



Research Paper

MOTIVATION AND MAINTENANCE OF HUMAN RESOURCES IN COMMERCIAL BANKS OF JORDAN

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ABSTRACT

Motivation is one of the most important concepts in HRD. Nowadays, companies spend humungous amounts of money in arranging for training sessions and recreational events to motivate the employees. This study aims to evaluate the impact of two practices of human resource including motivation and maintenance in operational efficiency in commercial banks of Jordan.

A total of 165 employees from the human resource in 13 Jordanian commercial banks had responded to adapted questionnaire to measure to human resource practices. Descriptive statistics including ANOVA and Regression were used for the analysis of data. The result of this study reflected a statistically significance and positive association for two practices.

KEYWORDS: Human Resource, Motivation HR, Maintenance HR, Commercial Banks

INTRODUCTION

The human elements considered the most important assets that are owned by the organization, human resource are the owns who invent, innovate, add, renew, organize and implement so If the organization didn't has the active elements of human ,it lacks competence and outstanding performance (jad Arab ,2009). The need for skilled human resource increased and the nature of human resources management practices should be changed to meet with the requirement o the current era. (sahar foudah,2012).

The methods of stimulation which can increase the effectiveness o the organization through knowing the needs worker and their preferences and attitudes and treated accordingly so motivations or incentives should be based on performance and objectives motivating them to more outstanding efforts at work and achieving the desired results of achievement.

Also the human resource maintenance system as the independent variable consists on prevention action ,medical care ,welfare services , insurance and retirement action .(syedjavain,2004). When we discussed about employees maintenance, it is needed to study the various aspects of individuals group and organizational desires and to care individual's differences in work place. (mirhoseni ,2001).

Hence, this study aims to evaluate and identify the influence of motivation and maintenance of human resource in commercial banks of Jordan depends on the operational efficiency as a dependent variable in those banks.

LITERATURE REVIEW

Every organization tries to coordinate various factors to achieve organizations goals through improving performance in business and that becomes



essential to increase the efficiency of human being through the ability to do work and motivate and maintain the human or workers.

There is some of literature review related to this topic as follows:

1- Muna Al Ghazawi, 2006: The impact of investments in human resources activities on the effectiveness of investments in human capital, the case of commercial banks of Jordan. The study recommended to empower human resources management with the tools and techniques needed to improve their role on performance of the banks.

2-Mohyi Aldeen Qoteb and sahar fotah ,2008 :The important of HRM practices on growing employees in Jordanian banks .This study examine the degree of banking sector in Jordan by applying practices of HR. it recommended to focus on these practices specially training and development and enhance rewards.

3-Gantasala Venugopal prabhakar, 2010: The impact of HR practices on customer satisfaction. This study examined organizational commitment as a mediator between HR practices and customer satisfaction of 3 jobs groups from 13 banking companies. The result indicates that HR practices can positively enhance customer satisfaction by improving commitment and involvement in the employees.

4- Malikeh Beheshtifar and mojtaba safarian, 2013: HR maintenance: A vital factor to promote job commitment, the study show HR maintenance have vital role in developing committed employees. It is suggested that manager should take the time to discover the organizational resources that individuals teaches value and take measure to provide such resource where possible .

5- Ahmad salhi and Kanzah karbosih, 2012: The important of HR motivation in improving performance. This study recommended that human resources need more care and motivation in order to improve the performance of employees in workplace.

6- CSR watch Jordan, 2014: corporate responsibility in the banking sector in Jordan.

This article indicate the important of CSR practice in bank sector.

7- Abd-Alasis Hani and Kamil Hawajrih, 2013: Practices of human resource strategies and their role in strategic flexibility in the Palestine Islamic banks. This study aimed to measure and analyze the impact of recruitment, training and sustain of HR on strategic flexibility in banks, the study recommended that sustain of HR is most important followed by training and development and finally recruitment and selection and there are an impact of practices of HR in all dimension of strategic flexibility in banks.

The role of human resources in improving efficiency of banks is well recognized and the previous studies conducted brought out various dimension of human resources practices in banks of Jordan.

However these studies have not measure the operational efficiency for banks through HR practices, for that and to bridge this gab the present study is undertaken and the result of this study may lead to an effective and optimal efficiency in banks of Jordan.

From the earlier discussion, this study proposed two human resource management practices there are:

- MOTIVATION OF HR
- MAINTENANCE OF HR

The two variables are likely positively associated with banks efficiency in Jordan and the efficiency includes operational change and development, and client management as the two dependent variables.

Seven (7) questionnaires were found unfit for analysis, so a total of 150 questionnaires have been used in analyzing data which represent 62 percent response rate.

RESEARCH HYPOTHESIS

H1: There is no significant relationship of motivation with operational efficiency in banks of Jordan.

H2: There is no significant relationship of maintenance with operational efficiency in banks of Jordan.

DATA ANALYSIS

Is there a statistically significant impact at the level of 0.05 e” between the axes of incentives and the preservation of human resources on the efficiency of bank operations?

To answer the previous question, the regression coefficients for variables were calculated.

Table 12 Linear correlation table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.966 ^a	<u>0.933</u>	0.933	0.14836
a. Predictors: (Constant motivation, maintenance)				

Table 9 refers to the linear link where the value of the determining factor (the accuracy of the dependent variable's estimate) is 93%.

Table 13. Regression Analysis Table

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.849	2	17.424	171.561	0.000
	Residual	15.438	152	0.102		
	Total	50.287	154			
a. Dependent Variable Efficiency of bank operations						
b. Predictors: (Constant), motivation, maintenance						
Table 13 shows the Regression variance analysis table and the regression line fits the data according to the level of significance.						
Table 14. Schedule of transaction						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.751	0.110		6.819	.000
	Motivation	0.294	0.049	0.350	5.953	.000
	maintenance	0.420	0.044	0.563	9.566	.000
a. Dependent Variable Efficiency of bank operations						

States (14) indicate the slope value coefficients, the regression line segment and T values, and the sig values for independent variables are less than 0.05, which means that there is a clear impact of incentives, and the preservation of human resources on the efficiency of bank operations.

RESEARCH METHODOLOGY

The target population is the employees of HR department in Jordanian commercial banks, with a total of 250 employees working in 13 Jordanian commercial banks.

250 employees represent the whole population of the study. Questionnaire was used to collect primary data from the sample of research (likert 5)

CONCLUSION

This study has evaluated the influence of human resource management practices in operational efficiency in banks of Jordan and it concluded a positive relationship between human resources practices (motivation ,maintenance) and operational efficiency ,so banks should continue to ensure that motivation and maintenance will create and sustain superior banks efficiency.

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