sufficient to manage human resources in light of the changes and challenges facing the public organizations, such as technological progress, globalization, diversity of required skills, and the difference in the workforce mix, all of which are challenges that require different roles for human resource management. The human resources department must keep pace with the stages of organizational development, and adopt strategic directions in its dealings with its human resources, especially in the field of planning and developing these resources (Chelladurai & Kim, 2022).

The human resources management is part of the process that helps the government achieve its goals, and thus, once the general direction and strategy is set, the second stage is to set the public organizations' goals and develop them into actual plans, and it is not possible to achieve the goals without the availability of the required materials, which of course, it includes people, and human resource management should be part of the process by which the people who are needed are identified, and how they are used, as well as how to obtain them, how to manage them, and should be fully integrated into all other management processes (Guo, et al., 2011).

Witter et al. (2015) see that the real wealth of governments is no longer in the possession of raw materials or machinery, rather, it is in building human resources, especially the national workforce, as it is the active element in enabling countries to compete globally, and the view of human resources development has changed from mere measures to implement policies and systems for workers, to being a strategy linked to comprehensive sustainable development. Daly, (2015) stated that human resource management faces enormous challenges, whether in the public or private sectors in the world, which is teeming with political, economic, social, technological and civilizational changes, which are rapid and complex changes.

Porter, (2015) stated that the importance of managing human resources at the governmental level lies in the fact that qualified and effective human resources are part of the government's wealth,



which gives it the ability to compete in global fields. Attention to the government's human resources from falling into the dilemma of economic dependence. Innovative human minds support the country's economy by decreasing the value of the import bill and increasing the value of the export bill attention to human resources reduces brain drain in the country.

2.4 The effect of government administration on competitive advantage:

The concept of competitive advantage occupied an important position in the fields of strategic management in government sector, government agencies and public sector entities exist to carry out the government's tasks, and they are supposed to work together on policy development and service delivery. Competitiveness is essential in the public sector because it not only helps to enhance government offerings but also helps to reduce waste and inefficiencies. Most of the time, competitors do not exert much pressure to provide services of lower standard. Between the categories of competitive advantage, public institutions are motivated to pick advantage through differentiation.

They are attempting to distinguish themselves from other institutions by developing basic abilities that will allow them to stand out and differentiate themselves. In the public sector, reputation and access to volunteers are sources of competitive advantage; however, reputation in the public sector has a different connotation than it does in the private sector. If customers pay for the products/services they receive in the public sector, money is supplied to institutions as long as they use it efficiently to serve the public benefit (Parrish et al., 2004).

Innovation is the primary source of gaining a competitive advantage, Chen, (2018) stated that because innovation impacts the fundamental nature of the organization and answers the question of how to improve service and delivery to consumers in order to raise its value and differentiate it from rivals, innovation capacity becomes a source of competitive advantage. Innovation is undoubtedly one of the most essential sources of competitive advantage because institutions should constantly adapt to social changes, the requirements of citizens, stakeholders, and other stakeholders, while also creating improvements. For most businesses, innovation is a constant improvement process. Firms provide the same service, but with the help of creative reengineering and investments, and add value-generating features to the product/service.

According to Herciu (2013), the desire to improve public service and the pursuit of competitive edge in the public sector are at odds with one another because, in the majority of cases, when governments pursue competitive advantages, they use their resources to their own advantage rather than that of their clients. Institutions with power over resources, as opposed to those who have them, will use them to serve their own interests.

Information evolution could also be a source of competitive advantage. The expenses of getting, processing, and delivering data are altering the way businesses operate. Although many managers are aware that the information revolution is underway, they do not give it the attention it deserves. Managers realize the need to engage in new management technologies since their competitors use information to obtain a competitive advantage. The information revolution may have an impact on businesses by altering industry structures and competition rules, providing opportunities for companies to gain a competitive advantage and outperform their competitors, and generating new businesses, sometimes even from existing operations within the company (Vaghi and Lucietti, 2016).

2.5 The effect of government administration on performance of human resources:

The process of improving administrative practices and methods for managing personnel in the public sector is ongoing and ever evolving. The people and the community expect public officials to perform well when delivering public services. The public sector still operates with lesser efficiency than the private sector globally. Governmental and local authorities' effectiveness is influenced by more factors than just the training, expertise, and skills of their workforce. The human resources incentive system has a major impact on the effectiveness of institutions, which must also be



emphasized. The characteristics of government administration and local authorities are activity and legal regulations, which specify the particulars of managing human resources while outlining the areas of concern. One of them is the requirement to respect and oversee the work of human resources. It is essential to develop an adaptable, imaginative, creative, and proactive approach when conducting the process of strategic planning for the performance of human resources while, at the same time, avoiding violating the legal guidelines for organizations in the general public sector (Pynes, 2008).

The human resources administration in public sector contains of: Personnel policies, management methods and tools, strategy for management, and employee motivation are all included. It is critical to consider how these concepts are implemented in public institutions in order to improve HR performance, as well as the fact that all aspects of human resource management are interconnected and impact one another. In governmental and municipal institutions the formal human resources management part is determined by legislation, administrative law principles (Bingle, et al., 2013). Nevertheless, management approaches and styles used in institutions frequently vary and depend not only on the formal aspects of leadership or personnel administration techniques, but also on the values and culture of the institution, the people who work there, and the human resources department's staff members' abilities. Informal processes within the institution, on the other hand, have an impact on the formal part of human resource administration technique. A human resources policy and management concept is determined by the skills, proficiency, authority, and motivation of employees. Human resources management in public sector is a dynamic process that is influenced by both external and internal factors. Its goal is to align the institutional interests with the abilities and interests of the people who work there, as well as to motivate appropriately and effectively in order to improve their performance (Raudeliūnienė & Meidutė-Kavaliauskienė, 2014). Brauns, (2013) stated that the essence of administration the human resources performance consists in managing the HR function as a whole made of aligned and compatible practices where each activity plays an important part. MUTUA, (2017) claimed that selecting the proper people to fill vacant jobs, equitably assessing and rewarding performance, motivating employees, and providing ongoing personal and professional development help institutions focus on individual and organizational performance.

2.6 The effect of entrepreneurship capabilities on competitive advantage:

Entrepreneurship is strategies that encourage organizations to be creative, innovative, and unique, taking risks and taking initiative, as well as encouraging employees to take decisions and take responsibility for these decisions, these strategies are those associated with some of concepts such as: exploit the expansion of opportunities in the market and the presence of fresh assets, integrating resources, client and marketplace integration, and creativity Ability to adapt quickly to changes in customer needs, technology, and ethical standards; dedication to the creation and expansion of competitive advantages in the markets; ability to accomplish financial success, growth, and long-term viability. Innovation and advancement both inside and outside the organization (Kuratko, et al., 2014).

Competitive advantages it is the source that enhances the company's position in the market to achieve profits economic, through its advantage over its competitors in the areas of product, price and cost, and focus on production. Rua et al. (2018) argued that the competitive advantage is the ability to get ahead of others in price, production and volume target market and resource differentiation. Also, Natalia & Ellitan, (2019) argued that it is the ability of organizations to carry out their work by providing and developing services new and win over others. Aureli, et al. (2018) stated that creativity, innovation, risk taking, initiative, and exclusivity which are main factors of entrepreneurship have a positive effect in achieving firm advantage competitiveness.

Newbert, et al. (2008) stated that companies can improve the competitive advantage through entrepreneurship and that is through valuable resources, which are the resources that are valuable to the organization to exploit opportunities or identify threats in the external environment which



enables the organization to formulate and implement strategies that create value for its target customers, rare Resources which are scarce resources that are able more than others to satisfy the needs and desires of customers in a way better than its competitors and by costly to imitate products which are the products that cannot develop easily for several reasons such as the unique resources and unique historical owned by the organization without other organizations. Also, Liu & Fang, (2016) stated that companies can improve the competitive advantage through entrepreneurship by exclusivity, which is the launch of new ways, whether scientific with new products, in offering the product or service, or in controlling and structuring the organization in a manner distinct from others, the entrepreneur takes the risk of putting new products in the market, taking into consideration the risks of confusion, unpredictability, and the potential of loss in the marketplace. The ability to differentiate from other competing businesses in the same industry through the types of goods or services it offers, as well as the types of resources it owns, is where exclusivity in business organisations is found. As a result, it is possible for these businesses to gain a competitive edge, maintain continuity, and produce better goods that are challenging to duplicate. The only way to gain the long-term edge is by using limited (distinctive) resources.

2.7 The effect of Entrepreneurship Capabilities on performance of Human Resources:

In order to create new sources of materials, goods, and marketplaces in order to accomplish social, environmental, and financial objectives, various manufacturing, advertising, and industrial aspects must be reformed through the process of business. Matthews & Brueggemann, (2015) believes that imagination, innovation, and the necessary expertise are important aspects for successful entrepreneurship. Yun et al. (2018) stated that entrepreneurs provide economic leadership that modifies the economy's starting circumstances and causes abrupt dynamic systemic changes. Entrepreneurs are also independent and motivated by unpredictability, which they view as a chance. Additionally, according to Drucker (2014), entrepreneurs are crucial assets for a company because they foster high levels of innovation, which open up completely new opportunities for investment, growth, and employment. In reaction to unmet market demands, entrepreneurs see an opportunity to launch a new business and accept the associated risk. They seize this opportunity by developing it into workable, tangible, and marketable ideas. Enterprise is eventually dependent on a number of other factors, including a person's character, ability, schooling, socioeconomic status, cognitive ability, and professional knowledge base, all of which can inspire creativity.

Orakwue & Iguisi, (2020) observed it takes intrinsic drive, which is founded on employee skills, for an inspiration to act as a daily motivator and promote ongoing innovation within a business. Human resource management is critical in managerial decision making that influences organizational entrepreneurship. Papa, et al. (2018) observed that HR management procedures like hiring, promoting, compensating, paying, training, and growth, when fully employed, promote employees' invention and creativity, hence boosting entrepreneurship.

Entrepreneurial teams participating in launching a new product or starting a new firm could be either beginners (for founders of a new autonomous business) or habitual Entrepreneurs (For many company founders), and this may have an impact on human resource skills. The team made up of individuals (entrepreneurs or entrepreneurs) that make up an organization is therefore crucial, and how they are chosen, given authority, created, inspired, and encouraged determines the business's rapid development and effective execution. Bilal et al. (2021) stated that Entrepreneurship encourages human resources to take risks, be creative, and be proactive.

Ahammad, (2017) stated that the role of entrepreneurship capabilities on HRM begins with the identification and hiring of suitable candidates with the necessary and pertinent skills and competence and the capacity to meet the requirements of the business at various stages of development. Through innovation, this can boost a company's market share, increase its economic efficiency, or result in the development of brand-new, better products, services, or marketplaces. Startups can gain a competitive edge by drawing key talent by using compensation as yet another crucial aspect of the human resource management function. For entrepreneurial organizations to



successfully reward imagination, their HR procedures and standards must be structured innovation, risk-taking, cooperation, and uncertainty.

3. Globalization

Due to the influence of international laws and regulations on local industries and companies, the effects of globalisation on human resource development and management have grown significantly. To be able attract, educate, retain, and encourage a workforce that is frequently dispersed across multiple nations with frequently varying cultural identities, businesses must take a wide range of practical changes into consideration. Departments of employment must change the way they think and behave to account for technological advancements, international laws, and cultural variations.

4. Quality management

Organizations can increase internal efficiencies through the use of quality control methods, which is a requirement for competing in the worldwide market (Lambert and Ouedraogo, 2008; Stading and Vokurka, 2003). Total quality management (TQM) is a concept that emphasizes process throughout the entire organization and calls for adjustments to not only production systems but also decision-making procedures, staff growth, and employee engagement (Alaaraj, 2018a).

When organizations With the goal of achieving Total Quality Management (TQM), they take a more positive approach to the oversight of human resources (HR), upgrading the HR department and redesigning current HRM procedures to conform to quality plans and goals (Blackburn and Rosen, 1993; Vouzas, 2004; Alaaraj et al., 2018; Alzaqebah & Abdullah, 2015). In order to support the strategic goals of quality and to more closely align it with TQM principles, organizations implement initiatives to enhance processes within the HR department (see Greasley, 2004; Hur 2009; Santos-Vijande and Alvarez-Gonzalez, 2009).

5. Covid-19

While there has been a lot of discussion about how Covid-19 will affect working practices and the use of HRM and what that means for those practices, most of the content and commentary on these topics tends to be of a broader nature, offering reports and/or advice that seek to define what a "alternative normal" might be. For instance, flexible working arrangements or remote employment will become more commonplace. While this may be the case, given that Covid-19 is a worldwide pandemic, it is important to comprehend its effects on workplace policies, employee welfare, and human resource management in particular situations (Alzaqebah et al., 2020). Many changes will probably be similar across nation situations, but we should also anticipate localized nuances given differences in institutions. Recent study has revealed some significant findings through polls and conversations with supervisors and other individuals with responsibility for people management. While Covid-19 has had a negative impact on the majority of businesses, some industries and sectors have benefited. Although many commentators anticipate a rise in remote work in the future, our responses so far do not at all suggest this. Organizations regularly evaluate the efficacy of telecommuting, as would be expected, but many have not yet committed to long-term remote work (Alzaqebah et al., 2020). Given that most businesses are just beginning to use remote employment, it appears that they are unsure of how it is influencing productivity and efficiency. Additionally, new procedures, rules, and systems must be set in place for remote working, which in the Australian context cannot be done without due diligence. However, there is still no consensus among organizations as to how remote employment will continue after the pandemic.

6. Related Work

The study of Cardon and Stevens (2018) aims to review the impact of organizational challenges and entrepreneurship on managing human resources in small and emerging ventures considering firm size (Small or Medium), this study used the theoretical approach by comparing the previous literature related to the topic, the study conclude that Effective management of human resources is one of the most crucial problems faced by small firms. However, founders frequently fret more about the IT platform's or phone method's scalability than they do about the culture and methods of



managing employees (Malkawi et al., 2019). According to this study, early HR decisions have a significant impact on a venture's ability to succeed. These choices change and grow over time as organizations develop, according to practitioners and academics in the HR and entrepreneurial fields. The study of Alqadi, 2012 aims to examine the impact of strategic practices of human resources management on the performance of private universities in Jordan, the sample of the study consist of 14 universities, the questionnaire was distributed to the administrative departments on these universities, 88 questionnaires was analyzed and shows that there is a statistically impact of strategic human resources practices, Recruitment and training on the performance of workers in Jordanian private universities, where there is no statistically impact of compensation system on workers performance. This study recommends the need to give workers in private universities in Jordan an opportunity to participate in decision-making. The study of Quraish, 2016 aims to examine the perception of workers in the industrial ministry in Baskara about the concept of human resources management and the impact of it on the administrative creativity. The sample consist of 90 questionnaires distributed to the workers in industrial ministry, the results of analysis shows that the managing human resources practices affect the creativity of the workers, the study recommend to work on provide more moral incentives for workers to encourage them to support and interact with their new ideas.

Fey et al., 2000 study the effect of human resource management practices on firm performance; by using a sample list of 395 foreign firms in Russia. The study showed that nontraditional training and increase of salary have a positive effect on performance and outputs, respecting the confidentiality of the job is one of the best standards that may be obtained as a result of human resource management. In addition, there is a direct and positive effect between administrative incentives and performance of Staff and Managers. On the other hand, Batt, 2002 studies and examined the relationship between human resource practices, employee quit rates, and organizational performance in the service sector. The sample was a nationally representative stratified random sample drawn from the Dun & Bradstreet listings of establishments (call center) by size 10 to 99 or 100 employee's industry segments (cellular, wire-line, cable, or Internet services), and location (U. S. state). For the result of study, the Quit rates partially mediated the relationship between human resource practices and sales growth (By customer Satisfaction) and when training employees and developing their skills and making them participate in making decisions that means growth rates in sales will increase because of customer satisfaction. And there is new literature that conducted by Gabriel, 2016 to study improving customer care and emotional success through human resources procedures, they used multilevel modeling and dial diary methods for sample. The different practices of human resources that are linked to emotional performance (Skill, motivation, and opportunity enhancing) can affect on customer satisfaction, and there is a different effect of emotional performance for different sectors (Associates, 2020, Cardon and Stevens, 2004, Quraish, 2016).

7. Methodology

Descriptive analytical approach is effective to achieve the aim and objectives of this study "The effect of organizational challenges on managing human resources in the light of entrepreneurship as a moderate variable in the Jordan SEM companies". Moreover, descriptive approach describes the features and the elements of the population and the samples of the study (Alaaraj et al., 2016a; Alaaraj et al., 2016). However, Sampling is important to give reasonable results from part of the population rather than study the whole population where the sampling helps in budget deduction and time saving. Sampling also gives accurate and fast results. In this study the population will consist of all employees in the Jordan SME Companies registered in the Jordanian ministry of industry and trade. The researcher carried out field research on the study domain which encompass 500 companies existing Jordanian market the selected company size is vary from small to medium size based on the company capital and the number of the employee. A stratified random sample consisted of 120 administrators and employees in the Jordan SME Companies. Selected from the

population of 500 of administrators and 6000 of employees, which means the whole population is of 6500 respondents.

This essay is divided into two sections: academic and practical. The researcher's background includes managerial studies that are relevant to the present study, which is covered by the study's theoretical component. On the other hand, to cover the practical part of this study the researcher used descriptive and analytical methods using the practical manner to collect, analyze data and test hypotheses, the primary Data Collected through questionnaire which will be sent to the companies' employees by mail or actual interview whichever is possible. The Secondary Sources of this research is the information gathered in order to form the theoretical and conceptual framework for the study and included a review of the most important literature on the subject related to the effect of strategic organizational challenges on managing human resources. Where books, periodicals, magazines, university theses and related bulletins were used specifically to build the theoretical aspect of this study. To discover results, draw the appropriate conclusions, and make the best suggestions, statistical analysis was used to examine the data gathered from responses to surveys. In social sciences, the questionnaire's data will be analyzed "SPSS Ver.21".

8. Result

In this research the effect of globalization, quality management, COVID-19 challenges on formal Human resource planning were analyzed.

Variables	Category	Frequency	Percentage
Age	20- 25 y	7	6.1
	26-30 y	67	58.8
	31-35 y	22	19.3
	More than 35	18	15.8
	Total	114	100.0
Gender	Male	71	62.3
	Female	43	37.7
	Total	114	100.0
Education	BC	104	91.2
	MC _s	10	8.8
	Total	114	100.0
experience in the company	<1	1	0.9
	1-3	33	28.9
	4-7	48	42.1
	8-10	2	1.8
	>10	30	26.3
	Total	114	100.0
experience	<1	37	32.5
	1-3	36	31.6
	4-7	18	15.8
	8-10	7	6.1
	>10	16	14.0
	Total	114	100.0
Company Established Since	<1	10	8.8
	1-3	24	21.1
	4-7	25	21.9
	8-10	12	10.5
	>10	43	37.7
	Total	114	100.0

Age the table shows that the age category of 26-30 is the most frequency with the percent of 58.8 % and the less frequency is the category 20-25 with a percentage of 6%. Gender the table shows that male is the most frequency with the percent of 62.3 % and the less frequency is female of 37.7 %. In Education the table shows that BC degree holders is the most frequency with the percent of 91.2 % and the less frequency is MSc holders with a percentage of 8.2%.

Years of experience in the company table shows that the age category of 4-7 years is the most frequency with the percent of 42.1 % and the less frequency is the category less than 1 year with a percentage of 1%.

Years of experience table shows that the age category of 4-7 years is the most frequency with the percent of 40 % and the less frequency is the category less than 1 year with a percentage of 10%.

Consistency test.

Number	Number of items	Description	Cronbach
1	6	Globalization	76%
2	6	Total Quality Management	81 %
3	6	COVID-19 Challenges	71 %
4	18	strategic organizational challenges	82 %

The results revealed that there is significant effect of strategic organizational challenges on human resources planning in the light of entrepreneurship in the Jordan SME Companies also there is effect of globalization challenges on human resources planning in the light of entrepreneurship in the Jordan SME Companies.


Regarding to total quality management and COVID-19 challenges the results shows that there is effect of total quality management challenges on human resources planning in the light of entrepreneurship in the Jordan SME Companies and there is effect of COVID-19 challenges on human resources planning in the light of entrepreneurship in the Jordan SME Companies where all the hypotheses tested at significancy level less $\alpha < 0.05$.


9. Conclusion


The challenges posed by human resource management, both internal and external, cause internal effects on the practice of resources, so resource management must be ready for any changing situation, and it is worth noting that the epidemic is currently witnessing all over the world which alerts for this reason, health effects on human resource practices, it brings new challenges such as reorganization to be able to confront and shut down their business operations, thanks to the correct use of technology in order to offer new strategies and continue to compete in the market. Directions are essential tools that HR must identify to prepare. Thus, human resource management must adapt to changes along with technology for the purpose of increasing productivity and competitiveness. The research concludes that the information obtained in this document is based on enriching knowledge, serving the student community or the organization by facing challenges, and being flexible and adapting as necessitated by trends that directly affect human resource management practices to remain competitive.

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Appendix

Globalization

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the estimate	Durbin-Watson
1	.461	.212	.197	3.20535	2.967

Table 2. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	431.842	3	143.947	14.010	.000
	Residual	1602.789	156	10.274		
	Total	2034.631	159			

Table 3. Coefficients

Unstandardized coefficients		Standardized coefficients		Sig.
B	Std. Error	Beta	t	
2.678	1.477		1.813	.072
-.857	.563	-.110	-1.523	.130
1.544	.257	.431	6.015	.000
-.203	.271	-.054	-.748	.456

Total Quality Management

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the estimate	Durbin-Watson
1	.246	.060	.042	.26047	2.504

Table 5. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.679	3	.226	3.339	.021
	Residual	10.583	156	.068		
	Total	11.263	159			

Table 6. Coefficients

Unstandardized coefficients		Standardized coefficients		Sig.
B	Std. Error	Beta	t	
2.025	.120		16.869	.000
-.084	.046	-.146	-1.846	.067
-.017	.021	-.063	-.807	.421
.049	.022	.173	2.213	.028

COVID-19 Challenges



Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the estimate	Durbin-Watson
1	.649	.422	.411	.58823	2.506

Table 8. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.366	3	13.122	37.923	.000
	Residual	53.979	156	.346		
	Total	93.345	159			

Table 9. Coefficients

Unstandardized coefficients		Standardized coefficients		Sig.
B	Std. Error	Beta	t	
.098	.271		.361	.718
.959	.103	.575	9.285	.000
.138	.047	.180	2.924	.004
-.178	.050	-.220	-3.580	.000