

The Impact of Human Resource Management Practices on Innovation Performance. An Empirical Study on Jordanian Private Hospitals

Yazan Emnawer AL HARAISA

Business Administration Department, Business Faculty, Tafila Technical University, Jordan
P. O. Box 179, Tafila 66110, Jordan, E-mail: yazanhryza@yahoo.com

Abstract *The purpose of this study is to identify the impact of human resource management practices on the innovation performance of the (14) Jordanian private hospitals operating at Amman city. The sample of the study included all the study population. The sampling unit and analysis (respondents) composed of (182) manager working in the target hospitals. In order to achieve the study objectives, the researcher designed a questionnaire consisting of (25) paragraph to collect the required data from study sample. The multiple regression analysis was used to testing the hypotheses. Empirical results found that the human resource management practices has a positive impact on innovation performance, and the highest impact was for the training and development, while the lowest impact was for the performance appraisal. Based on the results the study recommended to conduct more researches and studies in the subject of human resource management practices in other sectors especially in the manufacturing companies.*

Key words Human resource management practices, training and development, compensation, performance appraisal, human resource planning, Jordanian private hospitals

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1. Introduction

In the field of human resource management practices, the organization business cant processed through the strong competitive without adoption new mechanisms and method in order to achieve their goals and objectives. According to (Hallberg and Schaufeli, 2006; Paul and Anantharaman, 2003) the human resource management practices are vital for development of organizations. In addition to the human resource practices enhance and encourage workers engagement.

On other hand , There are major challenges in attempting to retain employees (Barney, 1991; Price, 2003; Sinangil, 2004; Woods *et al.*, 1998) which become an increasingly important aspect of building organizational capabilities to ensure sustained competitiveness (Holland *et al.*, 2007). The current era characterized in continuous changes in the business environment, which imposes business organizations to look for more efficiency and innovation?

Innovation now is considered as the most significant engine of competitive success in many industries; the increasing importance of innovation is traced partially to the markets globalization. Firms are required to innovate constantly to differentiate their products and services in order to encounter the pressure of foreign competition. Introducing new products help firms protect their margins, while investing in process innovation helps firm lower their cost.

Most of the scholars and previous studies focused on measuring the role of human resource practices on the employee performance and job satisfaction with mediating effect of employee engagement such as (Sattar *et al.*, 2015).And most of previous studies focused on the impact of human resource practices on employee retention but in the other sector mining industry in Ghana (Appiah *et al.*, 2013). Moreover, concentrated on the impact of employee compensation and rewards on turnover and retention (Cho *et al.*, 2006; Milman and Ricci, 2004; Shaw *et al.*, 1998; Walsh and Taylor, 2007).

Through reviewing the literature, there are no enough studies focused on Examination the relationship between human resource practices and innovation performance. Therefore, this study aims to enrich the literature and fill this gap in knowledge by examining empirically the relationship between

human resource practices and innovation performance in the Jordanian private hospitals. Thus the study main question is: what is the impact of human resource practices on innovation Performance?

2. Literature review

2.1. Human resource management practices

The concept of human resource management practices refers to the process and activities that include many functions such as (planning, staffing, training, compensation, empowerment, performance appraisal) which help and support the organizations to improve their process and products quality and achieve the competitive advantage. Many scholars suggested that the human resource management practices (HRM) as strategic and approach that give the organizations most valued assets in order to achieve their objectives (Armstrong, 2006).

According to Ling and Nasurdin (2011) which has been defined that the human resource management practices as a group consist of the practices and informal polices that designed in order to attractive, develop, motivate and keep the employee those achieved high performance for the organization.

Hence, the organizations invest a big money in the field of human resource management to become the employee more qualified by training courses and motivated them. . Previous studies found that the impact of human resource management practices on employee behaviors and abilities (Hsu *et al.*, 2007; Sun *et al.*, 2007). Moreover, the human resource management is more and main factor for the success of many firms (Stavrou-Costea, 2005).

From reviewing the literature and previous studies, the following dimensions of human resource management practices identified as the most accepted and agreed among the most scholars and academics practitioners (Saxena and Tiwari, 2009): training and development, employee relations, rewards, culture building, career development, compensation and benefits as important HRM practices. According to (Tseng and Lee, 2009; Gong *et al.*, 2009) the dimensions of human resource management practices include staffing, training, compensations, performance appraisal, work design and employee involvement. In addition to , the human resource management practices include six practices namely training and development , teamwork , compensation , human resource planning , performance appraisal and employee security (Lee and Lee,2007). The following dimensions selected for measuring the human resource management practices in the current study based on the literature that reviewed (training and development, compensation, performance appraisal and human resource planning).

2.1.1. Training and development

Studies have shown that a Training and development practice is one of the most researched phenomena in business organizations. Therefore, many scholars such as Vinesh (2014) mentioned that Training and development is the field which is associated with organizational activity and the main goal is improve the performance of Individuals and groups in organizational setting.

On other hand, training is the critical part of human resource management; it is the rapidly growing part of personnel activities (Obi-Anike and Ekwe, 2014).According to (Devi and Shaik, 2012) organizations train and develop their workers to achieve the advantage in order to enhance their effectiveness.

Narasimha (2000) mentioned that Training plays a significant role in the development of the three dimensions of organizational knowledge: breadth/depth of knowledge, competence and exploratory knowledge. According to Tahir *et al* (2014) were defined the training and development as the planned learning experiences that teach employees how to perform current and future jobs. Also the training and development increasing profitability and improve job knowledge, moreover, identifying the goals of the organization. Some the scholars and academics compare between training and development

Some of the scholars and academics like Sharma (2013) compare between training and development, the first one that training indicate to learning skills and knowledge for doing a specific job and rises skills necessary for a job while the development refers to the growth of an employee in all respects also its more concerned with shaping the attitudes. The second one that training emphasis on improving current job performance also it's more highlight on short term while development concept focuses on builds up competences for future performance also its focuses on a long term.

2.1.2. Compensation

More recently, the organization consider compensation practices play a major role in enhancing and improving employee performance. Some researchers like (Balkin and Montemayor, 2000; London and Smither, 1999; Mumford, 2000) proposed that Compensation practices must involve employee incentives that reward the search for new solutions. According to Armstrong (2005) mentioned that compensation management is one of the major pillars of human resources management. On other hand, the concept of Compensation defined as forms includes financial returns and tangible benefits that employee receives as a part of employment relationship (Bernadin, 2007). Moreover, the compensation concept include typically money, awarded to someone As a compensation for injury, suffering, money received by an employee from an employer as a salary, give something to somebody in return (Hong *et al.*, 2012). additional to the compensation is the combination of financial and non-financial rewards that's gives to employees in order to offering the services to the organization (Chhabra, 2001).

According to Casico (2003) Compensation program divided into two sections which are direct and indirect forms. Both of these forms direct and indirect compensation will encourage and enhance the organization to achieve their goals.

2.1.3. Performance appraisal

Performance appraisal is considered one of the most important approach and method to monitoring performance and one of the most important practices for human resource management. Therefore, many scholars and researchers like (Mwema and Gachunga, 2014) identified the concept of performance appraisal as the process includes observing and evaluating employee's performance in the workplace within a particular standards. (Ali *et al.*, 2012) describe the performance appraisal as the tools in order to measure the work and its results by using the scale and index for measure the desired quantity and quality accuracy and without personal judgments and unclear criteria of evaluation.

In addition to, the area of performance appraisal is the process involves a periodic evaluation of an employee's performance in order to measure the job's stated and requirements (Terry and Franklin, 2003). Performance appraisal is used by organizations to encourage employee performance in ensruing high performance (Heneman and Werner, 2005). Recent studies like (Wanjala and Kimutai, 2015) focused on performance appraisal as a part of a popular strategic approach in order to integrating human resource activities and business policies to evaluate employees and develop their skills and experience, competence, enhance performance and distribute rewards.

2.1.4. Human resource planning

Human resource planning or manpower planning is one of the most important practices of any organization and in areas of academic research. Therefore, some the researcher defined the concept of human resource planning as processes that guide the organization activities related to the human resources management (Mursi, 2003). According to Maina and Kwasira (2015) the human resource planning identifies current and future needs for human resource that will achieve goals of organization. Moreover, the human resource planning is used by organizations in order to prepare good and suitable employees for potential rationalization to give the organization an ability to make adequate preparations for recruitment and strategic hiring (Gupta, 2008). Human resource planning should be identified based on vision, mission and organization strategies; in addition to the human resource planning involves a selection and recruitment the qualified people from good sources either internal or external (Burma,2014).

2.2. Innovation

According to (Utterback, 1994) Innovation considers as a crucial strategic thrust that plays a significant role in the firm's survival and prosperity at all firm sizes and in every industry. As the business environment becomes increasingly uncertain and competitive the importance of innovation will continuously grow in the future.

There are many definitions for innovation in the literature; but, the majority of these definitions share common topics linking to creative ideas, which may be turned into new products, processes and services to improve competitive advantage and meet customers' changing needs (Nystrom, 1990). One of

the innovation definitions that the innovation is something that is new or improved done by an enterprise to create significantly added value either directly for the enterprise or directly for its customer (Carnegie and Butlin, 1993). Many scholars argue that Innovation is more than the generation of creative ideas; it is the practical implementation of those ideas into some new device or process (Schilling, 2008).

Researchers have suggested many classifications of innovation: 1) administrative vs. technical (Kimberly and Evanisko, 1981) based on the objective of innovation adoption; 2) competence enhancing vs. competence destroying (Gatignon *et al.*, 2002) based on innovation's effect on a firm's competencies; 3) product vs. processes (Schilling, 2008) based on organization outputs and the way an organization conduct its business; and 4) radical vs. incremental (Dewar and Dutton, 1986; Ettlie *et al.*, 1984) based on the extent of change to technology. Among them, the last classification, radical innovation versus incremental innovation, has recently received much attention from researchers who are interested in organizational learning and dynamic capability (e.g. Benner and Tushman, 2003; Danneels, 2002).

Incremental innovation and radical innovation collectively determine an organization's dynamic capability which can influence its competitive advantage (Benner and Tushman, 2003). Accordingly, it becomes imperative to achieve high performance in both incremental and radical innovation. Under the current competitive and turbulent environments, organizations need to innovate faster, better, and cheaper (Swink *et al.*, 2006).

2.2.1. Incremental innovation

According to (Garcia and Calantone, 2002; Koberg *et al.*, 2003) incremental innovation defined as product improvements and line extensions that are designed to meet the needs to existing customers or markets. It includes the products that provide new features, benefits, or improvements to the existing technology in the existing market. Incremental innovation might not be particularly new or exceptional; it might have been previously known to the firm or industry, and involve only a minor change from (or adjustment to) existing practices.

2.2.2. Radical Innovation

Radical innovation is defined as product innovations that are new to the firm and/or the industry, and offer substantial new benefits to customers. It embodies a new technology that results in a new market infrastructure (Chandy and Tellis, 2000). The radicalness might be conceived as the combination of newness and the degree of differentness. A technology could be new to the world, new to an industry, new to a firm, or new merely to an adopting business unit. A technology could be significantly different from existing products and processes or only marginally different. The most radical innovations would be new to the world and exceptionally different from existing products and processes.

3. Study hypothesis

The study mainly aimed to test the impact of human resource management practices on innovation performance. Therefore, the main hypothesis is:

H₀₀: There is no impact with statistical significant at ($\alpha \leq 0.05$) of human resource management practices on innovation performance. This hypothesis generates the following sub-hypotheses:

H₀₁: There is no impact with statistical significant at ($\alpha \leq 0.05$) of human resource management practices on incremental innovation.

H₀₂: There is no impact with statistical significant at ($\alpha \leq 0.05$) of human resource management practices on radical innovation.

4. Methodology of research

The study adopted the descriptive and field analytical methodology. In the descriptive methodology, the literature related to the study topic was reviewed in order to build the theoretical framework of the study and developing the questionnaire. In the field analytical methodology, a field survey was conducted in order to collect the required data through the questionnaire distributed, and the statistical techniques were used to analyze the collected data.

4.1. Study population and sample

The study population consisted of (14) Jordanian private hospitals operating at Amman city. The study sample included all the study population. The sampling unit and analysis was (182) manger and chief of division, they were chosen deliberately based on the relationships of their jobs to the areas of HR, marketing, and operation within the target hospitals. Table 1 presents the characteristics of study sample in terms of their gender, years of experience in the company, and finally their age.

Table 1. The characteristics of study sample

Variable	Category	Frequency	Percentage
Gender	Male	167	81.50
	Female	15	18.50
Years of experience	Less than (5) years	-	-
	From (5) to less than (10) years	70	39.00
	From (10) to less than (15) years	55	30.00
	From (15) to less than (20) years	46	25.00
	(20) years and above	11	6.00
Age	From (18) to (25) years	-	-
	From (26) to (32) years	60	33.00
	From (33) to (40) years	75	41.00
	(41) years and above	47	26.00
Total		182	100%

4.2. Study instrument

The study instrument included a questionnaire developed by reference to the theoretical literature related to the human resource management practices and innovation performance. The questionnaire composed of three parts: The first part covers the demographic variables of the study sample, such as the gender, years of experience and the age of respondents. The second part of the questionnaire includes the paragraphs related to the human resource management practices, which adopted from different studies. The third part of the questionnaire includes the paragraphs related to the innovation performance which include radical innovation that measured by (5) items adopted from (Li *et al.*, 2008; Dewar and Dutton 1986; Ettl, 1983) and incremental innovation that measured by (4) items adopted from (Li *et al.*, 2008; Dosi, 1982; Herbig, 1994). The answers to the second and third part of questionnaire relied on a Likert Scale, ranging from strongly disagree (1); disagree (2); moderately agree (3); I agree (4); and strongly agree (5).

4.3. Instrument validity

The researcher offered the study instrument on a number of specialist academicians in the field of business administration, and research methodology, and according to their opinions; the language and words of questionnaire are clear. In addition, the questionnaire is adequate and fit to the present study.

4.4. Instrument's reliability

The researcher determined the reliability of instrument by Cronbach alpha coefficients in order to ensure the internal consistency among questionnaire items. The alpha values was (0.86) for the human resource management practices and (0.84) for innovation performance items and (0.81) for the instrument as a whole. These values are excellent because it is higher than the acceptable value (60%) and it is acceptable for the purposes of this study.

5. Results and discussions

5.1. Data presentation

The means and standard deviations for the respondent's answers on the questionnaire items related the to the human resource management practices and innovation introduced in the table 2 and table 3.

Where table 2 presents the means and standard deviations for the respondent's answers on the questionnaire items related to the human resource management practices, while table 3 presents the means and standard deviations for the respondent's answers on the questionnaire items related to the innovation performance.

Table 2. The means and standard deviations for the respondent's answers on the questionnaire items related to the human resource management practices

Training and Development	Means	Standard deviation
1. the hospital have an annual plan for the training and development human resources.	3.90	0.869
2. The hospital trains the human resources in order to increase their Knowledge about their jobs.	3.94	0.885
3. The hospital trains the human resources to develop their professional skills.	3.88	0.924
4. Training budget is limited to the Training and Development Department.	4.10	0.873
Average	3.955	
Compensation	Means	Standard deviation
5. The salary that pay from hospital is adequate	3.87	0.859
6. The compensation encourages me to improve the quality of my work.	3.92	0.872
7. I will receive a reward if I do something to improve my work.	3.72	0.916
Average	3.836	
Performance Appraisal	Means	Standard deviation
8. The system of performance appraisal that used by the hospital is excellent	3.75	0.828
9. The appraisal of employee's performance is fair.	3.69	0.773
10. The appraisal of employee's performance based on their effectiveness and efficient of the work.	3.81	0.952
Average	3.75	
Human Resource Planning	Means	Standard deviation
11. Human resources planning at the hospital aims to achieve adaptation with the changes in the external environment	3.83	0.879
12. The hospital plans for the human resources to develop their vision and strategic objectives.	3.75	0.927
13. There is clarity and specify objectives and plans of the human resources in the hospital.	3.82	0.988
Average	3.80	

Table 3. The means and standard deviations for the respondent's answers on the questionnaire items related to the innovation performance

Radical innovation	Means	Standard Deviations
14. We create completely new services more than our competitors	3.20	1.139
15. We introduce radically new functions in services more than our competitors	3.24	1.123
16. We often develop new technologies	2.96	1.225
17. We often introduce new technologies successfully into the industry	3.27	1.115
18. We are often the creator of new procedure skills	2.94	1.298
19. We are often the creator of new techniques skills	2.93	1.315
20. We often introduce completely new services in the new market	3.34	1.093
Average	3.13	-
Incremental innovation		
21. We create novel patterns of services more than our competitors	3.41	0.992
22. We improve existing services more than our competitors	3.80	0.811
23. We improve existing process more than our competitors	3.77	0.901
24. We exploit existing technologies deeply more than our competitors	3.52	1.054
25. We introduce incrementally new services in the market	3.37	1.023
Average	3.57	-

5.2. Hypotheses testing

Before applying the regression analysis in order to testing the study hypothesis the researcher conducted the following tests to ensure the fitness of data for the regression analysis assumptions: Variance Inflation Factory (VIF) Test, and Tolerance Test to ensure there is no high correlation between the independent variables (Multicollinearity), and Skewness Test to ensure the normal distribution of the data. The results of these tests presented in table 4.

Table 4. The results of VIF, Tolerance, and Skewness tests

Independent Variables	VIF	Tolerance	Skewness
Compensation	2.97	0.419	0.541
Training and Development	2.94	0.416	0.520
Human Resource Planning	2.59	0.451	0.493
Performance Appraisal	2.46	0.407	0.488

As shown in table 4 the results indicate that the values of (VIF) for all variables less than (10) and the values of (Tolerance) higher than (0.05) which mean there is no high correlation (Multicollinearity) between the independent variables. Also the results from table 4 shown that the values of Skewness less than (1) which means the normal distribution of the data. Based on these results the multiple linear regression analysis was conducted to test the study hypothesis. Table 5 presents the model summary, and table 6 presents ANOVA analysis and table 7 presents beta and t values for the study hypothesis.

Table 5. The model summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	0.873	0.820	0.729	0.337

*Predictors: (Constant).

As shown in table 5 the results indicate that the value of R square is (0.820) and this value means that the model explains (0.820) from the variance in the dependent variable (innovation) by human resource management practices.

Table 6. ANOVA Analysis

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	317.841	3	44.307	1057.195	0.000
Residual	22.174	179	0.046		
Total	340.015	182			

*Predictors: (Constant), Compensation, Training and Development, Human Resource Planning, Performance Appraisal

**Dependent Variable: Innovation

As shown in table (6) the results indicate that the value of (F) is (1057.195) with significant (0.000) which is lower than the specified value (0.05) so the model is fit and acceptable.

Table 7. Beta and t values for the study hypotheses

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.063	0.052			
Compensation	0.507	0.024	0.531	32.562	0.000
Training and Development	0.515	0.027	0.546	34.912	0.000
Human Resource Planning	0.439	0.019	0.465	26.318	0.000
Performance Appraisal	0.420	0.017	0.457	21.740	0.000

*Significant at the level of statistical significance ($\alpha \leq 0.05$)

**Dependent Variable: Innovation

As shown in table 7 the results of multiple regression analysis indicate that the human resource management practices influences the innovation performance. The values of beta and t-tests shown that the following practices: Compensation, Training and Development, Human Resource Planning, and Performance Appraisal have a positive impact on innovation performance at ($\alpha \leq 0.05$).

Table 8. Beta and t values for the first sub hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.056	0.047			
Human Resource Planning	0.397	0.017	0.419	22.630	0.000
Compensation	0.453	0.019	0.471	26.948	0.000
Training and Development	0.483	0.021	0.502	28.114	0.000
Performance Appraisal	0.374	0.015	0.395	19.509	0.000

* Dependent Variable: Radical Innovation

Table 9. Beta and t values for the second sub hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.067	0.054			
Training and Development	0.428	0.018	0.447	26.150	0.000
Compensation	0.425	0.018	0.441	25.103	0.000
Human Resource Planning	0.401	0.016	0.424	23.219	0.000
Performance Appraisal	0.397	0.015	0.416	22.507	0.000

* Dependent Variable: Incremental Innovation

As shown in table 8 and 9 the results of multiple regression analysis indicate that the training and development as a dimension of human resource management practices has the highest impact on incremental and radical innovation performance at ($\alpha \leq 0.05$).

6. Conclusions and recommendations

The current study investigated the impact of human resource management practices namely (Compensation, Training and Development, Human Resource Planning, and Performance Appraisal) upon innovation performance. Empirical results found that the Compensation, Training and Development, Human Resource Planning, and Performance Appraisal as dimensions of human resource management has a positive impact on innovation performance, and the training and development has the highest impact on both type of innovation. Based on these empirical results the study recommending that the hospitals should focus largely on the employees training and development to enhance their innovation capabilities. Also the study recommending that conducting more future research and studies on the subject of human resource management practices and innovation performance in the different contexts, because the current study and its results limited to the Jordanian hospitals.

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