

**Decent Work Practices and their Reflections for  
Sustainable Performance: The Roles of Strategic  
Human Resources Management as a  
Moderating Variable**

**- A Field Study in Large Ready-Made Garment Manufacturing  
Companies in Irbid Governorate**

ممارسات العمل اللائق وانعكاساتها على الأداء المستدام: أدوار إدارة  
الموارد البشرية الاستراتيجية متغير معدل  
- دراسة ميدانية في شركات الملابس الجاهزة الكبيرة في محافظة إربد

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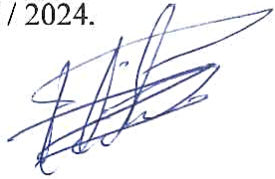
## Authorization

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## Examination Committee's Decision

This Thesis titled “Decent Work Practices and their Reflections for Sustainable Performance: The Roles of Strategic Human Resources Management as a Moderating Variable - A Field Study in Large Ready-Made Garment Manufacturing Companies in Irbid Governorate” was successfully defended and approved on 12- 06 -2024.

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# **Acknowledgement**

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In the name of God, the most gracious, the most merciful

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Our last supplication is: Praise be to God, Lord of the Worlds, and may blessings and peace be upon our Prophet, the Seal of the Prophets and Messengers. May we all continue to uphold the values of knowledge, guidance, and support that have brought us together in this endeavor.

**The Researcher**

## Dedication

My Lord, enable me to be grateful for the blessings you have given my parents and me so that I may do righteous deeds accepted by You. And admit me by Your mercy into [the ranks of] Your righteous worshipers.

Praise God, who prepared the beginning, facilitated the path, and blessed the ending.

Praise God, who has willed for us the most extraordinary destinies, profound joys, and the best victories. I used to hope for God in a dream, and today, I embrace glory with pride.

I also congratulate myself on this outstanding achievement, the fruits of which I have reaped today, and I dedicate it to those who are unmatched by anyone in the universe, to those whom God has commanded us to be kind to, to those who have given a lot and given what cannot be returned. Here are these words to you, my dear mother and father, and I also extend my special thanks and gratitude to my husband. My beloved and loyal supporter, Dr. Mohammad Ta'Amnha, was my support and strength in my career. Words cannot express my gratitude and thanks to you. You were my friend and companion in the most challenging times and the greatest encourager in moments of frustration and fatigue. You gave me the support I needed to continue and the confidence that made me believe in my abilities. Thanks to you, I was able to achieve this feat. Thank you for your love, patience, and dedication.

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I dedicate this success to all of them and every success in my life.

**The Researcher**

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**Abstract**

This current study aimed to know the impact of decent work in its dimensions on sustainable performance in its dimensions, with the presence of strategic human resources management roles as a moderated variable in large-scale ready-made garment manufacturing companies in Irbid Governorate, from the point of view of workers in large-sized garment manufacturing companies in Irbid Governorate. The study population consisted of large-sized companies in Irbid Governorate, numbering (7) companies (58%), which met the conditions of the current Study, and (5360) workers work in these companies. A sample size of 359 workers was drawn from it using a simple random sampling method without it relied on the questionnaire as the main tool for the study, as well as exploratory interviews. The study data was analyzed using descriptive statistics methods, the hypotheses were tested using inferential statistics methods, and all operations were implemented on the SMART PLS 4 software. The study reached a set of results, the most important of which were: that decent work practices were applied at a high level, and the level of sustainable performance was moderate, while the exercise of human resources management roles was at a high level. Also average, the results revealed that decent work practices positively impact on sustainable performance in the companies studied. In addition, the results also show that strategic human resources management roles contribute positively as a moderator variable to increasing the impact of decent work on sustainable performance. The study reached a set of recommendations, the most important of which is enhancing decent work practices in companies because of their impact on increasing and developing sustainable performance, and the necessity of benefiting from the roles of strategic human resources management to significantly enhance their competitive capabilities and sustainable performance.

**Keywords:** Decent Work Practices, Sustainable Performance, Strategic Roles of Human Resources Management, Moderated Variable, Ready-Made Garment Manufacturing Companies, Irbid, Jordan.

ممارسات العمل اللائق وانعكاساتها على الأداء المستدام: أدوار إدارة الموارد البشرية  
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في محافظة إربد

إعداد

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إشراف

الأستاذ الدكتور أحمد علي صالح

### الملخص

هدفت هذه الدراسة الحالية إلى معرفة أثر العمل اللائق بأبعاده على الأداء المستدام بأبعاده بوجود أدوار إدارة الموارد البشرية الاستراتيجية متغيراً معدلاً في شركات تصنيع الملابس الجاهزة كبيرة الحجم في محافظة إربد، وذلك من وجهة نظر العاملين في شركات صناعة الملابس كبيرة الحجم في محافظة إربد. تكوّن مجتمع الدراسة من الشركات الكبيرة الحجم في محافظة إربد، وعددها (7) شركات (58%)، والتي انطبقت عليها شروط الدراسة الحالية، ويعمل في هذه الشركات (5360) عاملاً، فقد سحبت منه عينة بلغ حجمها 359 عاملاً بأسلوب المعاينة العشوائية البسيطة دون الإرجاع واعتمدت على الاستبانة كأداة رئيسية للدراسة، فضلاً عن المقابلات الاستطلاعية. وحللت بيانات الدراسة باستخدام وسائل الإحصاء الوصفي واختبرت الفرضيات بوسائل الإحصاء الاستدلالي ونفذت جميع العمليات على برنامج SMART PLS 4. توصلت الدراسة إلى مجموعة نتائج وكان أهمها: أن ممارسات العمل اللائق تطبق بمستوى عالي، ومستوى الأداء المستدام متوسط، أما ممارسة أدوار إدارة الموارد البشرية كانت بمستوى متوسط أيضاً، وكشفت النتائج أن ممارسات العمل اللائق يؤثر بشكل إيجابي على الأداء المستدام في الشركات المبحوثة. بالإضافة إلى ذلك، أظهرت النتائج أيضاً أن أدوار إدارة الموارد البشرية الاستراتيجية تساهم بشكل إيجابي بوصفها متغيراً معدلاً في زيادة أثر العمل اللائق على الأداء المستدام. وتوصلت الدراسة إلى مجموعة من التوصيات أهمها تعزيز ممارسات العمل اللائق في الشركات وذلك لما لها من أثر على زيادة الأداء المستدام وتطويره، وضرورة الاستفادة من أدوار إدارة الموارد البشرية الاستراتيجية لتعزيز قدراتها التنافسية وأدائها المستدام بشكل كبير.

**الكلمات المفتاحية:** ممارسات العمل اللائق، الأداء المستدام، الأدوار الاستراتيجية لإدارة الموارد البشرية، متغير معدل، شركات صناعة الملابس الجاهزة، إربد، الأردن.

# CHAPTER ONE

## Introduction

### 1.1 Introduction

The industrial sector is vital due to its ability to create massive job opportunities and enhance the countries' competitiveness, incomes, and exportation capabilities, which in turn contributes to enhancing the stability of countries.

The industrial sector is a crucial contributor to the Jordanian economy. According to the (Jordan Chamber of Industry,2023), the industrial sector contributes about a quarter of the national economy directly (25% of the gross domestic product) in 2022, and this contribution rises to 40% because of its close connections with various economic sectors and their operations. However, the industrial sector is constantly accused of causing significant pollution and other environmental issues. Several internal or external stakeholders, such as shareholders, pressure groups, local communities, and non-profit organizations (NGOs), are increasingly showing concern regarding the impact of industrial activities on the environment. Therefore, they are continuously urging and calling for adopting effective environmentally friendly solutions to mitigate the ramifications of industrial operations on the environment. Therefore, industrial companies increasingly pay attention to sustainable performance initiatives and activities.

Sustainable performance refers to an organization's ability to achieve its goals without causing significant negative long-term environmental, social, and economic impacts (Yildiz & Sezen, 2019). Sustainable performance is important because it aims to achieve a balance between economic prosperity, social well-being, and environmental preservation (Boiral & Henri 2017; Karamustafa, 2024). Studies have indicated (Abdul-Rashid, 2017;Elshaer, 2023) that there are problems and challenges in sustainable performance. This is due to a lack of commitment to positive environmental initiatives,

which leads to large quantities of waste in addition to excessive energy consumption. And that decent work standards can lead to additional costs, which negatively affects the sustainability of the organization's financial performance (Yildiz & Sezen, 2019). It has been proven that sustainable performance initiatives lead to desirable results, such as reducing production costs (Rosenko, 2007) and improve product quality and delivery performance (Ramaiah et al., 2013), which can enhance companies' competitiveness.

To gain advantages of sustainable performance, companies adopt many initiatives and practices, one of these variables is the decent work practical. This study investigates the impact of decent work on the sustainable performance of companies.

The notion of decent work encompasses several dimensions, includes recognizing universal individual rights, fulfilling human needs, and promoting social justice (Conigliaro, 2021). The study indicates. Decent work is related to the eighth goal of sustainable development (SDGs), which refers to the factors and conditions that create proper working settings that offer a safe and dignified working environment, fair payment, and developmental opportunities (Zagelmeyer, 2024).

Applying decent work initiatives and activities promotes social justice and working conditions worldwide. The study found that decent work enhances organizational sustainable performance. For instance, Ariza-Montes et al. (2019) examined the impact of the crisis on working conditions in the European labor market, focusing on the southern countries (PIIGS) and the northern countries (Farmers). They highlighted the importance of decent work practices in improving employee well-being and growth, thus improving organizational results. Moreover, Similarly, Navajas-Romero et al. (2019) revealed that increasing work engagement through enhancing working conditions can significantly affect employees' career advancement and lead to organizational commitment.

Furthermore, Santos (2023) concluded that by giving precedence to the principles of fair employment, ensuring safe working environments, and implementing equitable compensation policies, stakeholders can foster social sustainability, enhance stakeholder relationships, and provide a sustainable competitive advantage.

In addition to decent work, strategic human resource management (SHRM) plays a crucial role in sustainable performance. SHRM involves aligning human resource practices with the strategic goals of an organization to improve performance. Studies have shown that SHRM practices improve human capital development and employee commitment, which in turn enhance an organization's competitive advantage and sustainability (Emeagwal & Ogbonmwan, 2018; Bahiroh, 2024; Sher et al., 2021).

Malik et al. (2021) found that SHRM significantly impacts sustainable performance, and Syed et al. (2020) demonstrated a positive relationship between HRM practices and environmental performance. Zaid et al. (2018) noted that green HRM practices positively affect sustainable performance.

In summary, this study highlights the significance of the industrial sector in Jordan's economy, its substantial contribution to GDP, and its interdependencies with other sectors. Despite environmental concerns, there is a growing advocacy for sustainable solutions within the industrial sector. This study examines the potential influence of decent work practices and strategic human resource management on sustainable performance, focusing on fostering fair and dignified working conditions and enhancing overall organizational sustainability. It aims to provide insights into how these factors promote sustainability, development, and success at the organizational level within Jordan's ready-made garment industrial sector.



## 1.2 Study Problem

Generally, previous studies concentrated on some aspects of sustainable performance; in this study, we are widening our focus to include several dimensions of sustainable performance (i. e., economics, social, and environmental). In addition, limited study addresses the impact of sustainable performance and decent work practices. Santos (2023) states that more study should focus on decent work than other factors affecting companies' sustainability. In addition, there is a contradictory result associated with implementing decent work; for instance, several studies showed that decent work is positively related to sustainability (Ariza-Montes et al., 2019; Navajas-Romero et al., 2019), whereas other studies revealed that some organizations reluctant to invest in decent work practices because it is very costly, which negatively affects the sustainability of the organization's financial performance (Yildiz et al., 2019). These contradictions in results required more study to investigate the impact of decent work and sustainable performance and determine how companies can benefit from decent work practices in enhancing their sustainability.

Moreover, decent work practices vary from country to country (Conigliaro, 2021); therefore, studying this topic must be sensitive to the contextual elements and factors that may impact of the mechanism between decent work practices and sustainable performance.

The study studied the impact of decent work practices and sustainable performance, investigating the latter from a narrow view, such as the relationship between decent work and financial performance (Yildiz et al., 2019) or social sustainability (Conigliaro, 2021). The current study aims at relationships holistically by investigating several economic, social, and environmental dimensions.

Moreover, our study takes a balanced approach in the sense that we need to highlight the significance of sustainable performance and how it can be enhanced for the organization's sake; we also need to consider how we can enhance the working conditions for the employee that is represented in this study by decent work. This means a win-win situation for the organization, society, and employees, which goes with the United Nations Sustainable Development Goals (SDGs) that stress a holistic approach to development.

In addition, study outcomes in sustainable performance may vary depending on the context and culture (Jiang et al., 2017). This means that sustainable study generalizability should be examined cautiously in other settings and cultures.

Furthermore, sustainability is more than an action exercised to improve an organization's public image; it is an imperative challenge that an organization must deal with and adopt its philosophies and implications due to global pressures and competition (Sarkis, 2018). Jordan is not out of the global market; therefore, it needs more attention in the sustainability area to enhance their operations and competitiveness. This study, therefore, aims to offer practical implications for the businesses and policymakers in Jordan.

Concerning strategic human resources management, several studies stress the importance of including various functional activities in studying companies' competitiveness and sustainable performance (Zaid et al., 2018). According to Saha and Gregar (2012), SHRM is the well-designed configuration of human resources practices that enables organizations to achieve their objectives. However, there is an incremental call for study that investigates the relationship between SHRM and sustainable performance and competitiveness by including more factors that receive less attention in similar studies (Hamadamin & Atan, 2019), such as administrative experts, change agents, employee champions behavior, and strategic partners.

To ascertain this knowledge gap in the Jordanian industrial environment, the studyer conducted a series of preliminary exploratory interviews, including a (Amman Chamber of Industry, Irbid Chamber of Industry) and a limited number of industrial companies, in addition to analyzing the annual report 2023: entitled ready-made garment manufacturing sector review and compliance-better work program - Jordan, It was concluded that the sector needs to study the issue in depth, as shown in Appendix No. (1).

**Problem Statement:** There are significant gaps in research regarding sustainable performance, decent work practices, and strategic human resources management (SHRM). This study aims to adopt a comprehensive approach to analyze sustainable performance, considering its economic, social, and environmental dimensions, and to investigate how decent work and SHRM can enhance sustainability.

### **1.3 Objectives of the Study**

The main objective of the current study is to investigate the impact of decent work on sustainable performance in the presence of strategic human resources management roles as a moderated variable by achieving the following sub-objectives:

1. Providing a conceptual and intellectual framework for basic study variables (decent work, sustainable performance, roles of strategic human resources management) and their importance and dimensions as stated in the literature and previous studies.
2. Describing the levels of practice of the three variables (decent work, sustainable performance, and the roles of strategic human resources management) in large ready-made garment manufacturing companies in Irbid Governorate: This may be seen as part of the methodology and sample description.
3. Evaluating the impact of decent work on sustainable performance in large ready-made garment manufacturing companies in Irbid Governorate.
4. Assessing the moderating role of strategic human resources management in the impact of decent work on sustainable performance in large ready-made garment manufacturing companies in Irbid Governorate.

## 1.4 The Importance of Study

The ready-made garments sector is a critical part of the Jordanian economy, employing approximately 78,617 workers and contributing 25% to national exports, with a direct 3% contribution to the gross domestic product. This study is significant for several reasons:

- 1- It highlights the crucial roles of decent work and SHRM in enhancing organizational survival, development, and competitiveness.
- 2- The study provides practical recommendations for organizations to enhance their operations and theoretical contributions to the existing literature.
- 3- It addresses a significant gap in the research by exploring the relationships among the study variables within a single framework.
- 4- This study offers valuable contextual insights for the Arab region, particularly Jordan, providing essential guidelines for practitioners and policymakers and helping managers in factories improve their effectiveness and efficiency in achieving organizational goals.

## 1.5 Study Questions and Hypotheses

### 1.5.1 Study Questions

In light of the study problem, the study questions can be formulated as follows:

#### **The Study main Questions:**

Is there an impact of decent work practices on sustainable performance in the presence of strategic human resources management roles as a moderated variable in large ready-made garment manufacturing companies in Irbid Governorate?

#### **The answer to this question can be achieved by answering the following questions:**

1. What is the level of decent work practices in large ready-made garment manufacturing companies in Irbid Governorate?

2. What is the level of sustainable performance in large ready-made garment manufacturing companies in Irbid Governorate?
3. What is the level of roles of strategic human resources management in large ready-made garment manufacturing companies in Irbid Governorate?
4. What is the impact of decent work practices on sustainable performance in large ready-made garment manufacturing companies in Irbid Governorate?
5. Do strategic human resources management roles moderate the impact of decent work on sustainable performance in large ready-made garment manufacturing companies in Irbid Governorate?

**Sub-Questions:**

- 2.1 Does the role of the strategic partner moderate the impact of decent work on sustainable performance in large ready-made garment manufacturing companies in Irbid Governorate?
- 2.2 Does the role of the administrative expert moderate the impact of decent work on sustainable performance in large ready-made garment manufacturing companies in Irbid Governorate?
- 2.3 Does the role of employee champion moderate the impact of decent work on sustainable performance in large ready-made garment manufacturing companies in Irbid Governorate?
- 2.4 Does the role of the change agent moderate the impact of decent work on sustainable performance in large ready-made garment manufacturing companies in Irbid Governorate?

## **1.5.2 Study Hypotheses**

### **1.5.2.1 The Study Main Hypothesis**

H01: There is no statistically significant impact of decent work in all its dimensions (employment policy on discrimination, employment practice equivalent rights outsourcing, employment policy pay scale equity) on sustainable performance at a significance level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

H02: Strategic human resource management roles do not moderate the impact of decent work on sustainable performance at a significance level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

#### **Sub-Hypotheses:**

H02.1: The role of the strategic partner does not moderate the impact of decent work on sustainable performance at the level of significance ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

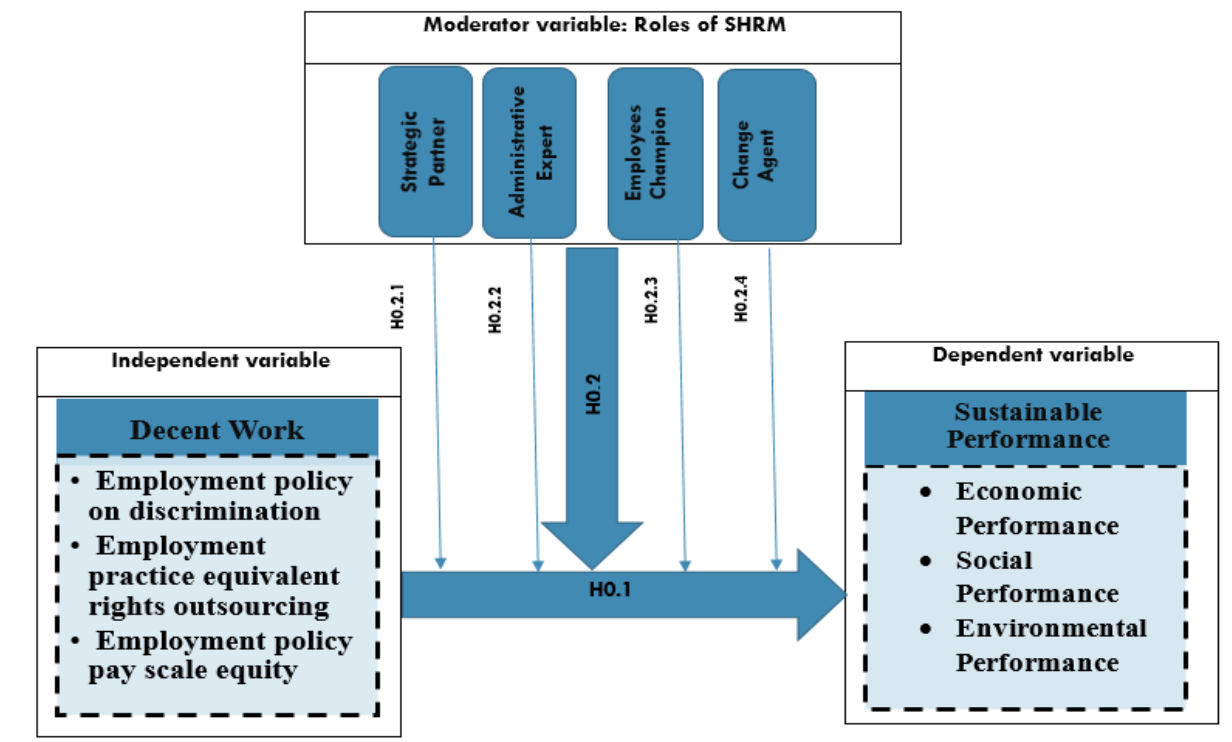
H02.2: The role of the administrative expert does not moderate the impact of decent work on sustainable performance at a significant level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

H02.3: The role of employee champion does not moderate the impact of decent work on sustainable performance at a significant level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

H02.4: The role of the change agent does not moderate the impact of decent work on sustainable performance at a significant level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

## 1.6 Study Model

This Study Model displays the relationships between decent work as an (independent variable), sustainable performance as a (dependent variable) and the roles of strategic human resource management as a (moderate variable).



**Figure (1-1): Study Model**

Source: prepared by researcher based on:

- **Independent Variable:** (United Nations, 2015; Better Work,2023; Rai, Brown & Ruwanpura 2019 ; Nourafkan & Tanova 2023).
- **Dependent Variable:** (Yildiz & Sezen, 2019; Zaid, 2018; Tanveer, 2023).
- **Moderate Variable:** (Conner, 1996; Widyawati et al. 2021; DeClercq, 2023; Junengsih, 2022).

## 1.7 Study Limitation and Study Delimitation

### 1.7.1 Study Limitation

This study is designed to apply to the Workers at large ready-made garment manufacturing companies in Irbid Governorate. And it is difficult to generalize on other industrial or service companies.

- The study is applied to private Industries and isn't easy to generalize in general Industries.
- The study applied in Irbid but it cannot be applied in companies in the same industry outside Jordan.
- Study results depend on the responsive degree of individual sample responders and how much they are objective.

### 1.7.2 Study Delimitation

Spatial: in the Irbid.

- Humanity: selective sample of employees.
- Temporal: between 1st semester of 2023 and 2nd semester of 2024 of academic year.
- Scientific: In this study, the relationship between decent work and sustainable performance.

## 1.8 Operational Definitions

### Independent Variable:

- **Decent work:** A set of practices that include (Employment policy on discrimination, Employment practice equivalent rights outsourcing, and Employment policy pay scale equity) that ready-made garment manufacturing companies in Irbid are committed to applying and carrying out their tasks correctly to provide a fair appropriate and motivating work environment for cooperation and performance.
- **Employment policy on discrimination:** It is a set of tasks to which the company's management is committed to not discriminating between the sexes with regard to employment, and to ensure that it communicates with job candidates in a fair, professional manner, so that the company's management gives equal opportunities to



job applicants, and provides fair career paths for the development of its employees, so that the company's management is interested in implementing the policy Health care is available to everyone without discrimination according to regulations issued by the Ministry of Labor, It was measured from numbers 1-5 of the questionnaire.

- **Employment practice equivalent rights outsourcing :** A set of practices followed by the company's management in attracting workers, where the company's management signs agreements with external recruitment companies to facilitate the process of searching for qualified human resources, and contracts with agencies that are committed to complying with fair recruitment practices, and cooperates with recruitment agencies to find candidates, so that the company's management takes into account legislation. It is applicable when contracting with recruitment companies, they use external sources to provide technical services regarding recruitment. It was measured from numbers 6-10 of the questionnaire.
- **Employment policy pay scale equity:** A set of practices followed by the company's management, so that it adheres to legislation related to equal wages, and conducts a job evaluation process to determine their importance, while providing a compensation policy and adhering to it so that its employees can see the mechanism for calculating compensation in all its forms (salaries, wages, bonuses, and benefits). it was measured from numbers 11-15 of the questionnaire.

**Dependent variable:**

- **Sustainable Performance:** The final results of the work and economic, social, and environmental performance of Ready-made garment manufacturing companies in Irbid, which focuses on achieving the intended results while maintaining environmental sustainability.

- **Economic performance:** The final results that show the company's management's ability to achieve economic growth based on continuously developing its product methods and expanding its sales volume in the market, so that the company's management analyzes the costs of purchasing materials, taking into account quality factors, and its ability to study the costs of energy consumption, so that the company's management Recycling, It was measured from numbers 16-20 of the questionnaire.
- **Social performance:** The results show the company's ability to achieve community safety, implement occupational health and safety systems, maintain its reputation and social credibility, its contribution to charitable social projects on a voluntary basis, and its initiative in developing the infrastructure of the local community; it was measured from numbers 21-25 of the questionnaire.
- **Environmental performance:** The final results that show the company's management's ability to apply environmental standards in its production activities, so that it is keen in its production operations to safely dispose of its waste, and the company's management uses renewable energy, so that it relies on environmentally friendly recyclable materials, and adopts ideas related to the use of green technology, It was measured from numbers 26-30 of the questionnaire.

**Moderating variable:**

- **Roles of Strategic Human Resources Management(SHRM):** The group of roles that human resources management exercises in ready-made garment manufacturing companies in Irbid in dealing with employees, which includes the role of strategic partner, the role of administrative expert, the role of employee champion, and the role of change agent.
- **Strategic Partner:** A set of tasks and responsibilities, which focus on environmental analysis using SWOT analysis, so that the human resources department designs its

strategies in line with the company's strategic objectives, and participates with employees in setting their goals emanating from the strategy, and seeks to disseminate knowledge among employees, so that management is interested in Human resources continuously develop employees, It was measured from numbers 31-35 of the questionnaire.

- **Administrative Expert** : A set of tasks and responsibilities that the Human Resources Department seeks to contribute to achieving competitive advantage, by planning to increase operational efficiency, by providing administrative advice to other departments, focusing on the quality of internal operations, as well as ensuring the development of individual professional capabilities, and conducting educational workshops to achieve integration between work requirements versus family requirements, It was measured from numbers 36-40 of the questionnaire.
- **Employee Champion**: A set of tasks and responsibilities that focus on supporting the self-development of employees' capabilities, training them to work in a team management style, ensuring their satisfaction, and developing their loyalty, as well as developing positive feelings for employees in all of life, and ensuring the achievement of Integration between work and family requirements, It was measured from numbers 41-45 of the questionnaire.
- **Change agent**: A set of tasks and responsibilities so that the human resources department focuses on change initiatives, plans to create talent, and pays attention to hearing employees' suggestions, by adopting a plan for continuous improvement, and striving to develop leaders for change, It was measured from numbers 46-50 of the questionnaire.

## **CHAPTER TWO**

### **Theoretical Framework and Previous Studies**

In this chapter, we will discuss (a) the definition of the study factors (decent work, sustainable performance, roles of strategic human resources management), (b) related previous studies and their findings, and (c) the main difference between this study and similar previous studies.

#### **2.1. Theoretical Framework**

##### **2.1.1. Decent Work**

###### **Evolution of Decent Work**

Studies by Pereira et al.(2019) have indicated that the definition of decent work and its scope have witnessed several developments since the foundation of the International Labor Organization (ILO) in 1919 as part of the French Treaty for Responding to international labor policy issues. According to Raziq and Maulabakhsh (2015) In 1990, the United Nations Development Program (UNDP) launched its first Human Development Report.

###### **Definition of Decent Work**

Decent work is related to the eighth goal of sustainable development (SDGs), which refers to the factors and conditions that create proper working settings characterized by a safe and dignified working environment, fair payment, and developmental opportunities. It refers to work that respects workers' human rights (Raziq & Maulabakhs, 2015) and meets their psychosocial needs (Winchenbach et al., 2019).

Decent work, as the eighth goal in the Sustainable Development Goals, is a comprehensive concept. It encompasses various work-related issues such as human dignity, work-life balance, fairness, and a safe workplace. A decent work setting is one

that is free from forced labor, child labor, and discrimination in employment (Rai and Ruwanpura, 2019; Blustein et al., 2019). Dodd et al., (2019) proposed that decent work satisfies three basic human needs: survival needs, socialization needs, and self-determination needs (Dodd et al., 2019). Conigliaro, (2021) further elaborated that the notion of decent work is threefold, encompassing the recognition of universal individual rights, the fulfillment of human needs, and the promotion of social justice.

Even though decent work leads to numerous benefits, such as employee satisfaction (Nourafkan et al., 2023), that therefore enhance organizations' productivity, other studyers indicated that offering decent work is an expensive practice that leads to additional costs, which negatively affects the sustainability of the organization's financial performance (Yildiz & Sezen, 2019). These contradictory results and propositions urge more study efforts to address this issue and offer more insights and recommendations about decent work settings and practices.

### **Importance of Decent Work**

Creating and maintaining a decent workplace perceived by workers as fair and safe and providing essential developmental opportunities is a critical strategy that enables companies to cope with unstable business environments successfully and effectively face their challenges (Dodd et al., 2019). Certainly, decent workplaces are desirable for both current employees to be motivated and engaged, enhancing companies' ability to recruit highly qualified employees from the external labor markets (Acho Elendu&Nelson, 2024). Furthermore, it was found that decent work initiative and activities enhance employee performance by offering them promising career paths and training (Salim et al., 2023) and make workers feel secure and respected (Winchenbach et al., 2019), hence enhancing employee performance (Nourafkan et al., 2023). Therefore, decent work fosters social sustainability, enhances stakeholder relationships, provides a sustainable

competitive advantage (Ariza et al., 2019), and induces the entrepreneurial orientation of the organizations (Boudt et al., 2024), thus enhancing the organization's sustainability.

Despite the significant impact of decent work on the organization's sustainability, more study needs to be concentrated on decent work and its impact on sustainable performance compared to other factors that affect organization sustainability (Santos, 2023). Furthermore, the decent work and sustainable performance literature lacks study conducted in Jordan, a developing country in the Middle East. Therefore, the importance of this study stems from the topic it addresses and the expected theoretical and contextual contributions.

### **Decent Work Dimensions**

Due to its broad scope and implications, decent work practices include several dimensions that are perceived differently by studyers and practitioners. For instance, Gibb and Isaac (2020) proposed several related dimensions, including pay, essential work characteristics, employment conditions, health and safety, and life balance with work. Furthermore, Blustein et al. (2019) proposed three dimensions of decent work based on the eighth Goal of the Sustainable Development Goals: compromising job security and respect for labor rights. Further, Pereira et al. (2019) suggested that decent work consists of four dimensions, including the individual dimension (life story), activity (work as tangible action), collective dimension (interaction with peers), and social dimension (values). In addition, Nourafkan and Tanova (2023) identify eight dimensions of decent work: fair wages, safe working conditions, equal opportunities and treatment, social protection for employees and their families, personal development, opportunities for social integration, freedom to express opinions and concerns at work, and the meaning of work. However, we found that these proposals for decent work need a holistic view of these factors. Therefore, we have adopted the following three dimensions of decent work

that enable us to investigate this factor more comprehensively, add a significant contribution to the literature, and offer more relevant implications.

1. **Employment Policy Pay Scale Equity:** This dimension is of utmost importance in decent work, encompassing the actions and policies necessary to achieve equal pay. The philosophy of decent work strongly emphasizes offering fair income among workers, making this dimension a crucial aspect of our proposed comprehensive view (Winchenbach et al., 2019).
2. **Employment Policy on Discrimination:** This dimension is a cornerstone of our proposed comprehensive view, as it includes policies and practices that aim to increase the integration of individuals from diverse backgrounds into the labor market without prejudice and discriminatory activities. This aligns with the principles of decent work and underscores the importance of inclusivity in the workplace (Montero et al., 2022; Santos, 2023).
3. **Employment Practice Equivalent Rights Outsourcing:** This dimension reflects fairness in staffing management activities regardless of employee backgrounds (Davies & Olus, 2019).

### **2.1.2. Sustainable performance**

#### **Definition of Sustainable Performance:**

Sustainable performance refers to "meeting the needs of the present without compromising the ability of future generations to meet their own needs (Centobelli., 2017). Sustainability is more than an action exercised to improve an organization's public image; it is an imperative challenge that an organization must deal with and adopt its philosophies and implications due to global pressures and competition (Sarkis, 2018). It reflects the organization's ability to achieve its goals without causing significant negative long-term environmental, social, and economic impacts (Yildiz & Sezen, 2019).

Sustainable performance is a comprehensive construct that includes several levels: individual, organizational, and societal (Ren et al., 2023).

### **Importance of Sustainable Performance**

Sustainable performance initiatives have been proven to lead to desirable results, such as reducing production costs (Rosenko, 2007). Moreover, it improves product quality and delivery performance (Ramaiah et al., 2013), enhancing companies' competitiveness. Indeed, high competitiveness in the global market forces organizations to continuously focus on improving sustainability (Randhawa & Ahuja, 2017). Sustainable performance, mainly environmental performance, has a positive impact on the financial performance of the companies by focusing on energy efficiency (Masri & Jaaron, 2017). Furthermore, sustainable performance is important because it balances economic prosperity, social well-being, and environmental preservation (Boiral & Henri, 2017). Therefore, organizations may need better sustainable performance due to the lack of commitment to positive environmental initiatives, leading to large quantities of waste and excessive energy consumption (Abdul-Rashid et al., 2017). The importance of sustainable performance also stems from its sensitivity to the location or contexts that produce various results when studying and, therefore, challenges the generalizability of sustainable performance study and practices initiatives (Jiang et al., 2017). In addition, some study studied the relationship between decent work practices and sustainable performance, investigating the latter from a narrow view, such as the relationship between decent work and financial performance, which produces adverse outcomes (Yildiz & Sezen, 2019).



### **Sustainable Performance Dimensions:**

Previous studies concentrated on some aspects of sustainable performance; in this study, we are widening our focus to include several dimensions of sustainable performance including:

- Environmental performance: refers to the process that minimizes waste and makes the most out of the available resources and the activities (Randhawa& Ahuja, 2017).
- Economic performance: ensures the companies' profitability, economic prosperity, and improvement of the standard of living in the long term (Randhawa& Ahuja, 2017).
- Social performance: is the actual achievement of the organization in improving and maintaining the quality of life and meeting the spiritual and psychological benefits without neglecting the environmental or economic aspects (Masri and Jaaron, 2017; Jiang et al., 2017).

### **2.1.3. Strategic Human Resources Management(SHRM)**

#### **Evolution of Strategic Human Resources Management**

The importance of the role of HRM in enhancing environmental performance has been recognized and noticed since the mid-nineties (Masri & Jaaron, 2017). There is an incremental call for study investigating the relationship between SHRM and sustainable performance and competitiveness by including more factors that receive less attention in similar studies (Hamadamin & Atan, 2019), such as administrative experts, change agents, employee champions' behavior, and strategic partners.

#### **Definition of Strategic Human Resources Management:**

The study Ishak, et al. (2010) indicates the importance of human resources management in recruitment, providing a safe work environment, investing in employees, supporting them in training, and enhancing thinking by providing information systems

and linking them to strategy, which are policies that view recruitment and workforce planning as human capital which contributes to increasing sustainable performance.

According to Saha and Gregar (2012), SHRM is the well-designed configuration of human resources practices that enables organizations to achieve their objectives. The study by Emeagwal and Ogbonmwan (2018) indicates that enhancing learning, teamwork, participation, and flexibility will help build a sustainable competitive advantage in addition to achieving profit and thus achieving sustainable economic performance.

Concerning strategic human resources management, several studies stress the importance of including various functional activities in studying companies' competitiveness and sustainable performance (Zaid et al., 2018).

Emeagwal and Ogbonmwan (2018) found that strategic HRM practices improve human capital development and employee commitment, affecting the organization's competitive advantage's sustainability. Syed et al. (2020) found that HRMPs have a significant positive relationship with environmental performance. In addition, Malik et al. (2021) found that GHRM significantly impacts sustainable performance. This study by Geethanjali et al. (2024) indicates that points out the importance of strategic human resource management, which recognizes that employees are one of the most important assets of a company.

Human capital is the essence of progress and development in all operations in organizations, so companies must invest heavily in it because of its positive impact in providing high competitive advantages in achieving sustainable performance.

### **Importance of Strategic Human Resources Management**

The study Ishak et al. (2010) indicates the importance of strategic management in achieving the company's general objectives, which is an important source to obtain

sustainable performance in any industry. The study by Hamadamin and Atan (2019) indicates that organizations should recognize more human resource management practices.

Its importance can lead to improving the degree of human capital development and enabling organizations to achieve their plan, which increases the degree of sustainable performance.

The study by Imran et al. (2021) indicates that GHRM and big data have a positive and important impact on green innovation, which in turn leads to achieving sustainable environmental performance.

In addition, the study by Imran et al. (2021) indicates the role of senior management in finding solutions to reduce pollution, which works to achieve better profits and thus achieve sustainable economic performance. The study by Tanveer et al. (2023) indicates the importance of strategic management in green human resources management practices to improve performance in achieving environmental and social sustainability. The study Bahiroh & Imron (2024) indicates that human resource management strategies are able to compete and adapt as businesses constantly evolve, such as cultural and leadership changes, talent management, effective communication and flexibility.

The strategic management and senior management in the company have a major role through guidance in developing appropriate plans, policies, solutions and alternatives to achieve sustainable performance.

### **Roles of Strategic Human Resources Management:**

#### **Administrative Expert**

Similarly, Hsien-Yu and Chia-Yang (2020) found a significant influence of the administrative expert role cognition of human resource practitioners and human resource

management system construction that, therefore, plays a significant role in sustaining the performance of companies. According to Widyawati et al. (2021) found a positive relationship between administrative experts and internal business processes that enhance the organizations' performance and competitiveness.

### **Change Agent**

Stephens et al. (2008) investigated the role of change agents on the sustainability of higher education institutions worldwide in different cultures and contexts. They found that change agents are associated with five critical sustainability issues, including regional-specific dominant sustainability challenges, financing structure and independence, institutional organization, the extent of democratic processes, and communication and interaction with society. According to A change agent has the expertise and authority to effectively initiate, support, and organize the change process ( Lunenburg, 2010).

Change agents may be classified as either external or internal. The caliber and feasibility of the connection between the change agent and the primary decision-makers within the organizational context significantly influences the efficacy and outcome of any endeavor to implement change. Study revealed that change agents are critical to organizations' survival and sustainability.

Furthermore, Westover (2010) highlights the significant role of differing change agent strategies and techniques in managing change and maintaining generational stability.

### **Employees Champion**

Refers to the ability to strengthen social connections and ties within the organization (Coakes & Smith, 2007). The study revealed that employees' champion behavior

enhances organizations' sustainability and performance by increasing employees' task performance (Kissi et al., 2013), and the effectiveness of the decision-making process and outputs (van Laere & Aggestam, 2016). The degree to which workers actively promote and garner support for creative ideas,

whether originating from themselves or others, which have advantageous implications for both the business and the individuals who exhibit such behaviors (De Clercq & Pereira, 2023).

### **Strategic Partners**

Strategic partners play a vital role in enhancing the organizations' suitability performance by enhancing the company's operations quality and efficiency, employee engagement and loyalty, and companies' competitiveness (Lemmergaard, 2009; Junengsih et al., 2022; Barney & Wright, 1998). Strategic human resources management has a major role and authority in the decision-making process. It can lead to high performance in enhancing and sustaining organizations.

## **2.2. Previous Studies**

### **1. Conner, J., & Ulrich, D. (1996). Human resource roles: Creating value, not rhetoric.**

Human Resources adds additional value to the organization by helping executives align HR strategies, processes, and practices with business needs in order to improve their effectiveness and achieve greater impact. A research study conducted with 256 mid- to upper-level HR executives from medium-sized companies was presented to Large size. An empirical assessment of the multiple roles played by HR professionals is reported and implications for the development of the HR profession are suggested. To test the extent to which HR roles can be defined and measured, a 70-item questionnaire was created by reviewing the literature related to the role and function of HR. These elements were

developed around the four key roles identified by Ulrich (1993) – strategic partner, change agent, employee champion, and Administrative expert. Scores were higher for the roles of employee champion and administrative expert and lower for the roles of strategic partner and change agent.

## **2. Saha & Gregar's (2012). Human Resource Management: As a Source of Sustained Competitive Advantage of the Firms.**

The aim is to reveal that human resources management is essential to ensure the success of any organization, which is based on the belief that an organization gains a competitive advantage by using its people effectively and efficiently. The study indicates the extent to which the source of value gradually shifted from tangible assets to intangible assets in 2009, as the implied market value of intangible assets reached 81%. The result of this study highlights the value of human resources (HR) and its strategic activities, which influence an organization's performance and competitive abilities.

## **3. United Nations, (2015).SDG8 - Decent Work and Economic Growth.**

The Sustainable Development Goals, which consist of 17 goals, were issued by the United Nations in 2015. The United Nations has called on all member states to adopt, pay attention to, and work to achieve these goals by 2030. This means setting a 15-year plan to achieve these goals, which call for eliminating Poverty, improving living conditions, and caring for land and natural resources everywhere.

The eighth goal of decent work and economic growth is promoting comprehensive and sustainable economic growth and providing job opportunities and decent work for all. This means providing opportunities for everyone to obtain work that provides justice and equality, achieves security in the work environment, and provides social protection for families and self-development for all, progress, and social integration.

**4. Abdul-Rashid, Sakundarini, Ghazilla & Thurasamy (2017).The impact of sustainable manufacturing practices on sustainability performance: Empirical evidence from Malaysia.**

The aim of this study is to examine the relationship between sustainable manufacturing practices and sustainability performance, where environmental, economic and social aspects are taken into account consideration at one time. A survey was conducted on 443 manufacturers ISO 14001 certification in Malaysia. Structural equation modeling is used to evaluate the relationship between sustainable manufacturing practices and sustainability performance. Results - The results of this study indicate that the most sustainable manufacturing process significant impact on sustainability performance.

**5. Jiang, Zhao & Ni's (2017).The Impact of Transformational Leadership on Employee Sustainable Performance: The Mediating Role of Organizational Citizenship Behavior.**

This study aims to find the degree of the influence of transformational leadership on employee sustainable performance, as well as the mediating role of organizational citizenship behavior. Three hundred eighty-nine questionnaires were collected from contractors and analyzed via structural equation modeling. The findings reveal that employee sustainable performance is positively influenced by transformational leadership.

**6. Boiral & Henri's (2017) . sustainability performance comparable? A study of GRI reports of mining organizations.**

The study aimed to introduce the difficulties faced. It recognizes the difficulties faced by studyers in academia and ESG analysts at rating agencies when comparing the sustainability performance of different companies. The paper provides empirical evidence for treating the Inability to compare sustainable performance data. Comparison of reported sustainability data between companies is examined through Content analysis of 92 Global Reporting Initiative (GRI) indicators in 12 sustainability reports for mining

companies using the GRI. The results indicate Reasons that explain the lack of comparison, such as the incommensurable nature of information.

**7. Zaid, Jaaron, & Bon's (2018). The Impact of Green Human Resource Management and Green Supply Chain Management Practices on Sustainable Performance: An Empirical Study.**

This study investigates the linkage between green human resource management bundle practices and green supply chain management (i. e., external and internal practices) and their impact on the Triple Bottom Lines of sustainability performance (i. e., environmental, social, and economic performance). The quantitative method is applied, and data is collected from a customized survey of 121 firms functioning in Palestine's most pollutant manufacturing sectors (i. e., food, chemical, and pharmaceutical sectors). The results revealed that green human resource management practices directly affect sustainable performance.

**8. Rai, Brown & Ruwanpura (2019). SDG 8: Decent work and economic growth—A gendered analysis.**

The study aims to critically analyze the Decent Work Agenda of SDG 8 in the context of the debates among various state and non-state actors that most recently took the shape of the International Labor Organization's Convention 189 (ILO, 2011).

The study also aims to trace theoretical and historical discussions about work and achieving decent work. Its results indicate the importance of preserving social and productive work and achieving gender equality for all women and men in 2030.

**9. Hamadamin & Atan. (2019). The Impact of Strategic Human Resource Management Practices on Competitive Advantage Sustainability: The Mediation of Human Capital Development and Employee Commitment.**

This study aims to examine the influence of "strategic human resources management (HRM) practices" on the achievement of "competitive advantages" that will be sustainable, with an evaluation of the mediating role of "human capital" development and



the commitment of employees in an academic environment. Six hundred questionnaires were randomly distributed to the employees of selected universities in Erbil City, Iraq. Structural equation modeling (SEM) techniques were employed for the analysis using Smart Partial Least Square PLS. Findings from the study revealed a linear and positive influence of strategic HRM on the sustainability of "competitive advantages"; strategic HRM was also found to positively influence human capital development and employees' commitment to the institutions.

**10. Yildiz & Sezen (2019). Effects of green supply chain management practices on sustainability performance.**

The purpose of this paper is to explore the impact of eight dimensions of green supply chain management (GSCM) on economic, environmental, and social performance. Design/methodology/approach – The relationships between the dimensions of GSCM and sustainability performance are tested using a plant-level survey. A proposed study model and hypotheses are tested using cross-sectional face-to-face and e-mail survey data collected from manufacturing firms in Turkey. Structural equation modeling is used to test the proposed hypotheses. Findings – All GSCM dimensions are related to at least one of the performance dimensions except for green purchasing. Decent work is part of the social performance of companies, and through this study it was pointed out that several dimensions of green supply chain management positively affect the social performance of companies and are an example of attention to decent work, employees, society and partners in the supply chain. Therefore, companies' commitment to implementing green supply chain management can help achieve decent work and improve corporate social practices. Through efforts to reduce environmental pollution, reduce material and energy consumption, and waste management, it has a positive impact on environmental performance, which contributes to sustainable performance in a positive way.

**11. Ariza-Montes, Giorgi, Hernández-Perlines, & Fiz-Perez's (2019). Decent work as a necessary condition for sustainable well-being—a tale of Pi (i) gs and farmers.**

The study analyzes working conditions in the European labor market after the crisis and its impact on workers' well-being. The samples integrate 7867 workers from the five PIIGS countries (36.2%) and 13,894 from the 10 Farmers countries (63.8%). The results establish that ensuring well-being is the key to sustainability, growth, and success for workers, groups, and organizations.

**12. Navajas-Romero, Díaz-Carrión, and Ariza-Montes (2019). Decent work as a determinant of work engagement on dependent self-employed.**

The study aims to study the working conditions of self-reliant workers and their impact on workers' participation in work. It distinguished between the self-employed, non-dependent self-employed, and wage earners. The sample integrated 42,963 surveyed workers, of which 0.03% were dependent self-employed, 13.73% were non-dependent self-employed, and 82.32% were wage earners. The results indicate that ensuring work engagement is the key to workers' sustainability, growth, and success.

**13. Conigliaro's (2021). Between Social Sustainability and Subjective Well-being: The Role of Decent Work.**

The study aims to explore different methods of assessing decent work and make short comments on actual working conditions worldwide.

It discursively presents the adopted method for compiling indicators, the Poset method, which is based on discrete mathematics. This method is particularly suitable for synthesizing multidimensional social concepts. Results related to achieving the sustainable development goals in decent work in European Union countries.

**14. Widyawati, Ribek, Purnawati, Jodi, Vipraprastha & Prayoga (2021). Human Resources System and Internal Business Process Perspective on Administrative Expert: Studi of Small and Medium Enterprises in Bali Indonesia.**

This study's purpose was to determine the effect of the HR system on the competitive advantage of employees at SMEs in Bali by including the internal business process

perspective as a mediating variable. The sample used 270 employees from SMEs in nine (nine) regencies in Bali. The analytical tool used in this study is PLS-SEM.

The results showed that the HR system positively and significantly affected the perspective of the internal business process and administrative experts.

**15. Junengsih, Tukiran, Herlina, Andrianto & Hermansyah (2022). Literature Review Human Resources as Strategic Partner of the Organization.**

The study aimed to clarify the role of employees in the organization and that it can maintain the company and compete with other companies. Organizations use human resources to form a cooperation strategy to improve the company. The method used by the studyer is a systematic literature review. The results prove that the role of Human resources in the company can be used as a strategic approach partner for the company, mainly when focused on partner organization strategies and the balanced scorecard.

**16. Tanveer, Yusliza, Ngah, & Khan (2023). Mapping the link between CSR and sustainability performance through GHRM practices in the hotel industry.**

This is the first study that has explicitly focused on mediating the role of green human resource management (HRM) between CSR and sustainability performance dimensions, which still needs to be answered in the literature.

Survey data from the 139 hotels in Pakistan was collected, and SmartPLS was applied to the structural equation modeling. Green HRM practices mediate the relationship between CSR and environmental and social dimensions of sustainability performance. the result for this study where the organization's performance is evaluated through social indicators such as working conditions, social care support for employees and their families, occupational health and safety, and social commitment. Decent work is part of the social performance of companies, and through this study it was pointed out that several dimensions of green supply chain management positively affect the social

performance of companies and are an example of attention to decent work, employees, society and partners in the supply chain. Hence, companies' commitment to implementing green supply chain management can help achieve decent work and improve corporate social practices

**17. De Clercq & Pereira's (2023). Proactive champions: How personal and organizational resources enable proactive personalities to become Idea champions.**

This study aims to investigate the relationship between employees' proactive personality and idea championing and how this relationship might be augmented when employees can draw from pertinent personal resources (persuasion self-efficacy and job enthusiasm) and organizational resources (social interaction and organizational support for change). This study was applied to a sample of employees belonging to an organization in Mozambique.

Survey data collected among employees in a banking organization show that employees' Proactive personalities increase the likelihood that they mobilize support for innovative ideas, especially if they:

1. feel confident that they can defend these ideas successfully,
2. experience their jobs as sources of personal fulfillment,
3. maintain informal relationships with peers, and
4. Believe their organizations embrace change.

For managers, these findings indicate that Employees will leverage their positive energy, derived from their desire for initiative-taking, into enhanced change-oriented championing activities if they also can draw from permanent resources that enhance their ability or motivation to engage in those leveraging efforts.

**18. Santos's (2023).From Neglect to Progress: Assessing Social Sustainability and Decent Work in the Tourism Sector.**

The study focused on indicators such as employment, wages, and work accidents. This study aims to assess the social sustainability of the tourism sector in Portugal from 2010 to 2020.

The study collected data from the "Quadros do Pessoal" statistical tables for the years 2010 to 2020 to analyze the performance of Portuguese companies in the tourism sector and compare it with the overall national performance. The results reveal fluctuations in employment and wages within the sector.

**19. Nourafkan & Tanova (2023).Employee perceptions of decent work: a systematic literature review of quantitative studies.**

The study aimed to analyze the concept of decent work and the results of 48 studies that monitored different aspects of decent work. The focus was on studies using an individual sample based on several theories.

This study's sample consists of 48 study studies published until the end of 2021, and its focus is largely on study conducted in the United States and developed countries.

**20. Better Work (2023). Annual Report 2023: Apparel Industry Review and Compliance. Better Work Jordan Program, Jordan, Amman.**

It is a partnership program between the International Labor Organization and the International Finance Corporation. This program brings together stakeholders from all levels (government, employers, workers) in the global garment industry, which aims to promote decent work and provide opportunities for women, enhance respect for labor rights, improve working conditions, and strengthen Competitiveness by national labor legislation and basic international labor standards. The program began its operations at the request of the Jordanian and American governments. The program provides a public report highlighting non-compliance cases to increase transparency and communicate

observations to other parties. The Better Work Program - Jordan works mainly in the garments industry sector exported from Jordan, which consists of large-scale factories that export their products to the United States under the free trade agreement between the two countries. This agreement is considered essential in the ready-made garments industry sector.

### **21. Bahiroh & Imron's (2024). Innovative Human Resource Management Strategies in the Era of Digital Transformation.**

The study indicates that innovative human resources management strategies are vital in the long term and allow companies to compete and adapt to the constantly evolving business landscape. These strategies include cultural and leadership changes, appropriate organizational restructuring, talent management, performance measurement, effective communication, flexibility, and good risk management.

A systematic literature review on "human creativity" has been undertaken. The number of articles found was 112; after the filtration process, Bahiroh focused more on the study topics, which was 40. They systematically compile relevant information from each article to comprehensively understand the studies' subject matter. As a result, this study confirms that innovative HR strategies are the key to organizational success in facing digital transformation. Consequently, agencies need to be aware of growing and enforcing modern HR strategies as part of their efforts to stand the challenges. The aim is to reveal that human resources management is essential to ensure the success of any organization, which is based on the belief that an organization gains a competitive advantage by using its people effectively and efficiently. The study indicates the extent to which the source of value gradually shifted from tangible assets to intangible assets in 2009, as the implied market value of intangible assets reached 81%. The result of this study highlights the value of human resources (HR) and its strategic activities, which influence an organization's performance and competitive abilities.

### **2.3. What Distinguishes the Current Study from Previous Studies?**

The results confirmed the presence of positive effects of decent work on sustainable performance, as the studyer suggested that managers and authors acquire high performance awareness, and future study should study and explore decent work in relation to commitment to sustainable economic, social and environmental performance.

This study will focus on the variables extracted from the aforementioned studies to study their impact, and study the impact of decent work on sustainable performance, using the roles of strategic human resources management as a moderating variable. This study will highlight areas that have not previously been studied in previous studies and which we hope the results will enrich knowledge for future studies. This study will also be applied to the Jordanian environment, where its variables have not been studied. In addition, the current study will focus on a very important sector, which is the large companies in the ready-made garments industry, which has not yet been taken into account in previous studies.

### **2.4. An Introductory Overview of the Large Companies in the Ready-Made Garments Industry in Irbid**

The sector of ready-made garments manufacturing companies is considered one of the companies affiliated with the ready-made garments and leather sector, and it is a vital and important sector that contributes to the Jordanian sector significantly, as the structure of the ready-made garments and leather sector (Amman Chamber Industry, 2023) indicates the proportion of Jordan's exports, which amounted to 2.3 billion dollars in 2022, which constitutes...25% of national exports, as this percentage is considered large compared to other industrial sectors. It also directly contributes 3% of the GDP. It also indicates that it employs about 68% of females, and 27% of workers in the industrial sector. It employs about 76 thousand workers, so that these statistics indicate the

importance of this sector in the prosperity of the Jordanian economy and in reducing the rate of poverty and unemployment in society.

The garment and leather sector contains a range of products such as ready-made garments, garment accessories, non-woven fabrics, yarns, fibres, carpets, leather products, textiles, fabrics, embroideries, textiles, crochet and knitting, non-apparel products and textiles such as towels, bed covers and curtains and shoes.

The focus of this study was on the ready-made garments sector, and the annual report from the Better Work Program (Better Work,2023) indicates that the ready-made garments industry sector is classified as one of the industries with high value in training and employment, which creates and provides job opportunities for men and women, as work is being done to reach the value of Exports to US\$7.3 billion in 2033 and employment of 225, 000 people in the sector.

(Amman Chamber Industry, 2023), taken from the Amman Chamber of Industry, indicates that companies operating in the ready-made garment manufacturing sector differ in the type and size of production. For example, SMEs that employ less than 100 workers and are mostly owned by Jordanians produce sportswear and outerwear such as work wear, corporate wear, Islamic wear, underwear and cotton garments, so these products are directed towards the local and regional market. As for the large companies that this study focuses on, they produce products such as knitwear and all different types of garments and carry various well-known brands such as Adidas, Nike and other well-known brands such as coats, hats and the like made of knitted cotton for men/boys, men's woven shirts, trousers and shorts for men, Shirts and similar items of synthetic or man-made fibres, knitted/crocheted, intended for export with a focus on the American market of the United States of America, where Jordan occupies twelfth place in the export of leather products and ready-made garments.



It also represents 1.2% of total US imports of garments, and more than 90% of these large companies are owned by foreign companies.

The ready-made garment sector includes extensive logistics services and infrastructure for sea, air and road trade to ensure speed and efficiency in delivery. Export operations from Jordan take 7 working days, while to the United States it takes up to 19 days, and it takes 10 to 14 days to reach Europe.

The ready-made garments sector contains many export capabilities and opportunities, such as the export of leather products and Jordanian ready-made garments, which achieve additional exports worth more than 560 million US dollars to various markets around the world, and the expansion of the production and export of new products such as the production of shoes and bags, and medical garments. And safety garments. It also seeks to invest in products such as tennis or basketball shoes, sports shoes, in addition to coats, ski jackets, wind and rain jackets, and wool woven fabrics.

The ready-made garments sector benefits from free trade agreements with 52 countries, such as the free trade agreement with Canada and the European Union, and the agreement with Arab countries, so that it possesses high and fast work skills. In addition to specialized programs and projects at competitive prices, the word “Made in Jordan” has become a distinctive mark of quality and credibility in various global markets. The ready-made garment sector contains several different projects such as the Better Work Project - Jordan, export training for the Jordanian garment sector/Dutch government project, Trade for Employment, the National Sector Skills Council, the National Security Council, and improving the ready-made garment sector and the competitiveness of the textile and garments sector ( Minatex Jordani).

The ready-made garment sector also contains the Skills Council, which is a tripartite governance body responsible for improving the links between skills needs in the garments

and leather sector and what education and training providers in the public and private sectors provide. It has been charged with identifying the skills required and determining qualifications in the labor market, so that it includes: The council includes representatives of employers, workers, sectoral associations, and representatives of the government.

With reference to (Amman Chamber of Industry,2019), the garments manufacturing sector is a very large sector, as it has been classified into large, medium, and small enterprises. This classification criterion was adopted on the basis of the number of employees and the value of their sales, as small establishments have a number of workers less than 5 workers. The value of its sales is less than 100 thousand Jordanian dinars, while the small companies employ less than 20 workers and the value of their sales is less than 1 million Jordanian dinars, and as for the medium companies, the number of employees is less than 100 workers and the value of their sales is less than 3 million dinars. Large companies start with the number of employees from 100 or more and their sales value reaches 3 million dinars and more.

Based on the previous indicators, this study relied on focusing on the large ready-made garments industry sector, so that the (Amman Chamber of Industry,2022) indicates the classification of company locations in (Zarqa, Irbid, Amman, Karak, Aqaba), and in this study it relied on the large ready-made garments industry sector. In Irbid, due to its large size and also based on the number of employees it has, as the number of employees it has is 27819 employees, and therefore it has the highest percentage of employment among the governorates of the Kingdom. Also, previous studies did not shed light on Irbid, which shed light on Amman, and this Table (2-1) shows the number of employees and the number of companies present in the sector of large ready-made garments manufacturing companies in Jordan:

**Table (2-1): large ready-made garments manufacturing companies in Jordan:**

<b>Irbid</b>		
<b>NO.</b>	<b>Company Name</b>	<b>Number of employees</b>
1.	Rich Pine International Group Textile ( LTD) Co	1684
2.	International elegance of the clothing industry	100
3.	Al Masirah Textile Industry LLC. M. M	507
4.	Al-Dhafer Company for the manufacture of ready-made clothing	285
5.	Traditional fashion clothing manufacturing company	20499
6.	Al Areen Clothing Manufacturing Company	400
7.	Standard Company for Jeans and Clothes Manufacturing	1000
8.	Milky Way Company for the manufacture of ready-made clothing	140
9.	Al-Sanaa clothing factory	265
10.	Al Hanan Clothing Manufacturing Est	200
11.	Haifa clothing manufacturing factory	360
12.	Mujezat Al-Asr Clothing Industry LLC. M. M	2379
The total number of workers in large ready-made garment factory companies in Irbid =27819		
Total number of ready-made garments factory companies (large) in Irbid = 12		

Source: (Amman Chamber of Industry,2022)

**Table (2-2): large ready-made garments manufacturing companies in Jordan: Zarqa**

<b>Zarqa</b>		
<b>NO.</b>	<b>Company Name</b>	<b>Number of employees</b>
1.	Al-Zayi Clothes Manufacturing Company. A. M	815
2.	Advanced technology company for the manufacture of ready-made clothing	1006
3.	United Creativity Manufacturing Readymade Clothes	2945
4.	Needlecraft for making ready-made clothes	2601
5.	Rainbow Company for the manufacture of ready-made clothing	1061
6.	Soft clothing company for the manufacture of ready-made clothing	1756
7.	Ayam Maliban Textiles Private Limited, Jordanian Readymade Garments Manufacturing LLC. M. M	1790
8.	Indian Jordanian clothing	778
9.	Practical fashion clothing manufacturing company	2411
10.	Al-Moufar Company for Clothing Manufacturing	762
11.	Nab El Elephant Clothing Manufacturing Company	3010
The total number of workers in large ready-made garment factory companies in Zarqa = 18, 935		
Total number of ready-made garments factory companies (large) in Zarqa = 11		

**Table (2-3): large ready-made garments manufacturing companies in Jordan: Amman**

<b>Amman</b>			
<b>NO.</b>	<b>Number of employees</b>	<b>Company Name</b>	<b>The site</b>
1.	133	Ahmed Qadri and partners	Marka Al-Shamaliah
2.	1792	Aljamal International Readymade Garment Industry LLC. M. M	Kasbah Amman / Abdali Street
3.	2000	Jerash clothing and fashion industry	Sahab
4.	1170	Atlanta Garment Industry LLC. M. M	Al-Quweismeh/Kharibet Al-Souq
5.	701	The place for the clothing industry	Sahab
6.	1094	Ivory clothing factory	Sahab
7.	677	Aseel International for ready-made clothing industry	Sahab
8.	143	Skilled tailors for making clothes	Sahab
9.	166	Southern clothing industry	Shmeisani
10.	659	Double U&D Clothing Industry (Jordan) Corp	Sahab
11.	243	Attex Foreign Trade (Jordan)	Sahab
12.	368	Al-Mutawafiq for ready-made garments industry	Sahab
13.	1845	Mas Al Safi for the clothing industry	Sahab
14.	103	The genius of the clothing industry	Sahab
15.	2258	Pine Tree Clothing Industry	Al-Moaqar
16.	400	Mustafa and Kamal Ashraf Trading Company (Jordan) for manufacturing ready-made clothing	Sahab
The total number of workers in large ready-made garment factory companies in Amman = 13, 752			
Total number of ready-made garments factory companies (large) in Amman = 16			

**Table (2-4): Large-Scale Ready-Made Garment Factory Companies - Karak.**

<b>Karak Governorate/Kasbah Karak</b>			
<b>NO.</b>	<b>Number of employees</b>	<b>Company Name</b>	<b>The site</b>
1.	3486	Al Falak Readymade Clothes Industry LLC. M. M	<b>Karak Governorate/Kasbah Karak</b>

**Table (2-5): Large-Scale Ready-Made Garment Factory Companies - Aqaba.**

<b>Aqaba</b>			
<b>NO.</b>	<b>Number of employees</b>	<b>Company Name</b>	<b>The site</b>
1.	3396	Sydney clothing company	<b>Aqaba</b>

- Number of large ready-made garments companies in Jordan = 41
- Number of companies (large, medium, and small) in the leather and knitwear sector in Jordan = 164

Based on the data contained in the previous table, Irbid was chosen in this study because it is classified according to its size, as large-sized companies were chosen, in addition to the fact that they employ the largest number of their employees, and also according to their size in terms of (sales, exports, and number of employees), which constitute The largest percentage is based on the size of the employees, and also because previous studies did not shed light on it, in addition to the fact that the companies allowed the studyer to apply the questionnaire to them. In addition, large ready-made garments manufacturing companies were selected in this study, and medium or small companies were not accredited, although they contain a large number of companies, which amount to 123 small and medium companies, according to the 2023 Annual Report, Apparel Industry Sector Review and Compliance. (Better Work,2023)For the Better Work Program - Jordan, which indicates that there are many SMEs that produce garments but do not export their products and are therefore not part of the Better Work Programme. Despite the large number of these factories, they are very small and employ only 5% of the workforce working in the ready-made garments sector.

According to (Jordanian Ministry of Labor,2018) the Jordanian Labor Law Guide for Ready-Made Garments, instructions were issued in 2010 stipulating that the large ready-made garment industry sector must participate in a mandatory better work program, so that the Minister issues a list every day. Six months includes the names of factories operating in Jordan participating in the Better Work Program. According to the annual report (Better Work,2023), Jordan benefits from several free trade agreements, and the most important agreement for the garments industry is the Free Trade Agreement (an agreement

between the United States and Jordan), which allows Jordan to enter its products. To the American market, where the garments sector exported \$2.2 billion worth of garments, and 21% of total Jordanian exports go to the United States. The Jordanian garments industry is considered one of the basic sectors benefiting from the agreement, and the departments in the factories have an incentive to cooperate with the program (better work) because international purchasing bodies urge them to do so or put pressure on them.

Companies in the ready-made garments industry sector are competing to join the Golden List, and the number ( Jordanian Ministry of Labor ,2023) refers to the investment companies that have been included in the Golden List in 2023, as there are special instructions on the foundations and standards for approving institutions on the Golden List, and ( Jordanian Ministry of Labor,2018)refers to the Golden List that has been It was developed in June 2006, which refers to common practices between the government and the ready-made garment sector, which aims to encourage employers to adhere to Jordanian labor laws and international standards. The list's standards relate to wages, working hours, occupational health and safety, treatment of expatriate workers, and the employment of Jordanian workers. There is no institution to enter into if it is found that the institution violates any human rights such as child labor, forced labor, human trafficking, physical assault, sexual harassment, etc. (International Labor Organization,2022).

## **CHAPTER THREE**

### **Methodology (Method and Procedures)**

Study methodology refers to the scientific approach employed by the study to collect related data, analyze them, and then interpret the study findings to answer the study questions and meet the study objectives (Dehalwar and Sharma, 2023). The study methodology comprises study design, data collection tools or methods, and data analysis methods and techniques (Machado and Davim, 2020). The importance of study methodology stems from its ability to provide study with timely and accurate guidelines to effectively pursue their study with the available resources. In addition, well-designed study ensures its validity and reliability and keeps it free from biases and noticeable errors. The methodology also enables the study to adopt the most appropriate methods and tools to select the representative sample and interpret the collected data (Easterby-Smith et al., 2021).

This methodology chapter is structured as follows: study methodology, study population, study sample, data collection tools, study variables, and statistical methods.

#### **3.1 Study Methodology**

This study adopts a quantitative study methodology that measures and tests numerical data. We adopted this methodology because this study aims to test the cause-effective relationships between decent work practices and sustainable performance considering the moderating impact of the strategic roles of human resources management in the large ready-made garment manufacturing companies in Irbid Governorate. The descriptive-analytical approach of data collection and analysis was employed in this study as well because we have some knowledge about the study factors and aim to explain the variance caused by the independent and moderating factor on the dependent factor.

## 3.2 Study Population and Sample

### - Study Population:

The population of this study comprises twelve large ready-made garment manufacturing companies in Irbid Governorate, as shown in Table (2-1) in Chapter 2. The population consists of (27, 819) workers. This population was chosen for the following reasons:

1. According to the studyer's knowledge and literature, Irbid Governorate was not covered in similar previous studies.
2. The large ready-made garment manufacturing companies in Irbid Governorate have many workers compared to other governorates in Jordan, which increases the reliability of this study.
3. This population was chosen based on its relevance to the study topic and the practicality of data collection. The studyer's existing access to this population greatly facilitated the data collection process, enhancing the study's reliability.
4. Despite the large number of medium and small ready-made garment manufacturing companies, about 164 companies, they employ only 5% of workers in this sector, which produces for the local market only and does not export outside Jordan.

The major companies in our study of ready-made garment manufacturing companies were chosen because they are part of the better work Program and benefit from free trade agreements between the United States of America and the Hashemite Kingdom of Jordan. This agreement is mainly signed for companies that export their products, are large, and employ many workers.

The selection of the companies for this study was a rigorous process. Out of the twelve large ready-made garment manufacturing companies in Irbid Governorate, seven



agreed to participate, representing 58% of the total. These companies, including Rich Pine International Group Textile (LTD) Co., Al-Anaqa International for Garments Manufacturing, and Al-Masirah Textile Manufacturing LLC. M., were chosen based on their size, Export activities, and participation in the Better Business Program. The total number of employees from these seven companies who responded to this study is 5360.

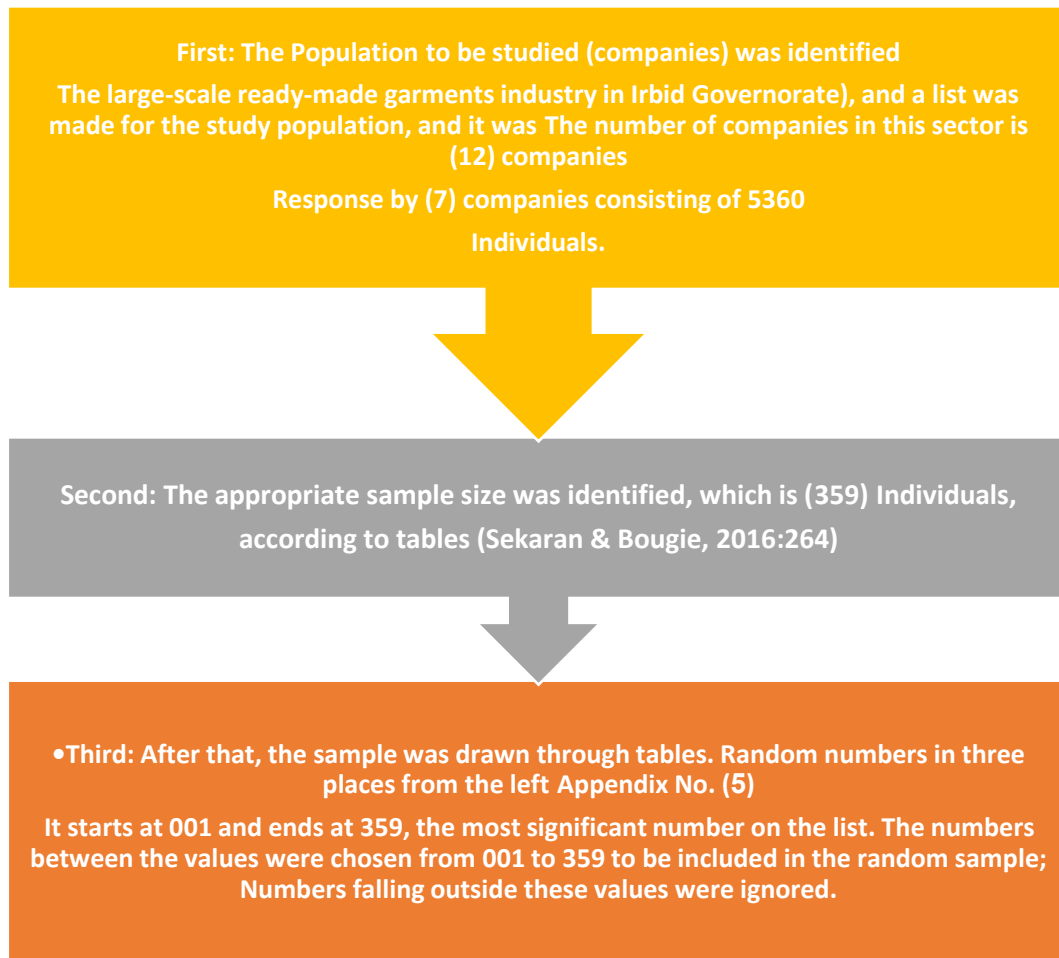
#### - **The Study Sample**

The current study targets major ready-made garments manufacturing companies in Irbid Governorate. Given the large size of the study population and difficulty applying the study to it, the sampling method was used Simple random sampling.

It is a probability sample in which each individual has an equal and independent probability of being selected.

The sample (that is, it gives equal chances to every member of the population) is based on chance events, such as random numbers, flipping a coin, etc. What is meant by a simple random sample Without Replacement is that each sample of people has one chance to be chosen (rejecting any number chosen in the Previous reading) (Setia, 2016). The sample was 359 individuals (Bougie & Sekaran, 2016, p.264). The sample is representative of population, and its results can be generalized.

Figure (2) demonstrates the employed steps for sample selection from the study population and the sampling method. The population was identified as Irbid Governorate's large-scale ready-made garments industry, comprising 12 companies. Only seven companies responded that hired 5360 employees. Based on Sekaran & Bougie's (2016) table of appropriate sampling size, we identified 359 needed responses.



**Figure (3-1): The Sample Collection Diagram**

### **3.3 Data Collection Tools**

- **Secondary Data Sources:** include relevant international and Arabic books, references, articles, study and search engines.
- **Primary Data Sources:**

**The first source:** exploratory interviews conducted and mentioned in **Appendix No. (1)**.

**The second source:** The questionnaire was the primary tool, and a questionnaire was developed to measure the three variables of the study. The questionnaire was designed in three parts and was determined by three variables: decent work, sustainable performance,

and the strategic roles of human resources management. The questionnaire consisted of sixty-six questions, as shown in Appendix No. (3).

The table below shows each variable and its related question.

**Table (3-1): Study Variables and Related Questions**

Main variable	Dimension variables
Decent Work (Independent variable)	<ul style="list-style-type: none"> <li>- Eemployment Policy on Discrimination. (8 questions)</li> <li>- Employment Practice Equivalent Rights Outsourcing. (7 questions)</li> <li>- Employment Policy Pay Scale Equity. (8 questions)</li> </ul>
Sustainable Performance (Dependent variable)	<ul style="list-style-type: none"> <li>- Economic Performance. (6 questions)</li> <li>- Social Performance. (6 questions)</li> <li>- Environmental Performance. (6 questions)</li> </ul>
The Roles of Strategic Human Resources Management (Moderator variable)	<ul style="list-style-type: none"> <li>- Strategic Partner. (7 questions)</li> <li>Administrative Expert. - (6 questions)</li> <li>- Employees Champion. (6 questions)</li> <li>- Change Agent. (6 questions)</li> </ul>
	The total number of questions in the survey was 66.

### **3.4 Validity and Reliability Test:**

The questionnaire was subjected to validity and reliability through the following steps:

**3.4.1 Preparation of Questionnaire Items: The questionnaire items were prepared and developed based on the literature review. See Appendix No. (4).**

**3.4.2 Validity of the Instrument: Two types of validity have been used for the purpose of ensuring the validity of the instrument.**

The following is an explanation of these types:

### 3.4.2.1 Face Validity

The questionnaire was given to (15) expert academic referees, who played a crucial role working in several Jordanian universities to collect opinions and comments on the paragraphs' validity and suitability. See Appendix No. (2) for more details.

The outcomes of this stage are as follows:

- Deleting (16) paragraphs from the questionnaire.
- Modifying the wording of some paragraphs.
- After carefully considering all the opinions and suggestions of the referees, we developed the study questionnaire which comprising (50) items.

### 3.4.2.2 Construct Validity

Construct validity: Using confirmatory factor analysis (CFA), the Smart PLS4 program was used to implement confirmatory validity tests on the dimensions of the independent and dependent variables and the moderating variable. The results of this analysis are as follows:

#### 3.4.2.2.1 Construct validity using the confirmatory factor analysis method for the items of the independent variable (Decent Work).

**Table (3-2): Confirmatory Factor Loading Analysis for the Items of the Independent Variable (Decent Work)**

#	Item	Factor loading
1	The company's management is committed to policies of nondiscrimination between genders with regard to employment.	0.817
2	The company's management communicate with job candidates in a fair, professional manner.	0.866
3	The company's management gives equal opportunities to job applicants.	0.757
4	The company's management provides fair career paths for the development of its employees.	0.746

#	Item	Factor loading
5	The company's management is interested in applying the health care policy to everyone without discrimination in accordance with the regulations issued by the Ministry of Labor.	0.720
6	The company's management signs agreements with external recruitment companies to facilitate the process of searching for qualified human resources.	0.836
7	The company's management cooperates with recruitment agencies to find candidates.	0.834
8	The Company's management contracts with agencies that are committed to complying with fair employment practices.	0.795
9	The company's management takes into account the applicable legislation when contracting with recruitment companies	0.752
10	The company's management outsources technical services regarding recruitment.	0.736
11	The company's management is committed to legislation related to fairness in wages.	0.819
12	The company's management has a compensation policy such as equal pay scale.	0.817
13	The company's management enables its employees to view the mechanism for calculating compensation in all its forms.	0.809
14	The company's management ensures that wage policies are consistent with prevailing conditions in the labor market.	0.805
15	The company's management is committed to the minimum wage.	0.773

As shown in the **factor loading values** table (3-2), all items in the decent work variable are above (70%). All factors, therefore, are reliable because no single item has loading values less than (60%) (Field, 2005; Hair et al., 2006). Hence, these findings indicate that the studied companies are highly committed to all decent dimensions (employment policy on discrimination, employment practice equivalent rights outsourcing, employment policy pay scale equity). The high values of the factor loadings indicate that all the studied aspects of decent work are essential and that the employing organizations adhere to these desirable dimensions.

**3.4.2.2.2. Construct validity using the confirmatory factor analysis method for items on the dimensions of the dependent variable (Sustainable Performance).**

**Table (3-3): Confirmatory Factor Loading Analysis for the Items of the Dependent Sub-factor (Economic Sustainable Performance)**

#	Item	Factor loading
16	The company's management continuously develops its product methods.	0.812
17	The company's management has plans to expand its sales volume in the market.	0.846
18	The company's management analyzes the costs of purchasing raw materials, considering the quality factors.	0.826
19	The company's management is interested in studying the costs of energy consumption.	0.866
20	The company's management does recycling.	0.810

As explained previously, the factor loading reveals the strength of each single item in the scale with the underlying factor of the economic sustainable performance.

As shown in the **factor loading values** table (3-3), all items in the economic sustainable performance variable are above (70%). All factors, therefore, are reliable because no single item has loading values less than (60%) (Field, 2005; Hair et al., 2006). Therefore, the results indicate that items in this construct (product development, market penetration, raw material and energy consumption cost initiative are all contribute significantly to the organizations' economic sustainable performance.

**Table (3-4): Confirmatory Factor Loading Analysis for the Items of the Dependent Sub-factor (Social Sustainable Performance)**

#	Item	Factor loading
21	The company's management considers community safety as one of its goals.	0.781
22	The company's management applies occupational health and safety systems.	0.743
23	The company's management realizes that developing its reputation is linked to its social credibility.	0.818
24	The company's management contributes to charitable social projects on a voluntary basis.	0.796
25	The company's management takes the initiative in developing the infrastructure of the local community.	0.758

Factor loading reveals the strength of each item in the scale, with the underlying factor of social sustainable performance.

As shown in the factor loading values table (3-4), all social sustainable performance variable items are above (70%). All factors, therefore, are reliable because no single item has loading values less than (60%) (Field, 2005; Hair et al., 2006). Therefore, the results indicate that study companies are committed and invest significantly in community safety, occupational health and safety, social credibility, charitable social projects, and local infrastructure development.

**Table (3-5): Confirmatory Factor Loading Analysis for the Items of the Dependent Sub-factor (Environmental Sustainable Performance)**

#	Item	Factor loading
26	The company's management applies environmental standards in its production activities.	0.771
27	The company's management is keen in its production operations to safely dispose of its waste.	0.741
28	The company's management uses renewable energy.	0.850
29	The company's management uses environmentally friendly, recyclable materials.	0.880
30	The company's management adopts ideas related to the use of green technology.	0.773

Factor loading reveals the strength of each item in the scale, with the underlying factor of environmental sustainable performance.

As shown in the factor loading values table (3-5), all environmental sustainable performance variable items are above (70%). All factors, therefore, are reliable because no single item has loading values less than (60%) (Field, 2005; Hair et al., 2006). Therefore, the results indicate that study companies are dedicated to significantly environmentally friendly productions; safely dispose of production waste, using renewable energy, uses environmentally friendly, recyclable materials, and use of green technology.

### 3.4.2.2.3. Structural validity using the confirmatory factor analysis method for items on the dimensions of the modified variable (Roles of Strategic human resources management)

Confirmatory Factor Loading Analysis for the Items of the moderator Sub-factor (Strategic Partner)

**Table (3-6): Confirmatory Factor Loading Analysis for the Items of the moderator Sub-factor (Strategic Partner)**

#	Item	Factor loading
31	The Human Resources Management conducts an environmental analysis using SWOT.	0.747
32	The Human Resources Management designs its strategies in accordance with the company's strategic objectives.	0.770
33	The Human Resources Management participates in implementing the strategy.	0.748
34	Human resources management seeks to spread knowledge among employees.	0.783
35	The Human Resources Management is concerned with constantly developing employees.	0.767

Factor loading reveals the strength of each item in the scale, with the underlying factor of Strategic Partner.

As shown in the factor loading values table (3-6), all strategic partner variable items are above (70%). All factors, therefore, are reliable because no single item has loading values less than (60%) (Field, 2005; Hair et al., 2006). Therefore, the results indicate that study companies are dedicated to significantly to strategic partner sub-moderating factors.

**Table (3-7): Confirmatory Factor Loading Analysis for the Items of the moderator Sub-factor (Administrative Expert)**

#	Item	Factor loading
36	The Human Resources Management seeks to contribute to achieving competitive advantage.	0.713
37	The Human Resources Management plans to increase operational efficiency.	0.772
38	The Human Resources Management provides managerial advice to other departments.	0.789
39	The Human Resources Management focuses on the quality of internal processes.	0.785
40	The Human Resources Management is keen to develop individual professional capabilities.	0.774



Factor loading reveals the strength of each item in the scale, with the underlying factor of administrative expert.

As shown in the factor loading values table (3-7), all strategic partner variable items are above (70%). All factors, therefore, are reliable because no single item has loading values less than (60%) (Field, 2005; Hair et al., 2006). Therefore, the results indicate that study companies are dedicated significantly to administrative expert sub-moderating factors.

**Table (3-8): Confirmatory Factor Loading Analysis for the Items of the moderator Sub-factor (Employee Champion)**

#	Item	Factor loading
41	The Human Resources Management supports the self-development of employees' capabilities.	0.822
42	The Human Resources Management trains employees to work as a team.	0.840
43	The Human Resources Management cooperates with other departments to achieve employee satisfaction.	0.866
44	The Human Resources Management contributes to preparing programs for employees to follow a healthy lifestyle.	0.776
45	The Human Resources Management holds awareness workshops to achieve integration between work requirements versus family requirements.	0.833

Factor loading reveals the strength of each item in the scale, with the underlying factor of employee champion.

As shown in the factor loading values table (3-8), all strategic partner variable items are above (70%). All factors, therefore, are reliable because no single item has loading values less than (60%) (Field, 2005; Hair et al., 2006). Therefore, the results indicate that study companies are dedicated significantly to employee champion sub-moderating factors.

**Table (3-9): Confirmatory Factor Loading Analysis for the Items of the moderator Sub-factor (Change Agent)**

#	Item	Factor loading
46	The Human Resources Management focuses on change initiatives.	0.782
47	The Human Resources Management plans to create talent.	0.826
48	The Human Resources Management is interested in hearing employee suggestions.	0.843
49	The Human Resources Management has a plan for continuous improvement.	0.819
50	The Human Resources Management seeks to develop leaders for change.	0.835

Factor loading reveals the strength of each item in the scale, with the underlying factor of employee champion.

As shown in the factor loading values table (3-9), all strategic partner variable items are above (70%). All factors, therefore, are reliable because no single item has loading values less than (60%) (Field, 2005; Hair et al., 2006). Therefore, the results indicate that study companies are dedicated significantly to Change Agent sub-moderating factors.

The convergent structural validity was also verified by extracting the values of the variance extracted rate (AVE) for the reflective structure, and the table (3-10) shows the values of the extracted variance rate:

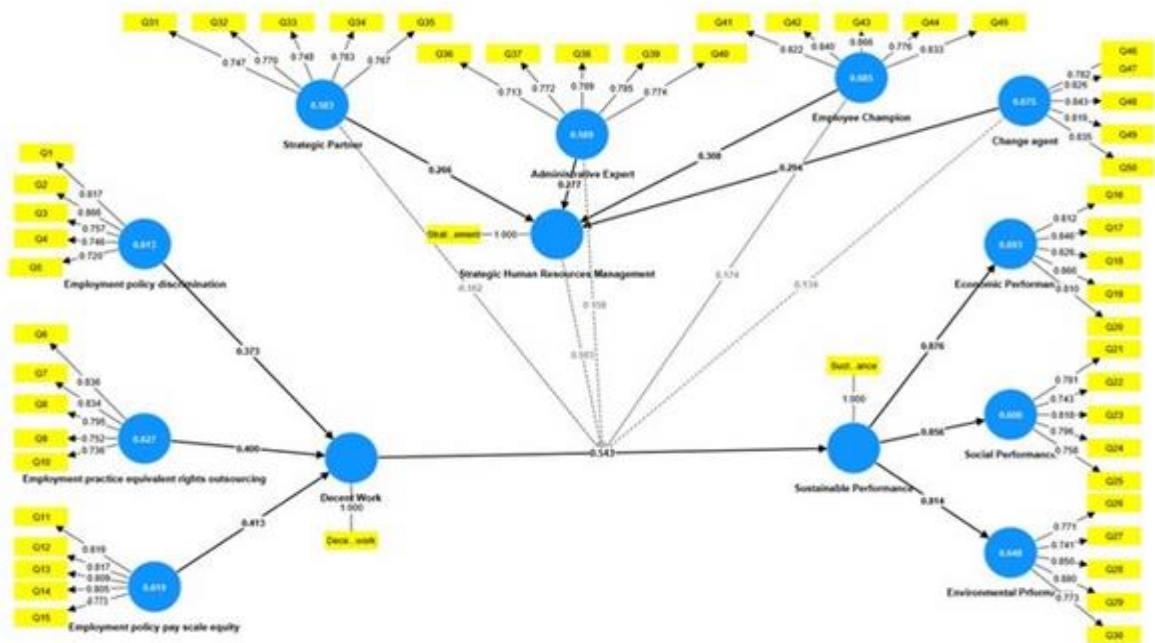
**Table (3-10): Average Variance Extracted (AVE) for the Tool's Dimensions**

Variables	Dimension variables	Numbers Item	AVE
<b>Decent work</b>	Employment policy on discrimination	5	0.613
	Employment practice equivalent rights outsourcing	5	0.627
	Employment policy pay scale equity	5	0.619
<b>Sustainable Performance</b>	Economic performance	5	0.693
	Social performance	5	0.608
	Environmental performance	5	0.648
<b>Roles of Strategic human resources management</b>	Strategic Partner	5	0.583
	Administrative Expert	5	0.589
	Employee Champion	5	0.685
	Change agent	5	0.675

Table (3-10) shows the values of an important indicator of construct validity, which is the rate of variance extracted (AVE). This indicator shows the percentage of explained variance that explains one paragraph of each of the dimensions. The values on this

indicator range between (0-1) and where It is shown that the values of this indicator range between (0.583 - 0.693), which is within this range, and that the preferred values are assumed to be greater than (0.50) in order for this indicator to be accepted. When reviewing the values for this indicator, it becomes clear that the lowest value reached is (0.583) for the (Strategic Partner) dimension, and since this value is the lowest among the values, but at the same time it is greater than (0.50), which indicates acceptance of the values of the extracted variance rate (AVE) reached (Fornell & Larcker, 1981).

**Figure(3-2): Results of SMART PLS4 Programming to Measure Convergent Structural**



**Validity Using Confirmatory Factor Analysis**

**Discriminant Validity Using the Larcker-Furnell Method:**

This method is based on comparing the values of the inter-correlation coefficients of one dimension with the other dimensions with a spoken value, which represents the value of the square root of the average variance extracted (AVE), so that the correlation values are less than the measured value, as this contributes to arriving at the idea of separation and differentiation of the dimensions among them. The following table shows the results of the discriminant validity analysis:

**Table (3-11): Discriminant Validity Analysis Using the Larcker-Furnell Method**

<i>Variables</i>	<b>Administrative Expert</b>	<b>Change agent</b>	<b>Economic performance</b>	<b>Employee Champion</b>	<b>Employment policy discrimination</b>	<b>Employment policy pay scale equity</b>	<b>Employment practice equivalent rights outsourcing</b>	<b>Environmental performance</b>	<b>Social performance</b>	<b>Strategic Partner</b>
<i>Administrative Expert</i>	0.767									
<i>Change agent</i>	0.641	0.821								
<i>Economic performance</i>	0.497	0.360	0.832							
<i>Employee Champion</i>	0.626	0.769	0.429	0.828						
<i>Employment policy discrimination</i>	0.591	0.592	0.379	0.567	0.783					
<i>Employment policy pay scale equity</i>	0.515	0.567	0.359	0.512	0.664	0.787				
<i>Employment practice equivalent rights outsourcing</i>	0.435	0.446	0.341	0.467	0.567	0.475	0.792			
<i>Environmental performance</i>	0.475	0.444	0.564	0.396	0.427	0.347	0.354	0.805		
<i>Social performance</i>	0.542	0.526	0.699	0.577	0.519	0.483	0.433	0.560	0.780	
<i>Strategic Partner</i>	0.693	0.689	0.531	0.678	0.587	0.534	0.494	0.567	0.621	0.763

The results of the table (3-11): indicate the values of discriminant validity using the (Larcker & Furnell) method, where the idea of this type of validity is based on comparing the value of the intercorrelations of one factor with the other correlations with the value of the square root of the extracted variance rate. It is noted that all intercorrelations are less than the value of the square root of the extracted variance rate, which indicates a good discriminant validity in this method (Larcker & Furnell, 1981).

### 3.4.2.3 Reliability of the Study Tool

Reliability is assessed using the internal consistency method, specifically the Cronbach's alpha equation, and the composite reliability (CR) method, for each dimension of the study tool. The Cronbach alpha method is used on analyzing and revealing the ratio of the total variance of the items to the total variance of one dimension. The composite reliability method refers to finding and representing the ratio of the remainders of the squares of the root to the sum of the squares of the root that is estimated during confirmatory factor analysis. It is crucial to note that the value of reliability using any type of the two methods should not be less than (0.70), as pointed out by Nunnally (1978), to ensure the robustness of the study tool.

**Table (03-12): Stability of the Variables and Dimensions of the Study Using the Cronbach Alpha Method and the Composite Reliability (CR) Method.**

Variables	Dimension variables	Numbers Item	Cronbach's alpha	Composite reliability
<b>Decent work</b> $\alpha= 0.912$	Employment policy on discrimination	5	0.840	0.887
	Employment practice equivalent rights outsourcing	5	0.852	0.894
	Employment policy pay scale equity	5	0.850	0.893
<b>Sustainable Performance</b> $\alpha= 0.924$	Economic performance	5	0.890	0.919
	Social performance	5	0.847	0.891
	Environmental performance	5	0.864	0.902
<b>Roles of Strategic human resources management</b> $\alpha= 0.945$	Strategic Partner	5	0.828	0.879
	Administrative Expert	5	0.825	0.878
	Employee Champion	5	0.892	0.920
	Change agent	5	0.886	0.916

Table (3-12): The results of the study dimensions using the Cronbach Alpha method and the Composite Reliability (CR) method. By reviewing the reliability values using the Cronbach Alpha method, it becomes clear that the lowest reliability value obtained with this method was (0.825), as this value was achieved in the moderating variable in the dimension (Administrative Expert), as for reliability using the composite method, the

lowest value reached was (0.878) in the intermediate variable for the same dimension. It is also noted that these values, although they represent the minimum values for reliability, have exceeded the reference value that represents the limit the lowest indicates high stability (Hair et al., 2010).

### Frequency Statistics

**Table (3-13): Study sample members by demographic factors and variables**

Variables		Category	Frequency	Percent
<b>Gender</b>	1.0	Male	151	38.9
	2.0	Female	237	61.1
<b>Educational Level</b>	1.0	Diploma and less	232	59.8
	2.0	Bachelor's	129	33.2
	3.0	High Diploma	11	2.8
	4.0	Master's	14	3.6
	5.0	PhD	1	0.3
<b>Age Categories</b>	1.0	Younger than 30 years	259	66.8
	2.0	30 - less than 45years	108	27.8
	3.0	45 – Less than 60 years	20	5.2
	4.0	60 years & above	1	0.3
<b>Years of Experiences</b>	1.0	Less than 5 years	202	52.1
	2.0	5 - less than 10 years	146	37.6
	3.0	10 - less than 15 years	31	8.0
	4.0	15 years & above	9	2.3
<b>Managerial Level</b>	1.0	Top Management Level	46	11.9
	2.0	Middle Management Level	98	25.3
	3.0	First-line Management Level	57	14.7
	4.0	Non Managerial Level	187	48.2
<b>Position</b>	1.0	Director	6	1.5
	2.0	Deputy Director	13	3.4
	3.0	Assistant Director	29	7.5
	4.0	Department Manager	21	5.4
	5.0	Division Manager	39	10.1
	6.0	Supervisor	47	12.1
	7.0	Employee	230	59.3
	8.0	Others	3	0.8
	Total		359	100.0

Table (3-13) shows the demographic distribution of the respondents across several classifications, including gender, educational level, age, years of experience, managerial level, and position. The data showed that most of the respondents were female (61.1%), This is a percentage very close to the annual report of 2023 in the Better Work Program (Better Work,2023), where the percentage of females in the report reached approximately 62%, and it indicates the specialization of the field in sewing and where it needs the presence of more women than men. Most of the respondents have a diploma and a lower level (59.8%), This is because the field of specialization due to the nature of work in the field of knitting and tailoring does not require the level to be a bachelor's degree or higher, so that training programs are conducted that enable all employees to complete the work efficiently and effectively, especially since the sector practices decent work practices without discrimination, and thus is reflected in the fact that all employees have An opportunity for education and development from these training programs fairly and without any kind of discrimination(Better Work,2023). The highest age category is younger than 30 years old, representing 66.8% of the sample, This is because younger workers usually have higher physical stamina and the ability to work long hours in difficult working conditions, such as standing for long periods or moving quickly, and also because younger workers accept lower wages compared to older workers, thus reducing wage costs for companies. They are also more energetic and energetic to learn new technology, which makes it easier for companies to adopt new technologies and improve productivity (Better Work,2023). In addition, this table shows that 52.1 of the respondents have Less than five years, This is because the clothing sector is characterized by certain characteristics that make it unnecessary to have many years of experience

In terms of the simplicity of operations, many jobs in the clothing sector, such as sewing or packing, are simple in nature and can be learned quickly. Also, work in clothing factories is often repetitive and routine, making new workers able to master tasks quickly

without needing years of experience. Also, many companies provide internal training programs that focus on teaching the basic skills necessary for work, and this reduces reliance on previous experience. Less experienced workers usually accept lower wages, which helps companies reduce operating costs, and therefore companies sometimes prefer to employ workers without experience. Long because they can be shaped and trained according to the company's working requirements and conditions (Better Work, 2023). The data also show that 48.2 % are at the Non-Managerial Level, and 59.3 are just employees without any supervisory responsibilities.

This table shows the demographic distribution of survey respondents across various categories such as gender, educational level, age, years of experience, managerial level, and position. The majority of respondents are female (61.1%), have a high school education (59.8%), are between 18-25 years old (66.8%), have 0-5 years of experience (52.1%), are in top-level managerial positions (48.2%), and hold executive positions (59.3%).

### 3.5 Study Variables

- **The Independent Variable (Decent work):** which consists of three sub-variables: (Employment Policy on Discrimination, Employment Practice Equivalent Rights Outsourcing, Employment Policy Pay Scale Equity), which were identified through a literature review, which contributes to companies the ready-made garments industry is large in size in Irbid.
- **Dependent Variable (Sustainable Performance):** Which consists of three sub-variables: (Economic Performance, Social Performance, Environmental Performance), as sustainable performance is linked to companies in the large-scale ready-made garments industry in Irbid.
- **Moderating Variable:** The roles of strategic human resources management.



### 3.6 Statistical Methods

The statistical tools we will apply include:

1. Frequencies and percentages meticulously used to determine the measurement indicators adopted in the study and analyze the characteristics of the study sample.
2. Means of determining the study sample's response level to its variables.
3. Standard deviations measure the degree to which the responses of study sample members deviate from their mean.
4. Confirmatory Factor Analysis through structural equation modeling using SMART-PLS
5. Cronbach's alpha and Composite stability test to measure the reliability of the compound (C. R).
6. Variance inflation factor (VIF) and tolerance test to ensure that there is no multicollinearity between the independent variables.
7. T-test and Normal distribution tests (skewness and kurtosis).
8. A structured equation model (SEM) is used to test the study hypotheses.
9. Interactive hierarchical regression coefficient to determine the role of the moderating variable.

## CHAPTER FOUR

### Study Results and Hypothesis Test

In this chapter, we are going to present the analysis of the data collected from the Large Ready-Made Garment Manufacturing Companies in Irbid Governorate.

The study's results were presented by analyzing the data obtained from the answers of the study sample members related to the study questions that aimed to identify Decent Work Practices and their Reflections for Sustainable Performance: The Roles of Strategic Human Resources Management as a Moderating Variable-A Field Study in

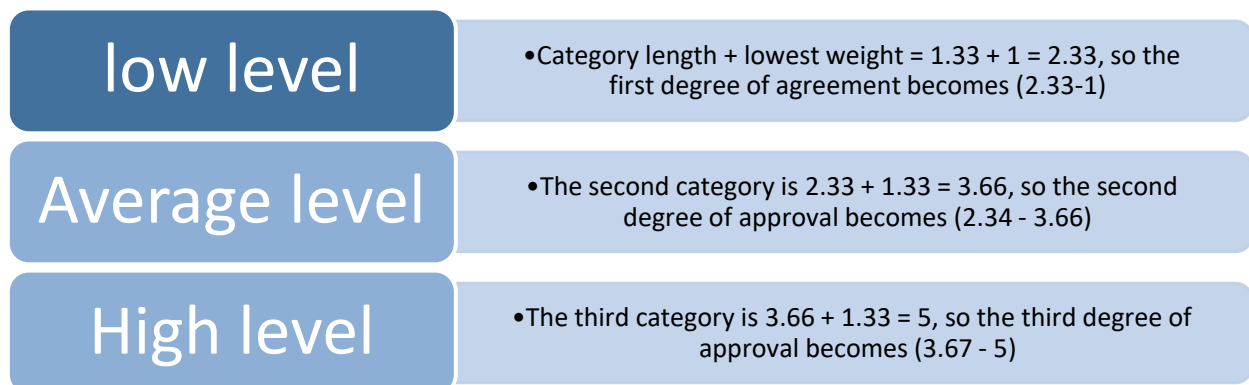
#### 4.1 Analysis of the Study Variables

The study adopted a five-point progressive Likert scale in the questionnaire that offers flexibility to the respondents to answer the questions. The values along the questions range from 1-5 as follows:

- Strongly agree = 5
- Agree = 4
- Somewhat agree = 3
- Disagree = 2
- Strongly disagree = 1

The following equation was used to treat the five-point Likert coefficient (Subedi, 2016).

Class length: ( upper limit of the alternative - lower limit of the alternative ) /Number of levels = ( 5-1 )/3=1.33



**Figure (4-1): five-point Likert Coefficient**

#### 4.1.1 Descriptive analysis

In this part, we are going to present the descriptive analysis of the study variables based on the data collected through the data collection process from the large ready-made garment manufacturing companies in Irbid Governorate.

##### **Independent Variable: Decent Work**

Table (4-1) shows the Mean of decent work (3.7983) and a high level of practice. This Table also shows that the "Employment policy on discrimination" dimension of decent work receives the highest Mean (3.9232) and a high level of practice as well, followed by the "Employment practice equivalent rights outsourcing" dimension that showed a high Mean (3.7433) and with a high level of practice, while the dimension of "Employment policy pay scale equity" receives the lowest Mean (3.7284) and with Level (High) of practice.

The study unequivocally demonstrates the commitment of companies in the large ready-made garment industry sector in Irbid Governorate to all three dimensions of decent work (employment policy on discrimination, employment practice equivalent rights outsourcing, and employment policy pay scale equity). This commitment is clearly reflected in Table (3-13) and has been elaborated upon above, instilling confidence in the industry's practices.

In the following Tables (4-2, 4-3 & 4-4), we provide more in-depth details about implementing the decent work dimensions, including the Mean, standard deviation, weight, rank, and level, providing a more comprehensive view of this study.

**Table (4-1): Means and Ranks for the Level of Decent Work**

#	Dimension Decent work	Mean	Weight	Rank	Level
1	Employment policy on discrimination	3.9232	78.46%	1	High
2	Employment practice equivalent rights outsourcing	3.7433	74.87%	2	High
3	Employment policy pay scale equity	3.7284	74.57%	3	High
	<b>Total Score</b>	<b>3.7983</b>	<b>75.97%</b>		<b>High</b>

**Employment Policy on Discrimination Dimension:****Table (4-2): Means and Standard Deviations of Employment Policy on Discrimination Dimension Items, Ranked in A Descending Order.**

N	Item	Mean	Std. Deviation	Weight	T	Rank	Level
1	The company's management is committed to policies of nondiscrimination between genders with regard to employment.	4.052	0.8275	81.04%	22.652	1	High
2	The company's management communicate with job candidates in a fair, professional manner.	3.884	0.8034	77.68%	19.223	4	High
3	The company's management gives equal opportunities to job applicants.	3.897	0.8289	77.94%	18.938	3	High
4	The company's management provides fair career paths for the development of its employees.	3.843	0.9556	76.86%	15.311	5	High
5	The company's management is interested in applying the health care policy to everyone without discrimination in accordance with the regulations issued by the Ministry of Labor.	3.941	0.8032	78.82%	20.619	2	High
	<b>Total of Employment policy on discrimination dimension</b>	<b>3.9232</b>		<b>78.46%</b>			<b>High</b>

The data in Table (4-2) reveals a significant finding. The 'Employment Policy on Discrimination' dimension, with a high Mean of (3.9232), indicates a robust level of

implementation. This is further supported by the high Mean scores in the individual items, which range between (3.843) and (4.052), demonstrating a consistent and comprehensive approach to nondiscrimination policies.

Table (4-2) also shows that Item (1), "The company's management is committed to policies of nondiscrimination between genders with regard to employment," receives the highest Mean (4.052) and a standard deviation (0.827), and with Level (High) of practice. This is followed by Item (5), "The company's management is interested in applying the health care policy to everyone without discrimination by the regulations issued by the Ministry of Labor," with a Mean (3.941) and a standard deviation (0.803) and with Level (High) of practice. Item (4), "The Company's management provides fair career paths for the development of its employees," was ranked last with a Mean (3.843), a standard deviation (0.955), and a Level (High) of practice.

The study indicates that companies are highly committed to implementing all items of the employment policy on the discrimination dimension of decent work in the large ready-made garment industry sector in Irbid Governorate. In other words, the finding showed that the studied companies are putting into action the following initiatives in their workplaces (policies of nondiscrimination between genders about employment, communication with job candidates in a fair, professional manner, giving equal opportunities to job applicants, providing fair career paths for the development of its employees, interested in applying the health care policy to everyone without discrimination by the regulations issued by the Ministry of Labor and other related regulatory and supportive agencies.

### Employment Practice Equivalent Rights Outsourcing Dimension:

**Table (4-3): Means and Standard Deviations of Employment Practice Equivalent Rights Outsourcing Dimension Items, Ranked in A Descending Order.**

#	Item	Mean	Std. Deviation	Weight	T	Rank	Level
6	The company's management signs agreements with external recruitment companies to facilitate the process of searching for qualified human resources.	3.845	0.8903	76.90%	16.492	1	High
7	The company's management cooperates with recruitment agencies to find candidates.	3.701	0.8586	74.02%	13.788	3	High
8	The Company's management contracts with agencies that are committed to complying with fair employment practices.	3.825	0.8922	76.50%	16.000	2	High
9	The company's management takes into account the applicable legislation when contracting with recruitment companies	3.691	0.8242	73.82%	14.118	4	High
10	The company's management outsources technical services regarding recruitment.	3.655	0.9061	73.10%	12.058	5	Moderate
	<b>Total of Employment practice equivalent rights outsourcing dimension</b>	<b>3.7433</b>		<b>74.87%</b>			<b>High</b>

The data in Table (4-3) reveals a significant finding. The “Employment Practice Equivalent Rights Outsourcing” dimension, with a high Mean of (3.7433) and indicates a robust level of implementation. This is further supported by the high scores in the individual items, which range between (3.655) and (3.845), demonstrating a consistent and comprehensive approach to the right of the outsourcing employee policies.

Table (4-3) also shows that Item (6) "The company's management signs agreements with external recruitment companies to facilitate the process of searching for qualified human resources" receives the highest mean (3.845), and a standard deviation (0.890), and with Level (High) of practice. Followed by item (8), "The company's management contracts with agencies that are committed to complying with fair employment practices." with a mean (3.825), standard deviation (0.892), and Level (High) of practice. Item (10), "The company's management outsources technical services regarding recruitment" was ranked last with a mean (3.655), a standard deviation (0.906), and a Level (Moderate) of practice.

The study indicates that companies are highly dedicated to implementing all items of the (Employment Practice Equivalent Rights Outsourcing) in the large ready-made garment industry. However, it is essential to note that there are areas for improvement. The finding showed that the studied companies are concentrating on implementing the employment practice equivalent rights outsourcing, but it was found that these companies must focus more on "outsourcing technical services regarding recruitment, " an Item that showed a moderated implementation from the studied companies.

#### **Employment Policy Pay Scale Equity Dimension:**

**Table (4-4): Means and Standard Deviations of Employment Policy Pay Scale Equity Dimension Items, Ranked in A Descending Order.**

#	Item	Mean	Std. Deviation	Weight	T	Rank	Level
11	The company's management is committed to legislation related to fairness in wages.	3.840	0.9319	76.80%	15.646	1	High
12	The company's management has a compensation policy such as equal pay scale.	3.686	0.8651	73.72%	13.333	4	High

#	Item	Mean	Std. Deviation	Weight	T	Rank	Level
13	The company's management enables its employees to view the mechanism for calculating compensation in all its forms.	3.719	0.8662	74.38%	14.078	3	High
14	The company's management ensures that wage policies are consistent with prevailing conditions in the labor market.	3.660	0.8762	73.20%	12.585	5	Moderate
15	The company's management is committed to the minimum wage.	3.737	0.9607	74.74%	13.063	2	High
	<b>Total of Employment policy pay scale equity dimension</b>	<b>3.7284</b>		74.57%			<b>High</b>

The data in Table (4-4) uncovers a meaningful finding. The "Employment Policy Pay Scale Equity" Dimension, " with a high Mean of (3.7284) and signifies a strong level of execution. This is further supported by the high scores in the individual items, which range between (3.660) and (3.840), demonstrating a consistent and comprehensive approach to the right of the payment equity policies.

Table (4-4) also presents a clear hierarchy of the company's commitment to different aspects of wage fairness. Item (11), 'The company's management is committed to legislation related to fairness in wages, ' receives the highest mean (3.840) and a standard deviation (0.931), indicating a Level (High) of practice. This is followed by item (15), 'The Company's management is committed to the minimum wage, ' with a mean (3.727), standard deviation (0.960), and Level (High) of practice. Item (14), 'The Company's management ensures that wage policies are consistent with prevailing conditions in the labor market, ' was ranked last with a mean (3.660), a standard deviation (0.8762), and a Level (Moderate) of practice.



The study indicates that companies are highly dedicated to implementing all items of the (Employment Policy Pay Scale Equity) in the large ready-made garment industry. However, it is essential to note that there are areas for improvement. The finding showed that the studied companies are concentrating on implementing employment policy pay scale equity. However, it was found that these companies must focus more on "ensuring that wage policies are consistent with prevailing conditions in the labor market, " which showed moderate implementation from the studied companies.

### **Dependent Variable: Sustainable Performance**

Table (4-5) shows the Mean of sustainable performance (3.5955) and a moderate level of practice. This Table also shows that the "social performance" dimension of sustainable performance receives the highest Mean (3.7747) and a high level of practice as well, followed by the "economic performance" dimension that showed a high Mean (3.5361) and with a moderate level of practice. In contrast, the dimension of "environmental performance" receives the lowest Mean (3.4912) and with Level (moderate) of practice.

The study demonstrates companies' commitment in the large ready-made garment industry sector in Irbid Governorate to all three dimensions of sustainable performance (economic, social, and environmental). This commitment is shown obviously in Table (4-4) and has been explained above, revealing confidence in the industry's initiative and practices. However, the findings revealed that the companies studied need to pay more attention to their sustainability, especially regarding economic and environmentally sustainable performance.

In the following Tables (4-5, 4-6 & 4-7), we provide more in-depth details about focusing on sustainable performance, including the Mean, standard deviation, weight, rank, and Level, providing a more thorough view of this study.

**Table (4-5): Means and Ranks for the Level of the Sustainable Performance**

#	Dimension Sustainable Performance	Mean	Weight	Rank	Level
1	Economic performance	3.5361	70.72%	2	Moderate
2	Social performance	3.7747	75.49%	1	High
3	Environmental performance	3.4912	69.82%	3	Moderate
	<b>Total Score</b>	3.5955	71.91%		Moderate

#### **Economic performance Dimension:**

The data in Table (4-5) reveals a significant finding. The "Economic Performance" dimension of sustainable performance, with a moderate Mean of (3.5361) and signifies a moderate level of performance. This is due to a similar moderate level of performance by the individual items, which range between (3.369) and (3.621), except the company's concern with the development of its products and production process as shown in item (16) with Mean (3.732) and a standard deviation of (0.9067). These findings indicate a steady and comprehensive approach to economic performance, though more attention is needed in this dimension of sustainable performance in the large ready-made garment industry. Indeed, it is vital to note that there are areas for enhancement. The findings showed that the companies studied concentrated on improving their economic performance. However, it was found that these companies must focus more on expanding their sales volume in the market so that the company's management analyzes the costs of purchasing materials, considering quality factors, and the ability to study the costs of energy consumption so that the company's management undertakes recycling.

**Table (4-6): Means and Standard Deviations of Economic Performance Dimension Items, Ranked in a Descending Order.**

N	Item	Mean	Std. Deviation	Weight	T	Rank	Level
16	The company's management continuously develops its product methods.	3.732	0.9067	74.64%	13.730	1	High
17	The company's management has plans to expand its sales volume in the market.	3.621	0.8735	72.42%	11.751	2	Moderate
18	The company's management analyzes the costs of purchasing raw materials, considering the quality factors.	3.531	1.0072	70.62%	8.427	3	Moderate
19	The company's management is interested in studying the costs of energy consumption.	3.369	1.0569	67.38%	5.005	5	Moderate
20	The company's management does recycling.	3.428	1.1468	68.56%	5.631	4	Moderate
	<b>Total of Economic performance dimension</b>	<b>3.5361</b>		<b>70.72%</b>			<b>Moderate</b>

### **Social Performance Dimension**

The data in Table (4-6) uncovers profound findings. The "Social Performance" dimension of sustainable performance, "with a high Mean of (3.7747) and signifies a strong level of execution. This is further supported by the relatively high scores in the individual items, which range between (3.588) and (3.987), demonstrating a consistent and comprehensive approach to the right of social performance. Table (4-7) also shows that Item (21), "The company's management considers community safety as one of its goals." receives the highest mean (3.987) and a standard deviation (0.836) and with Level (High) of practice. This is followed by item (22), "The company's management applies occupational health and safety systems." with a mean (3.910), standard deviation (0.800),

and Level (High) of practice. Item (24), "The company's management contributes to charitable social projects on a voluntary basis," was ranked last with a mean (3.588), standard deviation (0.923), and Level (Moderate) of practice. These results show that the companies studied are committed to improving their social performance through the large ready-made garment industry, which can enhance their social performance through volunteering more to offer charitable social projects and taking extra initiative in developing the infrastructure of the local communities.

**Table (4-7): Means and Standard Deviations of Social Performance Dimension Items, Ranked in a Descending Order**

#	Item	Mean	Std. Deviation	Weight	T	Rank	Level
21	The company's management considers community safety as one of its goals.	3.987	0.8367	79.74%	20.884	1	High
22	The company's management applies occupational health and safety systems.	3.910	0.800	78.20%	19.932	2	High
23	The company's management realizes that developing its reputation is linked to its social credibility.	3.727	0.8003	74.54%	12.890	3	High
24	The company's management contributes to charitable social projects on a voluntary basis.	3.588	0.9578	71.76%	10.401	5	Moderate
25	The company's management takes the initiative in developing the infrastructure of the local community.	3.662	0.9235	73.24%	11.736	4	Moderate
	<b>Total of Social performance dimension</b>	<b>3.7747</b>		<b>75.49%</b>			<b>High</b>

### Environmental performance Dimension:

**Table (4-8): Means and Standard Deviations of Environmental Performance Dimension Items, Ranked in A Descending Order**

#	Item	Mean	Std. Deviation	Weight	T	Rank	Level
26	The company's management applies environmental standards in its production activities.	3.724	0.9692	74.48%	12.687	2	High
27	The company's management is keen in its production operations to safely dispose of its waste.	3.794	0.8972	75.88%	15.233	1	High
28	The company's management uses renewable energy.	3.430	0.995	68.60%	6.541	3	Moderate
29	The company's management uses environmentally friendly, recyclable materials.	3.286	1.0358	65.72%	3.539	4	Moderate
30	The company's management adopts ideas related to the use of green technology.	3.222	1.0674	64.44%	2.245	5	Moderate
	<b>Total of Environmental performance dimension</b>	<b>3.4912</b>		<b>69.82%</b>			<b>Moderate</b>

The data in Table (4-8) uncovers profound findings. The "Environmental Performance" dimension of sustainable performance, "with a moderate Mean of (3.4912) and signifies a strong level of execution. This is further supported by the relatively moderated scores in the individual items, which range between (3.222) and (3.794), demonstrating a consistent and comprehensive approach to environmental performance. Table (4-8) also shows that Item (27), "The company's management is keen in its production operations to dispose of its waste safely." receives the highest mean (3.794) and a standard deviation (0.897), and with Level (High) of practice. This is followed by item (26), "The Company's management applies environmental standards in its production activities." with a mean (3.724), a standard deviation (0.969), and a Level (High) of practice. Item "The Company's management adopts ideas related to the use of

green technology.” was ranked last with a mean (3.222), a standard deviation (1.067), and a Level (Moderate) of practice. These results show that the companies studied are committed to improving their environmental performance through the large ready-made garment industry can enhance their environmental performance by investing more in using renewable energy, so that it relies on environmentally friendly recyclable materials and adopting ideas related to the use of green technology).

### **Moderating Variable: Roles of Strategic Human Resources Management**

Table (4-9) shows the Mean of Roles of strategic human resources management (3.6778) and a moderate level of practice. This Table also shows that the "Change Agent" dimension of the roles of strategic human resources management receives the highest Mean (3.7649) and a high level of practice as well, followed by the "Employee Champion" dimension that showed a high Mean (3.7387) and with a high level of practice. "Strategic Partner" dimension shows a moderate level of practice with Means (of 3.6273), while the "Administrative Expert" dimension receives the lowest Mean (3.5804) and with Level (Moderate) of practice.

The study demonstrates that the respondents believe that their companies have a moderate level of implementing strategic human resource roles especially, (strategic partner and administrative experts). These findings revealed that the large ready-made garment industry sector in Irbid Governorate companies studied need to pay more attention to the role of strategic human resource management due to their significant impact on their results.

In the following Tables (4-9, 4-10 & 4-11), we provide more in-depth details about focusing on the role of strategic human resource management, including the Mean, standard deviation, weight, rank, and Level, providing a more thorough view of this study.

**Table (4-9): Means and Ranks for the Level the Roles of Strategic Human Resources Management**

#	Dimensions Roles of Strategic human resources management	Mean	Weight	Rank	Level
1	Strategic Partner	3.6273	72.55%	3	Moderate
2	Administrative Expert	3.5804	71.61%	4	Moderate
3	Employee Champion	3.7387	74.77%	2	High
4	Change agent	3.7649	75.30%	1	High
	<b>Total Score</b>	3.6778	73.56%		<b>Moderate</b>

**Strategic Partner Dimension:****Table (4-10): Means and Standard Deviations of Strategic Partner Dimension Item, Ranked in A Descending Order.**

N	Item	Mean	Std. Deviation	Weight	T	Rank	Level
31	The Human Resources Management conducts an environmental analysis using SWOT.	3.621	0.9253	72.42%	11.094	3	Moderate
32	The Human Resources Management designs its strategies in accordance with the company's strategic objectives.	3.590	0.8412	71.80%	11.479	4	Moderate
33	The Human Resources Management participates in implementing the strategy.	3.564	0.9447	71.28%	9.684	5	Moderate
34	Human resources management seeks to spread knowledge among employees.	3.670	0.8653	73.40%	12.978	2	Moderate
35	The Human Resources Management is concerned with constantly developing employees.	3.691	0.9895	73.82%	11.760	1	High
	<b>Total of Strategic Partner dimension</b>	<b>3.6273</b>		72.55%			<b>Moderate</b>

The data in Table (4-10) reveals a significant finding. The 'Strategic Partner' dimension, with a moderated Mean of (3.6273) and indicates a significant level of implementation. This is further supported by the moderator Mean scores in the individual items, which range between (3.564) and (3.691), demonstrating a consistent and comprehensive approach to strategic human resource roles.

Table (4-10) also presents a clear ranking of the items. Item (35), "The Human Resources Management is concerned with constantly developing employees. " receives the highest mean (3.691) and a standard deviation (0.989), and with Level (High) of practice. This is followed by item (34), "Human resources management seeks to spread knowledge among employees." with a mean (3.670), standard deviation (0.865), and Level (Moderate) of practice. Lastly, Item (33), "The Human Resources Management participates in implementing the strategy." was ranked last with a mean (3.564), a standard deviation (0.944), and a Level (Moderate) of practice.

The result indicates a moderate level of implementation of the strategic partner in the large ready-made garment industry sector in Irbid Governorate, especially in the tasks (conducting an environmental analysis using SWOT, designing its strategies according to the company's strategic objectives, and implementing the strategy and spread knowledge among employees). This means that companies still need to explain tasks more clearly, a crucial area for improvement. However, they execute (constantly developing employees) at a high level of implementation.



### Administrative Expert Dimension:

**Table (4-11): Means and Standard Deviations of Administrative Expert Dimension Item, Ranked in A Descending Order.**

#	Item	Mean	Std. Deviation	Weight	T	Rank	Level
36	The Human Resources Management seeks to contribute to achieving competitive advantage.	3.737	0.9872	74.74%	12.712	1	High
37	The Human Resources Management plans to increase operational efficiency.	3.724	0.8856	74.48%	13.885	2	High
38	The Human Resources Management provides managerial advice to other departments.	3.474	0.916	69.48%	8.047	4	Moderate
39	The Human Resources Management focuses on the quality of internal processes.	3.461	0.9324	69.22%	7.634	5	Moderate
40	The Human Resources Management is keen to develop individual professional capabilities.	3.505	0.987	70.10%	8.086	3	Moderate
	<b>Total of Administrative Expert dimension</b>	<b>3.5804</b>		<b>71.61%</b>			<b>Moderate</b>

The data in Table (4-11) reveals a significant finding. The Administrative Expert dimension, with a moderated Mean of (3.5804) and indicates a significant level of implementation. This is further supported by the moderator Mean scores in the individual items, which range between (3.461) and (3.737), demonstrating a consistent and comprehensive approach to strategic human resource roles.

Table (4-11) also shows that Item (36), "The Human Resources Management seeks to contribute to achieving competitive advantage." receives the highest mean (3.737) and a standard deviation (0.987), and with Level (High) of practice. This is followed by item (37), "The Human Resources Management plans to increase operational efficiency." with a mean (3.724) and a standard deviation (0.885) and with a Level (High) of practice. Item (39), "The Human Resources Management focuses on the quality of internal processes."

was ranked last with a mean (3.461), a standard deviation (0.932), and a Level (Moderate) of practice.

The result indicates a moderate level of implementation in the companies that are working on implementing (Administrative Experts) in the large ready-made garment industry sector in Irbid Governorate I, especially in the tasks (providing managerial advice to other departments, focusing on the quality of internal processes, keen to develop individual professional capabilities). This highlights the pressing need for companies to explain tasks more clearly. However, they enforce (contribute to achieving competitive advantage, plans to increase operational efficiency) at a high level of implementation.

#### **Employee Champion Dimension:**

**Table (4-12): Means and Standard Deviations of Employee Champion Dimension Item, Ranked in a Descending Order.**

#	Item	Mean	Std. Deviation	Weight	T	Rank	Level
41	The Human Resources Management supports the self-development of employees' capabilities.	3.869	0.9939	77.38%	15.232	1	High
42	The Human Resources Management trains employees to work as a team.	3.763	0.9181	75.26%	14.223	2	High
43	The Human Resources Management cooperates with other departments to achieve employee satisfaction.	3.735	0.956	74.70%	13.075	3	High
44	The Human Resources Management contributes to preparing programs for employees to follow a healthy lifestyle.	3.611	0.9068	72.22%	11.096	5	Moderate
45	The Human Resources Management holds awareness workshops to achieve integration between work requirements versus family requirements.	3.716	0.9762	74.32%	12.439	4	High
	<b>Total of Employee Champion dimension</b>	<b>3.7387</b>		<b>74.77%</b>			<b>High</b>

The data in Table (4-12) reveals a significant finding. The Employee Champion dimension, with a high Mean of (3.7387) and indicates a significantly high level of implementation. This is further supported by the relatively high Mean scores in the individual items, which range between (3.611) and (3.869), demonstrating a consistent and comprehensive approach to strategic human resource roles.

Table (4-12) also illuminates the areas of high and moderate practice in HR management. Item (41), "The Human Resources Management supports the self-development of employees' capabilities." garners the highest mean (3.869) and a standard deviation (0.993), indicating a Level (High) of practice. This is closely followed by item (42) "The Human Resources Management trains employees to work as a team." with mean (3.763), and a standard deviation (0.918), also at a Level (High) of practice. However, item (44) "The Human Resources Management contributes to preparing programs for employees to follow a healthy lifestyle. " ranks last with mean (3.611), and a standard deviation (0.906), at a Level (Moderate) of practice.

The result indicates a high level of performance in the companies that are working on implementing (Employee Champion ) in the large ready-made garment industry sector in Irbid Governorate, especially in the tasks (holds awareness workshops to achieve integration between work requirements versus family requirements, cooperates with other departments to achieve employee satisfaction, trains employees to work as a team, supports the self-development of employees' capabilities), However, its level of contribution to the preparation of programs for employees to follow a healthy lifestyle is moderate. This means that more awareness and clarification are needed in this regard.

### Change Agent Dimension:

**Table (4-13): Means and Standard Deviations of Change Agent Dimension Item, Ranked in A Descending Order.**

#	Item	Mean	Std. Deviation	Weight	T	Rank	Level
46	The Human Resources Management focuses on change initiatives.	3.827	0.9475	76.54%	15.120	1	High
47	The Human Resources Management plans to create talent.	3.747	0.9307	74.94%	13.702	4	High
48	The Human Resources Management is interested in hearing employee suggestions.	3.701	0.9528	74.02%	12.426	5	High
49	The Human Resources Management has a plan for continuous improvement.	3.773	0.9207	75.46%	14.403	3	High
50	The Human Resources Management seeks to develop leaders for change.	3.776	0.9227	75.52%	14.426	2	High
	<b>Total of Change agent dimension</b>	<b>3.7649</b>		<b>75.30%</b>			<b>High</b>

The data in Table (4-13) reveals a significant finding. The Change Agent dimension, with a high Mean of (3.7649) and indicates a significantly high level of implementation. This robust implementation is further supported by the high Mean scores in the individual items, which range between (3.701) and (3.827), demonstrating a consistent and comprehensive approach to strategic human resource roles.

Table (4-13) also shows that Item (46), “The Human Resources Management focuses on change initiatives.” receives the highest mean (3.827) and a standard deviation (0.947), and with Level (High) of practice. This is followed by item (50), “The Human Resources Management seeks to develop leaders for change.” with a mean (3.776), standard deviation (0.922), and Level (High) of practice. Item (48), “The Human Resources Management is interested in hearing employee suggestions.” was ranked last with a mean (3.701), a standard deviation (0.952), and a Level (High) of practice.

The result indicates a high level of execution in companies that work to implement (the change factor) in the large ready-made garment industry sector in Irbid Governorate in all tasks. (It focuses on change initiatives, plans to create talent, is interested in hearing employee suggestions, has a plan for continuous improvement, and management seeks to develop leaders for change) This indicates the importance of this dimension in the sustainability of these companies.

#### 4.1.2 Testing Hypothesis

To test the study hypothesis, multiple linear regressions were applied. Before we executed the linear regression, we checked two basic assumptions: the normality of the distribution of the independent variable and, therefore, the level of co-collinearity among the independent variables. The results are included in the following table.

**Table (4-14): Skewness, Kurtosis, and Multicollinearity among the Independent Variables Using VIF Test**

Variables	Dimensions	Skewness	Kurtosis	VIF	Tolerance
<b>Independent Variable (Decent work)</b>	Employment policy on discrimination	-.678	.905	2.162	.462
	Employment practice equivalent rights outsourcing	-.317	.004	1.569	.637
	Employment policy pay scale equity	-.907	.424	1.888	.530
<b>Dependent variable (Sustainable Performance)</b>	Economic performance	-.272	-.465	-	-
	Social performance	-.546	.574	-	-
	Environmental performance	-.252	-.311	-	-
<b>Moderating variable (Roles of Strategic human resources management)</b>	Strategic Partner	-.547	.622	2.695	.371
	Administrative Expert	-.326	.717	2.099	.476
	Employee Champion	-.846	.811	2.963	.338
	Change agent	-.780	.489	3.060	.327

Table (4-14) reflects the results of Skewness as an indicator of the study data's closeness to the normal distribution. The obtained numbers ranged between (- 0.252) and (-0.907). All these Skewness values are close to the normal distribution as the acceptable range (in most studies) is (-1 and 1).

The Variance Inflation Factor (VIF) (Goodhue et al., 2017) is the other important aspect that should be considered before embarking on data analysis. This test is used in regression analysis to detect the Multicollinearity among predictor variables. Multicollinearity happens when two or more independent factors appear highly correlated when running multiple analyses. This means that when Multicollinearity is high, the variance of independent factors becomes challenging when identifying the effect of each independent factor on the dependent factors. So, when the VIF value is more than 5, this indicates Multicollinearity; however, in this study, the results showed that the VIF values in the table are less than 5. Therefore, we can conclude that Multicollinearity is not significant among the independent variables, and therefore, we can run the regression analysis with a high confidence level in its results (Kim, 2019; Pallant, 2007).

### **Hypothesis Testing**

The Smart PLS 4 software was used to evaluate the correlations/hypotheses by running the bootstrapping algorithm and the (Smart PLS 4) algorithm, as Hair et al. (2011) indicated that if the paths of the coefficients in the PLS analysis do not show indicators that contradict the hypothesis in the direction, then the hypothesis must be rejected and critical paths appear that reflect the expected direction and empirically support the claimed causal relationship between the variables. The significance of this program lies in its ability to run a bootstrapping process based on the weight indicator to identify the relevance of each factor and determine the path based on weight and load indicators, path coefficients, and the  $R^2$ .

## Testing Hypothesis

### 4.4.1 First Main Hypothesis Testing

H01: There is no statistically significant impact of decent work in all its dimensions (employment policy on discrimination, employment practice equivalent rights outsourcing, employment policy pay scale equity) on sustainable performance at a significance level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

To verify the first main hypothesis, Path analysis was used using (Smart PLS 4) program to measure the impact of decent work in all its dimensions on sustainable performance in ready-made garment manufacturing companies in Irbid Governorate, and the table (4-15) shows the results of this:

**Table (4-15): Path Analysis Using (Smart PLS 4) Of the Impact of Decent Work in All Its Dimensions on Sustainable Performance In Ready-Made Garment Manufacturing Companies In Irbid Governorate**

Independent Variable	Path Direction	Dependent Variable	Path coefficients	T Value	P Value	R <sup>2</sup>
Decent work	--→	Sustainable Performance	0.543	12.190	0.000	<b>0.294</b>

It is noted from Table (4-15), and Figure (5) that there is a high direct and significant correlation at ( $\alpha = 0.05$ ) for the impact of decent work on all dimensions of sustainable performance in the sizeable ready-made garment manufacturing companies in Irbid Governorate, as the value of coefficient reached ( $\beta = 0.543$ ), Which indicates that an increase or change of one unit decent work variable corresponds to an increase in the dependent factor (sustainable performance) is (0.543). In addition, the R<sup>2</sup> value is (0.294), which means that (29.4%) of the explained variance in sustainable performance can be explained through decent work.

The significance of these results was confirmed by the T-test value, which amounted to ( $t=12.190$ ) and had a statistical significance of ( $0.000$ ). According to the T-test rule, the null hypothesis is rejected when the significance value of the t-test is less than ( $0.05$ ), so we accept the alternative hypothesis, which states: There is a statistically significant impact at the level ( $\alpha=0.05$ ) for decent work with its dimensions (Employment policy on discrimination, Employment practice equivalent rights outsourcing, and Employment policy pay scale equity) on sustainable performance in the large ready-made garment manufacturing companies in Irbid Governorate.

### Results of testing the second main hypothesis: roles of strategic human resources management

**H0: 2:** The roles of strategic human resources management do not moderate the impact of decent work on sustainable performance at the level ( $\alpha=0.05$ ) in ready-made garment manufacturing companies in Irbid Governorate.

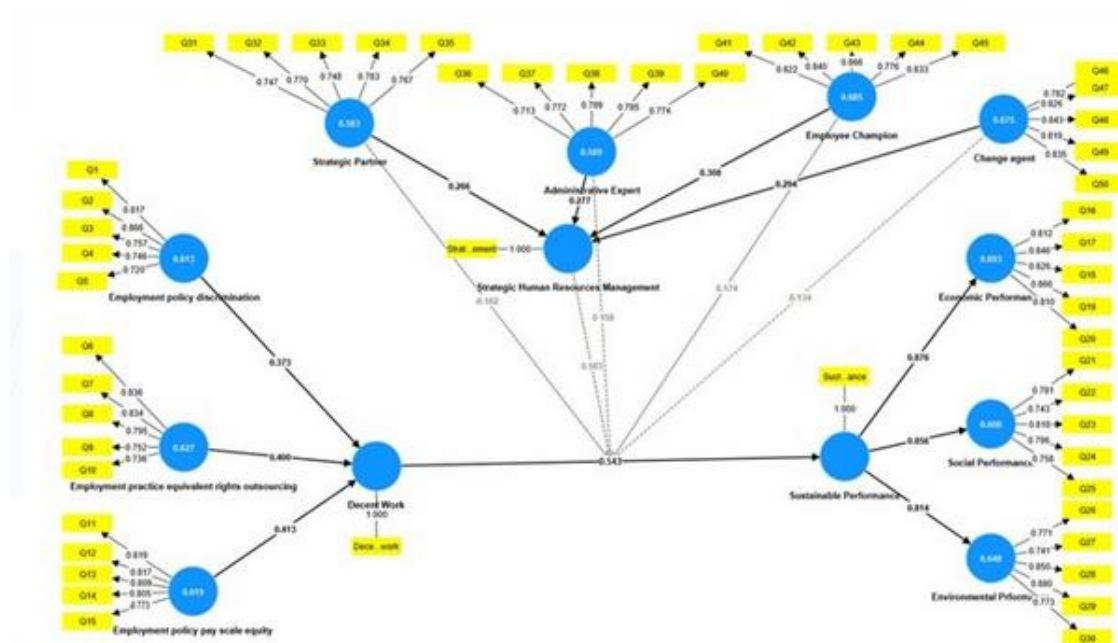


Figure (4-2): Path Analysis Using

To verify the second main hypothesis, Path analysis was used using (Smart PLS 4) program to measure the roles of strategic human resources management in moderating



the impact of decent work on sustainable performance in ready-made garment manufacturing companies in Irbid Governorate. Table (4-16) shows the results of the relationship between the independent variable (Decent work) and the dependent variable. (Sustainable Performance) by entering the moderated variable (Roles of Strategic human resources management) for the relationship between them:

**Table (4-16): Path analysis using (Smart PLS 4) of the impact of the strategic roles of human resources management in moderating the impact of decent work on sustainable performance in ready-made garment manufacturing companies in Irbid Governorate**

Independent Variable	Moderating variable	Dependent Variable	Path coefficients	T Value	P Value	R <sup>2</sup>
Decent work	Roles of Strategic human resources management	Sustainable Performance	0.593	16.008	0.000	<b>0.351</b>

It is noted from Table (4-16) and Figure No. (5), that there is a statistically significant positive effect at ( $\alpha=0.05$ ) for the moderate variable Roles of Strategic Human Resources Management in the relationship between the decent work variable and sustainable performance in ready-made garment manufacturing companies in Irbid Governorate, as the value reached ( $\beta = 0.593$ ), which indicates that an increase or change of one standard unit in decent work and the strategic roles of human resources management is matched by an increase or change of (0.593) standard units in sustainable performance in the large ready-made garment manufacturing companies. The value of the percentage of variance explained for the coefficient of determination was ( $R^2 = 0.351$ ), meaning that (35.1%) of the explained variance in sustainable performance can be explained through decent work and the strategic roles of human resources management, as the change in the value of  $R^2$  was (0.057). The significance of the results for this effect was confirmed by the value of the test T. statistics), which amounted to ( $t=16.008$ ) and with statistical significance (0.000).

The decision rule related to the t-test stipulates that the null hypothesis is rejected if the significance value of the t-test is less than (0.05); therefore, the decision is to accept the alternative hypothesis and reject the null hypothesis.

### **Results of Testing the First Sub-Hypothesis: strategic partner**

**H0: 2.1:** The role of the strategic partner does not moderate the impact of decent work on sustainable performance at the level ( $\alpha=0.05$ ) in ready-made garment manufacturing companies in Irbid Governorate.

To verify the first sub-hypothesis; path analysis was used through running the (Smart PLS 4) program to measure the moderating role of the strategic partner in the relationship between the decent work and the sustainable performance in the large ready-made garment manufacturing companies in Irbid Governorate as shown in Table (4-17).

**Table (4-17): Path analysis using (Smart PLS 4) of the impact of the role of the strategic partner in moderating the impact of decent work on sustainable performance in ready-made garment manufacturing companies in Irbid Governorate.**

<b>Independent Variable</b>	<b>Moderating variable</b>	<b>Dependent Variable</b>	<b>Path coefficients</b>	<b>T Value</b>	<b>P Value</b>	<b>R<sup>2</sup></b>
<b>Decent work</b>	<b>Strategic Partner</b>	<b>Sustainable Performance</b>	0.162	16.9087	0.000	0.445

It is noted from Table (4-17) that there is a statistically significant effect at ( $\alpha=0.05$ ) of the moderated variable, the role of the strategic partner, in the relationship between the decent work variable and sustainable performance in the large ready-made garment manufacturing companies in Irbid Governorate, as the value of the coefficient is ( $\beta=0.162$ ).

The explained variance of the determination coefficient ( $R^2 = 0.0445$ ), meaning that (4.45%) of the explained variance in sustainable performance can be explained through decent work and the strategic partner role of strategic human resource management. The

study also showed that the strategic partner role increases the impact of decent work on the sustainable analysis by (16%).

The significance of the results for this effect was confirmed by the value of the test (T statistics), which amounted to ( $t=16.9087$ ) and was statistically significant (0.000). The decision rule related to the t-test is straightforward: If the significance value of the t-test is less than (0.05), the null hypothesis is rejected. In our case, we accept the alternative hypothesis and reject the null hypothesis.

### **Results of Testing the Second Sub-Hypothesis: Administrative Expert**

**H0: 2.2:** The role of the Administrative Expert does not moderate the impact of decent work on sustainable performance at the level ( $\alpha=0.05$ ) in the large ready-made garment manufacturing companies in Irbid Governorate.

Path analysis was used by running the (Smart PLS 4) program to measure the moderating impact of the administrative expert in moderating the impact of decent work on sustainable performance in ready-made garment manufacturing companies in Irbid Governorate to verify the second sub-hypothesis. Table (4-18) shows the results of the relationship between the independent variable (Decent work) and the dependent variable (Sustainable Performance) by entering the moderating variable (Administrative Expert) for the relationship between them.

**Table (4-18): Path Analysis Using (Smart PLS 4) of the Impact of the Role of the Administrative Expert in Moderating the Impact of Decent Work on Sustainable Performance in Ready-Made Garment Manufacturing Companies in Irbid Governorate.**

<b>Independent Variable</b>	<b>Moderating variable</b>	<b>Dependent Variable</b>	<b>Path coefficients</b>	<b>T Value</b>	<b>P Value</b>	<b>R<sup>2</sup></b>
Decent work	Administrative Expert	Sustainable Performance	0.158	15.052	0.000	<b>0.388</b>

It is noted from the table (4-18) that there is a statistically significant effect at ( $\alpha=0.05$ ) for the moderated variable, the role of the administrative expert, in the relationship between the decent work variable and sustainable performance in ready-made garment manufacturing companies in Irbid Governorate, as the value reached ( $\beta = 0.158$ ). The percentage of variance explained for the coefficient of determination ( $R^2=0.0388$ ), meaning that (3.88%) of the explained variance in sustainable performance can be explained through decent work with the role of administrative expert, as the relationship between the two variables increased by (15%), and the significance of the results confirmed this effect. The value of the test (T statistics) reached ( $t = 15.052$ ) and was statistically significant (0.000).

Based on the decision rule related to the t-test, the null hypothesis is rejected if the significance value of the t-test is less than (0.05); therefore, the decision is to accept the alternative hypothesis and reject the null hypothesis.

### **Results of Testing the Third Sub-Hypothesis: Employee Champion**

H0: 2.3: The role of the Employee Champion does not moderate the impact of decent work on sustainable performance at the level ( $\alpha=0.05$ ) in ready-made garment manufacturing companies in Irbid Governorate.

To verify the third sub-hypothesis, the analysis was used running (the Smart PLS 4) program to measure the role of the Employee Champion in moderating the impact of decent work on sustainable performance in the large ready-made garment manufacturing companies in Irbid Governorate. Table (4-19) shows the results of the relationship between the independent variable (Decent work) and the dependent variable (Sustainable Performance) by integration the moderating variable (Employee Champion) for the relationship between them.

**Table (4-19): Path Analysis Using (Smart PLS 4) of the Impact of The Role of The Employee Champion in Moderating the Impact of Decent Work on Sustainable Performance in Ready-Made Garment Manufacturing Companies in Irbid Governorate.**

Independent Variable	Moderating variable	Dependent Variable	Path coefficients	T Value	P Value	R <sup>2</sup>
Decent work	Employee Champion	Sustainable Performance	0.174	13.7594	0.000	0.374

It is noted from the table (4-19) that there is a statistically significant effect at ( $\alpha=0.05$ ) for the moderated variable, the role of the employee champion in the relationship between the decent work variable and sustainable performance in ready-made garment manufacturing companies in Irbid Governorate, as the value reached ( $\beta = 0.174$ ). The percentage of variance explained for the coefficient of determination ( $R^2 = 0.0347$ ), meaning that (3.47%) of the explained variance in sustainable performance can be explained through decent work with the role of championing employees, as the relationship between the two variables increased by (17%), and the significance of the results confirmed this effect. The value of the test (T statistics) reached ( $t = 13.7594$ ) and was statistically significant (0.000).

Based on the decision rule related to the t-test, the null hypothesis is rejected if the significance value of the t-test is less than (0.05); therefore, the decision is to accept the alternative hypothesis and reject the null hypothesis.

#### **Results of testing the fourth sub-hypothesis: Change Agent**

H0: 2.4: The role of the Change Agent does not moderate the impact of decent work on sustainable performance at the level ( $\alpha=0.05$ ) in the large ready-made garment manufacturing companies in Irbid Governorate.

Path analysis was used through (the Smart PLS 4) program to measure the role of the Change Agent in moderating the impact of decent work on sustainable performance in ready-made garment manufacturing companies in Irbid Governorate to verify the fourth

sub-hypothesis. Table (4-20) shows the results of the relationship between the independent variable (Decent work) and the dependent variable (Sustainable Performance) by entering the moderating variable (Change Agent) for the relationship between them.

**Table (4-20): Path Analysis Using (Smart PLS 4) of the Impact of The Role of the Change Agent in Moderating the Impact of Decent Work on Sustainable Performance in Ready-Made Garment Manufacturing Companies in Irbid Governorate.**

Independent Variable	Moderating variable	Dependent Variable	Path coefficients	T Value	P Value	R <sup>2</sup>
Decent work	Change Agent	Sustainable Performance	0.134	13.190	0.000	0.328

It is noted from the table (4-20) that there is a statistically significant impact at ( $\alpha=0.05$ ) for the moderated variable, the role of the change factor in the relationship between the decent work variable and sustainable performance in ready-made garment manufacturing companies in Irbid Governorate, as the value reached ( $\beta = 0.134$ ). The percentage of variance explained by the coefficient of determination ( $R^2 = 0.0328$ ), meaning that (3.28%) of the explained variance in sustainable performance can be explained through decent work with the role of a change agent, as the relationship between the two variables increased by (13%), and the significance of the results confirmed this effect. The value of the test (T statistics) reached ( $t = 13.190$ ) and was statistically significant (0.000).

The decision rule related to the t-test stipulates that the null hypothesis is rejected if the significance value of the t-test is less than (0.05); therefore, the decision is to accept the alternative hypothesis and reject the null hypothesis.

**Table (4-21): Roles of Strategic Human Resources Management**

<b>Roles of Strategic Human Resources Management</b>	<b>R<sup>2</sup></b>	<b>The meaning</b>
<b>Strategic Partner</b>	<b>0.445</b>	That is, (%44.5) of the explained variance in sustainable performance can be explained by decent work with the role of Strategic Partner
<b>Administrative Expert</b>	<b>0.388</b>	That is, (%38.8) of the explained variance in sustainable performance can be explained by decent work with the role of Administrative Expert
<b>Employee Champion</b>	<b>0.374</b>	That is, (%37.4) of the explained variance in sustainable performance can be explained by decent work with the role of Employee Champion
<b>Change Agent</b>	<b>0.328</b>	That is, (%32.8) of the explained variance in sustainable performance can be explained by decent work with the role of Change Agent

**Table (4-22): Summary of the Hypothesis Testing**

<b>Hypothesis number</b>	<b>Hypothesis content</b>	<b>Results of accepting/rejecting the alternative hypothesis</b>
<b>H01</b>	There is no statistically significant effect of decent work in all its dimensions (employment policy on discrimination, employment practice equivalent rights outsourcing, employment policy pay scale equity) on sustainable performance at a significance level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.	<b>Rejected and Accepted the Alternative</b>
<b>H02</b>	Strategic human resource management roles do not moderate the impact of decent work on sustainable performance at a significance level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.	<b>Rejected and Accepted the Alternative</b>
<b>H02.1</b>	The role of the strategic partner does not moderate the impact of decent work on sustainable performance at the level of significance ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.	<b>Rejected and Accepted the Alternative</b>
<b>H02.2</b>	The role of the administrative expert does not moderate the impact of decent work on sustainable performance at a significant level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.	<b>Rejected and Accepted the Alternative</b>

<b>Hypothesis number</b>	<b>Hypothesis content</b>	<b>Results of accepting/rejecting the alternative hypothesis</b>
<b>H02.3</b>	The role of employee champion does not moderate the impact of decent work on sustainable performance at a significant level ( $\alpha =0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.	<b>Rejected and Accepted the Alternative</b>
<b>H02.4</b>	The role of the change agent does not moderate the impact of decent work on sustainable performance at a significant level ( $\alpha =0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.	<b>Rejected and Accepted the Alternative</b>



## **CHAPTER FIVE**

### **Results Discussion and Recommendations**

The main objective of this study is to investigate the impact of decent work on organizational sustainable performance, considering the moderating impact of strategic human resource management.

The importance of this study lies in the practical implications of the study factors. These factors, such as decent work, have the potential to significantly enhance the productivity and outcomes of large ready-made garment manufacturing companies in Irbid Governorate. Moreover, they can bolster competitiveness and international acceptance by adhering to fair-trade principles and international labor regulations and guidelines.

In this part, we will discuss the study findings by linking them to related previous studies. Certainly, this study is one of the rarest efforts dedicated to studying decent work and sustainable performance in the Jordanian ready-made garment industry.

This chapter is structured as follows: We begin by discussing the findings related to the independent factor, decent work, and its various dimensions, including employment policy on discrimination, employment practice equivalent right outsourcing, and employment policy pay scale equity. Next, we delve into the results of the dependent factor, sustainable performance, and its dimensions, including economic performance, social performance, and environmental performance.

## **5.1 Discussing the Results of the Study Variables**

### **5.1.1 Independent Variable:**

#### **Decent Work**

The findings revealed that the large ready-made garment manufacturing companies in Irbid Governorate are paying significant attention and investment in decent work practices. This commitment is due to the significant impact on the company's operation and results. In addition, garment companies are motivated to enhance workplace conditions to meet the requirements of international laws and the targeted countries' regulations and enhance their reputation among consumers (Le, 2023). This result is consistent with previous study that revealed the importance of focusing on enhancing the conditions of the workplace to provide a fair and encouraging work environment that motivates employees to be highly commitment to their companies and highly engaged in their jobs through meeting their jobs requirements (Zhenjing et al., 2022) and offering their voice and idea that lead to enhance the operations and result of their companies and keep them free from harmful practice and activities (Gopasandra Venkataramappa, 2022).

This result is also consistent with the previous study of the Better Work Program (Better Work,2023), which aims to promote decent work, provide opportunities for women, enhance respect for workers' rights, improve working conditions, and enhance competitiveness through national labor legislation and international labor standards. The result of this study is also consistent with (United Nations, 2015) in providing job opportunities and decent work for all. This means providing opportunities for everyone to obtain work that provides justice and equality, achieves security in the work environment, and provides social protection for the family, self-development for all, progress and social integration.

In the following section, we will discuss the finding of the decent work dimensions separately.

### **Employment Policy on Discrimination**

The finding revealed that the large ready-made garment manufacturing companies in Irbid Governorate are highly committed to promoting fairness in their workplaces by minimizing the existing discrimination in hiring employees between genders and other sources of discrimination. In addition, these findings indicate the companies' dedication to giving equal job opportunities and providing fair career paths for the development of their employees. This can be noticed from the relatively high mean of the "Employment Policy on Discrimination" sub-factor of decent work. The data showed that this factor received the highest attention of the studied companies compared with other dimensions of decent work (i.e., Employment practice equivalent rights outsourcing, Employment policy pay scale equity). These findings are in line with other related factors. For instance, Ariza-Montes et al. (2019) figured out that organizations can enhance their employees' well-being and growth by offering a decent working setting. Similarly, Navajas-Romero et al. (2019) revealed that increasing work engagement through enhancing working conditions can significantly affect employees' career advancement and lead to organizational commitment. This might result from the intense effort on diversity and discrimination issues in the workplace and the increasing awareness among employees about their rights and grievance procedures (Umeh et al., 2023). The result of this study is also consistent with (Better Work,2023), which is concerned with the equality policy of not discriminating between employees on the basis of color, gender, religion, or age in the workplace.

### **Employment Practice Equivalent Rights Outsourcing**

The finding showed that the large ready-made garment manufacturing companies in Irbid Governorate are highly committed to complying with fair employment practices while recruiting and hiring employees through outsourcing companies. These practices enhance decent working conditions (Prasetyasari et al., 2024). Staffing practices are well-noticed in public and, if not managed carefully, can harm the company's image and affect employees' desires and motivation (Prasetyasari et al., 2024). Relying on external outsourcing companies adds more burden on companies to monitor their practices and ensure that they adhere to acceptable and professional recruitment practices (Charles & Ochieng, 2023). This result is in line with previous studies that revealed the significant impact of managing outsourcing staffing very well, such as the Better Work Report (Better Work, 2023) and the study by Davies and Olus (2019), who pointed out the significance of the employment equality under the regulations and laws, in addition to other human resources practices such as training, promotion, and motivation, without making the staffing decisions based on gender, age, religion, language, color, nationality, or origin.

### **Employment policy pay scale equity:**

The finding showed that the large ready-made garment manufacturing companies in Irbid Governorate are highly motivated to show their commitment to equity in compensating their employees (Tumi et al., 2022). The data revealed that the companies concentrate on adhering to legislation related to equal wages and conduct a job evaluation process to determine their importance; in doing so, the mechanism for calculating compensation in all its forms (salaries, wages, bonuses, and benefits) is transparent to the employees (Whitehouse & Smith, 2020). In this way, the justice procedures are highly promoted and perceived by employees, encouraging and motivating them to work hard and meet their job responsibilities in the industrial sectors (Khtatbeh et al., 2020) (ref).

These results align with previous studies that highlight the importance of promoting decent working settings by enacting the necessary policies to ensure decent work practices (Winchenbach et al., 2019). Other studies also highlighted the vital role of addressing the gender pay gap and gender integration in managerial positions and their role in enhancing a positive working environment and meeting the human rights of decent working settings (Montero et al., 2022; Santos, 2023)

### **5.1.2. Dependent variable: Sustainable Performance**

The finding revealed that the overall sustainable performance and its dimensions (economic, social, environmental) are all around the middle to upper end of the scale. These results indicate a positive perception of sustainable performance among employees working in Irbid Governorate's large ready-made garment manufacturing companies. The findings also showed that the relatively small variation in the responses indicates the consistency in the received responses. These results support previous studies that highlighted the role of sustainable performance in enabling the organizations to achieve its results and objectives (Yildiz & Sezen, 2019; Boiral & Henri, 2017; Karamustafa, 2024).

In the following section, we will discuss the finding of the sustainable performance dimensions separately.

#### **Economic performance**

The results showed that the economic sustainable performance is relatively moderated with some response variation. This means that the large ready-made garment manufacturing companies in Irbid Governorate are concentrated on various ways to improve their profitability, such as expanding their sales volumes in markets and working on minimizing the production cost to increase their efficiency through, for instance,

ongoing analyses of the costs of production materials without neglecting their quality, continuous monitoring of the energy cost, and focusing on the recycling management. However, this result highlighted the need for more focus on enhancing their economic performance to enhance their overall sustainable performance (Nguyen et al., 2021). The result of this study is also consistent with (United Nations, 2015) in the importance of the eighth goal of decent work and economic growth, which is to promote comprehensive and sustainable economic growth.

### **Social performance**

The results showed a relatively high socially sustainable performance and moderated response variation. This means that the large ready-made garment manufacturing companies in Irbid Governorate are highly concentrated on achieving community safety, implementing occupational health and safety systems, contributing to charitable social projects voluntarily, and initiating the development of the local community's infrastructure to enhance and maintain their reputation and social credibility. These results showed that the companies studied need to focus more on improving their social performance (Nguyen et al., 2021) and complying with the social responsibility guidelines (Glass et al., 2016) to increase their overall sustainable performance. Similar findings are also found in (Masri & Jaaron, 2017; Wijethilake, 2017). The result of this study is also consistent with (Tanveer, 2023), where the organization's performance is evaluated through social indicators such as working conditions, social care support for employees and their families, occupational health and safety, and social commitment.

### **Environmental performance**

The results showed that the environmentally sustainable performance is relatively moderated, with some variation in the responses. This means that the large ready-made garment manufacturing companies in Irbid Governorate are concentrated on various ways

to improve their environmental performance by investing more in using renewable energy so that it relies on environmentally friendly recyclable materials and adopting ideas related to the use of green technology and waste management practices and policies. This finding is aligned with similar studies that highlighted the significant role of environmental sustainability (Nguyen et al., 2021), and their contribution to the overall sustainable performance of organizations (Rajesh,2020). The result of this study is also consistent with (Yildiz & Sezen,2019) Through efforts to reduce environmental pollution, reduce material and energy consumption, and waste management, they have a positive impact on environmental performance, which contributes to sustainable performance in a positive way.

### **5.1.3 Hypothesis Testing**

#### **Decent work and sustainable performance**

H01: There is no statistically significant effect of decent work in all its dimensions (employment policy on discrimination, employment practice equivalent rights outsourcing, employment policy pay scale equity) on sustainable performance at a significance level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

The results showed that decent work significantly impacts the organization's sustainable performance. These results are consistent with the previous studies that addressed similar endeavors. The impact of investing in enhancing the organization's workplace conditions serves as a critical factor that leverages the sustainability of these organizations. Specifically, the finding showed that when the large ready-made garment companies enhances, enforces, and monitors employment policies on discrimination, the workplace becomes more attractive to the current workers to exert their efforts and also attractive to the job seekers (Ahmad et al., 2020). In addition, addressing discrimination

in the workplace promotes healthy workplaces that induce workers to be more engaged and motivated in their jobs (Kiradoo, 2022). This can be seen from their productivity and involvement in extra-role performance, such as sharing their ideas and voices that improve their organization's operations (Sheng and Zhou, 2021). When employees feel that they receive fair payments and are treated with dignity, this increases their motivation at work, decreasing the operative and administrative costs that, therefore, increase the competitiveness of the organizations in the market by offering competitive prices (Strine Jr and Smith, 2020). In addition, organizations can benefit their employees significantly when they share ideas that improve the quality and innovativeness that add value to their organization (Strine Jr and Smith, 2020).

The literature on occupational health and safety demonstrates that when employees are satisfied and engaged in their work due to supportive workplaces, it significantly reduces the number of work-related incidents and associated costs, such as media intervention, sick leaves, and productivity-related costs (Strine Jr and Smith, 2020, Oakman et al., 2020, Beckel and Fisher, 2022).

Furthermore, the findings revealed that investing in decent work practices and policies improves organizational environmentally sustainable performance. This is consistent with the previous studies that highlighted the role of the organization in reducing the toxic behavior among employees, such as shrinking behaviors that are found among less satisfied and deprived workers who become more reliant on destroying the company infrastructure and increasing the cost of their production by using more resources and reducing sometimes that available of misuse the resource to revenge for their organizations who are perceived as unfair. On the other hand, when employees are treated with fairness and dignity, they become happier in their workplace and work more attentively and industriously.



In conclusion, this study offers more support to previous study that showed the positive impact of decent work on performance sustainability (Ariza-Montes et al., 2019; Navajas-Romero et al., 2019) and rejects the idea of the adverse effects of a decent workplace on the sustainability of the organization's financial performance due to the costly investment in creating and maintaining decent working conditions (Yildiz & Sezen, 2019).

### **Moderating variable**

#### **H02: Strategic human resource management**

H02: Strategic human resource management roles do not moderate the impact of decent work on sustainable performance at a significance level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

The findings showed that strategic human resources management positively impacts Irbid Governorate's large ready-made garment manufacturing companies. These results are consistent with previous studies such as (Emeagwal and Ogbonmwan (2018) and Bahiroh,2024 Sher et.,2021 Malik et al., 2021), who found a significant impact of the SHRM on companies' competitiveness and sustainable performance.

Certainly, these results are consistent with several previous studies that highlighted the significant impact of organizational resources on the performance of the organizations. In other words, according to the resource-based view (Gerhart and Feng, 2021), companies' success and competitiveness depend primarily on their various types of internal resources, such as financial, physical, and human resources. When companies invest in their human resources, in addition to decent work practices, employees become more capable of doing their jobs effectively with the least resources used. This, in turn, contributes positively to their sustainable performance by reducing operation costs and

times and reducing mistakes in their jobs, therefore enhancing the companies' financial results.

In addition, this study's findings can also be interpreted from the standpoint of human capital theory (Gerhart and Feng, 2021). Human capital assumes that companies can generate economic value through investing in their employees' skills, knowledge, and abilities. This economic perspective is in light of this study endeavors and findings. The result of this study is also consistent with Conner and Ulrich (1996), which indicates aligning human resources strategies, processes, and practices with business needs in order to improve their effectiveness and achieve greater impact.

### **H02.1: strategic partner**

H02.1: The role of the strategic partner does not moderate the impact of decent work on sustainable performance at the significance level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

The finding revealed the role of strategic human resource management as a partner. Indeed, the result showed that the large ready-made garment manufacturing companies in Irbid Governorate can enhance their sustainable performance by investing in tasks and responsibilities, concentrating on environmental analysis using several analytical tools such as SWOT analysis. This way, the human resources departments effectively align their HRM strategies with their companies' strategic objectives. These results are consistent with previous studies that highlighted the impact of strategic HRM on the companies' performance (Lemmergaard, 2009; Junengsih et al., 2022; Barney & Wright, 1998). Moreover, the strategic partner can enhance the sustainable performance of the targeted companies by offering the chance for their employees to participate in setting their work objectives and encouraging the sharing of knowledge and information among

the company's employees. These results support similar previous studies that revealed the role of the participatory approach in setting objectives (Gerhart and Feng, 2021), and the critical role of knowledge-sharing practices, such as community practices, in boosting companies' results (Saffar and Obeidat, 2020, Almeida and Campos, 2022). Lastly, strategic partners also play a central role in improving the organizations' suitability performance by enhancing the company's operations efficiency and companies' competitiveness (Lemmergaard, 2009, Junengsih et al., 2022, Barney and Wright, 1998). Also, although the result of the study by Conner and Ulrich (1996) indicates interest in investing in the strategic roles of human resources management, the result of this study contradicts it in that the strategic partner has the greatest influence, while Conner and Ulrich, (1996) ) indicates that the weakest role in influencing is the strategic partner.

### **H02.2: administrative expert**

H02.2: The role of the administrative expert does not moderate the impact of decent work on sustainable performance at a significant level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

The findings also revealed that the administrative expert role of human resources management also contributes positively to the sustainable performance of the large ready-made garment manufacturing companies in Irbid Governorate. This is done by providing administrative advice to other departments, focusing on the quality of internal operations, ensuring the development of individual professional capabilities, and conducting educational workshops to achieve integration between work requirements and the family responsibilities of the employees. This result is aligned with previous studies highlighting the advisory administrative role of human resource management in enhancing the performance of organizations. Widyawati et al. (2021) found a positive relationship between administrative experts and internal business processes that enhance the

organizations' performance and competitiveness. Similarly, Hsien-Yu and Chia-Yang (2020) found a significant influence of the administrative expert role cognition of human resource practitioners and human resource management system construction that, therefore, plays a significant role in sustaining the performance of companies. Similarly, Hsien-Yu and Chia-Yang (2020) found a significant influence of the administrative expert role cognition of human resource practitioners and human resource management system construction that, therefore, plays a significant role in sustaining the performance of companies.

### **H02.3: employee champion**

H02.3: The role of employee champion does not moderate the impact of decent work on sustainable performance at a significant level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

The findings also revealed that the employee champion role in human resources management also contributes positively to the sustainable performance of large ready-made garment manufacturing companies in Irbid Governorate. This is done by supporting the self-development of employee' capabilities, training them to work in a team management style, ensuring their satisfaction, developing their loyalty, and developing positive feelings for employees throughout their lives. This result is aligned with various previous studies that highlighted the role of the Employee Champion in human resource management in offering career-enhancement counseling and supporting employees' self-growth in addition to the role of HR in promoting teamwork culture and improved employees' satisfaction (Akdere and Egan, 2020). Study showed that employees' champion behavior enhances organizations' sustainability and performance by increasing employees' task performance (Kissi et al., 2013), the effectiveness of the decision-making process and outputs (van Laere and Aggestam, 2016), and the ability to strengthen social

connections and ties within the organization (Coakes and Smith, 2007). The result of this study is also consistent with Conner and Ulrich (1996), which indicates aligning employee champions, processes, and practices with business needs in order to improve their effectiveness and achieve greater impact on the sustainable performance of organizations.

#### **H02.4: change agent**

H02.4: The role of the change agent does not moderate the impact of decent work on sustainable performance at a significant level ( $\alpha = 0.05$ ) in large ready-made garment manufacturing companies in Irbid Governorate.

The findings also revealed that the Change agent role of human resources management contributes positively to the sustainable performance of large ready-made garment manufacturing companies in Irbid Governorate. This is done by focusing on change initiatives, creating talent, listening to employees' suggestions, adopting a plan for continuous improvement, and striving to develop leaders for change. In addition, the result of this study is consistent with Conner and Ulrich (1996), which indicates aligning the role of the change agent, its processes and practices with business needs in order to improve its effectiveness and achieve greater impact on the sustainable performance of organizations. This result is aligned with various previous studies that highlighted the role of the Change agent in human resource management in building and sponsoring change initiatives and preparing leaders to carry out these initiatives successfully, in addition to offering rooms to employees to share their ideas and suggesting the lead to enhance the operations and results of their companies at various forms and levels (Blomfield et al., 2016, van den Berg et al., 2019, Hoppmann et al., 2018, Stephens et al., 2008, Westover, 2010).

## 5.2 Study Recommendations and Suggested Future Study

### Study Recommendations

In light of the analysis of the data collected from the study sample and the previous results, this study is presented a set of recommendations:

1- Providing support for decent work practices in companies because of their impact and relationship with sustainable performance. This is done through:

- Strengthening employment policies regarding non-discrimination between genders with regard to employment, and ensuring communication with job candidates in a fair, professional manner, so that the company's continued management gives equal opportunities to job applicants, and provides fair career paths for the development of its employees.
- Support for employment practices that are equivalent to outsourcing through expanding agreements with external recruitment companies to facilitate the process of searching for qualified human resources, contracting with agencies that are committed to complying with fair employment practices, cooperating with recruitment agencies to find candidates, and taking into account applicable legislation when contracting with Employment companies.
- Encouraging companies' commitment to equality in their employment policy by increasing employees' awareness of compensation calculation machines in all its forms to achieve the principle of fairness in wages. In a way that contributes to providing equality in the wage scale.

2- Developing economic performance in companies by expanding their sales volume in the market, analyzing the costs of purchasing materials while taking into account quality factors, studying energy consumption costs, and increasing recycling practices.

- Encouraging and motivating social performance practices because of their impact on achieving community safety, implementing occupational health and safety systems, and preserving its reputation and social credibility.
  - Improving environmental performance practices by ensuring the use of renewable energy, relying on environmentally friendly recyclable materials, and adopting ideas related to the use of green technology.
- 3- The need to pay attention to the strategic roles of human resources management in companies because of their contribution to the impact on sustainable performance.

This comes through:

- The need to increase investment in adopting a strategic role by constantly developing employees and focusing on the results of environmental analysis.
- Enhancing the role of the administrative expert by focusing on the quality of internal operations and ensuring the development of the professional capabilities of employees.
- Encouraging the practices of the role of employee supporter by training them to work in a team spirit and expanding their awareness by conducting educational workshops to achieve integration between work requirements and family requirements.

### **Suggested Future Study**

- 1- Applying the same current variables to the study in other sectors, such as the chemical and food industries.
- 2- Study the impact of decent work on sustainable performance, in the presence of organizational culture as a moderating variable.
- 3- Study the roles of human resources management with organizational performance and competitive advantage.
- 4- Expanding the study of the role of the change agent and discovering the positive aspects of his practices.

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# Appendices

## Appendix (1)

### Interviews

<b>Name of the person</b>	<b>Job title</b>	<b>Workplace</b>	<b>Time taken in minutes</b>
<b>Dr. Abdullah Abdullah</b>	Chairman of the Amman Chamber of Industry	Amman Chamber of Industry	minutes 35
<b>Mr. Muhammad Al-Khalayla</b>	Director of the Studies and Strategies Department	Amman Chamber of Industry	minutes 55
<b>Mr. Hani Abu Hassan</b>	Chairman of the Irbid Chamber of Industry	Irbid Chamber of Industry	minutes 40
<b>Mr. Bilal Harb</b>	Human resources employee	Mujezat Al-Asr Clothing Industry LLC	minutes 20
<b>Mrs. Zainab Al-Shawabkeh</b>	Director	Rich Pine International Group Textile (LTD) Co	minutes 25

**Appendix (2)**  
**Panel of Experts**

<b>NO</b>	<b>Name of Dr.</b>	<b>University</b>
1.	Prof. Dr. Ahmad Ghandour	Middle East University(MEU)
2.	Prof. Dr. Rateb Sweis	University of Jordan
3.	Prof. Dr. Azzam Abou Moghli	Middle East University(MEU)
4.	Prof. Dr. Muhammad Al-Nuaimi	University of Jordan
5.	Prof. Dr. Marwan Ensour	Al Balqa'a university
6.	Prof. Dr. Ali Al-Adayleh	Middle East University(MEU)
7.	Dr. Al-Harith Abu Hussein	Amman Arab University
8.	Dr. Ali Al-Quran	Al-Bayt University
9.	Dr. Ghazi Samawi	German Jordanian University
10.	Dr. Jamal Qandus	German Jordanian University
11.	Dr. Kazem Adel Ahmed Al-Ghoul	Middle East University(MEU)
12.	Dr. Metri Madanat	German Jordanian University
13.	Dr. Muhammad Ta'amnha	German Jordanian University
14.	Dr. Omar Al-Bawalis	German Jordanian University
15.	Dr. Raed Khasawneh	German Jordanian University

**-The names of the arbitrators were arranged on the basis of academic rank and then the alphabetical letter.**

**Appendix (3)**  
**Number of Questions**

	<b>Variable</b>	<b>References</b>
<b>(Independent Variable)</b>  <b>Decent Work</b>	<b>- Employment Policy on Discrimination.</b> (8 questions)	<ol style="list-style-type: none"> <li>1) (Gberevbie et al., 2014).</li> <li>2) (Ariza-Montes et al., 2019).</li> <li>3) (Ferreira et al., 2019).</li> <li>4) Carral &amp; Alcover (2019).</li> <li>5) Cantone &amp; Wiener (2017).</li> <li>6) (Baumgartner et al., 2015).</li> <li>7) (O'higgins, 2001).</li> <li>8) (Better Work, 2023).</li> </ol>
	<b>- Employment Practice Equivalent Rights Outsourcing.</b> (7 questions)	<ol style="list-style-type: none"> <li>1) Davari &amp; Rezazadeh (2015).</li> <li>2) (S Waluyo et al., 2019).</li> <li>3) (Better Work, 2023).</li> <li>4) (Hong, 2020).</li> </ol>
	<b>- Employment Policy Pay Scale Equity.</b> (8 questions)	<ol style="list-style-type: none"> <li>1) (Grune, 1984).</li> <li>2) (Day, 2012).</li> <li>3) (O'higgins, 2001).</li> <li>4) (Rubery, 2003).</li> <li>5) (Better Work, 2023).</li> </ol>
<b>(Dependent variable)</b>  <b>Sustainable Performance</b>	<b>- Economic Performance.</b> (6 questions)	<ol style="list-style-type: none"> <li>1) Yildiz &amp; Sezen (2019).</li> <li>2) (Tanveer et al., 2023).</li> <li>3) (Malik et al., 2021).</li> </ol>
	<b>- Social Performance.</b> (6 questions)	<ol style="list-style-type: none"> <li>1) (Tanveer et al., 2023).</li> <li>2) Yildiz &amp; Sezen (2019).</li> <li>3) (Syed et al., 2020).</li> </ol>
	<b>- Environmental Performance.</b> (6 questions)	<ol style="list-style-type: none"> <li>1) Yildiz &amp; Sezen (2019).</li> <li>2) (Zaid et al., 2018).</li> <li>3) (Tanveer et al., 2023).</li> <li>4) (Abdul-Rashid et al., 2017).</li> <li>5) (Malik et al., 2021).</li> </ol>
<b>(Moderator variable)</b>		

	<b>Variable</b>	<b>References</b>
<b>The Roles of Strategic Human Resources Management</b>	<b>- Strategic Partner.</b> (7 questions)	1) Lemmergaard, J. (2009). 2)( Junengsih etal.,2022).
	<b>-Administrative Expert.</b> (6 questions)	1) Hsien-Yu & Chia-Yang (2020). 2) (Widyawati etal.,2021). 3) Hsien-Yu & Chia-Yang (2020). 4) Lemmergaard, J. (2009).
	<b>- Employees Champion.</b> (6 questions)	1) (Wieneke etal.,2019).
	<b>- Change Agent.</b> (6 questions)	1) Westover (2010).. 2) Lunenburg (2010). 3)( Stephens etal.,2008).
<b>The total of questions is 66</b>		

## Appendix (4)

### Questionnaire



**Ladies and Gentlemen**

#### **Greetings**

The concept of sustainable development has attracted great attention among organizations, which refers to meeting the needs of the present without compromising the ability of future generations to meet their own needs. It establishes a future that is inclusive, sustainable, and resilient for all. Sustainable development is based on three basic elements: economic growth, social inclusion, and environmental protection, as these axes must work together to achieve the goal of sustainable development. In 2015, the United Nations launched the so-called Sustainable Development Goals, which are 15 diverse goals, including work decent and reducing inequality, as these goals must be achieved by the year 2030.

Given the importance of this topic, the studyer is currently conducting a study entitled: **(Decent Work Practices and their Reflections for Sustainable Performance: The Roles of Strategic**

**Human Resources Management as a Moderating Variable -A Field Study in Large Ready-Made Garment Manufacturing Companies in Irbid Governorate-)**, which is required for obtaining a master's degree in the business administration program from the Middle East University- Amman-Jordan.

In acknowledgment of your esteemed, well known, and extensive experience, the studyer will highly appreciate your effort in evaluating the attached questionnaire. Your opinion and directive will enrich the questionnaire's paragraphs, making them more valid for the purpose they were composed for. Therefore, the studyer requests that you to put a mark ( ✓ ) in front of the answer you deem appropriate for each question.

I assure you that all responses will be treated with the utmost confidentiality.

Thank you for your cooperation with the utmost respect and appreciation.

**Yours Sincerely,**

**Supervisor: Prof. Dr. Ahmad Ali Sali**

**Studyer: Maram Alquran**

## **General Information (Demographic Characteristics)**

**Please choose the appropriate answer by ticking (✓) the appropriate place:**

### **1) Gender:**

Male (     )                      Female (     )

### **2) Educational level:**

Diploma and less (     )                      Bachelor's (     )  
High Diploma (     )              Master's (     )                      PhD (     )

### **3) Age group:**

Younger than 30 years (     )                      30 - less than 45years (     )  
45 – Less than 60 years (     )                      60 years & above (     )

### **4) Years of Experience:**

Less than 5years (     )                      5- less than 10years (     )  
10- less than 15years (     )                      15years & above (     )

### **5) Management level:**

Top Management Level (     )                      Middle Management Level (     )  
First-line Management Level (     )                      Non Managerial Level (     )

### **6) Job position:**

Director (     )              Deputy Director (     )                      Assistant Director (     )  
Department Manager (     )              Division Manager (     )                      Supervisor (     )  
Employee (     )  
Other (     ): please specify:.....



الرجاء اختيار الإجابة المناسبة بوضع علامة (✓) في المكان المناسب:

(1) الجنس:

ذكر ( ) أنثى ( )

(2) المستوى التعليمي:

دبلوم فأقل ( ) بكالوريوس ( )

الدبلوم العالي ( ) الماجستير ( ) الدكتوراه ( )

(3) الفئة العمرية:

أقل من 30 سنة ( ) 30 - أقل من 45 سنة ( )

45 - أقل من 60 سنة ( ) 60 سنة فما فوق ( )

(4) سنوات الخبرة:

أقل من 5 سنوات ( ) 5 - أقل من 10 سنة ( )

10 - أقل من 15 سنة ( ) 15 سنة فما فوق ( )

(5) مستوى الإدارة:

مستوى الإدارة العليا ( ) مستوى الإدارة الوسطى ( )

مستوى إدارة الخط الأول ( ) مستوى غير إداري ( )

(6) المنصب الوظيفي:

مدير ( ) نائب مدير ( ) مساعد مدير ( )

مدير إدارة ( ) مدير قسم ( ) مشرف ( ) موظف ( )

منصب أو مسمى وظيفي آخر ( )، إذا سمحت حدد:.....

**Independent Variable: Decent work :** A set of practices that include (Employment policy on discrimination, Employment practice equivalent rights outsourcing, and Employment policy pay scale equity) that ready-made garment manufacturing companies in Irbid are committed to applying and carrying out their tasks correctly to provide a fair appropriate and motivating work environment for cooperation and performance, It is measured by the degree of response of sample members to the three paragraphs of their practices above.

**المتغير المستقل: العمل اللائق:**

مجموعة الممارسات التي تشمل (سياسة التوظيف بشأن التمييز، و ممارسة التوظيف حقوق معادلة الاستعانة بمصادر خارجية، و سياسة التوظيف المساواة في سلم الأجور) التي تلتزم شركات صناعة الملابس الجاهزة في إربد بتطبيقها وتنفيذ مهماتها بشكل صحيح لتوفير بيئة عمل عادلة ومناسبة ومحفزة على التعاون والأداء، وتقاس بدرجة استجابة أفراد العينة على فقرات ممارساتها الثلاثة أعلاه.

**Employment policy on discrimination:** It is a set of tasks to which the company's management is committed to not discriminating between the sexes with regard to employment, and to ensure that it communicates with job candidates in a fair, professional manner, so that the company's management gives equal opportunities to job applicants, and provides fair career paths for the development of its employees, so that the company's management is interested in implementing the policy Health care is available to everyone without discrimination according to regulations issued by the Ministry of Labor. It is measured by the degree of response of sample members to the questionnaire items.

**سياسة التوظيف بشأن التمييز:**

هي مجموعة من المهمات التي تلتزم بها إدارة الشركة في عدم التمييز بين الجنسين فيما يتعلق بالتوظيف، والحرص على التواصل مع المرشحين للوظائف بطريقة احترافية عادلة، بحيث تمنح إدارة الشركة فرص متساوية للمتقدمين للوظائف، وتوفير مسارات وظيفية عادلة لتطوير موظفيها، بحيث تهتم إدارة الشركة بتطبيق سياسة الرعاية الصحية على الجميع دون تمييز بموجب اللوائح الصادرة عن وزارة العمل. وتقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
1	The company's management is committed to policies of nondiscrimination between genders with regard to employment. تلتزم إدارة الشركة بسياسات عدم التمييز بين الجنسين فيما يتعلق بالتوظيف.					
2	The company's management communicate with job candidates in a fair, professional manner. تحرص إدارة الشركة على التواصل مع المرشحين للوظائف بطريقة احترافية عادلة.					
3	The company's management gives equal opportunities to job applicants. تمنح إدارة الشركة فرص متساوية للمتقدمين للوظائف					

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
4	The company's management provides fair career paths for the development of its employees. توفر إدارة الشركة مسارات وظيفية عادلة لتطوير موظفيها.					
5	The company's management is interested in applying the health care policy to everyone without discrimination in accordance with the regulations issued by the Ministry of Labor. تهتم إدارة الشركة بتطبيق سياسة الرعاية الصحية على الجميع دون تمييز بموجب اللوائح الصادرة عن وزارة العمل.					
<p><b>Employment practice equivalent rights outsourcing :</b>A set of practices followed by the company's management in attracting workers, where the company's management signs agreements with external recruitment companies to facilitate the process of searching for qualified human resources, and contracts with agencies that are committed to complying with fair recruitment practices, and cooperates with recruitment agencies to find candidates, so that the company's management takes into account legislation. It is applicable when contracting with recruitment companies, they use external sources to provide technical services regarding recruitment, and it is measured by the degree of response of the sample members to the questionnaire items.</p> <p><b>ممارسة التوظيف حقوق معادلة الاستعانة بمصادر خارجية:</b> مجموعة من الممارسات التي تتبعها ادارة الشركة في استقطاب العاملين، بحيث توقع إدارة الشركة اتفاقيات مع شركات التوظيف الخارجية لتسهيل عملية البحث عن الموارد البشرية المؤهلة، والتعاقد مع الوكالات التي تلتزم بالامتثال لممارسات التوظيف العادلة، بحيث تراعي إدارة الشركة التشريعات النافذة عند التعاقد مع شركات التوظيف، وتتعاون مع وكالات التوظيف لإيجاد مرشحين، و تستعين بمصادر خارجية لتقديم خدمات فنية بخصوص التوظيف، وتقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.</p>						
NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
6	The company's management signs agreements with external recruitment companies to facilitate the process of searching for qualified human resources . توقع إدارة الشركة اتفاقيات مع شركات التوظيف الخارجية لتسهيل عملية البحث عن الموارد البشرية المؤهلة.					

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
7	The company's management cooperates with recruitment agencies to find candidates. تتعاون إدارة الشركة مع وكالات التوظيف لإيجاد مرشحين.					
8	The Company's management contracts with agencies that are committed to complying with fair employment practices. تتعاقد إدارة الشركة مع الوكالات التي تلتزم بالامتثال لممارسات التوظيف العادلة.					
9	The company's management takes into account the applicable legislation when contracting with recruitment companies. تراعي إدارة الشركة التشريعات النافذة عند التعاقد مع شركات التوظيف.					
10	The company's management outsources technical services regarding recruitment. تستعين إدارة الشركة بمصادر خارجية لتقديم خدمات فنية بخصوص التوظيف.					

**Employment policy pay scale equity:** A set of practices followed by the company's management, so that it adheres to legislation related to equal wages, and conducts a job evaluation process to determine their importance, while providing a compensation policy and adhering to it so that its employees can see the mechanism for calculating compensation in all its forms (salaries, wages, bonuses, and benefits).It is measured by the degree of response of sample members to the questionnaire items.

**سياسة التوظيف المساواة في سلم الأجور:**

مجموعة من الممارسات التي تتبعها ادارة الشركة ، بحيث تلتزم بالتشريعات المتعلقة بالعدالة في الأجور ، وامتلاكها سياسة للتعويضات مثل المساواة في سلم الأجور ، بحيث تمكن الموظفين لديها من الاطلاع على آلية احتساب التعويضات بجميع اشكالها (الرواتب ، والأجور ، والعلاوات ، والمزايا ) ، والحرص على موائمة سياسات الأجور مع الظروف السائدة في سوق العمل ، بحيث تلتزم إدارة الشركة بالحد الأدنى للأجور. وتقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
11	The company's management is committed to legislation related to fairness in wages. تلتزم إدارة الشركة بالتشريعات المتعلقة بالعدالة في الأجور.					

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
12	The company's management has a compensation policy such as equal pay scale. تمتلك إدارة الشركة سياسة للتعويضات مثل المساواة في سلم الأجور.					
13	The company's management enables its employees to view the mechanism for calculating compensation in all its forms. تمكن إدارة الشركة الموظفين لديها من الاطلاع على آلية احتساب التعويضات بجميع أشكالها					
14	The company's management ensures that wage policies are consistent with prevailing conditions in the labor market. تحرص إدارة الشركة على موائمة سياسات الأجور مع الظروف السائدة في سوق العمل.					
15	The company's management is committed to the minimum wage. تلتزم إدارة الشركة بالحد الأدنى للأجور.					

**Dependent variable:**

**Sustainable Performance:** The final results of the work and economic, social, and environmental performance of Ready-made garments manufacturing companies in Irbid, which focuses on achieving the intended results while maintaining environmental sustainability and is measured by the degree of response of the sample members to the questionnaire items.

المتغير التابع: الأداء المستدام:

النتائج النهائية للعمل والأداء الاقتصادي، والاجتماعي، والبيئي لشركات صناعة الملابس الجاهزة في إربد، والذي يركز على تحقيق النتائج المرسومة مع المحافظة على الاستدامة البيئية، ويقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

**Economic performance:** The final results that show the company's management's ability to achieve economic growth based on continuously developing its product methods and expanding its sales volume in the market, so that the company's management analyzes the costs of purchasing materials, taking into account quality factors, and its ability to study the costs of energy consumption, so that the company's management Recycling, and is measured by the degree of response of sample members to the questionnaire items.

الأداء الاقتصادي:

النتائج النهائية التي تبين قدرة إدارة الشركة على تحقيق نمو اقتصادي قائم على تطوير أساليب منتجاتها بشكل مستمر، والتوسع من حجم مبيعاتها في السوق، بحيث تحلل إدارة الشركة تكاليف شراء المواد مع مراعاة عوامل الجودة، وقدرتها على دراسة تكاليف استهلاك الطاقة، بحيث تقوم إدارة الشركة بإعادة التدوير، ويقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
16	The company's management continuously develops its product methods. تطور إدارة الشركة من أساليب منتجاتها بشكل مستمر.					
17	The company's management has plans to expand its sales volume in the market. تمتلك إدارة الشركة خطط لتوسيع حجم مبيعاتها في السوق.					
18	The company's management analyzes the costs of purchasing raw materials, considering the quality factors. تحلل إدارة الشركة تكاليف شراء المواد مع مراعاة عوامل الجودة.					
19	The company's management is interested in studying the costs of energy consumption. تهتم إدارة الشركة بدراسة تكاليف استهلاك الطاقة.					
20	The company's management does recycling. تقوم إدارة الشركة بإعادة التدوير.					

**Social performance:** The final results show the company's ability to achieve community safety, implement occupational health and safety systems, maintain its reputation and social credibility, its contribution to charitable social projects on a voluntary basis, and its initiative in developing the infrastructure of the local community. It is measured by the degree of response of the sample members to the questionnaire item.

**الأداء الاجتماعي:**

النتائج النهائية التي تبين قدرة الشركة على تحقيق سلامة المجتمع، وتطبيق نظم الصحة والسلامة المهنية، والحفاظ على سمعتها ومصداقيتها الاجتماعية، ومساهمتها في المشروعات الاجتماعية الخيرية بشكل تطوعي، ومبادراتها في تطوير البنى التحتية للمجتمع المحلي، ويقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
21	The company's management considers community safety as one of its goals. تعتبر إدارة الشركة سلامة المجتمع هدف من أهدافها.					
22	The company's management applies occupational health and safety systems. تطبق إدارة الشركة نظم الصحة والسلامة المهنية.					
23	The company's management realizes that developing its reputation is linked to its social credibility. تدرك إدارة الشركة ان تطوير سمعتها مرتبط بمصداقيتها الاجتماعية.					
24	The company's management contributes to charitable social projects on a voluntary basis. تساهم إدارة الشركة بالمشروعات الاجتماعية الخيرية بشكل تطوعي.					
25	The company's management takes the initiative in developing the infrastructure of the local community. تبادر إدارة الشركة في تطوير البنى التحتية للمجتمع المحلي.					

**Environmental performance:** The final results that show the company's management's ability to apply environmental standards in its production activities, so that it is keen in its production operations to safely dispose of its waste, and the company's management uses renewable energy, so that it relies on environmentally friendly recyclable materials, and adopts ideas related to the use of green technology. It is measured by the degree of response of sample members to the questionnaire items.

**الأداء البيئي:**

النتائج النهائية التي تبين قدرة ادارة الشركة على تطبيق المعايير البيئية في أنشطتها الإنتاجية ، بحيث تحرص في عملياتها الإنتاجية على التخلص بشكل آمن لنفاياتها ، وتستخدم إدارة الشركة الطاقة المتجددة ، بحيث تعتمد على المواد الصديقة للبيئة القابلة لإعادة التدوير ، و تتبنى الأفكار المتعلقة في استخدام التكنولوجيا الخضراء ، ويقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
26	The company's management applies environmental standards in its production activities. تطبق إدارة الشركة المعايير البيئية في أنشطتها الإنتاجية.					
27	The company's management is keen in its production operations to safely dispose of its waste. تحرص إدارة الشركة في عملياتها الإنتاجية على التخلص بشكل آمن لنفاياتها .					
28	The company's management uses renewable energy. تستخدم إدارة الشركة الطاقة المتجددة.					
29	The company's management uses environmentally friendly, recyclable materials. تعتمد إدارة الشركة على المواد الصديقة للبيئة القابلة لإعادة التدوير.					
30	The company's management adopts ideas related to the use of green technology. تتبنى إدارة الشركة الأفكار المتعلقة في استخدام التكنولوجيا الخضراء.					



**Moderating variable:**

**Roles of Strategic human resources management:** The group of roles that human resources management exercises in ready-made garment manufacturing companies in Irbid in dealing with employees, which includes the role of strategic partner, the role of administrative expert, the role of employee champion, and the role of change agent, and is measured by the degree of response of the sample members to the questionnaire items.

**المتغير المعتدل: أدوار إدارة الموارد البشرية الاستراتيجية:**

مجموعة الأدوار التي تمارسها إدارة الموارد البشرية في شركات صناعة الملابس الجاهزة في إربد في التعامل مع العاملين، والتي تشمل دور الشريك الاستراتيجي، ودور الخبير الإداري، ودور نصير الموظف، ودور وكيل التغيير وتُقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

**Strategic Partner:** A set of tasks and responsibilities, which focus on environmental analysis using SWOT analysis, so that the human resources department designs its strategies in line with the company's strategic objectives, and participates with employees in setting their goals emanating from the strategy, and seeks to disseminate knowledge among employees, so that management is interested in Human resources continuously develop employees, and is measured by the degree of response of sample members to the questionnaire items.

**الشريك الاستراتيجي:**

مجموعة من المهمات والمسؤوليات، التي تركز على التحليل البيئي باستخدام التحليل الرباعي (سوات)، بحيث تصمم إدارة الموارد البشرية استراتيجياتها بما يتناسب مع الأهداف الاستراتيجية للشركة، وتشارك العاملين في وضع أهدافهم المنبثقة من الاستراتيجية، وتسعى إلى نشر المعرفة بين الموظفين، بحيث تهتم إدارة الموارد البشرية بتطوير العاملين باستمرار، ويقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
31	The Human Resources Management conducts an environmental analysis using SWOT. تجري إدارة الموارد البشرية تحليل بيئي باستخدام التحليل الرباعي SWOT.					
32	The Human Resources Management designs its strategies in accordance with the company's strategic objectives. تصمم إدارة الموارد البشرية استراتيجياتها بما يتناسب مع الأهداف الاستراتيجية للشركة.					
33	The Human Resources Management participates in implementing the strategy. تشارك إدارة الموارد البشرية العاملين في وضع أهدافهم المنبثقة من الاستراتيجية.					
34	Human resources management seeks to spread knowledge among employees. تسعى إدارة الموارد البشرية إلى نشر المعرفة بين الموظفين.					

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
35	The Human Resources Management is concerned with constantly developing employees. تهتم إدارة الموارد البشرية بتطوير العاملين باستمرار.					

**Administrative Expert :** A set of tasks and responsibilities that the Human Resources Department seeks to contribute to achieving competitive advantage, by planning to increase operational efficiency, by providing administrative advice to other departments, focusing on the quality of internal operations, as well as ensuring the development of individual professional capabilities, and conducting educational workshops to achieve integration between... Work requirements versus family requirements, measured by the degree of sample members' response to the questionnaire items.

**الخبير الإداري:**

مجموعة من المهام والمسؤوليات التي تسعى إليها إدارة الموارد البشرية للمساهمة في تحقيق الميزة التنافسية، بحيث تخطط لزيادة الكفاءة التشغيلية من خلال تقديم المشورة الإدارية للأقسام الأخرى والتركيز على جودة العمليات الداخلية، وكذلك الحرص على تطوير القدرات المهنية الفردية، وعمل ورش تنفيذية لتحقيق التكامل بين متطلبات العمل مقابل متطلبات العائلة ويقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
36	The Human Resources Management seeks to contribute to achieving competitive advantage. تسعى إدارة الموارد البشرية للمساهمة في تحقيق الميزة التنافسية.					
37	The Human Resources Management plans to increase operational efficiency. تخطط إدارة الموارد البشرية لزيادة الكفاءة التشغيلية.					
38	The Human Resources Management provides managerial advice to other departments. تقدم إدارة الموارد البشرية المشورة الإدارية للأقسام الأخرى.					
39	The Human Resources Management focuses on the quality of internal processes. تركز إدارة الموارد البشرية على جودة العمليات الداخلية.					
40	The Human Resources Management is keen to develop individual professional capabilities. تحرص إدارة الموارد البشرية على تطوير القدرات المهنية الفردية.					

**Employee Champion:** A set of tasks and responsibilities that focus on supporting the self-development of employees' capabilities, training them to work in a team management style, ensuring their satisfaction, and developing their loyalty, as well as developing positive feelings for employees in all of life, and ensuring the achievement of Integration between work and family requirements, and is measured by the degree of response of the sample members on the questionnaire paragraphs.

**نصير الموظف:**

مجموعة من المهمات والمسؤوليات التي تركز على دعم التطوير الذاتي لقدرات الموظفين، وتدريبهم على العمل بروح الفريق الواحد، بحيث تتعاون إدارة الموارد البشرية مع الإدارات الأخرى لتحقيق الرضا عند الموظفين، والمساهمة في إعداد برامج لاتباع نمط حياة صحي للموظفين، ويقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
41	The Human Resources Management supports the self-development of employees' capabilities. تقوم إدارة الموارد البشرية بدعم التطوير الذاتي لقدرات الموظفين.					
42	The Human Resources Management trains employees to work as a team. تدرب إدارة الموارد البشرية الموظفين على العمل بروح الفريق الواحد.					
43	The Human Resources Management cooperates with other departments to achieve employee satisfaction. تتعاون إدارة الموارد البشرية مع الإدارات الأخرى لتحقيق الرضا عند الموظفين.					
44	The Human Resources Management contributes to preparing programs for employees to follow a healthy lifestyle. تساهم إدارة الموارد البشرية في إعداد برامج لاتباع نمط حياة صحي للموظفين.					
45	The Human Resources Management holds awareness workshops to achieve integration between work requirements versus family requirements. تقيم إدارة الموارد البشرية ورش تقيفية لتحقيق التكامل بين متطلبات العمل مقابل متطلبات العائلة.					

**Change agent:** A set of tasks and responsibilities so that the human resources department focuses on change initiatives, plans to create talent, and pays attention to hearing employees' suggestions, by adopting a plan for continuous improvement, and striving to develop leaders for change, and is measured by the degree of response of the sample members to the questionnaire items.

وكيل التغيير:

مجموعة من المهمات والمسؤوليات بحيث تركز إدارة الموارد البشرية على مبادرات التغيير ، و تخطط لصناعة المواهب، والاهتمام بسماع اقتراحات الموظفين، من خلال تبنيها خطة للتحسين المستمر، وسعيها لتطوير قادة للتغيير، ويقاس بدرجة استجابة أفراد العينة على فقرات الاستبانة.

NO.	Item	Strongly agree أوافق بشدة	Agree أوافق	Somewhat agree أوافق إلى حد ما	Disagree لا أوافق	Strongly disagree لا أوافق بشدة
46	The Human Resources Management focuses on change initiatives. تركز إدارة الموارد البشرية على مبادرات التغيير.					
47	The Human Resources Management plans to create talent. تخطط إدارة الموارد البشرية لصناعة المواهب.					
48	The Human Resources Management is interested in hearing employee suggestions. تهتم إدارة الموارد البشرية بسماع إقتراحات الموظفين.					
49	The Human Resources Management has a plan for continuous improvement. تتبنى إدارة الموارد البشرية خطة للتحسين المستمر.					
50	The Human Resources Management seeks to develop leaders for change. تسعى إدارة الموارد البشرية لتطوير قادة للتغيير.					

**Many Thanks for Your Contribution**

## Appendix (5)

### Table of Random Numbers

المعاينة العشوائية البسيطة

جدول (١-٢) . ألف رقم عشوائي

	00-04	05-09	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49
00	54463	22662	65905	70639	79365	67382	29085	69831	47058	08186
01	15389	85205	18850	39226	42249	90669	96325	23248	60933	26927
02	85941	40756	82414	02015	13858	78030	16269	65978	01385	15345
03	61149	69440	11286	88218	58925	03638	52862	62733	33451	77455
04	05219	81619	10651	67079	92511	59888	84502	72095	83463	75577
05	41417	98326	87719	92294	46614	50948	64886	20002	97365	30976
06	28357	94070	20652	35774	16249	75019	21145	05217	47286	76305
07	17783	00015	10806	83091	91530	36466	39981	62481	49177	75779
08	40950	84820	29881	85966	62800	70326	84740	62660	77379	90279
09	82995	64157	66164	41180	10089	41757	78258	96488	88629	37231
10	96754	17676	55659	44105	47361	34833	86679	23930	53249	27083
11	34357	88040	53364	71726	45690	66334	60332	22554	90600	71113
12	06318	37403	49927	57715	50423	67372	63116	48888	21505	80182
13	62111	52820	07243	79931	89292	84767	85693	73947	22278	11551
14	47534	09243	67879	00544	23410	12740	02540	54440	32949	13491
15	98614	75993	84460	62846	59844	14922	48730	73443	48167	34770
16	24856	03648	44898	09351	98795	18644	39765	71058	90368	44104
17	96887	12479	80621	66223	86085	78285	02432	53342	42846	94771
18	90801	21472	42815	77408	37390	76766	52615	32141	30268	18106
19	55165	77312	83666	36028	28420	70219	81369	41943	47366	41067