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The Impact of Human Resource Reengineering Practices on The Job Performance of Administrators in Jordanian Private Universities

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ABSTRACT: Purpose: This study aims to examine the impact of human resource reengineering (HRR) practices on the job performance (JP) of administrators in Jordanian Private Universities through top management support (TMS). **Methods:** A quantitative research design was used in this study. As a result, 280 questionnaires were sent out, and 256 were approved for study. The surveys were intended for administrators at private universities in Jordan. **Findings:** The results of this study have provided a thorough examination of the factors HRR and TMS in private universities, which enhance JP. The results of the study highlighted the crucial roles that process redesign (PR), employee empowerment (EE), digital transformation (DT), and continuous improvement (CI) play in JP. **Originality/Value:** The results showed a strong correlation between TMS, HRR, and JP. Additionally, the results showed that the association between HRR and JP is moderated by TMS. Furthermore, it has been found that JP is significantly impacted by PR, EE, DT, and CI. **Implications:** These results have several implications for private universities in Jordan and policymakers, which may help these institutions improve JP.

INTRODUCTION

Organizations, including educational institutions, strive to maintain their competitiveness in the face of globalization's threats. However, these organizations face dilemmas in human resource planning, as evidenced by the growing challenges of attracting and retaining skilled, competent employees to meet evolving service delivery needs (DeCenzo et al., 2016). Nevertheless, the importance of human resource planning in providing and retaining human capital cannot be denied, given its significant potential to achieve a sustainable competitive advantage and enhance organizational performance (Jarrah et al., 2020; Wright & McMahan, 2011). This necessitates that organizations engage in continuous environmental monitoring and review their strategies, objectives, and policies to ensure the availability of human resources in the right quantity and quality at the right time and place (Al Adresi & Darun, 2016).

Human resource planning is defined as a systematic, ongoing process to achieve the optimal use of human resources within an organization (Akingbola et al., 2023). Human resource planning is the process of ensuring that an organization's human resource needs are identified and plans are developed to meet them (Bulla & Scott, 1987). Thus, human resource planning ensures optimal matching of employees with jobs, avoiding both workforce shortages and surpluses. Human resource planning is a fundamental process in human resource management, as educational and other institutions strive to meet their current and future workforce needs by ensuring the right people are in the right place at the right time (Nondoh et al., 2020). Understanding and planning for an organization's current and future staffing needs in the short, medium, and long term is essential for achieving its goals, because human resource planning focuses on building the organization around its employees and their unique talents, which significantly and positively impacts its performance (Al-Qudah et al., 2014).

Based on the above, human resource planning remains a vital sub-activity within recruitment. It encompasses identifying potential talent, attracting them to the organization, verifying their suitability for the job and organizational requirements, and

finally taking the necessary steps to integrate them as active members. In this context, Muoki (2011) affirms this view, stating that human resource planning enables the organization to achieve the following objectives, among others: identifying future workforce needs, attracting and retaining qualified and skilled talent, succession planning, professional development, and ensuring equal employment opportunities. Human resource planning involves developing the necessary programs for recruitment, selection, training, development, transfer, promotion, motivation, and compensation to ensure that future workforce needs are met optimally (Okoye & Ezejiofor, 2013).

Talented individuals will always have multiple options; therefore, understanding succession plans, training, and leadership development is a tremendous asset for organizations, including educational institutions such as universities. To proactively avoid talent shortages or surpluses and achieve a talent balance aligned with needs, effective human resource planning must be continuous and systematic. Human resource planning is a crucial investment for any organization, enabling it to maintain productivity and profitability (Nondoh et al., 2020). An organization's performance can be assessed through its efficiency and effectiveness in achieving its objectives (Gavrea et al., 2011). Performance and its continuity are central to any organization, as growth and progress are only possible through performance. Organizational performance is one of the most important variables in management studies and perhaps the most important indicator of organizational performance (Corvellec, 2018). The survival of any private or public university depends entirely on its effectiveness and efficiency in resource utilization. In the challenging economic conditions and intense competition of the 21st-century education sector, any institution seeking to survive must justify its existence through outstanding performance (Nondoh et al., 2020). Excellence in performance is a goal pursued by all educational institutions, regardless of size (Miller, 2016). Universities are not solely driven by profit-maximization principles, as is the case with most private-sector institutions. According to a study by Nondoh et al. (2020), universities have two main dimensions: academic and administrative functions, which are further divided into four sub-dimensions: research, teaching, finance, and human resources. Their performance is measured through these dimensions (Charles, 2011).

Resource theory posits that an organization's strategic capability depends on its ability to utilize resources, particularly human resources (Collins, 2022). Human capital is considered a critical resource. This principle is based on the premise that resources are the primary forces in human resource management, with a particular emphasis on human resources and managers to understand emerging trends in knowledge, learning, and learning organizations. Resource theory emphasizes the need to develop and utilize human competencies and talents to achieve both organizational and employee goals, thereby ensuring improved performance (Kerwin, 2016; Nondoh et al., 2020). Simply possessing resources is insufficient for understanding the performance of educational and other institutions; these institutions can create value only through the effective management of those resources (Fu et al., 2017).

As a result of globalization, rapid technological advancements, and increasing competition, institutions, including the academic environment, are undergoing rapid and fundamental transformations (Mok, 2015; Stromquist, 2007). Because of these transformations, it has become essential for institutions, such as universities, to reassess their traditional working methods and consider implementing more flexible, efficient, and adaptable management models (Al-Safrani & Saeed, 2026). In this context, human resource reengineering (HRR) has evolved into a comprehensive strategic management philosophy, rather than simply a method of partial change (Gern, 2023). It is based on a radical rethinking and fundamental redesign of administrative processes and systems, aimed at achieving qualitative, tangible improvements in key performance indicators, such as quality, cost, speed, and service.

Human resource management is of paramount importance in the university sector, as human capital underpins teaching, research, and administration. However, many universities, including private Jordanian universities (Al Hawamdeh, 2021; Qawasmeh et al., 2024), may face challenges such as procedural delays, bureaucratic inefficiencies, inadequate interdepartmental integration, and a failure to equip employees with the skills necessary for the digital age. In this context, HRR represents a corrective and proactive approach, shifting management from a "control and follow" model to one of "empowerment and innovation," with a primary focus on value-added processes rather than fragmented activities.

Therefore, this study aims to address a gap in applied research by examining the impact of this contemporary approach (HRR) on one of the most important outcomes of administrative work: improving employee performance. To achieve tangible improvements in overall university performance, a fundamental question arises: can reengineered work systems effectively stimulate latent potential, raise skill levels, and enhance employee engagement and performance? This study answers this question using a rigorous scientific methodology. The main research question focuses on measuring the impact of HRR

practices, with their dimensions (top management support, process redesign, CI, EE, and DT), on the JP of administrators in Jordanian private universities, with its dimensions (accuracy in execution and achievement, creativity and innovation, teamwork, and work proficiency). Accordingly, the following sub-questions are addressed ∴

1. What is the impact of senior management support on the JP of administrators in Jordanian private universities, across its dimensions of accuracy and achievement, creativity and innovation, teamwork, and work proficiency?
2. What is the impact of process redesign on the JP of administrators in Jordanian private universities, across their dimensions of accuracy and achievement, creativity and innovation, teamwork, and work proficiency?
3. What is the impact of CI on the JP of administrators in Jordanian private universities, across their dimensions of accuracy and achievement, creativity and innovation, teamwork, and work proficiency?
4. What is the impact of EE on the JP of administrators in Jordanian private universities, across its dimensions of accuracy and achievement, creativity and innovation, teamwork, and work proficiency?
5. What is the impact of DT on the JP of administrators in Jordanian private universities, across its dimensions of accuracy and achievement, creativity and innovation, teamwork, and work proficiency?

THEORETICAL FRAMEWORK

Top Management Support

Developing and implementing a performance improvement strategy supported by top management, including planning for quality and other objectives, setting goals that aim to enhance employee performance (including in universities), providing support, and evaluating results (Abdel-Aal & Abdel-Aati, 2024), are all considered part of human resource reengineering. Flynn et al. (1995) indicated that top management's commitment should lead to improved performance. Top management strategies seek to enhance the role of human resources (Abdel-Aal, 2025), and this undoubtedly includes human resource reengineering.

It is widely believed that top management support and dedication are essential to the success of institutions, including educational institutions (Arar, 2022). Continuous top management involvement as a driver of change can help reduce the impact of individual differences on the adoption of strategies and steps to enhance employee performance through HRR (Al-Safrani & Saeed, 2026). Top management supports and implements HRR out of a belief in continuous development and improvement. This is evident in its stated desire to implement and activate its role at all administrative levels and among all employees, to develop strategies and programs for their implementation, and to provide the necessary human and material resources. Everyone should feel the support of senior management through concrete steps, such as establishing policies, building a high-quality organizational structure, ensuring full employee participation, disseminating a culture of quality, and managing change, which in turn enhances employee performance (Milan et al., 2014). Based on this, the study proposes the following hypotheses:

H1: TMS significantly affects HRR among private universities in Jordan

H2: TMS significantly affects JP among private universities in Jordan

H3: TMS significantly moderates the relationship between HRR and JP among private universities in Jordan

Human Resource Reengineering (HRR)

Today's environment is characterized by a marked increase in competition and constant, sudden change, driven by the varied and widespread effects of globalization (Babayev & Balajayeva, 2023; Porter, 2023). This has compelled organizations to adapt to the changes occurring in the business environment to maintain their competitive position and ensure their survival. To achieve this, organizations rely on their resources and capabilities, most notably human resources, which are considered core assets and among the most important factors in improving organizational performance (Faugoo, 2024). This performance allows for growth, survival, and continuity in an unstable environment, volatile markets, and increasingly complex products and services (Hanandeh et al., 2024). To maximize the benefits of advanced technologies in human resource management, it was necessary to align processes and management through re-engineering practices (Al Shibly & Alghizzawi, 2024; Anorue et al., 2023; Talib & Musaheb, 2024).

H2: HRR significantly affects JP among private universities in Jordan

Process Redesign

Process Redesign (PR) is the radical reengineering and fundamental rethinking of organizational processes to significantly enhance key performance metrics such as speed, quality, and service (Batte, 2025). This project demonstrated how cross-functional system integration and process innovation could lead to operational excellence. PR is a strategic management technique that aims to significantly improve performance indicators, including quality, speed, and service, by fundamentally rethinking and altering an organization's processes (Wang et al., 2024). By questioning current workflows and presumptions, it goes beyond incremental process improvement (Okoro et al., 2022). Although it can also happen on a lesser scale, PR and Reengineering are frequently used interchangeably. PR entails the analysis and design of workflows and processes both within and between organizations (Akpan, 2025). PR frequently concentrates on the structure and order of tasks to optimize current processes, as contrasted to process innovation, which may incorporate new technologies (Akpan, 2025; Okoro et al., 2022).

H2.1: PR significantly affects JP among private universities in Jordan

Employee Empowerment

Employee empowerment includes assigning and delegating tasks to employees (Alawen, 2018). The degree of autonomy individuals enjoy at work is called employee empowerment. Kilton (2003) defined empowerment as giving employees the authority to make business decisions. According to Nazouf and Bakari (2012), employee empowerment is a management philosophy that enables employees to make business decisions, take responsibility for their work, and serve customers at the company level, where they have direct contact with the company.

Today, Total Quality Management (TQM) requires employee empowerment and an emphasis on their vital role in activating and achieving the goals of Jordanian commercial banks. This requires a comprehensive effort to strengthen and retain the workforce, acquire human skills and competencies, train and develop them, motivate and nurture them, from selection and recruitment to performance evaluation, training programs, individual and group motivation, teamwork, organizational loyalty and belonging, and other human dimensions upon which modern organizations rely to achieve success (Awamleh, 2013).

Effective management engages employees and gives them a sense of ownership over the company. Psychological ownership is achieved when employees feel a sense of belonging to the company and are affected by its success or failure. The primary goal of empowerment is to enable all employees to fully contribute to CI. Therefore, "empowerment" means participating in decision-making with other management levels. This goes beyond mere delegation; it means employees feel responsible for their work and actions that extend beyond their job descriptions, thereby improving performance across all Jordanian commercial institutions. Among the most important criteria for successful empowerment (Muslim et al., 2020) are:

Managers' willingness to delegate authority.

Trust between managers and subordinates.

Effective communication and feedback systems in Jordanian commercial banks.

An objective methodology for performance evaluation.

A fair recruitment system that attracts talent and skills.

Linking performance to tangible and intangible rewards.

Training subordinates to take charge and accomplish tasks. Joudah (2011) confirms that empowerment in Jordanian commercial banks benefits everyone. This policy allows employees to excel, unleash their potential, and achieve success. It also highlights their creativity and talents, facilitates work, and increases employee enthusiasm and motivation, thus improving the performance of Jordanian commercial banks. Jordanian commercial banks naturally operate under this policy, as employees can resolve customer issues quickly without referring them to management, thereby enhancing customer satisfaction. This is reflected positively in the marketing and success of Jordanian commercial banks.

The researchers concluded that employee empowerment requires their participation in the management process, their training, skills development, and motivation to foster loyalty to the organization, as well as granting them the authority to work with enthusiasm and passion, and to excel in their work. (Muslim et al., 2020) Researchers should focus on the philosophy of Total

Quality Management (TQM) across its various dimensions and understand its impact on the performance of institutions and sectors that contribute to the national economy, to ensure that TQM practices achieve their intended objectives, particularly in the banking sector under study.

H2.2: EE significantly affects JP among private universities in Jordan

Digital Transformation (DT)

DT is a complex and demanding process that requires the commitment of the entire company to use resources: human, technological, physical, organizational, and financial, so digitalization implements digital tools throughout the organization, especially focusing on people and processes, in order to affect JP (Guzmán Ortiz et al., 2020; Rahim et al., 2024; Purwanto et al., 2023). Along these lines, Anim-Yeboah et al. (2020) affirm that innovation, technology, creativity, and digitization are tools for making a transformative future a reality. For this, they differ: three key areas where executives of organizations, including educational institutes, are being digitally transformed are customer experience, operational processes, and business models, which change and form the foundations of the DT process (Guzmán Ortiz et al., 2020). The technological leap in this era is exponential; therefore, DT is not only a technological change but also an organizational, cultural, and managerial change that involves reworking strategies, products, and processes to leverage digital technologies. It is also the deep transformation of models and competencies that leads to effective JP. Hence, the following hypothesis is proposed:

H2.3: DT significantly affects JP among private universities in Jordan

Continuous Improvement (CI)

Institutions, including educational institutions, consistently emphasize CI to actively enhance employee performance. This encompasses CI across all areas to respond to internal and external changes, including pursuing human resource reengineering. CI is fundamental to institutions and, in turn, enhances performance effectiveness and organizational transformation. This concept is based on the principle that prevention is better than cure, that everything in the workplace is subject to evaluation, and that doing the right thing from the start is best (Arar, 2022).

HRR requires a change in how individuals perform their work. Since managing existing institutions, including educational ones (Smylie, 2009), relies on CI, it is imperative that they strive for excellence (Pattanayak, 2025). This may encompass all administrative and technical processes within all institutions. CI is a management philosophy that addresses obstacles to performance improvement and enhances everything related to it, from service design and implementation—including processes and personnel—to the final improvement of the service (Arar, 2022). CI is a responsibility for everyone; therefore, employees are trained, encouraged to collaborate, and provided with the necessary skills (Al-Saffar & Obeidat, 2020).

H2.4: CI significantly affects JP among private universities in Jordan

Job Performance (JP)

Work Proficiency

This refers to accuracy and adherence to quality standards. In this context, performance outputs must meet administrative or international quality standards. Creativity, innovation, and accuracy of execution are also evaluated (Abu Jalida & Abu Tuwaiqat, 2018). In practice, Jordanian commercial banks provide services that meet these standards and outperform their competitors. Work quality is fundamental to employee development. Excellence requires skills and motivation. Ability and desire determine work quality. Desire is linked to social and material working conditions and human resource requirements, while ability encompasses knowledge and competence. Social and psychological requirements, more than material factors, now influence work quality (Brandler & Roman, 2015). Quality affects all activities of Jordanian commercial banks, as it reflects employee performance. It also demonstrates an individual's commitment to specific performance levels that help Jordanian commercial banks meet explicit or implicit customer expectations while satisfying management (Bleighton et al., 2017).

Accuracy of Execution and Completion

This means that employees complete tasks and duties without errors and in accordance with performance standards. In this study, the accuracy of execution encompasses several factors, most notably the commitment of Jordanian commercial banks to providing their services to customers on schedule. Performance is defined as accuracy, precision, and the extent to which the

effort meets quality standards. This includes ensuring that performance outputs (services and goods) meet administrative or international quality standards. Performance also assesses the creativity and innovation of those responsible for it, as well as the absence of manufacturing defects (Bleiton et al., 2017). Abu Jalida and Abu Tuwaiqat (2018) define performance as the complete and continuous achievement of tasks, both qualitatively and statistically. This concept is linked to efficiency and effectiveness. Effectiveness means doing things right, while efficiency means doing them optimally.

Teamwork

This refers to the ability and willingness of company employees to work together to promote teamwork. It is assessed through a questionnaire (Alawoun, 2018). In practice, teamwork is defined as prioritizing the team's tasks over its members' goals to achieve the organization's objectives. Teamwork contributes to achieving goals and accomplishing tasks. It involves uniting a group of individuals willing to work together to achieve a goal or set of goals that no one can achieve alone. This includes leveraging the group's strengths and individual capabilities to accomplish a task, with all team members committed to all tasks and sharing responsibilities. However, the team may work together or be geographically separated. The work may be continuous or intermittent. According to management, teamwork contributes to the organization's success and increases its productivity.

Innovation and Creativity

This refers to the ability to generate new ideas and find innovative ways to use and share them to improve work (Alawan, 2018). Innovation impacts individuals, processes, and services. Abernathy, Atterbach, Tushman, and Moore (1982) defined innovation as the creation of new services and the improvement of existing ones. The creation of new services, procedures, or technologies is also called innovation. Sari and Ferdous (2015) defined innovation as new ideas or methods that benefit customers. According to Gouch and Davis (2016), innovation helps companies improve the quality of their products and services and reduce costs. In short, innovation is the unique and abundant nature of modern technology and its use in building and delivering new services to customers (Alawan, 2018). This study defines creativity and innovation as the creation of services that outperform competitors. This includes Jordanian commercial banks innovating new manufacturing methods, customer service technologies, and electronic management applications.

METHODS

To test the study model and hypotheses, data were analyzed using structural equation modeling. SEM is frequently used to examine both direct and indirect effects as well as intricate latent-variable correlations within a single analytical framework. AMOS (Version 26) and SPSS were used for the analysis. The analysis was done in two parts. To evaluate the adequacy of the measurement model, goodness-of-fit, internal consistency reliability, composite reliability (CR), and average variance extracted were first examined using Confirmatory Factor Analysis (CFA). The measurement scales were validated prior to looking at structural correlations. The researcher sent out 280 questionnaires to administrators of Jordan's private universities. 263 (93.9%) questionnaires were gathered after around three weeks. Seven of them were excluded from the analysis because they were completed by lining up and selecting a single response. Thus, 91.4% of the total responses in the current study were effective.

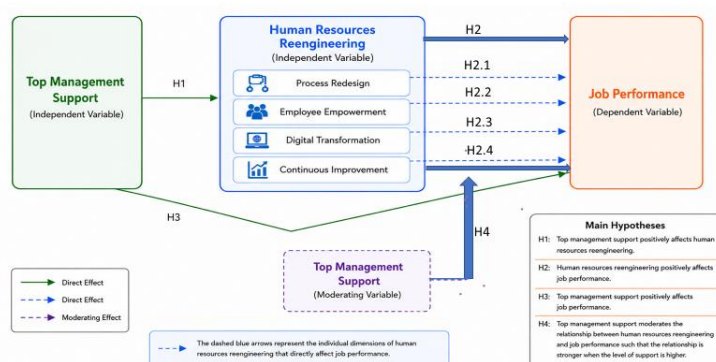


Figure 1: Study Model

Analysis

Respondents' Demographic Profile

Table1 Respondent Profile

Variables	Categories	Frequency	Percent
Gender	Male	155	60.5
	Female	101	39.5
Age	Below 35 years old	19	7.4
	35-45	71	27.7
	46-55	118	46.1
	More than 55 years old	48	18.8
Work Experience	Below 5 years	26	10.2
	5-10 years	47	18.4
	11-15 years	88	34.4
	More than 15 years	95	37.1

Respondent demographics are shown in Table 4.1: 60.5% were men and 39.5% were women; 7.4% were under 35 years old, 18.8% were over 55, 27.7% were between 35 and 45, and 46.1% were between 46 and 55, the highest age group; 10.2% had less than five years of experience, 18.4% had five to ten years, 34.4% had eleven to fifteen years, and 37.1% had more than fifteen years. 7.4% of respondents were under 35, 18.8% were over 55, 27.7% were between 35 and 45, and the largest percentage, 46.1%, was between 46 and 55. Additionally, 10.2% of respondents have less than five years of experience, 18.4% have five to ten years, 34.4% have eleven to fifteen years, and 37.1% have more than fifteen years, according to the data.

Construct	Item Number	Factor Loading Range	Average Variance Extracted (AVE)	Composite Reliability (CR)	Internal Reliability Cronbach Alpha
TMS	5	.920-.860	.894	.977	.764
PR	5	.908-.506	.669	.920	.717
CI	5	.931-.591	.809	.955	.757
EE	5	.891-.596	.779	.946	.797
DT	5	.722-.528	.651	.903	.805
Accu	5	.930-.794	.893	.973	.668
CAI	5	.948-.812	.851	.966	.691
TW	5	.885-.841	.858	.968	.769
WP	5	.884-.552	.675	.912	.664

The factor loading range, AVE, CR, and Cronbach's Alpha are all displayed in this table. The Cronbach's alpha reliability was 0.764, the AVE was 0.894, the CR was 0.977, and the factor loading values for the five-item TMS variable ranged from 0.920 to 0.860. There were five items in PR as well. The factor loading values ranged from 0.506 to 0.908; Cronbach's alpha was 0.717; the CR was 0.920; and the AVE was 0.669. The Cronbach's alpha reliability for the five-item CI was 0.757; the CR was 0.955; the AVE was 0.809; and the factor loadings ranged from 0.591 to 0.931. The Cronbach's alpha reliability was 0.797, the AVE was 0.779, the CR was 0.946, and the factor loading values for the five-item EE ranged from 0.596 to .891. As for DT, the factor loadings ranged from .528 to .722; AVE was .651; the CR was .805; and Cronbach's Alpha was .805. Accu, as a dimension of performance, ranged from .794 to .930, the AVE was .893, the CR was .973, and the Cronbach Alpha was .668. The CAI dimension ranged from .812 to .948, the AVE was .851, the CR was .691, and the Cronbach Alpha was .691. Regarding TW, the factor loadings ranged from .841 to .885; the AVE was .858; the CR was .968; and Cronbach's Alpha was .769. The WP ranged from .884 to 552, the AVE was .675, the CR was .912, and the Cronbach Alpha was .664.

Table 4 Goodness of Fit

Indicators	Values	Threshold value
<u>Absolute Indices</u>		
Ratio	.813	2.00 or less
RMR	.092	Less than 0.10
<u>Incremental Indices</u>		
RFI	.827	0.80 and above
IFI	.859	0.80 and above
CFI	.863	0.80 and above
GFI	.894	0.80 and above
TLI	.842	0.80 and above
NFI	.875	0.80 and above
<u>Parsimonious Indices</u>		
RMSEA	.91	.10 or less
p-value	0.000	Less than 0.05

The final updated model has a p-value of 0.000, which is significant at the 0.05 level; other fit indices indicate the model's fit to the data (RMSEA = 0.91, TLI = 0.842, CFI = 0.863, NFI = 0.875, GFI = 0.894). It assessed top management support, process redesign, CI, EE, and DT; accuracy and achievement as exogenous and endogenous variables. The model's statistical estimates are shown in this table. At the 0.05 cutoff, the final revised model's p-value of 0.000 indicates significance. The model's data fit is demonstrated by other fit metrics (RMSEA = 0.91, TLI = 0.842, CFI = 0.863, NFI = 0.875, GFI = 0.894).

The Direct Impact Hypotheses Assessment Results

IVs	DVs						
	TMS	HRE	PR	CI	EE	DT	JP
TMS	-----	.688** (H1)	.692** (H1.1)	.780** (H1.2)	.512** (H1.3)	.298** (H1.4)	.740** (H3)
HRE	-----	-----	-----	-----	-----	-----	.717** (H2)
PR	-----	-----	-----	-----	-----	-----	.678** (H2.2)
CI	-----	-----	-----	-----	-----	-----	.710** (H2.2)
EE	-----	-----	-----	-----	-----	-----	.630** (H2.3)
DT	-----	-----	-----	-----	-----	-----	.332** (H2.4)
JP	-----	-----	-----	-----	-----	-----	-----
**. Correlation is significant at the 0.01 level (2-tailed).							

This table makes it evident that the structural model inquiry is supported by positive direct correlations between the study's primary variables. The path analysis results showed a substantial link between the effects of TMS on HRR and JPL (e.g., H1 and H3, respectively) and its effects on PR, CI, EE, and DT (e.g., H1.1, H1.2, H1.3, and H1.4). Additionally, this table shows the effect of PR, CI, EE, and DT on JP (e.g., H2.1, H2.2, H2.3, and H2.4).

Table 5: Regression Analysis of the Variable Direct Relationship (H1 to H3)

Direct Relationship								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R ²	Supported Hypothesis
	Hypothesis	B	Std. Error	Beta				
IVs								
TMS on HRE	H1	.589	.039	.688	15.110	.000	.473	Supported
TMS on PR	H1.1	.680	.045	.692	15.276	.000	.479	Supported
TMS on CI	H1.2	.713	.036	.780	19.856	.000	.608	Supported
TMS on EE	H1.3	.573	.060	.512	9.492	.000	.262	Supported
TMS on DT	H1.4	.389	.078	.298	4.977	.000	.089	Supported
TMS on JP	H3	.532	.030	.740	17.558	.000	.548	Supported
HRR on JP	H2	.602	.037	.717	16.375	.000	.514	Supported
PR on JP	H2.1	.495	.034	.678	14.687	.000	.459	Supported
CI on JP	H2.2	.558	.035	.710	16.072	.000	.504	Supported
EE on JP	H2.3	.404	.031	.630	12.920	.000	.397	Supported
DT on JP	H2.4	.183	.033	.332	5.601	.000	.110	Supported

The above hypotheses and sub-hypotheses that examine how TMS affects HRR with its dimensions (PR, CI, EE, DT), CS, and JP. It also shows the effect of HRR on JP as well as the effect of PR, CI, EE, and DT on JP. To determine the direct and substantial effects of these parameters. HRR was affected by TMS ($\beta = .688$, $p < 0.001$) in (H1), indicating that TMS significantly affects HRE. Furthermore, as indicated by the respondents' elevated PR, CI, EE, and DT were affected by TMS, with significant relationships among these variables, as the P.Value was 0.000, supporting (H1.1, H1.2, H1.3, and H1.4). It also shows that TMS significantly affects JP ($\beta = .740$, $p < 0.001$), supporting H3. Furthermore, (H2) was supported, showing that HRR significantly affects JP ($\beta = 0.717$, $p < 0.001$), with a p-value of 0.000. HRE's Dimensions were also examined, and the results show that PR, CI, EE, and DT significantly affect JP, supporting H2.2, H2.3, and H2.4.

Table 6: The Variables' Indirect Relationship (H4): Regression Analysis

Indirect Relationship								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R ²	Supported Hypothesis
	Hypothesis	B	Std. Error	Beta				
Moderation Test								
HRE*TMS	H4	.330	.044	.393	7.463	.000	.630	Supported
H4. Dependent Variable: JP								

The relationship between HRR and JP was moderated by TMS, as shown in this table ($\beta = .393$, $p < 0.001$). With an R^2 value of .630 and a Sig. value of .000, the effect may reach 63%. By analyzing TMS's moderating role in the relationship between HRR and JP, H4 is supported. This table indicates that TMS mitigated the link between all HREs and JP ($\beta = 0.393$, $p < 0.001$). The effect might be as high as 63%, with an R^2 of 0.630 and a Sig. value of .000. H4 is validated by examining TMS's moderating role in the relationship between HRR and JP.

DISCUSSION

Undoubtedly, the human element in any university, at all administrative levels, is the cornerstone upon which it relies to achieve its goals and success. Therefore, management must effectively develop its personnel and build their capabilities by aligning their goals with the institution's objectives. It must also strive to create an organizational climate that fosters participation, a sense of responsibility, loyalty, and job satisfaction. This underscores the importance of human resource management, from top management support to executive levels across all fields, as a vital factor in implementing structural reform plans, achieving the university's competitiveness, ensuring its continuity, increasing its productivity, and improving its performance in a changing work environment. Furthermore, university transformation has become an urgent necessity, as universities are the fundamental units of educational change. The university is responsible for the changes, modernization, and renewal that have become hallmarks of this era, in which dynamism and speed are the primary drivers of excellence. Consequently, the important point is not merely reaching the finish line, but being the first to arrive, as everyone is competing for the top spot.

In addition, it can be added that university administrators have been discussing the capacity of current administrative mechanisms, including process design, DT, capabilities, and performance efficiency, to address contemporary challenges, societal expectations, and labor market demands. This has led to calls for a re-evaluation of many prevailing administrative concepts to achieve higher performance levels. Consequently, the idea of adopting administrative engineering (administrative process reengineering) has gained traction. This approach relies on radical change and rapid redesign of administrative and educational processes within the university to enhance the administrative performance of its human resources and keep pace with modern developments. While human resources are crucial, they can only fulfill their role effectively under a proactive management system that knows how to recruit and retain competent individuals and enhance their performance. This requires adopting new administrative policies to attract, retain, motivate, and develop talent, which directly impacts university performance. This underscores the need for a fundamental shift in human resource management at the university to improve both the management structure and administrative performance.

This research provides key theoretical insights into the dynamic interaction between TMS, HRE, and JP. There is a widespread agreement that TMS has a significant impact on HRR and JP, as evidenced by several studies (e.g., Ahmad, 2019; Habib, 2013). For example, Ahmad (2019) found that the success of the reengineering process depends on the commitment and conviction of the university's top management regarding the necessity of adopting a reengineering program to improve the university's competitive position. This conviction can be demonstrated by allocating the necessary resources for implementing the program, as numerous studies have shown the importance of top management's commitment and conviction in a reengineering program.

In addition, this study found that the dimensions of HRE, including PR, CI, EE, and DT, significantly affect JP. These findings of the current study align with several studies highlighting the importance of TMS, EE, DT, CI, and PR in JP practices (e.g., Ahmad, 2019; Aldaaja, 2021). Furthermore, the current findings are partially consistent with those of Rinaldi et al. (2015) regarding the impact of HRE. Their results showed a statistically significant effect of HRR on performance. These findings are also consistent with those of Salama and Ahmad (2017), who demonstrated a statistically significant effect of HRR on strengthening organizational competitiveness, thereby improving performance.

CONCLUSION

The surveyed universities recognize the importance of HRR programs in improving their performance quality and seek to support their implementation. The policies and human resource management systems of private universities also play a significant role in supporting these programs. The study also found relationships among TMS, HRE, and JP, highlighting the importance of TMS, RP, CI, EE, and DT in achieving universities' objectives. Additionally, it has been shown that the organizational elements of the universities studied successfully support the implementation of HRR programs. The study also demonstrated the universities' efforts to enhance positive aspects and reduce negative ones, influencing the performance of private universities. It is advised that TMS and working people establish a working group comprising representatives from all

specializations to secure assistance in enhancing performance and guaranteeing successful HRR in private institutions. Universities surveyed should focus on key areas and settings where HRR can be used to enhance. Through development and motivation programs, such as HRE, it is possible to enhance the performance of the universities under study by identifying both positive and negative factors that affect it and implementing policies to address them. Furthermore, staying current with HRR advancements is essential, as it involves the most significant resources universities have and can promote excellence and innovation in their operations. This study can also have practical implications by highlighting that the HRR process is a crucial administrative approach that drives change within the university, motivating it to adapt to change, minimize failures, increase accountability for achieving desired goals, and enhance efficiency. This process rests on several fundamental pillars, including RP, CI, EE, and DT, and it should be supported by TMS. This is because key elements of universities' process reengineering include the fundamental nature of the change, its reliance on information technology, and its foundation in inductive rather than deductive reasoning. Hence, it needs TMS.

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