

The impact of human resource management practices on person- job fit: the mediating role of human resources agility at Jordanian airlines companies

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Abstract: This study aims to analyze the impact of the human resources management practices on adapting person- job fit, with the existence of human resource agility as a modified variable in Jordanian airlines, The researcher relies on the descriptive and analytical approach, The study population consist of all employees of the Jordanian airline companies, within the upper and middle administrative levels, whose number is (185) individuals. Due to the study small population number, the researcher adopted the entire study population as a sample for the study and in the comprehensive survey method.

The results showed that human resource management practices has a statistically significant effect on person- job fit, human resource management practices effect at the agility of human resources, and agility of human resources effect at the person - job fit in the Jordanian airline companies. The results showed that human resource agility improves the impact of human resource management practices on person-job fit.

The study recommended that Jordanian airlines maintain the continuity of interest in human resource agility and alignment of the individual with his job, in addition to human resource management practices in all its dimensions and the use of tools to ensure that the level of interest in them does not decline or decline.

Keywords: Human Resource Management Practices; person Job Fit; Human Resources Agility; Jordanian Airlines Companies.

1. Introduction

Human resources are essential in any organization that establish and influence successful organizations, because no matter what funds are available, legislation evolves and technology is available with developed machinery, these elements alone are incapable of making organizations succeed and continue to exist, if there are no competent individuals at various levels who can achieve the goals in a professional use of the material and organizational components. The importance of the human element exceeds the relative importance of other elements because it can achieve the optimum utilization of physical and organizational elements and the combination of them to achieve the maximum possible efficiency. (Imam, 2018)

The Human Resources Department is a department specialized in all matters related to human element in organizations from searching, recruitment, selection, hiring and training manpower, for business organizations cannot develop or achieve their goals without having manpower that enables them to do so, and this can only be achieved through employment, which is recruitment and inciting human resources to work for them. (Bu Tahra & Abadi, 2018)

Hence, business organizations in various contemporary countries are keen to develop appropriate policies, laws and practices that target the employment of human resources, as it is permissible to attract talent, choose the appropriate, assign and create a suitable environment for them, work on their development, train them and evaluate their performance offering suitable benefits to them and urge them to continue to play the required role in the best way, which ultimately leads to improving the level of performance and productivity, achieving the basic goals and objectives of business organizations and providing services and products at a high level of efficiency and effectiveness. (Oaya, Ogbu & Remilekun, 2017)

Many successful organizations acknowledge the urgent need to employ human resource practices in performance evaluation where an employee's performance is ultimately improved if human resource practices are improved. Human resource practices in any organization can be a great motivation to achieve the goals set by the top management, and the inefficiency of human resource management practices negatively affects the performance of employees. (Siddiq, 2018)

On the other hand, the topic of person - job fit (PJ) is one of the researches topic commonly used to study trends, behavior, values, goals, needs and capabilities of individuals working in organizations, and it means the congruence between the capabilities and skills of an employee and the requirements of the job in which he or she works, as well as the congruence between the abilities and the skills and what he or she gains back. (Rahmadani & Sebayang, 2017)

Mathis and Jackson (2016) have stated that person - job fit considers the types of individuals sought with qualifications: appropriateness of knowledge, skills, abilities, social skills, interpersonal needs (individual needs) and values, interests, and personality traits (individual attitudes). Convenience leads to many positive results for the individual and the organization alike, represented in a high level of employee performance and a high level of organizational effectiveness. (Eva, Sukaria & Rulianda, 2019)

On the other hand, human resource agility is a fundamental pillar of the capacity and readiness of business organizations, and it is one of the main pillars on which business organizations rely in developing and improving the performance of human resources in them, as it means readiness to invest change and take the right decisions that achieve the desired goals of the organization, and confront Sudden changes through human resources, processes and technologies, and lies in the ability of human resources to respond to changes in the right and timely manner, as well as the ability to benefit from the change as an opportunity that can be invested.

Airlines, as business organizations, seek to recruit efficient and effective human cadres, believing in the importance of human resources, and for this they practice many practices and strategies, foremost among which are human resource management practices represented in recruitment, training, evaluation, and provision of appropriate compensation, in addition to their attempt to align their employees with jobs they occupy.

1.1. Study Importance:

The importance of the study lies in two aspects, theoretical and one practical, as follows:

- **Theoretical importance:** The theoretical importance of this study is highlighted in that it will link between variables and concepts that are relatively recent and new phenomenon in organizations with the contemporary environment, which are human resources practices represented in (hiring, training, evaluating, compensation) and person - job fit .Within the limits of the researcher's knowledge, there is a dearth of local and Arab studies that dealt with person - job fit concept. With all the findings that the Jordanian and Arab libraries will be provided regarding the impact of employment strategy on person-job fit, training as a moderating variable in Jordanian airlines companies, from scientific theoretical and practical aspects on the impact of human resource management practices on person - job fit: human resource agility as a modified variable in Jordanian Airline companies.
- **Practical importance:** The practical importance of the study is evidenced by dealing with recent issues in human resource management, represented in human resources management practices and human resource agility, as well as person – job fit strategy. This study will deal with a vital and effective sector in the Jordanian business environment that faces many of the difficulties and challenges that exist as a result of the stagnation the world is witnessing in light of Corona pandemic.The importance of the practical study is also evidenced by what it will deal with in terms of elements and sub-dimensions of its main variables, which contribute to improving the extent of transforming the drawn plans into a tangible and realistic future, in addition to focusing on developing and enhancing the efficiency of human resources performance, through human resources practices represented in (hiring, training, evaluating, compensation) and person – job fit, as the results of this study can contribute to enhancing the capabilities of business organizations, including Jordanian airlines, to face challenges.

1.2. Objectives of the study:

This study seeks to analyze the impact of the human resources management practices on adapting person-job fit, with the existence of human resource agility as a modified variable in Jordanian airlines, by achieving the following objectives:

- Knowing the impact of the human resources management practices at person - job fit in Jordanian airline companies.
- Recognizing the impact of human resource management practices at the agility of human resources in Jordanian airlines.
- Recognizing the impact of human resource agility at person job fit in Jordanian airlines.

1.3. Problem of the study:

Despite the wide spread of researches and studies on determining the extent of person - job fit in work place, especially in the foreign environment, however, these researches and studies remain submitted to many questions, among these questions that still arise is how is the nature of the match between employees and the type of jobs they perform?, that is, how will it be measured and determine the requirements of these jobs that are compatible with the skills and with the capabilities and knowledge of the individuals who will occupy them, as well as determining the contributions of the organization and the returns that meet the needs of these employees in order to perform their jobs optimally, and to settle in for the longest possible period of time in order to present their loyalty and affiliation to work.

Many studies have found that individual and job compatibility is associated with many variables such as organizational commitment, personality, job satisfaction, and performance such as (Huang, Yuan and Li 2019 study), and there is significant evidence for the role of the high level of (person - job) fit on a number of positive outputs. The study of Al-Otaibi and Mubarak (2018) and Udin (2020), as well as the study of Eva, Sukaria, and Rulianda (2019) showed that the person - job fit positively affected both job satisfaction, low work pressure, motivation, performance, and continuity of work as outputs that are positively affected by (person-job) fit, while low level of (person - job) fit leads to stress, lower performance, and frustration among workers.

The recruitment strategy is considered one of the most important matters that must be accomplished accurately and efficiently in what the organization requires of human resources. Choosing an individual who has the required competence and skills and placing him in the right place is the basis for the organization's success, increasing commercial activity and competing, while recruitment process is negatively reflected on the organization if unsuitable people have been recruited, since recruitment process focuses primarily on recruitment, selection, and hiring.

Based on the previous, the study problem becomes clear by answering the main question:

What is the impact of human resource practices on person-job fit, human resource agility as a mediating variable in Jordanian airlines companies?

1.4. The questions of the study:

The main question is divided into the following sub-questions:

- What is the effect of the human resources practices at person - job fit in the Jordanian airline companies?
- What is the effect of human resource management practices at the agility of human resources in Jordanian airlines?
- What is the effect of human resources agility at person job fit in Jordanian airline companies?

1.5. Study hypotheses:

Depending on the study questions and what the study variables require to explain the possible impact of human resource management practices as an independent variable in the fit of the individual and the job as a dependent variable, and the role of human resource agility as an intermediate variable in improving this effect, the researcher formulated the following main and sub-hypotheses:

- **H01:** There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human resource management practices with its dimensions (Staffing- training- evaluation- compensation) at person- job fit in its combined dimensions (individual characteristics- individual knowledge- individual skills- individual capabilities) in the Jordanian airline companies.
- **H02:** There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for human resource management practices with its dimensions (Staffing- training- evaluation- compensation) at the agility of human resources in the Jordanian airline companies.
- **H03:** There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) in the agility of human resources at person - job fit with its combined dimensions (individual characteristics- individual knowledge - individual skills - individual capabilities) in the Jordanian airline companies.
- **H04:** There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human resource management practices in its dimensions (employment- training- evaluation- compensation) at person- job fit in its combined dimensions (characteristics of the individual- individual knowledge- individual skills- the capabilities of the individual) in the presence of Human resource agility in the Jordanian airline companies.

1.6. Study model:

Depending on the review of previous studies and research, hypothetical relationship can be represented in this study through Figure (1):

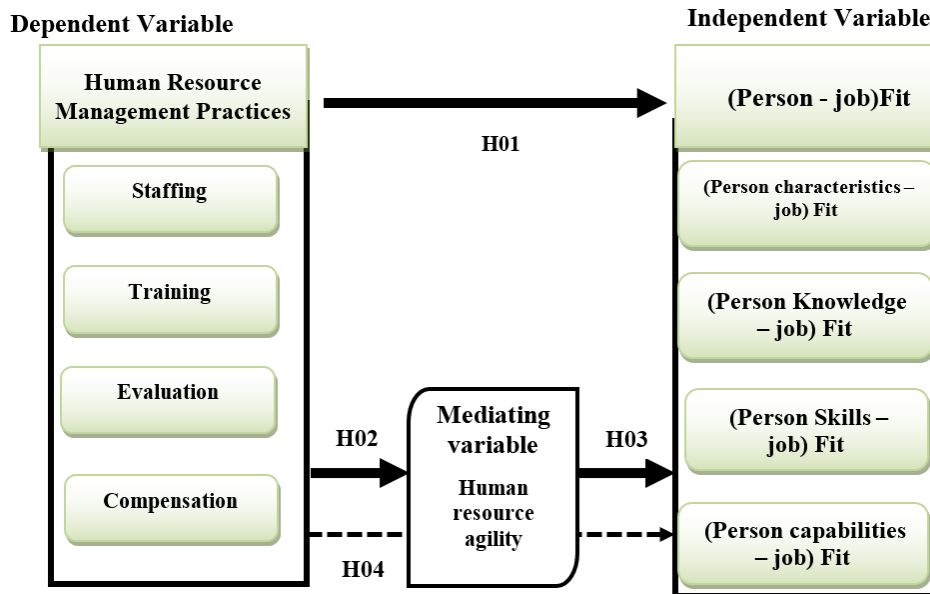


Figure (1): Study model

1.7. Previous studies:

The researcher obtained many previous studies related directly and indirectly to the current study and arranged according to chronology from the most recent to the oldest.

- **Ebrahim (2021) study entitled: "The Impact of Human Resource Management Practices on Organizational Agility Through Knowledge Management Processes as an Intermediate Variable":** This study aimed to determine the type and degree of strength of the indirect relationship between human resource management practices and organizational agility in Menoufia University through knowledge management processes as an intermediate variable. To achieve this goal, a survey list was developed to collect the required data from the sample, the size of which was determined (377 items). The survey list was sent over the internet to more than 600 employees in all university units, and 331 lists were answered, including 296 lists that are valid for analysis (78.5% of the sample size).

The research reached several results, the most important of which was the presence of a strong, indirect, statistically significant relationship between human resource management practices and organizational agility in Menoufia University through knowledge management processes as an intermediate variable. A number of recommendations were reached, the most important of which were: the necessity of increasing the interest of the officials of Menoufia University in activating the material and moral methods of workers motivating, and the necessity of their earnest endeavor to improve the level of organizational agility of the university; In order to increase its ability to adapt to the dynamic and turbulent environmental conditions, to reduce the threats that it faces or may face, and to exploit the available opportunities that may be available in the surrounding environment in the future.

- **Alsahhi (2021) study entitled: " The impact of agility on effectiveness: a field study in public companies for the leather industry:** This study aimed to test the nature of the relationship between organizational agility and organizational effectiveness, in application in the General Company for Iraqi Leather Industries. The descriptive and analytical approach was used for the current study, and the questionnaire was adopted as the main tool for data collection, as the data were analyzed using the statistical program (SPSS). The study population consisted of all employees in the administrative departments of the General Company for Leather Industries. As for the study sample, it included department managers and employees in the company's administrative department. The random sample method was chosen and (75) questionnaires were distributed, and the questionnaires valid for analysis reached (69) questionnaires.

The study found a set of results, the most prominent of which is that the company's level of interest in organizational agility and organizational effectiveness is good. The results also showed that there is a positive effect of organizational agility with its dimensions represented by (sensing agility, decision-making agility, acting agility) on organizational effectiveness.

- **Al-Daoud & Abdul-Muttalib study (2020), entitled: “The Impact of Training for Human Resources in Improving the Quality of Health Services: A Case Study of the King Abdullah University Hospital in the Hashemite Kingdom of Jordan”:** The study aimed to analyze and evaluate the impact of human resources training in improving the quality of health services. To achieve the goal of the study, the researchers adopted the descriptive and analytical approach.

This was done through a questionnaire distributed to a random sample of (4802) members of the study population from the employees of Abdullah University Hospital in Jordan.

The study revealed a set of results, the most important of which is the presence of a high level of implementation of the human resources training strategy, and that there is a positive and statistically significant relationship between the role of human resources training and improving the quality of health services in the hospital. The study recommended the necessity of strengthening the factors that lead to the success of human resources training, improving the quality of health services, and raising the pace of professional development.
- **Udin study (2020), titled: Mediating Role of Employee Engagement in the Relationship between PO Fit, PJ-Fit, and Employee Performance: A Conceptual Perspective for Future Research Agenda:** This study aimed to explore the relationships between person organization fit, person -job fit, employee participation, and organizational citizenship behavior and employee performance. To achieve the study objectives, the researcher adopted the quantitative qualitative approach, using an intentional sample of 50 nurses working in Semarang, Indonesia.

The results of the study showed that person organization fit refers to opinions among employees about how their unique traits are incorporated into the organizational culture, while person - job fit relates to employees' interests, experiences, and work requirements. And that PO Fit and PJ Fit have statistically significant effect on the performance of the employee, and that the participation of employees has partial mediation in improving the impact of fitting on the performance of the employees.
- **Eva, Sukaria, & Rulianda (2019), entitled: The Effect of Person Job Fit and Person Organization Fit of Pusat Penelitian Kelapa Sawit (PPKS) Medan Employee Performance:** This study aimed to analyze the impact of Person Job Fit and Person Organization Fit of Pusat Penelitian Kelapa Sawit (PPKS) Medan Employee Performance. To achieve the goal of the study, the researchers adopted the correlational descriptive approach, by distributing a questionnaire to a simple random sample of (100) employees working in (PPKS Medan) in Turkey.

The results of this study indicate that there is an effect of Person Job Fit and Person Organization Fit in the performance of an employee simultaneously and in partially.
- **Abdullah & Amir's study (2019) entitled: The Role of Human resource agility in Achieving Organizational Excellence: A Field Research of a Sample of Private Colleges, Anbar University:** The study aimed to diagnose the level of relationship and impact of human resource agility on organizational excellence, in recognition of the importance of the subject itself as one of the important topics in administrative thought. Questionnaire for obtaining the data (55) questionnaires were distributed, from which (50) questionnaires were retrieved for statistical analysis. The researchers used the descriptive and analytical approach and using the statistical program (SPSS) to reach the results.

The study found a set of results, the most important of which are: The existence of a direct correlation between the dimensions of human resource agility, represented by strategic sensitivity, collective commitment, and core capabilities, and between organizational excellence. And that strategic sensitivity and core capabilities influence the achievement of organizational excellence.
- **Huang, Yuan & Li (2019) study, entitled: Person– Job Fit and Innovation Behavior: Roles of Job Involvement and Career Commitment:** This study aims to identify the effect of fit between Person– Job Fit and Innovation Behavior, and shed light on the mediating role of job participation and the mediating role of job commitment in this relationship. To achieve the objective of the study, the researchers adopted the descriptive analytical approach, using a simple, random sample of (474) employees of 30 IT companies in the Pearl River Delta region of China.

The results showed that person job fit influences innovation behavior by enhancing job engagement. In addition, job commitment enhances the positive effect of person- job fit on both job engagement and innovation behavior.
- **Hella, Stefan, Deanne, Den & Luc (2019) study entitled: Person-job fit and proactive career behavior: A dynamic approach:** This study aimed to identify how individuals' perceived requirements for their abilities can change over time thanks to professional initiative (i.e., proactive management of an individual's career and professional development), and its relationship with person - job fit. To achieve the objectives of the study, the researchers adopted the relational analytical approach, using a simple random sample of (637) employees working in the Dutch healthcare and social care sector.

The results of the study showed that professional initiative (interpersonal) was related to the capabilities of perceived demands (interpersonal), increases in professional (personal) initiatives over time were associated

with an increase in perceived demands (in-person) that matched the capabilities over time, and that the ability of person- job fit increases the effectiveness of the professional behavior, and can predict increase in the level of professional initiative.

- **Al-Otaibi & Mubarak (2018) study entitled: “person - job fit impact on the intention to demit work: a field study on civil servants in the city of Riyadh.”:** The study aimed to identify the effect of the person- job fit on the intention to demit work for civil servants in the city of Riyadh in Saudi Arabia. To achieve this goal, the researchers adopted the descriptive and analytical approach by distributing a questionnaire to a random, stratified sample of (650) civil servants at various levels. The study showed a set of results, the most important of which is that employees are compatible with their jobs to a high degree and have a moderate intention degree to leave their current jobs, and that there is an effect of the process of person- job fit regarding the intention to demit. The study recommended the necessity of developing implementation plans that enhance employee compatibility with their jobs.
- **Wangasa (2018) study entitled: Effect of Strategic Agility on the Performance of Commercial Banks in Kenya.:** This study aimed to test the impact of strategic agility on the performance of commercial banks in Kenya. A census research design was used in the study. The study targeted all the (43) accredited commercial banks in Kenya. The questionnaire was used as a tool to collect data and information related to the study. Descriptive statistics and regression analysis were used to evaluate the data. The results of the study showed that there is a high degree of centralization, and formal classes in commercial banks in Kenya. Moreover, it has revealed that the factors of the regulatory dimensions of the strategic velocity have a significant impact on the performance of banks. A significant influence was also made between the people dimension, technology dimension factors, and planning dimension factors of strategic velocity and commercial bank performance in Kenya. The study also proved that there is a high rate of employee participation in designing, planning, and participation in employee continuous education and training. The study indicated that the increase in the use of technology led to an increase in the performance of banks. The study revealed that there is a high intensity of research and development of new products and a high speed in the direction of innovation in banks.
- **Al-Shrooqe study (2018) entitled "The Impact of Human Resources Management Practices on Institutional Excellence in the Ministry of Interior in the Kingdom of Bahrain":** This study aimed to identify the impact of human resource management practices on institutional excellence in the Ministry of Interior in the Kingdom of Bahrain, and the study population consisted of all workers in the Ministry of Interior of the Kingdom of Bahrain, and the study sample consisted of (140) workers in the Ministry of Interior, 102 were recovered. A questionnaire suitable for analysis.
The study demonstrated the existence of a positive, statistically significant, influential relationship for three independent variables, the strongest being between recruitment, appointment and the level of institutional excellence, followed by human resource planning and finally human resource training. It was also found that there is no statistically significant impact between motivating human resources and the level of institutional excellence. The study recommended several recommendations, most notably: that the Human Resources management hold seminars and courses on the importance of institutional excellence, how to continuously raise its level, encourage employees to innovate and continuously improve, use material and moral stimulation in training human resources and link any training workshop to institutional excellence.
- **Hee & Jing study (2018) The Influence of Human Resource Management Practices at Employee Performance in the Manufacturing Sector in Malaysia:** This study aimed to measure the impact of human resource management practices on employee performance in the manufacturing sector in Malaysia. The study sample was drawn from 161 employees of a factory in Johor, Malaysia.
The study found a relationship between performance evaluation, training and development, and employee performance. It also found a positive effect of the training and development variable on employee performance. It was also found that compensation and benefits do not affect employee performance. The study recommended several recommendations, most notably: the need for management to pay attention to training employees to improve their level of performance, in addition to setting up an effective system for evaluating employees' performance.
- **Uğurlu (2018) study entitled: Strategic agility and Firm Performance Relationship: A research in manufacturing firms:** The study aimed to show the relationship between strategic agility and the constant performance relationship in manufacturing companies operating in Gaziantep in Turkey. The study included all companies operating in the Gaziantep region of great economic importance for the Turkish economy, and the number of companies on which the study was conducted was (88) A company according to the companies officially registered in the Chamber of Commerce in the region, and in order for the study to achieve its objectives and verify the validity of its assumptions, the questionnaire was used as a tool to collect data and information. The questionnaire was distributed to workers in the middle management, as well as to senior officials.
The results of the study showed that the ability of technology has a positive effect on the performance of companies. The results of the study also showed that internal adaptation has a positive effect on the performance of companies.

- **Mehmood, Awais, Afzal, Shahzadi and Khalid (2017) study titled: The Impact of Human Resource Management Practices on Organizational Performance in Pakistan:** This study aimed to measure the impact of human resource management practices on organizational performance. The study sample included a total of 90 academics and employees from public and private universities in Pakistan. The questionnaire contains 49 articles covering selected human resource management practices and university performance. The study found that management may be able to increase the level of commitment in the organization by improving satisfaction with compensation, policies and working conditions. One way to increase job satisfaction in the workplace is to expand the level of interaction with employees in employee meetings and to increase targeted discussions on topics related to these issues. The open communication or exchange of information enhances the decision-making process quickly, which affects the level of commitment and job satisfaction among employees. It has also been shown that if employees are well aware of the organization's environment, their duties, and their goals, then they can perform their tasks better, and this helps the organization to improve their productivity.
- **Ilyas, Farooqi and Ahmad (2016) Study entitled: Effect of Human Resource Management Practices on Employee Performance: A Study of Telecom Sector in Pakistan:** This study aimed to identify the effects of human resource management practices, namely: compensation, performance evaluation and promotion on employee performance in regulating the private telecommunications sector in Rawalpindi and Islamabad in Pakistan. The study sample consisted of 100 employees of telecommunication institutions in Pakistan. The study found an important and positive correlation of these three practices with employee performance. The study found an important and positive correlation of these three practices with employee performance. The study found an important and positive correlation of these three practices with employee performance. The study recommended the need for organizations' departments to use human resource management for superior performance among employees. Future studies can take other human resource management practices on their models, as well as some other variables that can mediate or interfere in the relationship between human resource management practices and employee performance.

What distinguishes the study from previous studies?

The originality of this study springs from several aspects as follows:

1. In terms of its objectives:

The current study seeks to achieve the following:

- Studying human resource management practices in its dimensions (employment- training- evaluation- compensation) in person- job fit with its combined dimensions (individual characteristics- individual knowledge- individual skills- individual capabilities) in Jordanian airline companies in the presence of human resource agility as a mediating variable. These are variables that previous studies have never attempted- within the limits of the researcher's knowledge- of studying them and linking them with each other, as most of the previous studies dealt with one of the variables of the current study with other variables.
- Studying human resource management practices within a set of dimensions that are appropriate for the airline sector will expand the door to knowledge and allow researchers and specialists to study these variables in other sectors and in different environments.
- This study sought to provide a useful scientific material that enriches the administrative knowledge background and helps as a reference studying other variables related to this field.

2. In terms of variables:

This study is distinguished from previous studies in terms of the variables they research, as it has been observed- within the limits of the researcher's knowledge- the scarcity of studies that collect study variables, especially in the Arab environment.

3. In terms of the study environment:

From a review of previous studies that dealt with study variables represented in (Human resources practice)- (person- job fit)- (Human resources agility), it was evident that most of the studies were applied in Arab and foreign environments, each with its own peculiarities and interests, and therefore it can be said that this study was conducted in an Arab- Jordanian environment qualified to conduct such studies, as they were applied at one of the most important sectors in Jordan represented by airline companies, which are witnessing continuous development.

2. Theoretical framework

2.1. human resource management practices:

Human resource management is one of the most important functions of the organization due to its focus on the human element, as human capital is the main resource in organizations and the most influential in their performance. (Miqdadi, Omar and Fayette, 2016, 16). The most successful organizations are those that manage

the human capital in the most effective and efficient way through their attractive practices in the field of human resources. Effective management of human resources is the decisive factor for the success of any organization. Human resource management practices such as training and development, teamwork, compensation / incentives, human resource planning, performance appraisal, and employee security all contribute to improving the performance of organizations including employee productivity, product quality, and organization resilience. (Tobeery, 2017)

The main task of human resources management is to provide and maintain working staff to achieve the desired goals within a set of laws, standards and policies adopted for managing individuals within organizations (Miqdadi et al., 2016).

Human resource management practices are of great importance for business organizations, as they make sure that the expertise of employees is employed in the right place and in a way that reflects positively on the organization's performance. Bhanugopan, Aladwan & Fish, 2013).

Human resource management practices can be defined as "a group of activities that aim to manage a group of human capital to reach the achievement of the organization's goals". (Dahie & Mohamed, 2017)

The current study focused on the following human resource management practices:

- **Employment :**The employment process is one of the basic practices that the Human Resources Department is keen to implement efficiently and effectively, because it has a vital role in implementing the overall strategy of the organization through its role in providing the required skills, in addition to completing the recruitment process by applying the principle of placing the right person in the right place reduces the efforts and costs incurred by the organization in the future, and in the interest of the Human Resources Department for the success of the recruitment process, it conducts a set of integrated and sequential activities represented by recruitment, selection and hiring . hiring is a process through which the organization seeks to attract potential employees, the general goal of employment is to obtain the employees required in terms of number and efficiency to meet the human resources needs of the organization at the lowest possible cost level and when the cost of error in hiring is high, the employee turnover rate will increase. (Chan & Kuok, 2011)
- **Training:** Training is the process of providing employees with the necessary skills to successfully carry out their jobs, and the training programs consist of five basic steps represented in identifying training needs, designing the training process, testing the suitability of training program content, implementing the training program, and leading to the evaluation of the training program (Manasir and Shawabkeh, 2017). Training is defined as the process of providing individuals with specific knowledge skills that lead to an increase in the performance rates of individuals, and it is an activity that aims to improve and develop working methods within business organizations. (Ismail, 2019)
- **Performance evaluation:** The performance evaluation function is one of the basic functions that the human resources department is keen to perform effectively and efficiently, as organizations can monitor the development of desired employee attitudes and behaviors using performance evaluation mechanisms. This evaluation-based information can be used to change the practices of employee selection and development processes so that their behaviors align with the desired behaviors and attitudes. (Danlami, 2011 Jimoh &). Several previous studies have examined the impact of implementing performance appraisal on outcomes at the individual and organizational level. Also, performance appraisal may be useful in multiple functions such as assisting in employee training, giving remuneration, and improving performance. (Jiao & Bush 2011) However, many organizations still do not consider that performance evaluation can accomplish several tasks such as providing feedback, training, and skill development. And the right to use information and knowledge. (Kor and Sundaramurthy, 2009).
- **Remunerations:** The pay and compensation system is an important feature of human resource management. De Cieri and Kramar (2008) define this system as having an important role in implementing strategies. Also, wages and compensation positively affect working individuals and increase their motivation to accomplish the work required of them in a good manner due to their positive feeling towards their management and that it appreciated the efforts made by them to reach the organizational goals (Meena & Vanka, 2017).Employees will feel better about their paychecks if what they receive is equal to the time, energy and effort they spend compared to the salaries of other employees. If they feel that their efforts and contributions exceed the rewards offered to them by the organization, it will lead to their dissatisfaction. (Ryan & Sagas, 2009)

2.2. Person - job Fit:

The term "Person- job Fit" refers to the extent of congruence between the capabilities and skills of the individual employee and the requirements of the job, as well as the congruence between abilities and skills and performance outcomes. (Rahmadani & Sebayang, 2017)

Person- job Fit process is the main key to success in any organization, which explains why many organizations strive to select the best candidates based on the compatibility of their skills, abilities, qualifications, and personal characteristics with the job they occupy. (Al-Otaibi and Mubarak, 2018)

The term (Person - Job Fit) refers to a match between the characteristics of the job with the ability of individuals to carry out these required tasks, this strengthens employees' attachment to their work, meaning that employees will be more committed to the job. (Berahmawati, Sinulingga & Wibowo, 2019)

Person- job fit is defined as the degree of compatibility between the individual and the job, and it is the bridge between individual standards and work standards, or tasks performed in the workplace, and can be invested as a compromise between knowledge, skills and abilities required for the needs of work requirements. (Wong & Tetrick, 2017)

Robbins and Judge (2013) stated that the concept of person- job fit is based on the idea of matching the characteristics of the individual with his / her work environment, and to achieve this, two types of alignment are required that must be achieved, namely, person knowledge, experience, skills- job fit, and person characteristics- job fit, which include their needs and interests, and the values that the organization's climate adopts.

The researcher believes that the term "person- job fit" indicates the extent of correspondence between the individual's personal characteristics, knowledge and abilities, and the job that is performed at work, or the tasks that the individual is expected to accomplish.

The process of person- job fit includes many dimensions. This study relied on four dimensions as follows:

- **Person characteristics job fit:** the extent to which personal and physical characteristics of an individual coincide with the requirements of the work (Al-Otaibi and Mubarak, 2018).
- **Person knowledge- job fit:** The extent to which individual's scientific and professional knowledge matches the requirements of the job (Huang, et al, 2019).
- **Person skills- job fit:** The extent individual's compatibility and harmony with the work environment to satisfy needs and desires and achieve goals (Al-Otaibi and Mubarak, 2018).
- **Person capabilities- job fit:** refers to the extent to which the capabilities of an individual coincide with the requirements of the job. (Rahmadani & Sebayang, 2017)

2.3. Human resource agility:

As a result of the acceleration in knowledge and recent discoveries in all aspects of life, and the prevalence of uncertainty due to the presence of many variables at the internal and external levels, which led to the emergence of challenges and difficulties that continue to face organizations and threaten their survival and continuation, which led to the emergence of a number of modern theories in management science in order to keep pace continuous changes and facing challenges, and among the most important terms that emerged recently was the term strategic agility as one of the effective modern management methods that has become complementary to strategic planning, and the role of strategic agility is evident in organizations with the ability to adapt to changes and distinction in all their work and activities in order to reach continuity and growth.

Business organizations began to carry out their work and tasks within the process of successive and continuous change as a result of environmental instability, as agility is considered a type of flexibility and it is also the ability to work that has not been planned (Narasimhan, R., Swink, M., & Kim, S. 2006). Strategic agility is the ability to survive and thrive in a competitive environment that is constantly changing through interaction with changing markets, and the production of unexpected new products. (Sherehiy, 2008)

Morgan & Page (2008) defined agility as the key to winning and excelling in a rapidly changing environment, and it is also the ability to support and lead sudden change to take advantage of the opportunities in the market. Santala (2009) referred to the concept of agility as a common concept between strategy completion and implementation processes in turbulent environments. (Datta, 2010) defined it as a planned process of organizational policies and deliberate practices with the aim of reducing human resources to improve the performance of the organization. The concept of agility appeared in its strategic character with the expansion of the horizon of organizations, and with the development and growth of their future directions, to serve their strategic directions, as the efforts of Doz and Kosonen (2008), and the research that followed it were among the first studies that strengthened the strategic character of this concept, as it is considered one of contemporary concepts in management science, which expresses the advantages that belong to the organization from other organizations through the big role in having the speed of response to outweigh the competitors.

3. Study Methodology

The researcher relies on the descriptive and analytical approach, which aims at a realistic study of the phenomenon and its accurate description and expressions in a descriptive and quantitative expression. This approach is not sufficient when collecting information related to the phenomenon to investigate its various manifestations and relationship, but goes beyond it to analysis, correlation, interpretation, and verification of the relationship that links a group of variables with each other and trying to determine the relationship between two or more measurable variables, and the degree of this relationship.

3.1. Study population and sample:

The study population will consist of all employees of the Jordanian airline companies, within the upper and middle administrative levels, whose number is (452) individuals, and the study population was counted through the researcher's visit to these companies and obtaining from their departments the number of workers at the upper and middle administrative levels, as shown in the following table:

The study population consist of all employees of the Jordanian airline companies, within the upper and middle administrative levels, whose number is (185) individuals, and the study population was counted through the researcher's visit to these companies and obtaining from their departments the number of workers at the upper and middle administrative levels, as shown in the following table:

Table (1): Study Sample

Company Name	Establishment	Number of employees within the upper and middle administrative levels
Royal Jordanian Airlines	1963	95
Fly Jordan	2015	17
Arab Wings	1975	35
Raya Jet	2005	14
Jordan International Air Cargo	2004	8
Jordan Aviation	2000	16
Total		185

Due to the study small population number, the researcher adopted the entire study population as a sample for the study and in the comprehensive survey method.

The researcher relied on the employees of Jordanian airlines at the upper and middle management levels, due to the nature of the researcher's work in the field of aviation, and the possibility of reaching the sample members, in addition to the importance of Jordanian airlines in the local economy.

3.2. Methods of collecting data and data:

Researcher adopted two main sources of data, namely:

- **Secondary sources:** represented in previous literature, and what has been published in terms of research, periodicals, and articles, in addition to internet sites and books, and Arabic and foreign references related to the subject of study.
- **Primary sources:** The researcher will develop a questionnaire, based on previous studies, to collect data from the study sample, and the questionnaire consists of questions related to employment strategy variables and the person job and training fit.

3.3. Construct Validity of the study tool:

Construct validity is "the degree to which a test measures what it claims, or purports, to be measuring" (Harrison,1983), According to Guion (1980) Construct validity is the appropriateness of inferences made based on observations or measurements (often test scores), specifically whether a test measures the intended construct. Constructs are abstractions that are deliberately created by researchers to conceptualize the latent variable, which is correlated with scores on a given measure (although it is not directly observable). in construction honesty, attention is focused on the fact that each of the study variables is accurately represented by a group of paragraphs or phrases. And that these paragraphs already measure this variable, in this study the construct validity was measured through Exploratory Factor Analysis (EFA).

To test the validity of the exploratory factor analysis, the researcher used the (SPSS) program, and the results of this analysis came as follows:

First: The validity of the exploratory factor analysis for independent variable (Human Resource Management Practices)

Table (2): exploratory factor analysis for independent variable (Human Resource Management Practices)

Human Resource Management	Eigenvalues	%of Variance	(KMO) Value
Staffing	7.64	38.6	0.860
Training	4.56	27.9	
Evaluation	3.77	21.2	
Compensation	3.42	12.3	
Total		%100.0	

Table (2) data indicate that the value of (KMO) amounted to (0.860), which is higher than the minimum acceptable value (0.50) according to the rule of (Kaiser, 1974), and therefore the sample size is considered sufficient and appropriate for the study. Based on the rule referred to in (Deniz & Alsaffar, 2013), the dimensions have a confirmatory factor validity if the value of (Eigenvalues) is greater than (1). It is clear from the data in Table (2) that the sample values (Eigen value) for the factors extracted from the analysis were all greater than (1), where the (Staffing) dimension amounted to (7.64), and for the (Training) dimension amounted to (4.56), and the dimension (Evaluation) is (3.77), and the dimension (Compensation) is (3.42).

Second: The validity of the exploratory factor analysis for dependent variable (Person – job Fit)

Table (3): exploratory factor analysis for independent variable (Person – job Fit)

Person – job Fit	Eigenvalues	%of Variance	(KMO) Value
(Person characteristics – job) Fit	9.44	48.6	0.67
(Person Knowledge – job) Fit	6.67	32.3	
(Person Skills – job) Fit	5.66	11.2	
(Person capabilities – job) Fit	4.98	7.9	
Total		%100.0	

Table (3) data indicate that the value of (KMO) amounted to (0.67), which is higher than the minimum acceptable value (0.50) according to the rule of (Kaiser, 1974), and therefore the sample size is considered sufficient and appropriate for the study. Based on the rule referred to in (Deniz & Alsaffar, 2013), the dimensions have a confirmatory factor validity if the value of (Eigenvalues) is greater than (1). It is clear from the data in Table (3) that the Eigen value for the factors extracted from the analysis were all greater than (1), where the (Person characteristics– job) Fit dimension amounted to (9.44), and for the (Person Knowledge– job) Fit dimension amounted to (6.67), and for the (Person Skills– job) Fit dimension amounted to (5.66), and for the (Person capabilities – job) Fit dimension amounted to (4.98).

Third: The validity of the exploratory factor analysis for mediating variable (Human resource agility)

Table (4): exploratory factor analysis for independent variable (Human resource agility)

Human resource agility	Eigenvalues	%of Variance	(KMO) Value
Human resource agility	11.3	87.6	0.78
Total		%87.6	

Table (4) data indicate that the value of (KMO) amounted to (0.78), which is higher than the minimum acceptable value (0.50) according to the rule of (Kaiser, 1974), and therefore the sample size is considered sufficient and appropriate for the study. Based on the rule referred to in (Deniz & Alsaffar, 2013), the dimensions have a confirmatory factor validity if the value of (Eigenvalues) is greater than (1). It is clear from the data in Table (4) that the Eigen value for the factors extracted from the analysis were all greater than (1), where it amounted to (11.3).

3.4. Stability of the study tool

The stability test of the study tool aims to ensure the reliability and stability of the study tool , the consistency and stability of the answers of the respondents on its various paragraphs (Sekaran & Bougie, 2016).The stability of the study tool was tested through (Alpha Cronbach) coefficient test to ensure the stability of the questionnaire (the study tool), the researcher conducted the internal consistency according to the "Cronbach's alpha" coefficient for all study variables, which indicates that the study tool has an acceptable degree of stability at an alpha value greater than or equal to (0.70), and that the alpha value is close to (100). %) indicates higher reliability of the study tool (Sekaran & Bougie, 2016). The results were as follows:

First: Stability of the independent Variable (Human Resource Management Practices)

Researcher calculated the stability level for the dimensions of the variable (Human Resource Management Practices) separately, and then calculated the stability for the combined dimensions, according to the (Cronbach-Alpha) coefficient. The paragraphs of questioner considered to have internal consistency and stability, as the value of the Cronbach alpha coefficient reached 70% as a minimum. Table (5) shows the results of the stability test:

Table (5): Dimensional stability of the independent variable (Human Resource Management Practices) using Cronbach’s alpha coefficient (n = 185)

Dimensions	No. of paragraph	Cronbach's alpha coefficient
First Dimension - Staffing	9	0.795
Second Dimension: Training	9	0.811
Third Dimension: Evaluation	7	0.807
Fourth Dimension: Compensation	7	0.847
Independent variable (Human Resource Management Practices)	32	0.913

Table (5) shows that "Cronbach's alpha coefficient for all dimensions of the independent variable (Human Resource Management Practices) amounted to (0.913), and the Cronbach alpha coefficients for all dimensions of the independent variable separately were high and greater than (70%) and based on the aforementioned rule. Previously, all values were greater than 70%, and this indicates the stability of the paragraphs.

Second: Stability of the dependent variable (Person – job Fit)

Researcher calculated the stability level for the dimensions of the variable (Person – job Fit) separately, and then calculated the stability for the combined dimensions, according to the (Cronbach-Alpha) coefficient. The

paragraphs of questioner considered to have internal consistency and stability, as the value of the Cronbach alpha coefficient reached 70% as a minimum. Table (6) shows the results of the stability test:

Table (6): Dimensional stability of the independent variable (Person – job Fit) using Cronbach’s alpha coefficient (n = 185)

Dimensions	No. of paragraph	Cronbach’s alpha coefficient
(Person characteristics – job) Fit	5	0.882
(Person Knowledge – job) Fit	5	0.801
(Person Skills – job) Fit	4	0.871
(Person capabilities – job) Fit	5	0.892
Dependent variable (Business Performance)	19	0.924

Table (6) shows that "Cronbach's alpha coefficient for all dimensions of the dependent variable (Business Performance) amounted to (0.924), and the Cronbach alpha coefficients for all dimensions of the dependent variable separately were high and greater than (70%), based on the aforementioned rule. Previously, all values were greater than 70%, and this indicates the stability of the paragraphs.

Third: Stability of the mediating variable (Human resource agility)

Researcher calculated the stability level for the items of the variable (Human resource agility), according to the (Cronbach-Alpha) coefficient. The paragraphs of questioner considered to have internal consistency and stability, as the value of the Cronbach alpha coefficient reached 70% as a minimum. Table (7) shows the results of the stability test:

Table (7): Dimensional stability of the independent variable (Human resource agility) using Cronbach’s alpha coefficient (n = 185)

Variable	No. of paragraph	Cronbach’s alpha coefficient
Human resource agility	13	0.882

Table (7) shows that "Cronbach's alpha coefficient for all items of the mediating variable (Human resource agility) amounted to (0.882), greater than (70%), based on the aforementioned rule this indicates the stability of the paragraphs.

3.5. The suitability of the study model to the statistical methods used:

This part of the study aims to verify the suitability of the study model to the statistical methods used, by ensuring the validity of the study data and its suitability for conducting parametric tests, by performing a normal distribution test, a multiple linear correlation test, in addition to an autocorrelation test.

First: normal distribution test

Researcher used the Kolmogorov-Smirnov (K-S) test to verify that the data that was used for the purposes of statistical analysis and hypothesis testing follow a normal distribution.

Table (8): Normal distribution using the Kolmogorov-Smirnov(K-S) test

Dimensions	Test Value	Significance Level
First Dimension - Staffing	0.137	0.127
Second Dimension: Training	0.110	0.132
Third Dimension: Evaluation	0.144	0.229
Fourth Dimension: Compensation	0.184	0.189

Table (8) shows that the data for the current study followed the normal distribution approach and showed that there were no statistical differences between the distribution of variable values and the values of the normal distribution at the level of significance ($\alpha \leq 0.05$).

Second: multicollinearity test

The problem of multiple linear correlation (multicollinearity) is one of the problems related to the independent variables, and it appears when there is a high correlation (almost perfect) between two independent variables, and the presence of this high correlation negatively affects the accuracy of the measurements, as it works to inflate the value of the coefficient of determination (R²) so that its value exceeds the actual value. The existence of this problem is tested by calculating the Pearson correlation coefficient, where the decision rule indicates that the data is free from the multiple linear correlation problem if the values of the Pearson correlation coefficient between two or more independent variables are less than (0.80) (Gujarati, 2004).

Here are the results of testing the multiple linear correlation problem between the dimensions of the independent variable using the Pearson correlation coefficient.

Table (9): The results of testing the multiple linear correlation problem between the dimensions of the independent variable using the Pearson correlation coefficient

Dimension	Staffing	Training	Evaluation	Compensation
Staffing	1.000			
Training	**0.481	1.000		
Evaluation	**0.640	**0.638	1.000	
Compensation	**0.290	**0.463	**0.170	1.000

**Significant at (0.01) level

Table (9) shows that the highest value of the correlation coefficient between the dimensions of the independent variable was (0.640) between the two dimensions (Staffing) and (Evaluation), while the values of the Pearson correlation coefficient among other independent variables were less than that, this indicates the absence of the phenomenon of high multiple linear correlation between the dimensions of the independent variable, all of which were less than (0.80), and therefore the sample is devoid of the presence of the problem of high multiple linear correlation in the study data.

To confirm the previous result, the Variance Inflation Factor (VIF) and the Tolerance Factor (Tolerance) were measured for the dimensions of the independent variable. The decision rule indicates that the data is free from the problem of high multiple linear correlation if the values of the variance inflation factor (VIF) ranged between (1.0 - 10.0), as well as if the values of the tolerance coefficient (the Tolerance factor) ranged between (0.1 - 1.0) (Guajarati, 2004, 359).

Here are the results of testing the multiple linear correlation problem between the dimensions of the independent variable using the coefficient of variance inflation and the values of the tolerance coefficient, as follows:

Table (10): The results of the multiple linear correlation problem testing between the dimensions of the independent variable using the variance inflation factor and the tolerance factor (allowable variance)

Dimension	variance inflation factor (VIF)	Tolerance
Staffing	1.798	0.556
Training	1.376	0.727
Evaluation	2.158	0.463
Compensation	2.395	0.418

It is clear from Table (10) that the values of the coefficient of variance inflation for the dimensions of the independent variable were less than the number 10.0, and the values of the tolerance coefficient (Tolerance) were less than the number 1.0, and this confirms that the data is free from the problem of multiple linear correlation.

3.6. Data analysis and Testing hypothesis:

To test hypothesis researcher used regression test (multiple – simple), the result showed as follows:

• **Testing first hypothesis:**

H01: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human resource management practices with its dimensions (Staffing- training- evaluation- compensation) at person- job fit in its combined dimensions (individual characteristics- individual knowledge- individual skills- individual capabilities) in the Jordanian airline companies.

The researcher used standard multiple regression analysis to determine the effect of human resource management practices with its dimensions (Staffing- training- evaluation- compensation) at person- job fit in its combined dimensions (individual characteristics- individual knowledge- individual skills- individual capabilities) in the Jordanian airline companies, as shown in Table (11).

Table (11): Multiple regression analysis of the impact of human resource management practices dimensions at person- job fit

Dependent Variable	Model Summary		ANOVA			Coefficients					
	R	R2	f	D.F	Sig F*	variable	β	SE	B	t	Sig F*
person- job fit	0.756	0.571	164.32	3	0.00	Staffing	0.219	0.034	0.169	4.96	0.000
						Training	0.513	0.035	0.406	11.44	0.000
						Evaluation	0.134	0.035	0.102	2.911	0.004
						Compensation	0.441	0.032	0.115	3.59	0.000

*Statistically significant at the level of significance ($\alpha \leq 0.05$)

The results of Table (11) indicate that the correlation coefficient ($R = 0.756$) indicates a positive and strong relationship between the independent variable and the dependent variable, and the effect of (human resource management practices) dimensions on the dependent variable (person- job fit) is a statistically significant effect, as the calculated F value was (164.321) and with a level of significance ($Sig = 0.00$), which is less than (0.05), as it appeared that the value of the coefficient of determination ($R^2 = 0.571$), which indicates that (57.1%) of the variance in (person- job fit) can be explained by the variance in dimensions of human resource management practices.

As for the coefficients table, it showed that the value of (β) at the dimension (Staffing) amounted to (0.219) and that the value of T at (4.96), with significance level of (Sig = 0.00), which indicates that the effect of this dimension is significant, while the value of β at (Training) dimension has reached (0.513), and T-value is (11.44) with a significance level of (sig = 0.00), which indicates that the effect of this dimension is significant. The value of β at the (Evaluation) dimension is (0.134) and its T-value is (2.911) with significance level (Sig = 0.004), which indicates that the effect of this dimension is significant. The value of β at the (Compensation) dimension is (0.441) and its T-value is (3.59) with significance level (Sig = 0.000), which indicates that the effect of this dimension is significant. Through the indicated β values, the Training as one of the dimensions of human resource management practices had the greatest impact on the person- job fit.

Based on the results, reject the first null hypothesis, and accept the alternative hypothesis that says: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human resource management practices with its dimensions (Staffing - training - evaluation - compensation) at person- job fit in its combined dimensions (individual characteristics - individual knowledge - individual skills - individual capabilities) in the Jordanian airline companies.

• Testing second hypothesis:

H02: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for human resource management practices with its dimensions (Staffing- training- evaluation- compensation) at the agility of human resources in the Jordanian airline companies.

Researcher used multiple regression analysis to determine the effect of human resource management practices with its dimensions (Staffing- training- evaluation- compensation) at the agility of human resources in the Jordanian airline companies, as shown in Table (12).

Table (12): Multiple regression analysis of the impact of human resource management practices dimensions at the agility of human resources

Dependent Variable	Model Summery		ANOVA			Coefficients					
	R	R2	f	D.F	Sig f*	variable	β	SE	B	t	Sig f*
agility of human resources	0.607	0.369	72.00	3	0.00	Staffing	0.183	0.047	0.160	3.41	0.00
						Training	0.40	0.049	0.358	7.36	0.00
						Evaluation	0.115	0.048	0.099	2.06	0.04
						Compensation	0.377	0.031	0.122	3.93	0.000

Results of Table (12) indicate that the correlation coefficient (R = 0.607) indicates positive relationship between the independent and dependent variables, and the impact of the independent variables (human resource management practices) on the dependent variable (agility of human resources) is a statistically significant effect, where the value of Calculated F (72.004) with a significance level of (Sig = 0.00) which is less than (0.05), as it appeared that the value of the coefficient of determination (R2 = 0.369), which indicates that (36.9%) of the variance in (agility of human resources) can be explained by the variance in dimensions of (human resource management practices).

As for the coefficients table, it showed that the value of (β) at the dimension (Staffing) amounted to (0.183) and that the value of T at (3.41), with (Sig = 0.00), which indicates that the effect of this dimension is significant, while the value of β at The (Training) dimension has reached (0.40) and its T-value is (7.36) with a significance level of (sig = 0.00), which indicates that the effect of this dimension is significant. The β -value at the (Evaluation) dimension is (0.115) and T-value is (2.06) at (Sig = 0.04), which indicates that the effect of this dimension is significant. The β -value at the (Compensation) dimension is (0.377) and T-value is (3.93) at (Sig = 0.00), which indicates that the effect of this dimension is significant.

Through the indicated β values, the Training as one of the dimensions of human resource management practices had the greatest impact on agility of human resources.

Results that have been reached reject the second main null hypothesis and accept the alternative hypothesis that says: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for human resource management practices with its dimensions (Staffing- training- evaluation- compensation) at the agility of human resources in the Jordanian airline companies.

• Testing third hypothesis:

H03: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) in the agility of human resources at person - job fit with its combined dimensions (individual characteristics - individual knowledge - individual skills - individual capabilities) in the Jordanian airline companies.

The researcher used simple regression analysis to determine the effect of agility of human resources at person - job fit. The results of the hypothesis test are shown in Table (13).

Table (13): Results of a simple regression test for the effect of agility of human resources at person- job fit

Dependent Variable	Model summary		ANOVA			Coefficient					
	R	R2	f	D.F	Sig f*	variable	β	SE	B	t	R
person - job fit	0.698	0.487	384.59	1	0.698	agility of human resources	0.698	0.031	0.616	19.611	0.000

Table (13) shows that the value of (R = 0.698), indicating that there is a positive correlation between agility of human resources and person - job fit. The result of the coefficient of determination appears to be (R² = 0.487), indicating that agility of human resources has explained (48.7%) of the variance in person - job fit.

The value of (F) reached (384.59) at the level of significance (sig = 0.000) in the coefficients table, confirming the significance of the regression at the level (0.05) and one degree of freedom.

The table also shows that the value of (β = 0.698), that is, the change in one unit in (agility of human resources) leads to a change of (69.8%) in the dependent variable (person- job fit), and that the value of (T = 19.611) is at a level of significance (sig = 0.000) and this confirms the significance of the coefficient at the level ((≤ 0.05).

The third null hypothesis rejected, and the alternative hypothesis was accepted, which states: There is a statistically significant effect at the level of significance (α≤0.05) in the agility of human resources at person - job fit with its combined dimensions (individual characteristics- individual knowledge- individual skills- individual capabilities) in the Jordanian airline companies.

• **Testing fourth hypothesis:**

H04: There is no statistically significant effect at the level of significance (α≤0.05) of human resource management practices in its dimensions (employment - training - evaluation - compensation) at person - job fit in its combined dimensions (characteristics of the individual - individual knowledge - individual skills - the capabilities of the individual) in the presence of Human resource agility in the Jordanian airline companies.

To test this hypothesis, the AMOS analysis program was used, based on the Path Analysis test, and the suitability of the selected model, and Table No. (14) shows the results of this test.

Table (14): Values of fitness Indexes for the trajectories model

Fit Index	Index Value	Fit Index Sig. Value
Chi square (Chi2).	9.31	function
Degrees of freedom (df).	4	---
indication	0.000	function
Chi-square (Chi2)/degrees of freedom (df)	2.327	less than 3
Limits of Trust (RMSEA)	0.058	less than 0.08
Incremental Fit Index (IFI)	0.96	0.95
Non-Standard Fit Index (NNFI)	0.95	0.95
Comparative Fit Index (CFI)	0.97	0.95
Model Quality Standard (GFI)	0.95	greater than 0.90

The model fit is acceptable, as evidenced by the values of the incremental fit index (IFI), comparative fit index (CFI), and non-standard fit index being high and at or above the acceptable limits, and the confidence limits index (RMSEA) recording a low value of (0.057), and the confidence limits not exceeding the value that indicates the quality (Bian, 2011).

After confirming the suitability of the proposed pathways model to test the fourth hypothesis, the path analysis was tested for the study variables, and the results came as shown in Table (15).

Table (15): Results of path analysis to show the direct and indirect impact of e-commerce on consumer purchasing behavior through Fin-tech mediation

Path		Std. value	Sig.
Staffing	person- job fit	0.586	**0.000
Training	person- job fit	0.59	**0.000
Evaluation	person- job fit	0.62	**0.000
Compensation	person- job fit	0.61	**0.000
human resource management practice	person- job fit	0.63	**0.000
Indirect impact		Std. value	Sig
Path			
Consumer Support	agility of human resources → person- job fit	0.76	**0.000
Exchange of information	agility of human resources → person- job fit	0.68	**0.000
Product Rating	agility of human resources → person- job fit	0.71	**0.000
Compensation	agility of human resources → person- job fit	0.70	**0.000
human resource management practice	agility of human resources → person- job fit	0.82	**0.000

The direct connection between the dimensions of human resource management practices and job fit in in the Jordanian airline companies was substantial, as shown in Table (15), and it is statistically significant at the level (0.01).

The effect values between the dimensions of human resource management practices and job fit in in the Jordanian airline companies with the existence of an indirect influence (mediating variable) agility of human resources were similarly strong, and it is statistically significant at the level of the table (0.01). When comparing the direct impact of human resource management practices dimensions to the indirect impact of human resource management practices dimensions, it was discovered that the impact values with the existence of agility of human resources as a mediating all increased.

This indicates that agility of human resources as a mediating variable has a positive impact on the direct effect between the dimensions of human resource management practice, as this variable (mediating) has clearly raised the values of the effect and the mediation was partial, because the effect between the dimensions of human resource management practice and agility of human resources remained statistically significant in the effect. Indirect (Bian, 2011), which means rejecting the fourth null hypothesis, and accepting the alternative hypothesis that says: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human resource management practices in its dimensions (employment- training- evaluation- compensation) at person- job fit in its combined dimensions (characteristics of the individual- individual knowledge- individual skills- the capabilities of the individual) in the presence of Human resource agility in the Jordanian airline companies.

3.7. Discuss the results:

The results showed that human resource management practices have a statistically significant effect on person- job fit, with a coefficient of determination of (0.571) and high regression values for all dimensions, and a level of statistical significance of less than (0.05).

The researcher explains this result in the Jordanian airline managers' awareness of the importance of human resource management practices, which is one of the most important functions of the organization because of its focus on the human element, as human capital is the main resource in organizations and the most influential in their performance, and that the most successful organizations are those that manage the capital Human Capital in the most effective and efficient way through its attractive human resource practices. Effective management of human resources is the critical factor for the success of any organization, and that human resource management practices such as training and development, teamwork, compensation/incentives, human resource planning, performance evaluation and employee security all contribute to improving the performance of organizations including employee productivity, product quality and flexibility the organization. The result also indicates that human resource management practices have a positive impact on the individual's alignment with his job, in particular the training of employees, as training leads to an increase in the efficiency of the employee's work and thus performance of his work to the fullest.

This result partially agreed with regard to the impact of human resource management practices with many studies whose results indicated a relationship or impact of the dimensions of human resource management practices on some variables, such as the Ebrahim study (2021) whose results showed the presence of a strong, indirect, statistically A significant relationship between human resource management practices and organizational agility in Menoufia University, and it also agreed with the result of Al-Shrooqe study (2018), the results of which showed a statistical effect of human resource management practices in Institutional Excellence in the Ministry of Interior in the Kingdom of Bahrain.

The result also showed that human resource management practices effect at the agility of human resources in the Jordanian airline companies, with a coefficient of determination of (0.369).

The researcher explains this result in that the agility of human resources as one of the effective modern management methods, which has become a complement to strategic planning, and the role of agility in human resources in organizations is clear in the ability to adapt to changes and excellence in all their work and activities to reach continuity and growth. Because of the successive changes and rapid developments, business organizations have begun to realize the importance of human resource agility as a form of flexibility. Therefore, successful human resource management practices will lead to a higher level of agility.

This result agreed with the result of the Ebrahim study (2021) whose results showed a presence of a strong, indirect, statistically significant relationship between human resource management practices and organizational agility in Menoufia University.

This result partially agreed with the result of the study Mehmood, Awais, Afzal, Shahzadi and Khalid (2017), the results of which showed a strong impact of human resource management practices on Organizational Performance in Pakistan, and agreed with the study of Ilyas, Farooqi and Ahmad (2016) whose results showed There is a strong statistical relationship between human resource management practices, satisfaction and job performance.

The result showed that agility of human resources effect at the person - job fit in the Jordanian airline companies, with a coefficient of determination of (0.487).

The researcher explains this result in that human resource agility is one of the administrative strategies that help the organization to be more flexible with regard to the jobs available in it, and the way through which it is possible to attract qualified human resources, and to match jobs with human expertise.

This result partially agreed with regard to the impact of human resource agility with many studies whose results indicated a relationship or impact of human resource agility on some variables, such as the Alsalhi study (2021), whose results showed a positive effect of organizational agility with its dimensions represented by (sensing agility, decision-making agility, acting agility) on organizational effectiveness, and it also agreed with the result of the study by Abdullah & Amir (2019), whose results showed a direct correlation between human resource agility and organizational excellence.

The results showed that human resource agility improves the impact of human resource management practices on person- job fit.

The researcher explains this result that the concept of aligning the individual and the job is based on the idea of aligning the characteristics of the individual with his work environment. To achieve this, two types of alignment are required that must be achieved, namely aligning individual knowledge, experience and skills with work/tasks; The relevance of an individual's personality traits, which includes their needs and interests, and the values espoused by the organization's climate.

The process of matching an individual to the job he occupies is a key to success in any organization, which explains why many organizations seek to select the best candidates based on the compatibility of their skills, abilities, qualifications, and personal characteristics with the positions they occupy.

3.8. Recommendations:

- Jordanian airlines maintain the continuity of interest in human resource agility and alignment of the individual with his job, in addition to human resource management practices in all its dimensions and the use of tools to ensure that the level of interest in them does not decline or decline.
- Holding workshops and brainstorming sessions and offering various training courses with the aim of developing workers' skills, leading to effective performance.
- Jordanian airlines continue to offer various training programs according to the needs of their employees, with the aim of developing their skills in performing their work and responding to the successive changes in the work environment.
- Conducting scientific studies concerned with human resource management practices in Jordanian airlines and consolidating the concept of human resource agility.

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