

Culture And Strategic Human Resource Practices: Case Of Jordan And Turkey

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Abstract

The practices of SHRM are extremely significant in worldwide organizations, as they regulate as well as manage the components of organizations to help in achieving the target goals. However, they differ among nations as they are being built according to the differentiation of national culture, Hence, the present research focuses on exploiting the impact of culture based on Hofstede's dimension on the strategy followed by managing the human resources of the organizations in different countries of the world. so that we made a comparative analysis between Jordan and Turkey, using a descriptive methodology supported with interviews conducted equivalently in both countries. The study shows that the analyzed SHRM practices from the two interviewed companies in Jordan and Turkey implicate few significant relations of the cultural diminution impacting the practices specifically it was noticed that masculinity and individualism have a higher impact and long-term orientation, power distance with a minor impactor, but on the other hand indulgence and uncertainty avoidance were mostly neglected in the studied countries.

Keywords: Hofstede dimensions, national culture, SHRM practices, multi-national culture.

1. Introduction:

The atmosphere of business has become competitive since there is a better progression, developing technologies, globalization, information improvement as well as the enhancement of data innovation that have been creating more challenges as well as unpredictable circumstances. Hence, well-earned importance of human resources management increases its share in business life (e.g., Sparrow et al., 1994).

In fact, many studies have focused into the HRM practices through comparative base views based on the social culture and significant question that have affected the ways that a company deals with its own staff and the strategies that in which the plans and processes of HRM are being executed and

then, created inside the company over various countries. In this vein, the literature summarized a kind of a comparison between various approaches of countries that have reached multi-national institutions. Thus, it is observed that, in various countries, the sources of competitive advantages are seen to be perceived by the various practices of HRM.

It is believed that the competitive advantage references are not from the original products; however, they become due to suitable preparations of the strategies of organization HR and hence, it is considered as an awareness part of the managers as well as officers in various institutions and organizations types. (Jacks and Schuler 1996 p.36) In fact, a mandatory requirement that efficiently helps in managing the HRs of a company is to know the multinational enterprises' various culture due to the uniqueness of the culture of each country including customs, norms, and values where Hofstede pioneers the research domain.

Therefore, this study aims to identify the effectiveness of the national culture on the HRM practices implementing the Hofstede's dimensions in order to addressing the fundamental issues those have been dealt with by all societies namely; long term orientation, masculinity, femininity, individualism, collectivism, power distance uncertainty avoidance, and indulgence.

The following part of the study includes the HR strategy and processes in Jordan and Turkey with a literature review. The next part explores selected companies' frameworks to build a comparison base. In order to compare strategic HR practices regarding their cultural perspectives, both interviews and unstructured focus groups of both countries are integrated with the previous studies related to the culture's field as well as the HRM practices.

2. Literature review

2.1 Culture and Hofstede Dimensions

The model of Hofstede is being deemed to be the reference point regarding the analysis of culture with its most widely known sample in the environment of business and in several sub-fields of culture along with many countries. (Obeidat et.al. 2016). The national culture model of Hofstede has six dimensions and the dimensions seem to be presenting separate preferences to one over another differentiating the dimensions. Hence, the models of the national culture (Hofstede, Hofstede, & Minkov, 2010) dimensions are as follows:

2.1.1 Power Distance Index (PDI)

This dimension refers to the connection between individuals in power and subordinates in the public arena where lower-positioning people, contingent upon the way of life of high or low force separation, cooperate with that power. Force Distance Index is an apparatus for estimating the acknowledgment of intensity among the most remarkable and least influential people. However, in other societies it has a small force distance. The truth is that individuals struggle to balance the distributions of demand and force justification for inequality of power (Hofstede, Hofstede, & Minkoff,

2010).

2.1.2 Individualism vs. Collectivism (IDV):

Controlled individualism is used to focus on the relationship observed between individuals as well as a group of people, and in this respect, cultures pay more attention to distinction as well as individuality and interdependence. This concept of individuality appears to be the high aspect in relation to the dimension itself, and it can be described as the incoherent social structure that expects individuals to care about their immediate relatives and themselves. As for the concept of collectivism, it is recognized that it is the opposite of individualism in that it intends to present preferences for the tightly knit structures of society that individuals expect for the sake of an exchange of interests between the particular group members to whom they belong and themselves. In the presented dimension “individualism versus collectivity”, the self-image of the individual is represented as “I” or “we” and this appears to reflect the position of society (Hofstede, Hofstede, & Minkoff, 2010).

2.1.3 Masculinity vs. Femininity (MAS):

In this dimension, the topic is the role of men and women as to be presented in the communities. The masculinity concept refers to “men” presenting some preferences in communities that indicate to the courage, persistence, and achievements, to be fast, strong, and gained rewards for the success. At large, enormous societies seem to be more competitive than other societies. As for Femininity concept, it refers to women and it intends to show the humility, collaboration, concern for large quality of life to be observed into communities. At large, the community seems to be oriented with more harmony. “Tough vs. tender” hence, cultures often represent the masculinity vs. femininity in the business context (Hofstede, Hofstede, & Minkov, 2010).

2.1.4 Uncertainty Avoidance Index (UAI)

The dimension of UAI aims to present some levels that reflect how is the feeling of community’s members in a non-identified future. In this vein, the significant issue how community is able to deal with doubted or unknown future is: how future will be controlled or just it happens? Accordingly, countries that have a strong UAI tend to show more contented behaviors considering principles to be less than counts.

2.1.5 Long Term Orientation vs. Short Term Normative Orientation

Societies’ past is seen as a significant factor and it allows people to recognize how dealing with challenges can be in fact with a focus on current and future encounters. This dimension is defined in various ways regarding the academic as well as business concepts; this dimension is being presented as “short-term” normative vs. “long-term” pragmatic (PRA), on the other hand, in the academic context, it is known to be Flex humility vs. Monumentalize and it is used occasionally (Hofstede, Hofstede, & Minkov, 2010).

2.1.6 Indulgence versus Restraint (IVR):

This dimension “Indulgence” is referred to the community permitting a free enjoyment in terms of natural and simple human fundamental drives that are being related to experience more fun as well as enjoyment in life. Restraint is referred to the societies that regulate as well as restrict the gratifications of social norms as well as human needs (Hofstede, Hofstede, & Minkov, 2010).

2.2 Human Resources and SHRM:

Agdelen and Erkut in 2003 mentioned the importance of HRM and how the practices, improve the staff performance by improving the skills, abilities which will motivate the staff to do their best, and also effect the organization performance, in addition these factors will create a positive atmosphere for both staff and organization.

As it is indicated by Hofer and Schendel (1979), the hierarchy of strategy is regularly considered to be a big down approach and needs a business strategy to be translated into functional verbs and hence, not limited to being consistent with it.

According to García-Juan et al., 2019; Maynard et al., 2012; Dewettinck & Van Ameijde, 2011 The role of SHRM is to increase the decentralization in the organization, this leads to manage the work force by improving and increasing the human factors. the decentralized relates to the power and the authority by transferring it from upper to lower levels, and gives the staff an opportunity to improve their skills and achieve their goals, all these issues will change the human resources in the organization and will develop the skills of staff.

According to Weir (2000), it is believed that function fitting plays an important role in the competitive performance of the firm. However, a specific operational definition of this key concept is still not available, as well as no empirical studies have been observed to determine the actual effect. In this regard, it believed by González-Benito (2012), and Pagell and Krause (2002) that the literature related to the strategic managements provide initial insights regarding the horizontal fit study rather than constructions when evaluation is seen to be found among managers of different functional areas.

In addition, it is observed by Benkhoff (1997), Legge (1995) , Guest (1992) both management academics and professionals had agreed to propose that the commitment of the firm staff could reflect in the process of improving the HR performance. Besides, it is highlighted by Marchington and Sparrow (1998) that the involvement and contribution schemes of employees and the development of the approaches of the HRM can help develop the commitments to the objectives of business and enhancing the performances. E.g., it has been also believed by Cope et al; Leishaman et al (1995); ELI within the environment policy that the commitment importance of the employees is supported thru the movement towards the management of the new policy asserting the increased importance that is related to the policy responsibility as well as the introduction of the management procedures in order to assess and improve the efficiency of the policy.

Obeidat in 2014, Loe in 2011 gave definition of SHRM that it is a sub field of human resources management which becomes popular in 1980. McMahan and Wright in 1992 defined the SHRM as a pattern of planned human resource deployments and activities that purposes to achieve certain goals. Dolercy in 1998 discuss the role of SHRM as following: first by integrating the organization to achieve its needs through its strategy and structure. Second that HR consistent of policies and hierarchies. Ismail in 2010 gives another role of SHRM ,he considers it as a tool or instrument that leads the organization to achieve its mission ,vision and goals .

It is reported by the Sheehy (HMSO) as well as Posen (HMSO) Affected by it and / or changing the responsibilities of policy and account capabilities, more leadership is encouraged, and costs reduced. Crime methodologies, both in HR management techniques and operational deployment.

Furthermore, it is believed by Meyer and Allen (1997), Mowday (1998) that the literature suggested that committed individuals are improbable to be absent as well as mostly to be concerned with the enhancement of the organizational and personal performance. In this regard, it is believed by O Reilly (1991) that when developing policies, there has to be a consideration to the forms commitment, also, guarantees the aspects that are being discussed in the systems and techniques of the HRM. It is suggested by Reilly (1991) that what is the commitment has to be understood as well as the process of developing it? And this can be achieved by recognizing the basic psychology commitment; in addition to that it is probable to see how to design some systems in order to structure some effectiveness among the employees.

2.2.1 The HR Strategies in Selected Countries:

2.2.1.1 Jordan

According to Wan 2012 and Obediet 2012, the era of HRM started in nearly two decades ago, and the concept becomes popular and still attracts to the studies. Altarawneh 2009. Budhawar, Mellahi 2006 Athari and Zaira 2002 Abdalla and AlHomoud 1995 mention that the HRM is popular in the world but still in Arab countries and especially in Jordan is not popular. In order to improve the concepts of HRM in the organization we have to be aware of current and future concepts of the HRM. One important point about HRM polices in Jordan that it relates to the Jordanian national cultural values, which reflects the government polices and rules.

In this regard, Lafi (2018) conducted an investigation in an attempt to search for definitions and determinations of the strategic role of human resources and its impact on creativity of telecom employees. Zain Company is located in the Jordanian context. This study attempted to find various levels of innovation for various employees that correspond to the different individual characteristics they have.

For the purpose of the analysis in his study, he used the explanatory method designing a survey containing some parts and in his survey was distributed to the target population who were 111

respondents, and only 105 surveys were statistically analyzed. This study's findings pointed out that the level of HR strategic role was average and the level of innovation was also average among the company's employees. In addition, a significant impact was observed at the level of ($\alpha \leq 0.05$) of the strategic roles of recruitment, HR planning, selection, as well as placement among the innovation of the employees. Further recommendations were suggested by this study to concentrate on the strategic role areas of HR as follows: HR planning, HR recruitment, HR selection as well as recruitment having an impact on enhancing the innovation of employees for being implemented and integrated into the system of HRM where they were chiefly addressed to them.

Besides, Alkhasaweneh (2016) carried out a study to investigate the successive role of the Hashemite leadership in Jordan for improving HR; in addition to that, it aimed to identify the areas that have to be boosted that are related to the HR development. In order to achieve the study's purpose, a qualitative research design was adopted based on the analytic historical methodologies, deductive as well as inductive methodologies. For this study, the target population was the Kings the Hashemite leaders. The results have shown many important findings as follows: focusing on the significance of the encouragement all Jordanians workers who are located various business areas. The Kingdom's leaders have tried to maintain the urging of local governments and organizations in order to access various equal opportunities for members of the Jordanian society, to stay away from two epidemics of mediocrity and favoritism in its face, address the problem of unemployment, and then provide some opportunities to find work for young people in the Hashemite Kingdom of Jordan. thru the focus on the enforcement of the principles of the justice as well as equivalence to all society parts regardless of religions, races and keeping the needs and rights of people in terms of education and health services, jobs, and much more, also, to keep continuous supports for the social security, education and health and initiating the labor as well as professional unions' role to contribute in delivering the best services as well as protecting the rights for workers in the country.

Aladwan, Bahan, and Fish (2014) attempted to highlight and then, Provide a focus on the nature of HRM in Jordan. Review some HRM practices, including training, development, selection and appointment, performance and benefit rewards, and evaluation and linking types of such practices "with the following social factors that contain cultural values, the political environment, and economic issues. This study indicated that HRM in Jordan did not receive the required considerations. In addition, the process of selection and the recruitment of employees were not mostly in need for an effective attention since they were observed to be inadequate. Additionally, various organizations in Jordan had considered the time expenses and spent and the expenses on both training and development have not had values and pointless functions.

Especially, when employees are being qualified as well as skilled and they are not being encouraged as well as motivated to work this may limit their own effectiveness; however, that also may be performing through the HRM practices where they can be inspired to work harder as well as smarter.

In addition, the HRM practices' effects impact the skills and performance employee where it can manage the procurement and development of the organization human capital.

Several main challenges as well as issues encounter or/and will encounter organizations in the Jordanian Kingdom to be associated to the development of the human capital including high turnover rates and this guides to lose many employees who are being skilled. Furthermore, because of the low development, research, training, and spending had expanded such challenges as well as problems. Based on literature, the HRM among Arab organizations context including Jordanian ones have to focus further on the HRM practices.

In this regard, Singh, Darwish, and Anderson (2012) stated that the current HR director's role is being transformed to be strategic in place of being as a routine role. In this study, such assertions are being tested in the country based on previous researches in HRM in the Jordanian context. Among these designs is a questionnaire that is distributed to Jordanian financial institutions. Results showed that reliance on regular HR managers was reduced by a weak index supporting the theories used; The importance of the perceived strategic functions has increased significantly. Besides, the results show that male managers of HR who were employed for long periods with high qualifications saw the importance of most strategic HR functions up, and this importance did not correlate with the size and years of incorporation of the organizations. This study's result was one of limited that has been carried out in the non-western environments provided the literature with many remarkable implications and opportunities to further researches. Such implications were related to the needs for strategic HRM's role as well as the manager's role of HR.

2.2.1.2 Turkey:

It has been discussed that how Turkey had taken an advantage of globalization and has become in terms of the economy as one of the world top countries (Napir and Taylor, 2002). In fact, Turkey is deemed to be on the Border of East and West in both regards, culturally one and geographically one. The geographical location of Turkey is between Europe and Asia, which made Turkey to be a dynamic developing market economy that is bordered by the Black Sea, the Mediterranean and the Aegean seas; in addition, it creates unique job opportunities. (Tanova & Nadiva, 2005).

In Turkey, the practices of HRM seem to be necessary as they present the dimensions of the business centered in terms of small businesses (McCannm et al., 2001; as cited in Erdem & Edrem, 2011). In addition, 5 dimensions were being seen connected with the choices of planning, appraisal choices, competitive strategies, development and training, recruitment and selection, and the choices of compensation as stated by Schuler and Jackson (1987). In addition, there were 4 dimensions as follows: the planning of HR, the systems of rewards, career managements as well as the appraisal of the performance. Nine dimensions were also provided by Gomez-Meji et al., (1998) such as the evaluation of performance, staffing, the of management of rewarding, development and training, workflow, and management lay, relationship among globalization and the empowerment of

employees.

The HR practices employed by the organizations in Turkey were including selection and recruitment, the planning of HR, training, staffing, compensation, the development and planning of careers, and the development of the HR containing direct as well as indirect of the financial compensations as well as non-financial compensations, health, safety, labor and employees relationships (e.g., Bakan. Ersahan, & Buyukbese, 2013; Mondy, 2014, as cited in Fong et al, 2011).

In addition, the business organization, in Turkey, had been started after 1980s, and then, during the last two decades Turkey has a sustainable international trading and foreign investment growth, also, it was the Turkey's entrance, in 1996 to be into the custom unions with the European one. Point of fact is that these main changes have influenced the HRM in Turkey.

As Turkey has relationships as well as interactions with some foreign countries and specifically, western ones, the organizations of Turkey have gotten further opportunities for improving as well as developing the knowledge to be presented in the management and the systems of the HRM and also it has spent further attentions that are being related to the human rights' issues. Turkey as being a developing country, some uncertainties were always there and such uncertainties had negative effects on the HRM professionals who found them a kind of risky.

The study pointed out that the societal as well as organizational cultures of Turkish were observed to be as a kind of the mixture of Western and Eastern values. Many organizations face difficulties for adapting with the newest trends in the HRM practices. Additionally, in Turkey, two main trends of the practices of HRM were seen as follows: first, the values and expectations changes of the young as well as well-educated workforces; second, the participation's growth of women in the workforces. The practices of HRM, in other words, in the context of Turkey, are simply challenging tasks due to the wide varieties they have among organizations, however, when the employees as strategic partners were considered by some organizations, these organizations tend to designing the most efficiencies that are being associated to the HRM systems (e.g., Aycan, 2001).

Bakan (2013) discussed the development as well as training in the departments of HRM among Turkish organizations being the most significant as well as valuable functions containing the training performance for the staffing, in the other hand, the most complicated functions of the HR was the evaluation performance. In addition, the comfortability of the environment was seen to be an extremely significant element among organizations.

In Turkey, the HRM has taken place in 1970s, and since then, human values have been increased. In addition, the HRM has gained the strategic roles in 1980s, and after that the transformation of HRM has been started (Uysal, 2019).

2.3 Culture and The HR strategy:

Obeidat et.al. (2016) attempted to focus on the examination of the effects of the national culture regarding the strategic HRM practices and this study was among the employees of the pharmaceutical industries in Jordan. This study indicated that an acceptance that is related to the hypothesized relationships was observed. This study analyzed 8 practices and has also presented the national cultures' dimensions and the implications they have regarding the strategic HRM practices. In addition, this study has employed various regression analyses for determining the 5 independent variables' effect on the 7 dimensions of the dependent variable. Hence, this study pointed out that a statistically significant correlation was being found between the national cultures as well as the HRM practices.

According to Onyemah et.al, (2010) the primary data gathered from 1049 as a sample who were sales people and they were from 6 countries namely, (Italy, Ireland, the United States of America, France, the United Kingdom, and Spain) the Secondary data of this study were based on the cultural performance's ornamentation, multi-level regression analysis that has been discovering that national cultures strongly affected on the methodologies that the employees of the boundary spanning designate the efforts provided as being responses to the HRM control.

It is suggested by the results they provided that there were inverse relationships to be seen between the behavior controls' number with the employees of the boundary spanning and the concern they provide to customers, instead they pay further attentions as well as efforts on the supervisors they work with and the non-selling tasks. Besides, in order of making such relationships to be moderated, the cultural performance orientation had been displayed. Such study showed that the cultural performance orientation increased the employees' satisfaction thru the behaviors to be controlled and proposing the preliminary explanations of the different impacts regarding the control HRM effectiveness among cultures.

Bogićević-Milikić, and Biljana, (2009) conducted an investigation to address the effect of the national culture on the HRM practices as well as processes to draw some conclusions for the Serbian HR practitioners, the multi-national companies that function in the context of Serbia as well as some other organizational contexts and/or countries that have the similar cultural features. The collective versus the individual and the distance energy in that is, when the bias has emerged sufficiently to have a complementary effect on HRmanagement practices. For example, small diameter energy with individual and large power distance with collective, being in line with their idea from Hofstede and Hofstede (2005) presenting two dimensions that were negatively related on the basis of cultural dimensions in Serbia (femininity, collectivism, high uncertainty avoidance, high power distance) eleven propositions had been put forward that were associated to the possibly appropriate HRM practices for organizations located in Serbia having significant implications to be seen for the Serbian HR practitioners and then they help use the Western HRM practices. In this study some limitations were highlighted to the study being recognized as they depend on the studies of the cultural variations that are being associated to the HRM and based on the Hofstede's cultural dimensions, in addition to that, the study lacked some empirical researches emphasizing the proposed hypotheses

in terms of the appropriate HRM practices in the Serbian cultural context.

Aycan et al., (2007) conducted a study collecting data from a sample of 712 respondents working, in Oman, in 6 large institutions. This study indicated that some variations were being found between the employees associated to the orientations' value that were related to the education, the age, and the work experiences. In addition, strong orientations were being found towards mastery, harmony, doing, and thinking as well as weak orientations were being found towards the human nature, authority collectivism as well as the subjugations.

Based on the results, it is observed that strong orientations were available towards mastery, harmony, doing, and thinking, in addition, to that weak orientations were found towards collectivism, subjugation, hierarchy, and human nature.

These researchers displayed that that there were strong connections between value orientations and preferences in terms of particular HRM policies as well as practices. It is also seen that the staff having high scores on being collectivism as well as orientations and others who had low scores regarding performing as well as thinking orientations were preferring group oriented HRM practices despite the oriented HRM hierarchy practices were observed to be preferred by the staff having high scores on the human nature, subjugation, and hierarchy being bad orientations as well as low scores on thinking and mastery orientation.

Feng (2005) carried out a study to investigate in the context of the Chinese business among 6 cases containing the companies of the U.S.A-origin in China and Chinese private companies where differences in the HRM practices were observed. This research clarified the factors caused such diversities. This study clarified the characteristics of such diversities of the Chinese culture thru the implementations of Hofstede's5 cultural dimensions showing that two main elements were related to each other, the values that were culturally deep-rooted including the power respect, the group preferences stayed stable to a large scale and able to describe the HRM practices including performance, training, recruiting, and appraisal. Besides, some results showed that other cultures' dimensions including masculinity/femininity as well as the uncertainty avoidance were being reformed progressively due to the technology introduction as well as the industrialization process affecting the changes that were seen in the HRM practices including the practices of compensation and the planning of HR. This research focused on the cultures as well as the HRM practices' relationships with keeping the economic, legal, political, and educational elements in China constant being a significant limitation of this study.

3. Methodology:

In the research data collection instrument is interview, according to Nickols F (2000) the interview is a verbal Interchange, which is face to face or through the telephone or skype, in which the interviewer tries to collect Information, ideas, beliefs or different opinions from other person. (Kamran, 2015).

The source of the data is primary source and qualitative that can be observed and recorded. We try

to collect it is face to face interviews .The data and ideas that is based on sensible reasoning. We get the sample of two private companies in Jordan and Turkey. This research includes two main parts, First part covers the literature review on the previous studies that discussed the national culture based on the Hofstude dimension and focusing on the SHRM practices in multiple research's while analyzing the previous article that discussed both part at the same time, Then introducing the both comparative countries (Jordan and Turkey) strategic Human Resources management and the cultural dimension for both. The second part the discussion which hold on presenting the process of conducting the in-depth interviews and discussed the relations between variables in the study, to get a better conclusions and manage a summary of the main research findings and expresses its conclusive reflections, and it is based on three parts: (comparison) the cultural dimension which analysis the differences between Jordan and Turkey and the differences in SHRM practices in which highlights the adopted methods approach, and It goes deep into explaining the overall system of inquiry, strategy that used to collect, analyze, and represent the data, the chapter also presents the used methods such as personal interviews, primary data based on an qualitative approach (conclusion), give summary of the results and the relationship founded between the variables.

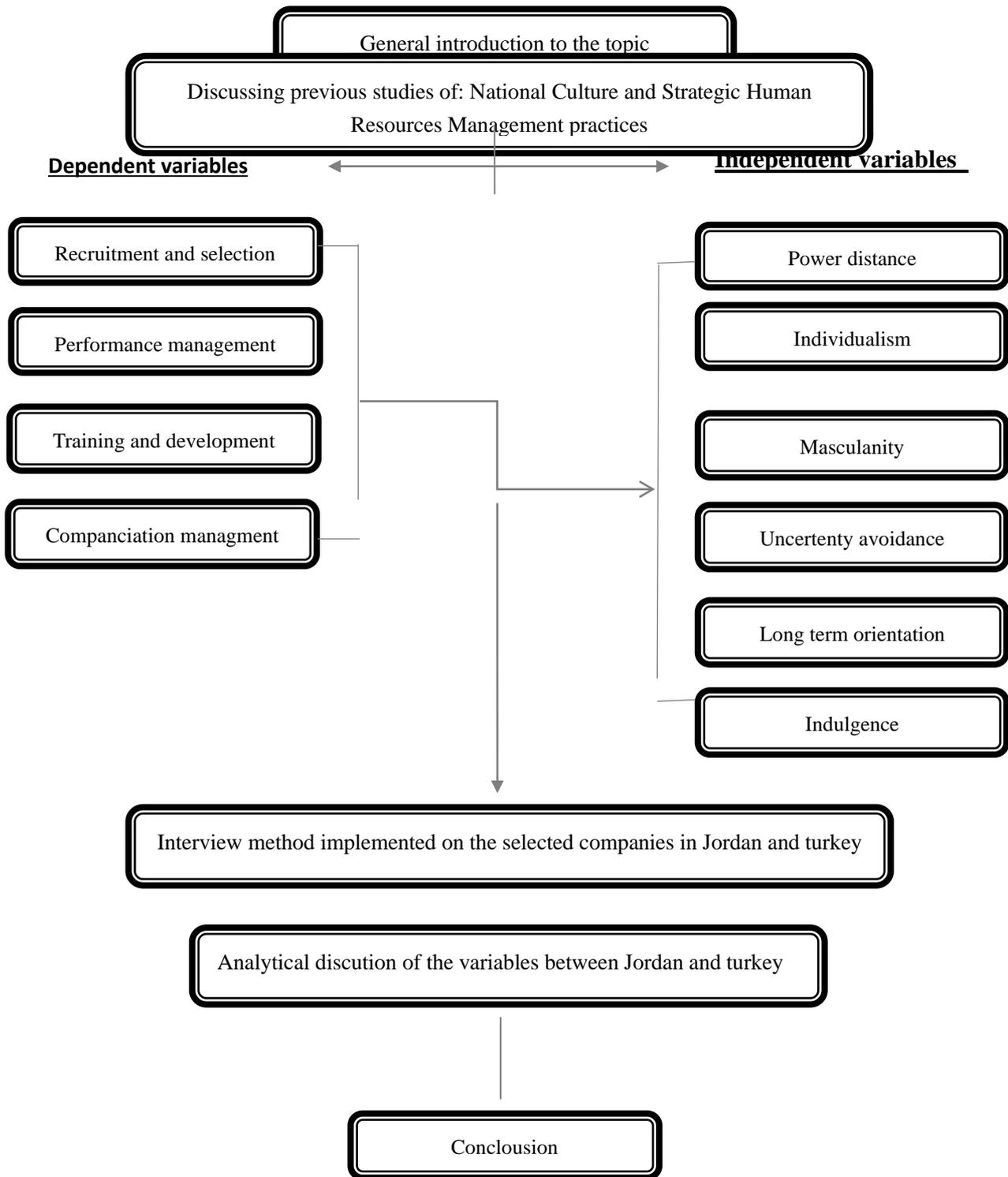


Figure (1): Figure (1): the methodology frame work of the study (source: author).

Our questions in the interviews discuss the HR practices ,in recruitment process we try to check if the technology is important process in the recruitment ,what validated and promoted models used for the applications .what are the activities that the company do to build a positive employer brand,

how company ensure that hiring managers and the recruiting are aligned in terms of candidate quality ,do the company meet the need for workforce promotion .how do company ensure that they find candidates meet the culture ,technical skills. Another HR practices that the interviews cover ,performance management ,what are the steps that company take to measure the employee performance ,how does management evaluate the performance of the staff .In training and development which is one of HR practices, we try to see how company build a career path for an entry level or junior employee using training and development programs ,what system they use to build training programs for staff .how do they measure the impact of employee training .do the company provide opportunities for employee in critical positions than other companies .what about the wages it fulfillment between high and poor performance ,how the company guarantee that all categories of the workforce benefit from incentive systems.in the culture we try to answer the main question about the culture within the company ,so we ask about the activities that company do for the staff ,do the company believe that having extracurricular activities will increase the employee loyalty toward the business .what are the ways that company use to motivate the staff. What are the ways or tools that company use to maintain the diversity, what are the initiatives they used to grow the culture in positive way.do they have office activities to build great culture. We did the interviews with HR officers in companies in both countries (Turkey and Jordan).

4. Strategic Human Resources management practices:

3.1 HRpractices:

The HR Strategy practices involve the following processes:

3.1.1. Recruitment process: is known as the process of attracting prospective candidates in sufficient numbers and stimulating them for job vacancies (Byars & Rue, 1987). Bratton & Gold, 2003 give another definition to the recruitment, they consider it as a process of having a group of people who are able to apply for employment or position in any organization (Bratton & Gold, 2003). Recruitment process is about hiring the right employees at the right job is considered as the most significant part (Astante, 2015).

Robert in 2005 believes that the recruitment is the process which attracts a potential staff ,who has be chosen in specific department ,so it is an invitation for them and convince them to join the organization .the main purpose is to have best quality staff in organization .Recruitment will discover the staff potential to achieve certain goals.

Falcane (2002) mentioned that there are two sources for recruitment process, the first is internal source he means the internal staff in the organization, the second is the external source, by which they join the organization through advertising e-recruitment and social media sources. (Kamran, Dawood, Bin Hilal, 2015).

There are major challenges facing the HR manager is to recruit a suitable candidate for the job from a large number of candidates as it requires a set of stages, all of these stages require time, financial

resources, funds and strategies. Therefore, appropriate adjustments must be made to the selection process for employees to ensure that the candidates meet the job requirements (Rahman, 2020).

3.1.2 The process of selection: this process has been defined to be the process that allows to select the suitable candidates who have the necessary qualifications as well as the skill set for filling jobs needed available in the companies. The selection process seems to be various from one industry to another, and even among the same department of the industry. Ratter and Gold in (2003) defines the selections as instrument to choose the suitable staff from certain job and this happens through a pool of application (Astante, 2015).

Robert in (2005) describes the selection process as a task of predication, we are screening and sorting the most qualification staffs who have the knowledges, skills and abilities. the main goal of the selection process is gathering information of applicants to be able to organize, evaluate and analyze the information to take decision by choosing the staff and providing information about the organization to decide whether to work in it or not. (Otoo, Assuming, Agyei, 2018).

Kapur in (2018) warns that it is necessary to evaluate the various qualities of each candidate, such as their qualifications, skills, abilities, experiences, personality, nature and general position, as candidates not fit for job duties are excluded. To avoid any unwanted losses to the business owner of money, time and effort. Therefore, the organization has to follow an appropriate selection process (Kapur, 2018).

Armstrong in (2001) tries to put categorizes for recruitment and selection process, there are three stages: defining, attract in candidates, requirments and selecting candidates considers the recruitment and the selection as the most important process in HR the organization will look for talents, skilled staff to recruit in order to achieve their goals. There are a lot of techniques that organization used, interviews, assessment centers, curriculum vitae, references, advertisement, and job description. (Astante, 2015).

3.1.3The performance management: this kind of process is known as communication processes that are found between employees and their own supervisors and such process aims to achieve the strategic objectives of organizations (Berkeley, 2020).

Uysal, 2014 believes that the main goal of HRM is to improve the employee performance; it supports the organization to achieve the main goals. There are certain behaviors such as citizenship. Motivation, satisfaction, trust, and commitment that will increase the employee performance. Having healthy relation between the organization and the staff will improve the performance. There are four factors in any business, raw materials, human resources, capital and knowledge that increase the efficiency of any performance. He also mentions that there are reasons that help the organization to increase the employee performance, it can be by compensation, reward, industrial relations, security and personal management. (Uysal, 2014)

Performance management in nowadays believes to be used in one form or another in organizations, also its considers to be one of the most important responsibilities of managers. If done correctly, it leads to important results for the organization, its managers and employees (Pulakos, 2004). Gunnigle

& McDonnell, 2008 indicate that Performance appraisal is also a critical component of the performance management process as employee performance evaluation should support both personal development goals and strategic goals at the organizational level. (Gunnigle & McDonnell, 2008)

3.1.4 Training and development: this process is seen to be an important HR function. Many organizations consider this process to be integral parts associated to the development activities of HR. Hence, many organizations have made this kind of process as mandatory by having for employees training hours per year (Juneja, 2020).

Training and development for staff in any organization is important it supposed to be occurred in most of levels, tasks, and departments in order to achieve the organization goals. Chopra, 2015 mentioned that tremendous value can be include in arranging proper training and development meetings for employees. Also, supported that Training allows employees to acquire new skills and improve the skills they already have, and enable them to perform better, increase efficiency, and be good leaders. Since the corporation is everything that the individual accomplishes independently, they must insure that the organization is performing its achievements in the best possible way in its strength.

Jehanzeb & Bashir, 2013 believe that the training and development will be useful to let the staff to improve their managerial and operational skills, it will increase the learning culture as part of the organization goals the result will be increasing in the productivity by providing the necessary resources (Walters, Rodriguez, 2017). Satterfield and Hughes, 2007 believe that the training is an investment for the organization because when it increases the teamwork, problem solving, interactions, productivity which will affect the level of growth in the organization and the employee performance. It also improves the staff behavior and their working skills which make changes (Nda, Fard, 2013).

3.2 Human Resources management practices in Jordan and Turkey:

3.2 .1The process of the recruitments as well as selections

The researcher attempted to provide little information regarding the selections and well as the recruitment of employees in the HR departments in the Jordanian Kingdom "Naur Jordan" being a case study. These two dimensions are considered the most as well as important HR activities' parts in organizations. The aim of such processes regarding selections as well as recruitments for determining whether a candidate is possessing some specific qualifications and this candidate has the required skills, the needed qualifications of doing the jobs including work experiences and education (e.g., Thawabieh, 2017).

Innovations thought leader Event: a discussion was highlighted regarding that productivity, communication, and team playing of being the three main skills being the employers in Jordan. In addition, the main academic qualifications are being preferred currently in the local markets

containing computer sciences, administrative and the skills of business managements. In fact, the industries attracting in the context of Jordan, the most talent ones, seemed to be the sectors of banking rating 42%, followed by telecommunication rating 32% and then, the construction one rating 36%. In the Jordanian context, job seekers do not concentrate on salaries; however, the main elements that make such organizations deciding the vision of the organizations and good work environment as stated by Azzeh (2016).

It is believed by Boxll and Purcel (2003) that the strategy of recruitment was described as the manner where firms attempting to attract staffing thru the process of selection. In addition, it is argued by Taylor (2006) that the organizations' growth calls, in turns, for expansions in the numbers of the employee, hence, the significance is given to selection as well as recruitment. Point of fact is that selecting of the best qualified staff is being deemed to be as a universal goal in organizations which has led to transforming the HRM since the HRM practice's effective started with having recruitment and selecting the right staffing (Alzyadat, Alatyet, & Alnsour, 2015).

Al-Ma'aitah, Al-Haraisa, & Al-Tarawneh, 2020 Studied the effect of recruitment strategy on the institutional excellence in the Jordanian farms the result of the study shows that there is a positive effect between the study variables also indicate that good recruiting and selection in a perfect way well led to put the right person in the right place, in order to perform effectively and obtain objectives they seek to achieve. (Al-Ma'aitah, Al-Haraisa, & Al-Tarawneh, 2020)

On the other hand, human resources organizations show their high competitiveness by paying attention to reducing costs and improving quality, profitability and productivity in the areas of HRmanagement. The use of information technology in human resources for employees gives preference to making the maximum contributions to gaining the competitive advantages of information technology. The use of information technology in HR functions affects recruitment planning.

Kaya, Koc, & Topcu in (2010) An attempt to study the impact of climate activities and organizational HR on job satisfaction among banks in Turkey, and a study of data collection from 19 banks, 346 employees to participate. The result showed that the regulatory climate contributes to job satisfaction significantly in addition to the influence of selection and appointment, teamwork, and work environment. , And policies on job satisfaction. (Kaya, Koc, & Topcu, 2010)

3.2.2The Training and development:

Mondy and Mondy (2014) Notice through their study that complex work requirements and dynamic work environment currently favor employees skilled in performing various tasks using effective methods, in addition to good development, and training programs in the organization will provide the employee with the necessary knowledge on the job. All these things will be reflected in the production process. (Khasmeh, Madanat, 2018).

Saifalislam, Osman, AlQudah, 2014 examine in their study the Human Resources practices as well factors that affect development and training among organizations and others on the Jordanian public Universities in Jordan.

The study confirms that development and training are significant factors in HRM also, organizational performance. (Saifalislam, Osman, AlQudah, 2014).

Subramaniam, Shamsudin, & Ibrahim, (2011) In discussing the development in their studies, reference was made to some activities that help people improve their skills. What they have argued is that most development and training programs are useful for trainees who focus on attitudes, knowledge and skills, which are important in achieving goals and have advantages that affect the organization's performance.. (Subramaniam, Shamsudin, & Ibrahim, 2011)

Also, more specifically Alnawfleh, 2020 conducted a study in a Special Economic Zone in Jordan named aqaba to identify the effect of training and development on employee performance, The results of the study indicate that there was a significant difference in scores between trained employees and employees whom are not trained. Studying these relationships helps organizations create training and development programs to achieve high productivity by investing in their skills (Alnawfleh, 2020).

On the other hand, Asgarova, 2019 conducted a study in Turkey on 34 companies operating in the private sector to study the effect of training provided by companies on employee job satisfaction and how it affects their levels of achievement, as it confirmed that training is an effective way to achieve the goals of companies, which include increasing their productivity gains (Asgarova, 2019).

It is believed by Leede et al (2002) that the training as well as development as being one of the HR process is being deemed to be critical for the firm's performance. In this regard, it is also added by Guest (1997) and Lee and Miller (1999) that training is being assumed to be appropriate for the process of the work as well as the strategy of the firm strategy, in addition, the efforts of learning spent towards employees are seen to enhance the performance of the individuals as it has to be rewarded. Besides, according to Ahmad and Schroeder (2003) training is able to accomplish in different forms that are being realized by the extensive training means.

It is also observed by Law and Ngo (2004) that the training provides the positive attitudes of the employees where this can improve their own performance and then, increasing the firms' growth and motivating. In this vein, Stone (1998) and Grzelak (1988) attempted to improve the communication as well as cooperation of employees by creating the culture of work and communications between both employees as well as supervisors to be significant (Kaya, 2007).

3.2.3The performance Management:

In any organizations, the success can be observed in the own performance they have and the competitive advance achievements leading to have productivity as well as efficiency by staff, and this helps organizations accomplish their objectives (Al Ryalat, 2015). It is also discussed by Markos and Sridevi (2010) that technologies can enhance the staff's performance and this can help jobs to be performed better as being an advantage of the organizations.

Alkhazali, Abu-Rumman, Khmour, and Al-Daoud, (2020) found in their study that the increased involvement of employees at all levels Foster a sense of belonging, which ultimately may contribute

towards improved Organization performance .Also, employee performance evaluation improves their performance and also positively influence organizations' performance as a whole (Alkhazali & Abu-Rumman & Khmour & Al-Daoud, 2020).

The employees' concept of month in the institutions as well as organizations in Turkey does not exist and it is believed that this may be disturbing the harmony of the group in organizations, in addition, this may hurt the feelings of other staff and leading the staff's performance to be limited, and organizations assumed to motivate as well as support the staff for working further as well as employ the knowledge and the skills they have as indicated by Mellahi, Tatogula, and collings (2010).

In the study of Aycan (2001) it is confirmed that assessment as well as performance are being the most challenging to be seen in the process of the HR. In this regard, some reasons are being highlighted as follows: they have the systems of performance evaluation with having standard forms of evaluations; however, it is still not easy to obtain some appraisals to be conducted. Secondly, no evidence regarding any scientific validity of the systems measures was being found in order to assess such criteria. Thirdly, 80% of the assessments of the conducted performance as on way process whereby the superior assesses the subordinates.

Employees in companies believe that HRmanagement practices affect their performance, especially those related to their rights, which effect their emotions and lead them to be more Commitment and careful to improve their skills. This result was obtained from a study conducted on Turkish employees working in the marine sector (Aydoğan & Arslan, 2020)

5. The National Culture Dimensions of Hofstede and its own implications to be seen in Turkey as well as Jordan:

4.1 The Dimensions of National Culture of Hofstede

4.1.1. POWER DISTANCE:

This kind of dimension indicates that all entities of the society are not being equalized, one society can include equality and inequality between people, as a lot of weight was provided by some societies to many individuals based on the social capacities they have (by financial ability or virtue of age) and others do not give much weight to such social factors (Hofstede, 2011). Besides of measuring the degree of equality between members of the same society, it also measures the extent to which members who do not possess high power in institutions and organizations accept the hierarchy. Therefore they will have a high-power distance index (PDI) (Tear, Reader, Shorrocks, & Kirwan, 2020).

4.1.2 INDIVIDUALISM:

This dimension is related to the interdependence degree sustained by the society between its own members representing the self-image of individuals regarding "WE or I" as mentioned by Hofstede (2011). In this regard, it is defined to be as being one side that is vs. its inverse, community showing

how much people are being incorporated into gatherings. As for the independent side, it has been discovered by social orders where the ties between people seemed to be free and, in fact; each person is being relied upon in order to take care of her/him as well as her/his close family members. As for the collectivist side, it is discovered that social orders where individuals from birth onwards are being coordinated into a solid, firm in-gatherings, regularly more distant families including aunties, grandparents, and uncles.

A high positioning of individualism reveals that people are in need for creating as well as being pleased with the decisions as well as characters they have. Regularly, people may structure a higher loosing connection number to be presented in the social orders (e.g., Majumder & Bhattacharya, 2020). A low individualism positioning encapsulates social orders where the people are bound to go about as an individual from a gathering for example family, town, calling and so forth. This collectivist nature will in general create connections among people, and extended families.

4.1.3 MASCULINITY

The achievement characterized as being the best or/and the winner in such field resulting high scores for such dimension. It is also seen as a wealth framework starting in school and then keeping in progress for the organization's life period. As for the low scores, they are described as being a feminine community the one where an individual's satisfaction has been seen to be an element related to the accomplishments and staying away from a group is not admirable (Hofstede, Hofstede, & Minkov, 2010)

And in patriarchal societies where men dominate the greater part of society, and where women are dominated by men, by contrast, the low level of MAS will demonstrate that the general public removes the tension from segregation between the sexes. Females are similar to men in all aspects of society. The important things are bonds and personal satisfaction. (Majumder & Bhattacharya, 2020).

4.1.4 UNCERTAINTY AVOIDANCE:

This dimension is done in regard of the approach in which the general arrangements of public have some directions where a future has not been ever known and a question is raised as will it be more appropriate for our community to attempt to keep controlling future or just let things to happen? An ambiguity such this can lead to a disturbance as well as confusion, and various communities found different ways that handle such nervousness. In addition, it is defined by Hofstede that this is the range where the people of the society feel threatened by unknown and/or unclear situations and accordingly it has been started to believe that they have to avoid such situations (Hofstede, 2019).

A high degree of the UAI can indicate to a rule-oriented society in which people are preferring the explicit rules, controls, and laws for mitigating the uncertainties' amount. A low uncertainty avoidance ranking points out that the country has less concerns about ambiguities as well as it has a greater tolerance for the informal situations. Such things are being reflected in societies being less rule-oriented in which individuals value has flexible or implicit guidelines (Hofstede, Hofstede, &

Minkov, 2010).

4.1.5 LONG TERM ORIENTATION:

This dimension is based on explaining what the community must do to maintain ties with its history while dealing with current challenges, in addition to dealing with them in the near future where priority is given to local communities with different goals. (Hofstede, 2019).

A need, sometimes, is seen to be required in order to maintain time-regarded traditions and principles that aim for observing the culture with having doubts. The communities that score less on such areas indicate that they are in preference to be preserving traditions as well as considering some social changes regarding the bad things. On the other hand, societies which have scored higher regarding this dimension support as well as encourage some changes for preparing for a better future; hence, leading them to adopt progressively practical strategies can encourage economies, in addition, efforts in the programs of the present training as a method for planning for what is to be occurring.

The two opposing sides of this dimension have a set of characteristics. The long-term approach includes persistence, arranging relationships according to situation, observance of order, and feeling shy. While the short-term approach includes characteristics such as individual grit and dependability, regard and surrender of welcome, favors and blessings. (Hofstede G., 2011)

4.1.6 INDULGENCE:

At present, as in the past, the one key that stands in the way of humanity is the amount of mixing of small kid's children. In fact, we cannot become human without socialization, it is a degree in which people try to control their impulses and desires (Hofstede, 2019) while they are growing up. The tendency toward moderately weak authority over their driving forces is called "extravagance," while generally strong orders over the tendencies they possess are classified as "restraints." Societies can be represented as restrictive or tolerant.

Indulgence as a norm applies to social orders that permit a significant level of free delight of essential and regular human drives. Individuals from such social orders will in general appreciate life and have some good times, favor singular bliss and prosperity, consider relaxation time as more significant than difficult work, and appreciate more prominent individual flexibility to enjoy the present time and place. On the other hand, restraint as a norm applies to social orders that smother satisfaction of necessities, controlling it through exacting normal practices. Individuals in these social orders emphasize acquiring abilities, breezing through assessments, headway, and advancement instead of continuous festivals of day by day life. (Luria, Cnaan, & Boehm, 2019)

States that have a high grade IVR permit or the joy of broadcasting energy are generally free of the private drives and feelings of individuals, for example, getting a charge out of life and having some good times. In the public with a low IVR score, there is more exacerbation on suffocating delight and more guideline lead individuals and behavior, and there are more stringent acceptable practices. (Hofstede, Hofstede, & Minkov, 2010).

4.2 Culture in Jordan and in Turkey based on the Hofstede's dimensions:

Discussion of the differences between the following as a comparison discussion based on the shown figure.

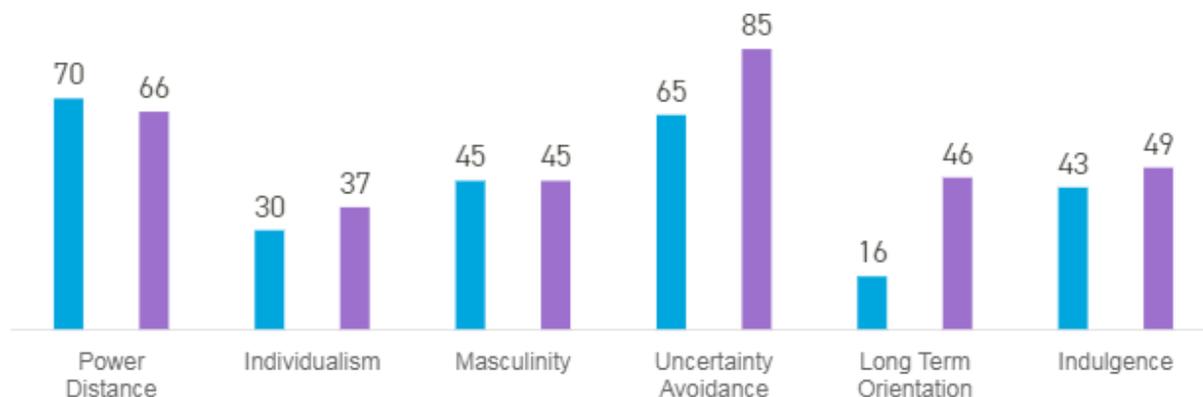


Figure 2: Hofstede dimension in two different country the blue is for Jordan and the purple represent turkey. (Source: www.hofstede-insights.com)

4.2.1 POWER DISTANCE:

Jordan's affiliation to the high degree of 70 is based on its ownership of a hierarchical society, which indicates that individual's do recognize a different demand where each person has his own place and does not need further support. Passing order in an association is seen as reflecting fundamental disparities, centrality is well known, subordinates hope to define what to do and the ideal supervisor is an altruistic tyrant. As it is, Turkey has a high score of 66 which represents characteristics of Turkish style by dependent chiefs, hierarchy, regularly banned chiefs and ideal supervisors are paternal personalities. Powers accumulate together and the managers are responsible for enforcing the rules that are overseen by the officials. Control is normal and frame of mind towards bosses is formal as well. Communications are anomalous and the data flow is subtle, and this is clearly observed in the nuclear family in which the parents are a kind of patriarch in relation to the people who give.

4.2.2. INDIVIDUALISM:

In the Jordanian context, this dimension has scored 30 and this score is seen to be a low one and this shows that Jordan is deemed to be a collectivistic society. Consequently, it can be said that within the neighborhood, for long distances, it is entrusted to gather a part such as families and more distant families, or to expand relations.

In the collectivist society, commitment is considered to be necessary as well as it nearly abolishes all other regulations and norms of a culture. The public supports strong relationships in which everyone

participates. It bears responsibility for all entities in their gatherings. Social orders in the collective, aggressive actions lead to humiliation, and considered contacts manager / worker forms decent, such as family ties, recruitment and evaluation of options developed representative of the community and the Council is gathering organizations.

As the Turkish society, it is seen as a collective cultural style and has a score of 37, and this represents "we" as a basic, individuals have a place within the gatherings (families, communities, or organizations) who have a responsibility to nurture for the sake of resilience. Correspondence is pleasant and harmony must be maintained regarding the gathering, and open disputes can be avoided. Ethics is the basis of a relationship, and this is constantly necessary through conviction. Building a trusting relationship should be done by contributing time initially. Regularly favoritism can be detected. Criticism is always anomalous, and so is the case at work.

4.2.2 MASCULINITY:

This dimension has been having the same scores in both contexts: Turkish context and Jordanian one with scoring 45, in addition, they are on the scale's feminine side indicating to the moderate cultures' factors to be seen e.g., to be honest with others, kindness, accordance, on the long period are being respected as well as encouraged. In both private as well as work life, the conflicts were avoidable. The time of re-generation is deemed to be a key aspect for Turkish, it can be seen that as the moment where the entire family, colleagues, and group gather as well as they are grateful for their life. Such status has been appeared and it also gradually comes out of the PDI's high-level.

4.2.3 UNCERTAINTY AVOIDANCE:

Implementing this dimension in the Jordanian context scored 65, and hence, it a high desire has been observed for maintaining some strategies that help in avoiding the vulnerabilities. The societies displayed a high vulnerability avoidance seemed to be to maintain robust codes of contentment as well as conduct also they are fanatic regarding the unconventional ideas as well as behaviors.

Such societies have emotive desires to unrelatedly regulate of if such rules have never succeeded, time is being cash, the members of community have a tend to be busy and engaged, dependability and precisions are the main criteria and some advancements could be challenged as well as intercepted, and the security seems to be a main element to inspire individuals.

As in the Turkish context, the score was seen to be 85 regarding this dimension and along these lines a high necessity regarding the rules as well as regulations had been observed. Hence, some points were also seen including limiting disruptions and a ton of ceremonies used by individuals.

4.2.4 LONG TERM ORIENTATION:

In regard to this dimension, Jordan has scored 16 and this kind of score seems to be a low score displaying that a country can be based on having an unequivocally regularizing community. In such kind of social orders, the members of the society have cohesive concerns that help in creating of the

pure facts to be related to the issues; they are observed to be as standard in the logical thought they have. They also show strong respects as well as commitments for the customs, in common; they tend in saving something to reserve for the future, and focus on achieving rapidly the outcomes. On the other hand, as for Turkey, the score 46 has been observed seen, hence, it can be noticed that no predominant social preferences are construed.

4.2.5 INDULGENCE:

This dimension scored 43 and this is represented as a relatively low score to be seen in Jordan lifestyle. Community orders have minimal degrees in measurement like this one leading to pessimism.

In contrary to indulgent community orders; Restrictive community orders do not restrict the focus on leisure time and manage the pleasure of their desires. Community members with such a path live with beliefs that their actions and behaviors are or should be restricted by community norms and they feel that entertaining themselves is a type of wrongful behavior.

As for Turkey, the score was 49 and it is seen Almost to a similar degree, this characteristic corresponding to the dimension cannot be determined.

Moreover, Hofstede collects working tendencies casually about practically discrete mental factors or levels of examination, each of which contrasts in key characteristics, for example, the level of reliability or protection from change after some time and the association with, initiation and consistency of different practices. Sociometrics are prepared to a large extent based on aggregated attitude information about the development of work-related tendencies. Some of the things interact with general mental frameworks, some of them are declarations of work values, and some of them benefit from results practices, for example, sources of achievement, association, responsibility, etc. However, in order to understand the limitations that national social characteristics may impose on the state of global management, we have to uncover the different developments that have been unified under the way of business-related tendencies to deal with the national culture, and reveal their different influence on the important practices associated with human resource management.

Social traits spoke of, remarkably, interesting estimates, which could be isolated from behavioral things to human resource management tendencies and outcome practices, for example, duty as well as fulfillment. Accordingly, an increasingly important assessment of business-related mental tendencies and their impact on management arrangement practice could be completed. Human resources by making use of the influence of things directing social value (Nyambegeera et al. 2000).

Discussion:

The HRM practices can be used by the organization to increase the staff and the organization performance. In our paper we used the following hr practices Recruitment process, the selection process, the performance management, Training and development. We try to make comparison between the HR practices of organizations in Jordan and Turkey.

In recruitment process we measure the effect of technology on the process, the actions that organization takes to build a positive staff brand, how the organization can hire managers with high quality, the promotions process, if the staff meet the culture and the technical requirements. How the organization will test the staff qualifications and their experiences, the quality of them.

In Jordan we find that the technology is very essential in the recruitment process because we use it nowadays to run an effective recruitment department and updating the process according to the organization rules, using also the technology tools such as social media. Using training and following up with the staff is used to build a positive employer brand the models that used or they depend on is ads. The managers are very important and they have to keep the hr practices in their minds to improve the staff and the organization performance .each organization has its own recruitment application and it has to check the strength and the weakness of the staff before hiring them .In Jordan the promotion is used by the organization, it can be in different ways each such as holiday promotion, vertical, horizontal and dry promotion. To ensure that staff meets culture and technical skill requirements the human resources departments supposed to see their expertise not certificate, their experience and test their qualifications through exams. The discipline is the most important features that organization looks for in their candidates.

In Turkey, they use in the recruitment process the technology such as social media, online platforms and mobile application to run effective recurring department and process. The promoted models that used for the application is Agile model of HR. After the road map was determined international communication and social media programs were developed, the career site was renewed and events were held these are the actions that organizations take to build positive employer brand in Turkey. The organizations in Turkey meet the need for labor through promotions. The organization ensure that the candidates meet the culture requirements and technical skills through their knowledge of the organization. The most professional strength that organization select in the staff are communication analytical intelligence and being open minded to the development. Experienced or inexperienced candidates are evaluated according to the qualifications sought within the scope of company needs. The most important qualities that organization looks in their staff are the communication, compliance and solution oriented.

In the performance the organization tries to measure the staff performance and to increase it, the performance represents the relationship between the mangers and the staff, how they will evaluate their staff, how they will plan for the strategies to improve the performance of the organization and their staff, what the compensations that they will provide to their staff.

In Jordan they use the KPI to measure the employee performance ,we mean by KPI , Key performance indicator that evaluate how effectively the organization is achieving the business objects and goals, we have five key performance indicators ,the first is revenue per client ,the second is average class attendance(ACA) ,the client Retention Rate (CRP),profit margin (PM) and average daily attendance (ADA),they also use the KPI to evaluate the organization performance as well .When the organization has an employee who is underperforming it will focus on the performance to be better by following

the staff ,they will give him training to work on his weakness. Using the compensation packages is one of the motivation things that they use it in the organization to increase the commitment and the loyalty to it and the jobs that staff are doing. Using the multi-source 360 in the organization as evaluation helps the management to figure out the reasons of weak performance and how to improve it.

In Turkey the organization measures the performance according the scores there is a period of performance that management sends to the officers the scores and the process that they that they have to take the collection of scores to be done by HRdepartment. They do the evaluation of performance twice in the year, managers give their grades to the employees through the performance system that they have in the organization that prepared by HRdepartment. Managers talk to the employees face to face to provide them about their performance. If the employee is under performing organization warns the staff verbally and gives him training to improve his performance, if he does not improve himself, he will have written warning, if the performance still weak after the warning the termination process begins. The compensation packages that organization does for the staff it pays twice the premium, the bonus that given with the performance point.

The training is one of the important human resources practices that the organization used to develop the staff performance, we can see that the training and the development are attached to each other's .In Jordan for example the organization build a career path for an entry level or junior employee by using the training and development programs ,They use the orientation as a must and then they do the training ,they use in house training to build training program for employee .They usually measure the impact of employee training by using score card system .following up with the staff considers as efficient program in order to insure that the staff doing their best in the training .In Turkey ,the organization do not focus to build a career path for an entry level or junior employee but it examines the experiences that the employee has ,they use Enokta system to build training programs for their employees .the following up with employee is the way that they measure the impact of employee training, they use very efficient in enhancing employee competencies and skills.

Compensation is one of HRpractices that organization used as motivation to increase the staff performance and the organization. In Jordan the organization provides more opportunities for staff in critical position than provided by other organization to motivate them and because they have difficult tasks. They use a wage scale to fulfill the wages performance. Situations do guarantee that all categories of the workforce benefit from incentive system. In Turkey the benefits that organization provides for staff in critical position are on the same average as other institutions they give the employee remuneration based on their duties, experiences and positions. The organization guarantees that all categories of the workforce benefit from incentive systems.

The culture of the organization is essential for the employees, they will have good knowledge about it, the rules, the regulations, by having different types of activities or giving orientation for new employees, sometimes it can by handbook. In Jordan organization does trips, dinners and social activities to let the employee to know the culture of the organization discipline of the organization

creates the employee loyalty and commitment. They motivate their employees by listening to them and try to be team family. They believe that having activities out of the organization and offices will build great culture. In Turkey, the organization offers the following activities, for employees, theaters, music, sports activities are held in the role of employees .up to date seminars are organized for employees, also travel and concert events are held .They believe that extracurricular activities increase the employee s loyalty toward the business, also motivation activities will increase the employee loyalty .Having activities out of office will build a great culture.

Organization nowadays use the human resources practices to improve the organization and the staff performance also to build positive image of their culture and their organization, through using the HRM practices and the culture dimensions that can make differences and balance in the performance. During our interviews that we did in the private sectors and companies in Jordan and Turkey, we notice that organization choose the staff according to their knowledge and their experiences. They can improve their skills through the training that the organization provides to their staff. Organization most of the time try to motivate their staff by a lot of ways that we mentioned above, also they give attention to their culture and the way to present their culture to the staff and to the external is very important issue for them, they used different techniques to show it in positive way. They increase the loyalty of their staff by creating extra tools and by giving all the attention that staff need during their works.

Based on the analyzed SHRM practices from the two interviewed companies in Jordan and Turkey we summarized few significant relation of the cultural dimension impacting the practices specifically it was noticed that masculinity and individualism have a higher impact and long term orientation, power distance with a minor impact, but on the other hand indulgence and uncertainty avoidance were mostly neglected.

| SHRM practices | JORDAN | TURKEY |
|---------------------------------------|--|--|
| Cultural dimension | | |
| Recruitment and selection | Technology was highly used and preferred in the process, expertises and discipline came first in the proiarly. | Technology was highly used and Agile model of hr Communication compliance and solution oriented. |
| Significant cultural dimension | Long term orientation – power distance. | Musculinty – long term orientation. |

Conclusion

The present study is deemed to be the way applicable in a culture and it cannot be pertinent into other ones; the current study aims for preparing a basic knowledge of literature to enhance further studies to be presented in such a comparison field of the SHRM practices in order to indicate to more insights into the connections between both methodologies. Regardless of the way that this examination was directed dependent on existing literature, the past studies were finished with various setting. For example, the vast majority of the examinations inside worldwide organizations in a single nation, and some of them study contrasts of SHRM practices across various nations, and some only discussed the cultural dimension.

This research inspected four practices and introduced the national culture measurements and it is suggestion on each of SHRM practices. What's more, this investigation analyzed the effect of national culture on SHRM practices, the impact of every one of the six of the independent variables on every one of the four components of the dependent variable was resolved.

All the more explicitly, an interview for companies on the culture, and SHRM The topic of practices in both Jordan and Turkey was presented. In addition to Hofstede's cultural dimensions namely: collective / individualism, femininity / masculinity, power distance, long-term versus short-term orientation and indulgence, uncertainty avoidance, and we summarized few significant relation of the cultural diminution impacting the practices specifically it was noticed that masculinity and invalidism have a higher impact and long term orientation, power distance with impactor, but on the other hand indulgence and uncertainty avoidance were mostly neglected.

Likewise, with some other research, this exploration has a few limitations. Right off the bat, it was impractical to gather information from all organizations because of requirements on schedule and resources in Jordan and Turkey; it is instructed that the generalizability regarding the outcomes ought to be treated with wary. Since the after effects of this examination depend on national culture and it is impact on SHRM practices, Furthermore, it is prescribed to consider the impact of religions on SHRM rehearses alongside the impact of national culture, additionally there are another variables influencing SHRM rehearses, subsequently future explores must reveal insight into postulations and research it is sway.

Lastly, the influence of the national culture is observed on the HR. Such investigation examination provides significant hints of the needed knowledge to the executives to allow them to perceive the national culture as well as resources effects that influence such relationships.

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