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The Impact of Strategic Organizational Challenges on Human Resource Management in Jordanian Logistics Companies

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ABSTRACT

Organizational development is an intrinsic and continuous process that significantly influences the efficiency and effectiveness of job performance within administrative organizations. At the core of successful transformation efforts are the human and organizational dimensions, which are particularly critical in the context of human resource management. This study examines the impact of strategic organizational challenges on managing human resources within Jordanian SME logistics companies, providing a focused lens on how these challenges shape HR practices. The findings, derived from data collected from 189 respondents across Jordanian SMEs, reveal that strategic organizational challenges have a significant influence on human resource planning. By employing multiple regression analysis, the study highlights the complex interplay between these challenges and HR planning, demonstrating the need for organizations to adopt adaptive and strategic approaches. This insight underscores the importance of HRM as a dynamic component of organizational development, capable of responding to and mitigating the pressures posed by external and internal challenges. The findings reveal that all three challenges significantly influence HR planning, underscoring the urgency for innovative and adaptive strategies. Entrepreneurship emerges as a critical moderating variable, enabling SMEs to navigate these complexities and capitalize on emerging opportunities. Entrepreneurial principles such as adaptability, innovation, and strategic decision-making empower SMEs to address these challenges effectively, fostering resilience and agility within their workforce. This study's contributions extend beyond theoretical insights, offering practical implications for practitioners, policymakers, and scholars. For practitioners, the findings emphasize the importance of strategic capacity-building initiatives that equip SMEs with the tools and knowledge necessary to implement adaptive HR practices.

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Policymakers can draw from these insights to design targeted interventions that support SME development, such as training programs and access to digital infrastructure. Scholars are encouraged to further explore the intersection of HRM and entrepreneurship, particularly in the context of SMEs operating in resource-constrained environments.

الملخص

التطوير التنظيمي هو عملية جوهرية ومستمرة تؤثر بشكل كبير على كفاءة وفعالية الأداء الوظيفي داخل المنظمات الإدارية. يكمن في صميم جهود التحول الناجحة الأبعاد البشرية والتنظيمية، والتي تُعتبر ذات أهمية خاصة في سياق إدارة الموارد البشرية. تهدف هذه الدراسة إلى استكشاف تأثير التحديات التنظيمية الاستراتيجية على إدارة الموارد البشرية في شركات الخدمات اللوجستية الصغيرة والمتوسطة في الأردن، مع التركيز على كيفية تشكيل هذه التحديات لممارسات الموارد البشرية .تُظهر النتائج المستخلصة من البيانات التي جُمعت من 189 مشاركًا في الشركات الصغيرة والمتوسطة في الأردن أن التحديات التنظيمية الاستراتيجية لها تأثير كبير على تخطيط الموارد البشرية. من خلال استخدام تحليل الانحدار المتعدد، تُبرز الدراسة التفاعل المعقد بين هذه التحديات وتخطيط الموارد البشرية، مما يُظهر الحاجة إلى تبني المنظمات لأساليب تكيفية واستراتيجية. تُبرز هذه الرؤية أهمية إدارة الموارد البشرية كعنصر ديناميكي في التطوير التنظيمي، قادر على الاستجابة للتحديات والضغوط الناتجة عن العوامل الخارجية والداخلية .تُظهر النتائج أن جميع التحديات الثلاثة تؤثر بشكل كبير على تخطيط الموارد البشرية، مما يُبرز الحاجة الملحة إلى استراتيجيات مبتكرة وتكيفية. يظهر دور ريادة الأعمال كمتغير وسيط حاسم يُمكن الشركات الصغيرة والمتوسطة من التنقل بمرونة عبر هذه التحديات واستغلال الفرص الناشئة. تُعزز مبادئ ريادة الأعمال مثل التكيف، الابتكار، واتخاذ القرارات الاستراتيجية قدرة الشركات الصغيرة والمتوسطة على التعامل مع هذه التحديات بفعالية، مما يدعم المرونة والرشاقة في قوة العمل. تتجاوز مساهمات هذه الدراسة البُعد النظري، حيث تقدم تطبيقات عملية للممارسين وصانعي السياسات والباحثين. بالنسبة للممارسين، تُؤكد النتائج على أهمية المبادرات الاستراتيجية لبناء القدرات التي تزود الشركات الصغيرة والمتوسطة بالأدوات والمعرفة اللازمة لتطبيق ممارسات موارد بشرية تكيفية. يمكن لصانعي السياسات الاستفادة من هذه النتائج لتصميم تدخلات مستهدفة تدعم تطوير الشركات الصغيرة والمتوسطة، مثل برامج التدريب وتحسين البنية التحتية الرقمية. يُشجع الباحثون على استكشاف تقاطع إدارة الموارد البشرية وريادة الأعمال بمزيد من العمق، لا سيما في سياق الشركات الصغيرة والمتوسطة التي تعمل في بيئات ذات موارد محدودة.

الكلمات الداله:

العولمة، إدارة الجودة الشاملة، كوفيد-19، تخطيط الموارد البشرية، ريادة الأعمال، الشركات الصغيرة والمتوسطة الأردنية، التحديات الاستراتيجية

JEL Classification: *M12, M13, M54, & O15.*

1. Introduction

Human resource management (HRM) is a cornerstone of economic and social development, serving as a critical factor in enhancing organizational efficiency and sustainability. The rapid pace of globalization, technological innovation, and shifts in economic environments have significantly influenced HRM practices, creating challenges that demand a strategic and adaptable approach (Bisaria & Gaurav, 2013). Traditional HR practices, which often rely on outdated and reactive models, have become inadequate in addressing the complex and dynamic demands of modern organizations (Al-Zaqeba et al., 2018b). Small and medium enterprises (SMEs), in particular, face considerable obstacles in aligning their human resource strategies with broader organizational objectives. Many organizations adopt short-term operational tactics instead of long-term preventive and strategic planning, which hinders their ability to respond effectively to competitive pressures and external disruptions. These challenges are further intensified by the need to integrate Total Quality Management (TQM), navigate globalization's demands, and adapt to crises like the COVID-19 pandemic (Al-Zaqeba & Al-Rashdan, 2020).

Human resource management is regarded as one of the most vital components of economic and social development. Like other aspects of the development process, human resource management faces significant challenges with the advent of the third millennium and the rapid shift toward broad globalization (Bisaria and Gaurav, 2013). The manner in which individuals and groups within organizations interact and make decisions can either create opportunities for growth and success or lead to issues resulting in losses, potential failure, or even organizational collapse (Hill and Jones, 2008; Alzaqebah et al., 2018a). The transformation in human resource management processes is accelerating, much like a powerful wind of change. Many individuals and organizations have struggled to confront these changes, with some falling victim to them. The traditional perspective on wealth production, focused on labor, raw materials, and capital, has shifted to incorporate knowledge, driven by the forces of economic, social, and technological globalization. This has heightened the emphasis on managing change and encouraged organizations to adopt change management strategies to gain a competitive edge, ensuring growth, prosperity, development, and long-term sustainability (Schuler, 1981). The 21st century has brought a multitude of challenges that have comprehensively impacted economic, social, and cultural aspects of life. These challenges, including globalization, heightened competition, and others, have reshaped the dynamics of work relationships across various organizations, raising questions about traditional organizational structures and practices (Porter, 2006; Al-Zaqeba & Al-Rashdan, 2020a).

In Jordan, the issue is compounded by a lack of awareness and application of leadership principles within many SMEs, which negatively impacts the effectiveness of HRM practices. Research highlights that insufficient knowledge in leadership and strategic planning has contributed to organizational challenges, affecting HR planning, policy development, and employee performance (Al-Zaqeba et al., 2018). As HR functions play a pivotal role in shaping organizational resilience and competitiveness, addressing these gaps has become critical for ensuring sustainable growth and development (Porter, 2006; Schuler, 1981). This study aims to investigate the impact of strategic organizational challenges on HRM practices within Jordanian SME logistics companies. By focusing on critical challenges such as TQM, globalization, and the repercussions of COVID-19, the research seeks to provide insights into how organizations can adapt their HR strategies to overcome these obstacles. Moreover, it highlights the importance of strategic leadership and change management in fostering organizational success and achieving sustainable development

2. Literature Review

The studies reviewed highlight the diverse impacts of human resource management (HRM) practices and organizational challenges across various industries, sectors, and organizational sizes. Collectively, they underscore the critical role of HRM in shaping organizational outcomes, fostering innovation, and ensuring sustainable performance. Cardon and Stevens (2018) emphasize that effective HR management is a critical

challenge for small and emerging ventures. Their theoretical review of literature demonstrates that while founders often prioritize operational scalability (e.g., IT systems), they overlook the scalability of organizational culture and workforce management practices. Early HR decisions significantly affect the long-term success of ventures, evolving with organizational development. This finding aligns with Malkawi et al. (2019), who argue for a balanced focus on both technical and human elements in the growth of small firms. This study highlights a significant gap in entrepreneurial practices, emphasizing the need for founders to view HRM as a strategic component of business development.

Alqadi (2012) explores the strategic role of HR practices in Jordanian private universities, revealing a statistically significant impact of recruitment and training on employee performance. However, the study notes that compensation systems do not exhibit a significant effect on worker performance. This finding points to a nuanced understanding of HR practices, suggesting that non-financial factors like training and opportunities for development may hold more weight in academic contexts. The study's recommendation for increased employee participation in decision-making underscores the importance of fostering inclusivity and engagement in HRM practices. Quraish (2016) examines HRM's influence on administrative creativity in Algeria's industrial ministry. Findings indicate that HR practices significantly impact employee creativity, with moral incentives emerging as a key driver for fostering innovation. This study provides valuable insights into public sector HRM, emphasizing the importance of aligning HR policies with employee motivation and creative potential. The recommendation to increase moral incentives reflects a broader shift toward recognizing the psychological and emotional dimensions of workforce management.

Fey et al. (2000) and Batt (2002) offer complementary perspectives on the relationship between HRM and organizational performance. Fey et al.'s study of foreign firms in Russia underscores the positive effects of nontraditional training and salary increases on performance outcomes. Respecting job confidentiality and providing administrative incentives were also identified as critical factors in enhancing both staff and managerial performance. Similarly, Batt (2002) highlights the importance of HR practices in reducing employee quit rates and improving sales growth through enhanced customer satisfaction. Training, skill development, and participative decision-making emerge as pivotal HR strategies for fostering employee retention and driving organizational growth. In addition, Gabriel (2016) investigates the link between HR practices, emotional performance, and customer satisfaction, employing multilevel modeling and diary methods. The study reveals that HR practices enhancing skills, motivation, and opportunities directly impact emotional performance, which varies across sectors. This nuanced perspective aligns with prior research by Associates (2020), Cardon and Stevens (2004), and Quraish (2016), which collectively highlight the multidimensional nature of HRM and its sector-specific implications.

The reviewed studies collectively underscore the multifaceted impact of HRM on organizational outcomes across different contexts. A common thread is the strategic importance of HRM practices in fostering employee performance, organizational innovation, and customer satisfaction. However, there are evident gaps in understanding the contextual and sectoral variations in HRM effectiveness. For example, while non-financial incentives like training and decision-making participation are impactful in academic and public sectors, financial incentives remain crucial in more performance-driven contexts like customer service or multinational operations. Additionally, the studies highlight the evolving role of HRM in addressing not only operational but also emotional and cultural dimensions of workforce management. This evolution reflects the increasing complexity of modern organizations and the necessity for adaptive and inclusive HR strategies. Future research should focus on integrating these findings into a comprehensive framework that accounts for organizational size, sectoral characteristics, and cultural contexts, ensuring that HRM practices are both effective and sustainable in diverse environments.

2.1 Globalization

The impact of globalization on human resource development and management has become increasingly significant, driven by the integration of global rules and their influence on local industries and businesses. Globalization has transformed the operational landscape of organizations, compelling them to make substantial adjustments in how they recruit, train, retain, and support a workforce that is often geographically

dispersed across several countries, each with its unique cultural, legal, and social frameworks (Schuler et al., 1993). One of the primary challenges posed by globalization is managing diverse cultural identities within a global workforce. Understanding and respecting these cultural differences are crucial for fostering collaboration and maintaining employee engagement. A lack of cultural sensitivity can lead to communication barriers, decreased morale, and conflicts within multicultural teams, ultimately affecting organizational performance (Hofstede, 2001). Human Resources (HR) departments also face the intricate task of complying with diverse foreign labor laws and regulations, which vary significantly across jurisdictions. These include differences in employment contracts, taxation policies, workplace safety standards, and employee benefits. Non-compliance with these regulations can result in severe legal and financial repercussions for organizations operating internationally (Dowling et al., 2013). Moreover, technological advancements have further influenced the role of HR under globalization. Organizations must adopt innovative HR technologies to manage remote and hybrid teams, streamline global payroll systems, and conduct virtual training programs. These technologies enable HR departments to collect and analyze workforce data, supporting data-driven decisions to address challenges unique to globalized operations (Stone et al., 2020). Beyond operational adjustments, globalization demands a strategic rethinking of HR practices. HR must align organizational goals with the realities of a globally diverse workforce by creating inclusive policies, developing global leadership programs, and fostering an organizational culture that values diversity and innovation. These strategies not only enhance organizational adaptability but also contribute to building a collaborative and inclusive workplace (Ulrich, 1997). However, globalization has profoundly impacted human resource development and management. Organizations must address cultural diversity, adhere to foreign regulations, and leverage technology to remain competitive. By strategically adapting their HR practices, companies can support a global workforce effectively and create an environment conducive to innovation and growth.

2.2 Quality management

The implementation of quality management techniques enables organizations to improve internal efficiencies, which is considered as a prerequisite to become competitive in global marketplace (Lambert and Ouedraogo, 2008; Stading and Vokurka, 2003). Total quality management (TQM) is an organization-wide process-oriented philosophy that requires changes not only in production systems, but also in decision-making processes, employee development, and employee participation and involvement (Alaaraj, 2018a). when organizations aim towards TQM, they adopt more constructive approach to the management of human resources (HR) by upgrading the role of HR function, and redesigning existing human resource management (HRM) practices to fit into quality plans and objectives (Blackburn and Rosen, 1993; Vouzas, 2004; Alaaraj et al., 2018; Alzaqebah & Abdullah, 2015). In other words, organizations introduce process improvement initiatives within the HR department in such a way to support strategic aims of quality and to bring it more in line with TQM principles (see Greasley, 2004; Hur 2009; Santos-Vijande and Alvarez-Gonzalez, 2009).

2.3 Covid-19

The impact of COVID-19 on working practices and human resource management (HRM) has been a subject of extensive discussion, yet much of the discourse remains general, focusing on broad trends such as the emergence of a "new normal." Common predictions include a permanent shift toward remote working and increased workplace flexibility. While these may indeed materialize, such assumptions fail to account for the nuanced, context-specific implications of COVID-19 on work practices, well-being, and HRM (Alzaqebah et al., 2020). A critical analysis of the literature and recent findings reveals a more complex picture, underscoring the variability of these impacts across industries, organizations, and cultural contexts. COVID-19, as a global pandemic, has disrupted industries worldwide, but the extent and nature of its impact vary significantly based on institutional and cultural contexts. While many organizations have embraced remote work, the readiness and adaptability of HRM practices differ. For instance, in countries with robust digital infrastructure, the transition to remote work was relatively seamless. Conversely, in regions with

limited technological access, remote working posed significant challenges, highlighting the digital divide's role in shaping HR outcomes. Alzaqebah et al. (2020) emphasize the need to examine these localized nuances, as institutional factors such as labor laws, organizational culture, and employee expectations shape the pandemic's influence on HRM practices.

Recent research underscores the uneven impact of COVID-19 across industries. While most sectors experienced significant disruptions, some, such as e-commerce, technology, and healthcare, saw positive growth. These sectors capitalized on increased demand for their services, driving innovation and agility in workforce management. On the other hand, industries like tourism and hospitality faced devastating losses, necessitating mass layoffs and workforce restructuring. The divergence in sectoral outcomes underscores the need for HRM strategies that are tailored to specific industry challenges and opportunities. Alzaqebah et al. (2020) note that while remote work may be feasible for knowledge-based industries, it remains impractical for sectors requiring physical presence, such as manufacturing and retail. While commentators frequently predict the normalization of remote work post-pandemic, the reality is far from definitive. Many organizations are still evaluating the long-term viability of remote working arrangements. Preliminary findings suggest that while remote work offers flexibility and cost-saving potential, its impact on productivity and employee well-being remains inconclusive. This uncertainty is particularly pronounced in contexts where organizations lack prior experience with remote work. Alzaqebah et al. (2020) argue that the absence of established systems, policies, and procedures has hindered the effective implementation of remote work in many regions, such as Australia, where workplace changes require significant due diligence. Organizations are currently in a state of flux, debating the future of remote work without reaching definitive conclusions. This indecision reflects the broader uncertainty surrounding COVID-19's long-term effects on workforce dynamics. Many organizations are still assessing remote work's impact on employee performance, engagement, and productivity. Moreover, the implementation of remote work requires a comprehensive overhaul of HR systems, including performance evaluation, communication protocols, and technology integration. Alzaqebah et al. (2020) highlight that such transformations are resource-intensive and demand strategic planning, particularly in contexts where remote work is a relatively new concept. However, the impact of COVID-19 on HRM and working practices is far more complex than generalized narratives suggest. While some changes, such as the rise of remote work and increased flexibility, may persist, their extent and effectiveness will depend on contextual factors, including industry, geography, and institutional frameworks. The need for context-specific research is critical to understanding these dynamics and informing effective HR strategies. As organizations continue to adapt, the role of HRM will be pivotal in navigating the uncertainties of the post-pandemic workplace, balancing immediate needs with long-term sustainability and resilience.

3. Methodology

The study employs a descriptive analytical approach to investigate "The effect of strategic organizational challenges on managing human resources in the light of entrepreneurship as a moderating variable in Jordanian SME companies." This approach is particularly effective as it not only identifies and describes the features of the population but also provides insights into the relationships and patterns among the variables under study (Alaaraj et al., 2016a; Alaaraj et al., 2016b). Sampling is critical for obtaining representative and reliable results without the need to study the entire population. In this study, the target population includes all employees of Jordanian SME companies registered with the Jordanian Ministry of Industry and Trade. The researcher conducted fieldwork across a domain of 500 companies, classified as small to medium-sized based on their capital and workforce. These companies collectively employed approximately 6,500 individuals, comprising 500 administrators and 6,000 employees. A stratified random sample of 120 respondents (administrators and employees) was selected to ensure diverse representation. This sampling technique is justified as it saves time, reduces costs, and yields accurate and efficient results, enabling the study to achieve its objectives effectively.

The study is structured into two main components: theoretical and practical. The theoretical foundation draws on the researcher’s background in business administration and incorporates a comprehensive review

of literature on the impact of strategic organizational challenges on HRM. This includes insights from books, periodicals, university theses, and other secondary sources, which were used to develop the conceptual framework for the study. The practical aspect of the study utilizes descriptive and analytical methods to collect, analyze, and interpret data. Primary data were gathered through questionnaires distributed to company employees either via mail or face-to-face interviews, depending on feasibility. The questionnaire was designed to capture key variables related to HRM challenges and entrepreneurship as a moderating factor. Secondary data were used to complement this process, forming a robust theoretical and practical foundation. The collected data were processed using SPSS Version 29, a statistical software package widely used for social science research. This enabled the researcher to decode and analyze the data systematically, test hypotheses, and draw conclusions. The statistical analysis provided a basis for identifying significant trends and relationships, helping to address the research objectives comprehensively.

The methodology adopted in this study is supported by recent advancements in research design and analytical approaches highlighted in the literature. Lootah (2024) demonstrates the importance of adopting innovative methodologies, such as blockchain integration, to explore complex relationships in financial reporting practices, emphasizing the need for adaptive methods to address contemporary challenges. Similarly, Maabreh (2024) underscores the role of financial technology in promoting inclusivity, advocating for systematic reviews and integrative approaches to better understand emerging trends in technology-driven environments. Moreover, Razzak et al. (2024) provide evidence of the significance of incorporating digital tools, such as digital zakat and accounting, in enhancing corporate sustainability through financial transparency. This aligns with the use of robust analytical tools, as demonstrated in the current study, to ensure data-driven insights and actionable outcomes. Shboul et al. (2024) further highlight the moderating role of digital leadership in transforming educational practices, emphasizing the utility of examining moderating variables, such as entrepreneurship, in complex organizational contexts. Lastly, Shubailat et al. (2024) showcase the effectiveness of employing advanced analytical techniques, such as blockchain evaluation, to improve governance and management frameworks, reinforcing the methodological rigor applied in this research.

This study integrates theoretical and practical methodologies to examine a critical topic in the field of business administration and human resource management. The use of a descriptive analytical approach, supported by systematic sampling and advanced statistical tools, ensures that the study's findings are both robust and actionable. By blending literature reviews with empirical data collection, the study offers valuable insights into how strategic organizational challenges affect HRM in Jordanian SMEs, with entrepreneurship acting as a moderating variable. The outcomes are expected to contribute to the academic discourse and provide practical recommendations for improving HRM practices in similar contexts.

4. Findings

The study provides valuable insights into the influence of globalization, TQM, and COVID-19 challenges on human resource (HR) planning, particularly within the entrepreneurial context of Jordanian SMEs. By examining the interplay of these strategic challenges, the research highlights both the vulnerabilities and adaptive capacities of SMEs in navigating complex organizational environments. Below, we critically discuss these findings in light of broader HR and organizational management literature.

4.1 Strategic Organizational Challenges and HR Planning

The study underscores the significant effect of strategic organizational challenges on HR planning, particularly in the context of entrepreneurship. This finding aligns with the argument that organizational challenges necessitate a proactive and adaptive HR approach to sustain business performance (Cardon & Stevens, 2018). SMEs, often limited in resources and expertise, face heightened difficulty in formulating robust HR strategies. However, entrepreneurship as a moderating factor presents opportunities for innovative solutions, such as fostering employee engagement through participative decision-making. The findings highlight a gap in SME capabilities, suggesting that targeted HR interventions are critical to overcoming these challenges (Malkawi et al., 2019).

4.2 Globalization and HR Planning

Globalization emerges as a significant factor influencing HR planning. The results align with previous research indicating that globalization compels organizations to adapt their workforce strategies to align with international standards and cultural diversity (Schuler et al., 1993). For Jordanian SMEs, globalization represents both an opportunity and a challenge. While it facilitates market expansion, it also demands compliance with foreign regulations, management of diverse cultural identities, and integration of global HR practices. The critical challenge lies in balancing the benefits of globalization with the operational realities of SMEs, which often lack the resources to implement comprehensive global HR strategies. This finding emphasizes the need for capacity-building initiatives that equip SMEs to thrive in a globalized economy.

4.3 Total Quality Management and HR Planning

The study reveals a significant relationship between TQM challenges and HR planning, underscoring the importance of embedding quality-focused practices into HR systems. TQM's emphasis on continuous improvement and employee involvement aligns well with the entrepreneurial goals of SMEs, fostering a culture of accountability and innovation (Fey et al., 2000). However, the implementation of TQM practices often requires substantial investment in training and infrastructure, which may strain SME resources. This tension highlights a critical need for tailored TQM frameworks that accommodate the unique constraints of SMEs while promoting workforce efficiency and competitiveness.

4.4 COVID-19 Challenges and HR Planning

COVID-19 challenges significantly impacted HR planning, reaffirming the pandemic's profound disruption of traditional workforce management practices. The study's findings resonate with broader literature that emphasizes the pandemic as a catalyst for organizational change, particularly in the adoption of remote work and crisis management strategies (Alzaqebah et al., 2020). However, the results also reveal that SMEs, especially in developing contexts, face unique barriers in adapting to such disruptions, including limited technological infrastructure and managerial expertise. This highlights the importance of resilience-building strategies in HR planning, such as flexible work arrangements, robust health and safety protocols, and digital transformation initiatives.

4.5 Demographic Insights and Their Implications

The demographic analysis provides critical context for interpreting the findings. For instance, the predominance of younger employees (26–30 years) and bachelor's degree holders suggests a relatively educated but potentially inexperienced workforce. This demographic profile may influence HR planning, as younger employees often seek opportunities for career development and flexibility. SMEs must tailor their HR strategies to meet these expectations, which aligns with Batt's (2002) findings on the importance of training and participative decision-making in reducing employee turnover and enhancing organizational performance.

4.6 Hypothesis Testing

The hypotheses of this study were tested using statistical methods to determine the significance of the relationships between strategic organizational challenges (globalization, total quality management, and COVID-19 challenges) and formal human resource planning, moderated by entrepreneurship, in Jordanian SME companies. The results of hypothesis testing are summarized below:

1. **H1**: There is a significant effect of globalization challenges on human resource planning in the light of entrepreneurship in Jordanian SME companies.
2. **H2**: Total Quality Management (TQM) challenges significantly affect human resource planning in the light of entrepreneurship in Jordanian SME companies.
3. **H3**: COVID-19 challenges significantly affect human resource planning in the light of entrepreneurship in Jordanian SME companies.
4. **H4**: Strategic organizational challenges significantly affect human resource planning in the light of entrepreneurship in Jordanian SME companies.

Each hypothesis was tested at a significance level of $\alpha < 0.05$ using statistical tools (e.g., regression analysis and ANOVA) in SPSS Version 29. The results are presented in the table (1) below:

Table 1: Hypothesis Testing Results

Hypothesis	Independent Variable	Dependent Variable	Moderating Variable	Test Statistic	p-Value	Result
H1	Globalization Challenges	HR Planning	Entrepreneurship	F = 14.25	0.001	Supported
H2	TQM Challenges	HR Planning	Entrepreneurship	F = 16.87	0.002	Supported
H3	COVID-19 Challenges	HR Planning	Entrepreneurship	F = 12.63	0.003	Supported
H4	Strategic Organizational Challenges	HR Planning	Entrepreneurship	F = 19.34	0.000	Supported

Globalization Challenges (H1): The analysis shows a significant effect of globalization challenges on HR planning in Jordanian SMEs ($p = 0.001$), suggesting that adapting to global trends is critical for HR practices.

TQM Challenges (H2): TQM challenges significantly influence HR planning ($p = 0.002$), emphasizing the need for quality-focused approaches to workforce management.

COVID-19 Challenges (H3): The impact of COVID-19 challenges on HR planning is also statistically significant ($p = 0.003$), indicating that pandemic-related disruptions have reshaped HR strategies in SMEs.

Strategic Organizational Challenges (H4): The combined effect of strategic organizational challenges on HR planning is highly significant ($p < 0.001$), reinforcing the importance of addressing these challenges in an entrepreneurial framework.

The hypothesis testing results confirm that globalization, TQM, and COVID-19 challenges significantly influence human resource planning in the context of Jordanian SMEs. Additionally, strategic organizational challenges as a whole have a profound impact on HR planning, moderated by entrepreneurial factors. These findings highlight the need for SMEs to adopt adaptive and innovative HR practices to navigate these challenges effectively.

5. Discussion

The results of this study provide compelling evidence for the significant impact of strategic organizational challenges, namely globalization, Total Quality Management (TQM), and COVID-19, on human resource planning (HRP) in Jordanian SMEs. Entrepreneurship emerged as a moderating factor that influences the relationship between these challenges and HR planning outcomes. Below, the findings are critically discussed in light of the relevant literature and their practical implications. The study revealed a significant effect of globalization challenges on HR planning ($p = 0.001$), supporting the premise that global trends and pressures shape workforce management in SMEs. This finding aligns with Schuler et al. (1993), who argue that globalization compels organizations to adopt more agile and inclusive HR practices to navigate

international standards, diverse cultural contexts, and competitive pressures. However, while globalization offers SMEs opportunities for market expansion, it also imposes operational burdens, particularly in contexts like Jordan, where resource constraints and limited global exposure prevail. The findings suggest that SMEs must prioritize training in cross-cultural competencies and implement technology-driven HR solutions to bridge global-local divides, ensuring that they remain competitive and adaptable in the global market.

The significant influence of TQM challenges on HR planning ($p = 0.002$) underscores the growing need for SMEs to integrate quality management principles into their HR systems. TQM emphasizes continuous improvement, employee involvement, and accountability, which are critical for enhancing organizational performance (Fey et al., 2000). However, implementing TQM in SMEs often requires substantial investment in infrastructure, training, and cultural change, which can be daunting for resource-constrained organizations. The findings suggest that Jordanian SMEs could benefit from phased TQM implementation strategies, leveraging entrepreneurial practices to foster a culture of quality and innovation. This approach aligns with the broader literature advocating for adaptive TQM models tailored to SME-specific contexts.

The study also highlights the significant impact of COVID-19 challenges on HR planning ($p = 0.003$), reflecting the profound disruptions caused by the pandemic. These results are consistent with findings from Alzaqebah et al. (2020), who identified the pandemic as a major catalyst for organizational change, particularly in adopting remote work, digital tools, and crisis management strategies. However, the results also underscore the unique challenges faced by SMEs in Jordan, such as limited technological infrastructure and a lack of pre-pandemic preparedness for remote work. This suggests a need for resilience-focused HR planning, including investment in digital transformation, health and safety protocols, and flexible work arrangements. The study's findings emphasize that while COVID-19 has accelerated change, SMEs must adopt sustainable HR strategies to address both immediate and long-term workforce challenges.

The overall effect of strategic organizational challenges on HR planning ($p < 0.001$) highlights the complexity of managing HR in a dynamic and uncertain environment. Entrepreneurship, as a moderating factor, plays a critical role in enabling SMEs to adapt to these challenges. This finding aligns with Cardon and Stevens (2018), who argue that entrepreneurial practices such as innovation, adaptability, and strategic decision-making are essential for effective HR management in small and emerging ventures. For Jordanian SMEs, the interplay between entrepreneurship and strategic HR planning offers a pathway to resilience and growth. By embedding entrepreneurial principles into HR systems, organizations can navigate challenges more effectively, foster employee engagement, and enhance organizational performance.

The findings of this study have several practical and theoretical implications. For practitioners, the results highlight the importance of adopting a proactive and strategic approach to HR planning, particularly in the face of globalization, TQM, and COVID-19 challenges. SMEs must invest in capacity-building initiatives, leveraging entrepreneurship to drive innovation and resilience in their HR practices. From a research perspective, the study underscores the need for context-specific investigations into HR planning, particularly in developing economies like Jordan. Future studies could explore the long-term effects of these challenges on organizational outcomes and examine the interplay between entrepreneurship and HRM in greater depth.

6. Conclusion

This study sheds light on the complex challenges that globalization, TQM, and COVID-19 present for HRP within Jordanian SMEs. These challenges demand innovative and flexible HR practices; however, the inherent resource and expertise limitations faced by SMEs often hinder effective implementation. By situating the findings within the broader HR literature, this study emphasizes the urgent need for strategic capacity-building and context-specific solutions tailored to SMEs' unique needs. Future research should delve deeper into how entrepreneurial factors can moderate these challenges, enabling SMEs to capitalize on their strengths and sustain growth in a competitive environment.

6.1 Impact of Strategic Organizational Challenges

The study critically examines the influence of strategic organizational challenges—globalization, TQM, and COVID-19—on HR planning, underscoring their significant impact. It highlights the necessity for SMEs to adopt adaptive strategies that align with the ever-evolving business environment. Globalization, for instance, compels organizations to adopt workforce practices that account for cultural diversity, compliance with international regulations, and the demands of global competition. In developing economies like Jordan, these challenges are further compounded by limited resources and global exposure, creating a dual impact: while globalization fosters opportunities for growth, it also introduces complexities that require robust and innovative HR strategies. SMEs must leverage entrepreneurial innovation to navigate these pressures and ensure their workforce remains competitive and adaptable. Similarly, the findings affirm the substantial role of TQM in shaping HR planning. TQM principles, such as continuous improvement, employee involvement, and accountability, are crucial for organizational performance. However, the practical realities of implementing TQM, including resource constraints and the need for cultural change, pose significant challenges for SMEs. The study suggests that phased or adaptive TQM strategies tailored to SME-specific contexts can help balance these challenges, ensuring that quality-focused HR practices remain sustainable and effective.

6.2 COVID-19 as a Catalyst for Change

The study highlights COVID-19 as a transformative challenge for HR planning, reshaping traditional workforce management practices and accelerating the adoption of digital tools and flexible work arrangements. The pandemic introduced unprecedented disruptions, but it also fostered opportunities for innovation and resilience in HR systems. For Jordanian SMEs, the findings emphasize the importance of institutionalizing pandemic-related lessons, such as investing in digital transformation and fostering a culture of flexibility. A proactive approach to these changes will not only prepare SMEs for future crises but also enhance workforce engagement and productivity in the long term.

6.3 Entrepreneurship as a Moderating Factor

A critical insight from the study is the role of entrepreneurship as a moderating factor in navigating strategic challenges. Entrepreneurial principles such as adaptability, innovation, and proactive decision-making emerged as vital enablers of effective HR planning. Embedding these principles into HR systems empowers SMEs to address organizational challenges more effectively, fostering a resilient and agile workforce. This dynamic interplay between entrepreneurship and HR planning provides a promising foundation for future research, particularly in understanding how entrepreneurial behaviors can drive long-term organizational success.

6.4 Broader Implications

The study's findings carry significant implications for both practitioners and scholars. For practitioners, they underscore the importance of strategic and adaptive HR planning that aligns with the unique challenges posed by globalization, TQM, and COVID-19. Policymakers and industry leaders must support SMEs through capacity-building initiatives, including targeted training programs, digital infrastructure development, and access to entrepreneurial resources. For scholars, the findings highlight the necessity of context-specific research that explores the intersection of HR planning and entrepreneurship, particularly in the SME sector. This study demonstrates the multifaceted impact of strategic organizational challenges on HR planning in Jordanian SMEs. It underscores the critical role of entrepreneurship in enabling SMEs to adapt to and thrive within a complex and dynamic business environment. By leveraging entrepreneurial principles and adopting innovative HR strategies, SMEs can build more resilient and sustainable organizational frameworks, ensuring their long-term success in an increasingly competitive global economy. These findings serve as a foundation for future research and practical interventions aimed at strengthening SME resilience and growth.

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