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The nexus between high performance work system and job performance in Jordanian public hospitals: The mediating role of job stress

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Abstract

Jordan's healthcare industry is marked by a fast-paced atmosphere and more competitive marketplaces. However, Jordan's healthcare system is vulnerable to several threats, including human factors, which can interrupt the supply of medical supplies and waste large expenditures. In Jordanian public hospitals, the current research includes surveys and analyses of empirical studies and models related to the high-performance work system (HPWS) and job performance (JP), with the mediating function of job stress (JS). The current study results were estimated based on Structural Equation Model (SEM). The results indicate that HPWS and its dimensions provide a critical role in determining the level of Nurses' JP in a public hospital in Jordan. In addition, they provide a direct effect on identifying the level of Nurses' JS in public hospitals in Jordan. Moreover, the results uncover that JS supports a positive relationship with Nurses' JP of the public hospital in Jordan. The findings also confirm that JS provides an essential mediation role between HPWS and JP of the public hospital in Jordan, which can enhance the performance workplace. Throughout this research, Discussion, recommendations, and conclusion have been fully expounded in their specific sections.

Keywords: High-Performance Work System, Job Stress, Job Performance, Jordan, Public Hospital.

Introduction

In today's market economy, quality is viewed as critical to organisations and a requirement for nursing performance in highly competitive situations (Alrifae, Wahab, & Alsheikh, 2021; Kieft, de Brouwer, Francke, & Delnoij, 2014), and in order to achieve high-quality healthcare, the essence of the healthcare sector, the Ministry

of Health should ensure the availability of advanced medical technological tools and experienced nurses capable of providing high-quality services to beneficiaries/customers (Mosadeghrad, 2012; Rohrbasser, Harris, Mickan, Tal, & Wong, 2018).

Nurses' duties entail a high level of job demands, including regular shifts and a significant workload; as a result, nurses frequently experience high levels of stress and well-being decline. This will obviously have an influence on the quality of services provided to patients and on their ability to perform their jobs successfully and efficiently. According to Kingma (2018), global trends in stress and turnover among health care professionals, particularly nurses, are increasing. This will eventually have an effect on the hospitals' performance. However, not all nurses with heavy workloads and regular shifts may experience difficulties with the quality of services provided (Ellis, 2021). According to Todaro-Franceschi (2019), a passionate and compassionate employee can still handle their patients properly and successfully. Undoubtedly, some personnel (including nurses) are unfit for the job. According to Vekeman, Devos, and Valcke (2018), employees whose values are incongruent with their jobs are more likely to feel job discontent, high stress, low well-being, and high turnover, all of which have a detrimental effect on their performance. Thus, it will have an effect on the quality of services provided by nurses to their patients. This is quite significant, as maltreatment or low-quality services can sometimes mean the difference between life and death for patients. If this occurs, it tarnishes the nurses' profession, the hospital's reputation, and the trust of patients, families, and other stakeholders.

As a consequence, it is critical for hospital management's human resources to upgrade their HR practises to become more high-performance work system, as well as retool their recruiting and selection requirements to include more work-related values in their recruitment criteria. According to Denhardt, Denhardt, Aristigueta, and Rawlings (2018), having knowledge, experience, and skill (i.e., competency) without values associated to executing the job efficiently such as compassion, care, sincerity, patience, and so on is insufficient for a position involving service orientation.

High Performance Work System and Job Performance

According to AMO theory, when human resource management principles are used fairly throughout an institution, a positive relationship between employees and management develops. The strong and pleasant relationship between employees and management will drive employees to perform better since they will view themselves as critical to the organisation (Moazzezi, Sattari, & Bablan, 2014). It is critical to understand that even if the rater

receives the necessary training and standards, they may still make an error during the rating process. Their incapacity may be threaten nursing satisfaction in a hospital. Despite their best efforts, many assessments and rates fail to generate the desired results (Kwon, 2020) because performance appraisal is incapable of eliciting the trust of the employees for whom the appraisal is intended. In addition, nurses in hospitals would subsequently be unable to demonstrate their faith in the evaluation system's impartiality.

HPWS is used to efficiently complete organisational duties (Li, Naz, Khan, Kusi, & Murad, 2019) discovered that integrating human resource strategies had a cumulative effect on desired work-related outcomes such as greater innovation, organisational performance, and sustainable competitive advantage. Organizations use HPWS to improve employee performance, according to Posthuma, Campion, Masimova, and Campion (2013). HPWS and performance outcomes are inextricably linked (Gardner, Wright, & Moynihan, 2011). In accordance with aforementioned, it can be theorized in the current research for evaluating the impact of HPWS and JP:

H1: HPWS has a significant effect on nurses' job performance in Jordanian public hospitals.

H1a: Performance-based compensation has a significant effect on nurses' job performance in Jordanian public hospitals.

H1b: Development-based recruitment and selection has a significant effect on nurses' job performance in Jordanian public hospitals.

H1c: Continuous training and development has a significant effect on nurses' job performance in Jordanian public hospitals.

H1d: Result-oriented performance appraisal has a significant effect on nurses' job performance in Jordanian public hospitals.

H1e: Empowerment-based employee relation has a significant effect on nurses' job performance in Jordanian public hospitals.

High Performance Work System and Job stress

High performance work system (HPWS) is dedicated to optimising the organization's operations and human resources (Huang, Fan, Su, & Wu, 2018). The entirety of empirical studies on HPWS have revealed a positive influence on job satisfaction, organisational commitment, managerial trust, and affective commitment (Boxall & Macky, 2016). Jyoti and Rani (2019), on the other hand, observed that HPWS greatly leads to burnout by compelling employees to expend greater effort for the organisation. Fan et al. (2014), on the other hand, discovered that HPWS is not connected with staff burnout. Similarly, Kilroy,

Bosak, Flood, and Peccei (2020) discovered that high levels of employee involvement have a detrimental influence on employee burnout. In accordance with aforementioned, it can be theorized in the current research for evaluating the impact of HPWS and JS:

H2: HPWS has a negative effect on nurses' job stress in Jordanian public hospitals.

H2a: Performance-based compensation has a negative effect on nurses' job performance in Jordanian public hospitals.

H2b: Development-based recruitment and selection has a negative effect on nurses' job performance in Jordanian public hospitals.

H2c: Continuous training and development has a negative effect on nurses' job performance in Jordanian public hospitals.

H2d: Result-oriented performance appraisal has a negative effect on nurses' job performance in Jordanian public hospitals.

H2e: Empowerment-based employee relation has a negative effect on nurses' job performance in Jordanian public hospitals.

Job Stress and Job Performance

At Khairun University, the results of an investigation into the impacts of work stress on employee performance found a negative and significant effect on employee performance (Alrifae et al., 2021). The influence of occupational stress on employee performance has been researched by Fontannaz and Oosthuizen (2007) and Yang and Hwang (2014). Their findings imply that organisational effectiveness is a consequence of the success of individual performance. Stress had a negative effect on nursing performance in a comparable study conducted at Jordan's King Abdullah public hospital. A random sample of 120 nurses was surveyed regarding their perceptions of the detrimental effects of stress (Al-Khasawneh & Futa, 2013). Burnout had a comparable effect on nurses' performance and efficiency, with Özlü, Yayla, Gümüş, and Khaghanyrad (2017) observing a significant decrease in burnout nurses' performance and efficiency. According to Shin and Konrad (2017), if researchers can establish a causal relationship between employee performance and organisational performance, they can assist managers in allocating limited organisational resources effectively, resulting in increased employee performance and more satisfied and efficient workforces. In accordance with aforementioned, it can be theorized in the current research for evaluating the impact of JS and JP:

H3: Job stress has a negative effect on nurses' job performance in Jordanian public hospitals.

The Mediating Role of Job Stress between High Performance Work System and Job Performance

High-performance work systems (HPWS) have the potential to alleviate stress, however further research into the link between HPWS and stress is required. The majority of people still do not understand how HPWS is related to stress perception (Hamouche & Marchand, 2021). z.

Additionally, despite the extensive consideration of job stress as a mediating variable in previous research, only a few studies have been conducted to examine the mediating role of job stress in the relationship between HPWS and job performance, providing an excellent opportunity for new theoretical contributions. As such, this study examines the moderating influence of job stress on the relationship between HPWS and nurse job performance in Jordan's Ministry of Health. In accordance with aforementioned, it can be theorized in the current research for evaluating the mediation role of JS between HPWS and JP:

H4: Job stress mediates the relationship between HPWS and job performance among nurses in Jordanian public hospitals.

H4a: Job stress mediates the relationship between performance-based compensation and job performance among nurses in Jordanian public hospitals.

H4b: Job stress mediates the relationship between development-based recruitment and selection and job performance among nurses in Jordanian public hospitals.

H4c: Job stress mediates the relationship between continuous training development and job performance among nurses in Jordanian public hospitals.

H4d: Job stress mediates the relationship between result-oriented performance appraisal and job performance among nurses in Jordanian public hospitals.

H4e: Job stress mediates the relationship between empowerment-based employee relation and job performance among nurses in Jordanian public hospitals.

Theoretical Framework

The primary premise of the AMO theory (Paauwe & Boselie, 2005) is that human resource management systems that improve employees' competence, commitment, and performance are referred to as high performance work system (HPWS) (Appelbaum, Bailey, Berg,

Kalleberg, & Bailey, 2000). HPWS is a system that aims to enhance employees' abilities and efforts by fostering a collaborative work environment (Messersmith, Patel, Lepak, & Gould-Williams, 2011). In other words, the human resource management system has an effect on employees' abilities and knowledge, as well as their motivation to exert effort and provide opportunities for them to demonstrate their abilities at work (Lepak, Liao, Chung, & Harden, 2006). Although there is ongoing disagreement about the particular practises that comprise HPWS (Mowbray, Wilkinson, & Herman, 2020), one of the most influential theories in this field is the AMO theory (Appelbaum et al., 2000). The HPWS, it claims, is a collection of critical practises, including development-based recruitment and continuous training development to increase ability levels, performance-based compensation and result-oriented performance appraisal to boost motivation, and empowerment-based employee relationships to enhance opportunities to contribute. Additionally, Boxall (2003) stressed that HPWPs are an AMO product. The AMO model's fundamental premise is that HPWS develops and encourages workers through training, rewards, and empowerment (Shin & Konrad, 2017). According to the AMO model, HPWS is classified into three categories: capability, motivation, and opportunity to improve human resource practises (Fabi, Lacoursière, & Raymond, 2015; Jiang, Lepak, Hu, & Baer, 2012). Development-based recruitment and ongoing training development are two examples of ability-enhancing techniques that have an effect on the type and quantity of knowledge, skills, and abilities possessed by employees (Appelbaum et al., 2000; Lepak et al., 2006; Subramony, 2009). Two approaches for encouraging employees' efforts and behaviour are performance-based compensation and result-oriented performance appraisal. Employee connections built on empowerment, job autonomy, and decision-making participation are all examples of opportunity-enhancing practises (Jiang et al., 2012). As a result of the discussion that has occurred thus far, it is possible to conclude that HPWS is reflected via AMO.

This study examines the top-down and bottom-up effects of the HPWS on work performance, as well as the various ways in which individual AMO affects employee performance. Researchers examine critical work performance criterion in particular (Borman & Motowidlo, 1997). Edgar, Zhang, and Blaker (2020) establish a conceptual framework for examining the effect of the HPWS and an individual's AMO on job performance. Both the HPWS and an individual's AMO, they contend, have a positive effect on job performance.

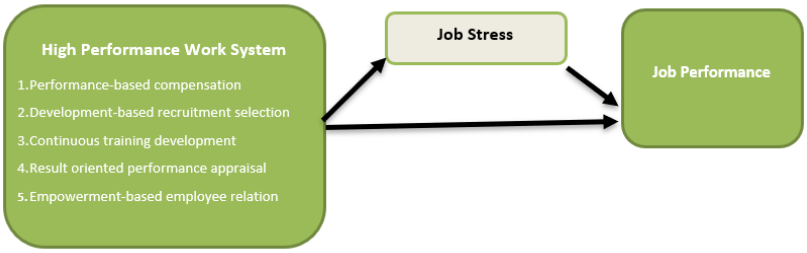

Figure 1: Research Framework

Methodology of the research

The quantitative method was approached to evaluate the objectives of the current research. The data were collected from the Nurses from the public hospital in Jordan depending on the stratified random sampling method. The questionnaire was employed as a fundamental tool for serving the data collection process from the Nurses in the public hospital of Jordan.

The questionnaire of the current research was shaped rely on two parts. The first part consists of the demographic variables of the Nurses in the public hospital in Jordan. The second part consists of the model's constructs for measuring the impact of high-performance work system (HPWS) on job stress (JS), HPWS on JS, and JS on job performance (JP); and estimating the mediation role of JS between HPWS and JP. The constructs items of the recent model were selected depending on prior investigations in the literature review. The first construct is HPWS, which includes five dimensions, namely Performance-Based Compensation (COM) with five items adapted from Singh (2004), Development-Based Recruitment and Selection (RS) with four items adapted from Singh (2004), Continuous Training and Development (TD) with six items adapted from Singh (2004), Result-Oriented Performance Appraisal (PA) with five items adapted from Singh (2004), and Empowerment-Based Employee and Relation (ER) with six items adapted from (Hirzel, Leyer, & Moormann, 2017); Melhem (2004). The second construct is JS, with six items adapted from (Parker and DeCotiis, 1983). The last construct is JP, with nine items adapted from (Tsui, Pearce, Porter, and Tripoli ., 1997; Van Scotter & Motowidlo., 1996; Wahab, 2012).

The responses of the Nurses in the public hospital in Jordan were estimated utilizing a Five-Likert scale that ranges from "Strongly disagree" to "Strongly Agree". “Strongly disagree" represents the lowest value scale of the JP and “Strongly disagree" represents the highest value scale of the JP. However, the aforementioned method

was located for founding an assistance baseline for specialists, practitioners, academics, and policymakers regarding the current study area for evaluating the level of HPWS on JP and determining the mediation role of JS between HPWS and JP.

In accordance with Dodge (2020), who provided that, the population of study should be accurately represented during the preparation and designing stages. As a result, the questionnaire of the current study was distributed to 450 Nurses in the public hospital in Jordan to identify the level of JP depending on HPWS and JS. Therefore, the pilot study was conducted by inviting 30 Nurses in a public hospital in Jordan. The main results of the pilot study provided that the last version of the developed questionnaire of the recent study was presented to the sample without errors. After distributing the final version of the questionnaire to 450 Nurses in the Jordan public hospital, the return respondents were 395, with an 88% response rate. Only 370 respondents were wholly answered and used for analysis purposes. Finally, data collection from Nurses in the public hospital in Jordan began in February 2022 and finished in April 2022.

To serve the analysis processes in the recent study, AMOS version 22 and SPSS software were adopted. Various sequent procedures were harnessed for estimating the hypotheses outcomes grounding on prior statistical packages (Hair, Money, Samouel, & Page, 2007). First, SPSS software was employed for performing data preparation. Many techniques were implemented such as encoding the collected data from nurses in Jordanian hospitals, treating the values of unengaged respondents of the current research, detecting and handling the missing values of the current research respondents, assessing the Skewness values, and manipulating the outliers of the retrieved data. Second, Confirmatory Factor Analysis (CFA) was proceeded to estimate the fit measures of the current research model. Moreover, Structural Equation Model (SEM) was executed for providing the hypotheses findings of thesis model. Finally, the mediation role of Job stress factor between High performance work system and job performance was evaluated depending on User estimated method.

Demographic variables of the research respondents

Throughout the data collection process, several demographic information were collected regarding respondents of the current research depending on different categories such as age, gender, education, salary, and experiences. It can be noticeable that the highest respondents' rate of participants was from male (63.5%). Furthermore, the highest respondents' rate of participants regarding age category was from the range 25- 35 years (34.1%). In addition to, the highest respondents' rate of participants regarding education category was from who hold Bachelor degree (64.9%). Moreover, the highest respondents' rate of participants regarding salary category was from who earn 201- 400 JOD per/month (57.8%). Finally, the

highest respondents' rate of participants regarding experience category was from who work for 1 – (< 3) years (35.7%). Full information about participants in the current study are provided in Table 1.

TABLE 1: Demographic variables

Demographic characteristic	Criteria	Percentage	Frequency
Gender	Male	235	63.5
	Female	135	36.5
Age	< 25 years	87	23.5
	25- 35 years	126	34.1
	35- 45 years	116	31.4
	> 45 years	41	11.1
Education	High school	4	1.1
	Diploma	47	12.7
	Bachelors	240	64.9
	Master degree	9	2.4
	Ph. D degree	70	18.9
Salary	< 200 JOD	16	4.3
	201- 400 JOD	214	57.8
	> 400 JOD	140	37.8
Experience	< 1 year	74	20
	1 – (< 3) years	132	35.7
	3 – (<5) years	68	18.4
	5 – (<10) years	51	13.8
	10 – (<15) years	29	7.8
	15 – (<20) years	16	4.3

Confirmatory Factor Analysis Evaluation

As critical process in the current study analysis, CFA was executed on all constructs to bolster several matters such as supporting dimensionality, confirming convergent, and emphasizing discriminant validity of the current study model (Kelava, 2016; Sujati & Akhyar, 2020; Hermida, 2015). The main target of CFA is to provide a model fit depending on various indices, which are degree of freedom (df), goodness-of-fit indices (GFI) indicates a good fit model when GFI value >0.9, Normed Fit Index (NFI) provides a good fit model when NFI value > 0.90; comparative fit index (CFI) provides a good fit model when CFI value > 0.90, Tucker-Lewis index (TLI) indicates a good fit when TLI value >0.90, root mean square error of approximation (RMSEA) indicates a good fit model when RMSEA value < 0.06, and CMIN/DF provides a good fit model when CMIN/DF

value < 3 and > 1 as recommended by (Bentler & Bonett, 1980; Cudeck, 1993; Marsh & Hocevar, 1985; McDonald & Marsh, 1990; Tanaka & Huba, 1985).

In the current study, CFA processes were accomplished for providing high results of the model indices. In the first round, drawing the covariance between items in the same construct was accomplished. In the second round, the second order technique was performed due to a high correlation values (more than 0.80) between TD and PA as recommended by (P. Awang, 2015; Z. Awang, Afthanorhan, & Asri, 2015). Accordingly, Table 1 provides results, which indicate a good model fit of the current research.

Table 1: Goodness fit indices results of the current study

	x^2/df	**IFI**	**TLI**	**CFI**	**GFI**	**NFI**	**RMSEA**
results	2.032	0.928	0.920	0.927	0.852	0.867	0.053
Criteria values	x^2/df<3	IFI>.9	TLI>.9	CFI>.9	GFI>.9	NFI>.9	RMSEA<.8

After performing CFA and providing an appropriate model fit, some items were removed from different constructs due to poor loading of these items (one item was omitted from Job Stress scale and two items were omitted Empowerment-Based Employee and Relation) . The accepted loading items values should be more than (0.50) as suggested by (Hair et al., 2006). The remain items were displayed in Table 2. Moreover, the mean and standard deviation results were obtained for ensuring the data of the recent study provide a normal distribution. As can be noticeable in Table 2, the data distributed normally.

TABLE 2: Mean and Standard deviation of the Variables

Scale items	Loaded items	Mean	STD
Job Performance (All 9 items loaded well)			
I help others in their work when they have been absent even when he/she is not required to do so.	0.835	3.4378	1.12747
I maintain positive attitudes in dealing with different people.	0.794	3.2216	1.13317
I am mindful of how behaviour affects other people's job.	0.806	3.3108	1.06846
I take steps to try to prevent problems with other co-workers.	0.847	3.3297	1.10404
I help other who have many workloads.	0.703	3.4946	1.04957
My quality of work is higher than average.	0.828	3.4297	1.03943
I strive for higher quality work than required.	0.882	3.3297	1.07165
I am personally committed to meeting high performance standards.	0.814	3.4216	.99895
I come up with creative solution to problems.	0.850	3.4811	1.04424
Job Stress (5 items loaded well)			
I feel like I never have a day off.	0.906	2.5216	1.59464
I sometimes dread the telephone ringing at home because the call	0.505	2.8568	1.09867

might be job related.			
I have felt fidgety or nervous as a result of my job.	0.688	2.9703	1.15783
Sometimes when I think about my job I get a tight feeling in my chest.	0.838	2.6054	1.36188
Too many people at my level in the hospital get burned out by job demands.	0.773	2.4865	1.33580
Performance-Based Compensation (All 5 items loaded well)			
Job performance is an important factor in determining my incentive compensation.	0.615	3.9676	.91600
In my hospital, salary and other benefits are comparable to the market.	0.869	3.5541	1.09868
In my hospital, compensation is decided on the basis of competence or ability.	0.911	3.5676	1.07549
My compensation is directly linked to my performance.	0.539	3.8270	.96963
In my hospital, profit sharing is used as a mechanism to reward higher performance.	0.619	4.0135	.85053
Development-Based Recruitment and Selection (All 4 items loaded well)			
The development-based recruitment and selection processes in my hospital are impartial.	0.707	3.4270	1.23469
Interview panels are used during the recruitment and selection process in my hospital.	0.836	2.9568	1.41738
My hospital does not need to pay more attention to the way it recruits people.	0.683	3.4514	1.25763
All appointments in my hospital are based on merit (i.e. the best person for the job is selected regardless of their personal characteristics).	0.901	3.0189	1.45657
Continuous Training and Development (All 6 items loaded well)			
My hospital conducts extensive training programs for its employees in all aspects of quality.	0.625	3.7027	.97294
I normally go through training programs every year.	0.714	3.7297	.92683
In my hospital, training needs are identified through a formal performance appraisal mechanism.	0.662	3.6973	.93429
In my hospital, there are formal training programs to teach new colleagues the skills they need to perform their job.	0.714	3.6081	.99071
New knowledge and skills are imparted to me periodically to work in teams.	0.734	3.6081	1.05174
In my hospital, training needs identified are realistic, useful and based on my hospital strategy.	0.765	3.7243	1.05137
Result-Oriented Performance Appraisal (all 5 items loaded well)			
I am provided performance-based feedback and counselling.	0.785	3.6405	1.10086
I have faith in the performance appraisal system.	0.789	3.6270	1.03663
In my hospital, appraisal system has a strong influence on my individual and team behavior.	0.736	3.6703	1.01182
In my hospital, the appraisal data is used for making decisions like job rotation, training and compensation.	0.625	3.5811	1.08709

The objectives of the appraisal system are clear to me.	0.649	3.8000	1.11311
Empowerment-Based Employee and Relation (consist of 6 items, only 4 items loaded well)			
In our team, it is possible to bring in suggested improvements and new ideas.	0.742	3.4676	1.19633
In my immediate working environment, I am able to count on my co-workers' support.	0.851	3.3324	1.19179
At work, I manage to have a lot of control over how I do my job.	0.885	3.3595	1.33657
In my hospital, it is possible to talk openly about ideas of how to serve the client.	0.726	3.1595	1.30206

For achieving a convergent and discriminant validity, Cronbach's alphas, Campsite reliability (CR), and AVE of all constructs were estimated. Hair et al., (2006) recommend that the accepted Cronbach's alpha value should be >= (0.60), the accepted CR's value should be >= (0.70), and the accepted AVE's value should be >= (0.50). Depending on this, the constructs' convergent and discriminant validity of the current research model have confirmed. Table 3 provide sufficient results.

TABLE 3: Good Psychometrics properties of the Variables

Constructs	**α**	**CR**	**AVE**
Job Performance	0.949	0.948	0.670
Performance-Based Compensation	0.856	0.842	0.527
Development-Based Recruitment and Selection	0.862	0.865	0.619
Continuous Training & Development	0.848	0.949	0.903
Result-Oriented Performance Appraisal	0.855	0.949	0.903
Empowerment-Based Employee and Relation	0.876	0.879	0.646
Job Stress	0.861	0.865	0.570

The Person correlation test was also accomplished for supporting anther evident of discriminant validity matter (Kline, 2005). The person analysis is also useful for measuring the level of the relationship between constructs' of the recent research.

As manifested in table 4, the results of the Person correlation test uncover that the link between Performance-based compensation and Job Performance is positively, directly, and significantly confirmed (r=0.173**, P<0.01); which indicates an elementary evidence for (H1a). Moreover, the relationship between Development-based recruitment and selection and Job Performance is directly and significantly established (r= -0.062*, P<0.05); which indicates an elementary evidence for (H1b). The results also provides that the connection between Continuous training and development and job performance is affirmatively, directly, and significantly (=0.125*, P<0.05); which indicates an elementary evidence for (H1c). Moreover, the linkage between Result-oriented performance appraisal and job performance is positively, directly, and significantly accomplished (r =0. .208**, P<0.01); which indicates an elementary

evidence for (H1d). Furthermore, the linkage between Empowerment-based employee relation and job performance is positively, directly, and significantly received (r=0. .127*, P<0.05); which indicates an elementary evidence for (H1e).

The results also confirm that the link between Performance-based compensation and Job Stress is directly and significantly confirmed (r=-0.236**, P<0.01); which indicates an elementary evidence for (H2a). Moreover, the relationship between Development-based recruitment and selection and Job Stress is directly and significantly established (r= 0.665**, P<0.01); which indicates an elementary evidence for (H2b). In addition, the connection between Continuous training and development and job Stress is directly and significantly (r=-0.242**, P<0.01); which indicates an elementary evidence for (H2c). Moreover, the linkage between Result-oriented performance appraisal and job Stress is directly and significantly accomplished (r = -0.205**, P<0.01); which indicates an elementary evidence for (H2d). Furthermore, the connection between Empowerment-based employee relation and job Stress is positively, directly, and significantly received (r=-0.086*, P<0.05); which indicates an elementary evidence for (H2e).

Thus, the person correlation results support the discriminant validity of the study constructs and provide a noticeable evidence for determining the relationship between the constructs' model. Accordingly, SEM can be estimated for retrieving the hypotheses' results of the current research.

TABLE 4: Person Correlations of constructs

	ER	**PA**	**TD**	**RS**	**COM**	**JS**	**JP**
ER	1						
PA	.065	1					
TD	-.039	.946**	1				
RS	-.024	-.166**	-.175**	1			
COM	.029	.720**	.628**	-.178**	1		
JS	-.086*	-.205**	-.242**	.665**	-.236**	1	
JP	.127*	.208**	.125*	-.062*	.173**	-.122*	1

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-ta-iled).

SEM estimating of the current research

The SEM statistic approach was executed to provide the current research hypotheses results. It estimated the direct effect and the moderation role of Job stress in the study model.

The SEM results of the direct effect represented in Table 5. The results confirmed that HPWS has direct and significant effect on nurse' JP in public hospitals of Jordan (β = .305, p = 0.000) and HPWS illustrates R2 (nurses' JP) = 30% (0.30) of the variance [H1 is accepted]. The results also indicated that HPWS has no direct and significant effect on nurse' JS in public hospitals of Jordan (β = -0.036, p = 0.730) [H2 is accepted]. Furthermore, the results provided that nurse' JS has direct and significant effect on nurse' JP in public hospitals of Jordan (β = -0.105, p = .019) and nurse' JS illustrates R2 (nurses' JP) = -10 % (-0.10) of the variance [H3 is not accepted].

TABLE 5: Results of main hypotheses

Independent Variable	dependent Variable	Coefficient Estimate	Standard Error	t- Statistics	P
HPWS	JS	-.036	.103	-.346	.730
JS	JP	-.105	.045	-2.344	.019
HPWS	JP	.305	.089	3.438	***

In addition to, the SEM was employed for having the direct effect results of the HPWS dimensions on JS and JP.

In term of the first sub-hypotheses, the results uncovered that COM has direct and significant effect on nurse' JP in public hospitals of Jordan (β = -0.094, p = 0.454) [H1a is not accepted]. In addition to, the results uncovered that RS has direct and significant effect on nurse' JP in public hospitals of Jordan (β = 0.043, p = 0.353) [H1b is not accepted]. Furthermore, the results provided that TD has direct and significant effect on nurse' JP in public hospitals of Jordan (β = 0.843, p = 0.000) and TD illustrates R2 (nurses' JP) = 35% (0.35) of the variance [H1c is accepted]. Moreover, the results indicated that PA has direct and significant effect on nurse' JP in public hospitals of Jordan (β =1.177, p = 0.000) and PA explains R2 (nurses' JP) = 50% (0.50) of the variance [H1d is accepted]. Lastly, the results supported that ER has direct and significant effect on nurse' JP in public hospitals of Jordan (β =0.025, p =0.620) [H1d is not accepted].

In term of the second sub-hypotheses, the outcomes provided that COM has a significant effect on nurses' JS in public hospitals of Jordan (β =-0.345, p = 0.002) and COM interprets R2 (nurses' JS) = -35% (-0.35) [H2a is not accepted]. The results also confirmed that RS has a significant effect on nurses' JS public hospitals of Jordan (β =0.495, p = 0.000) and RS interprets R2 (nurses' JS) = 50% (0.50) [H2b is not accepted]. Moreover, the outcomes uncovered that TD has a significant effect on nurses' JS in public hospitals of Jordan (β =-0.714, p = 0.000) and TD interprets R2 (nurses' JS) = -71% (-0.71) [H2c is not accepted]. Furthermore, the results emphasized that PA has a significant effect on nurses' JS in public hospitals of Jordan (β =0.805, p = 0.000) and PA interprets R2 (nurses' JS) = 81% (0.81) [H2d is not accepted]. Finally, the results emphasized that ER has a significant

effect on nurses' JS in public hospitals of Jordan (β =-0. 137, p = 0.002) and ER interprets R2 (nurses' JS) = -14% (-0.14) [H2e is not accepted].

TABLE 6: Results of (H1a-e) and (H2 a-e)

Independent Variable	dependent Variable	Coefficient Estimate	Standard Error	t- Statistics	P
PA	JS	.805	.202	3.979	***
TD	JS	-.714	.161	-4.428	***
RS	JS	.495	.030	16.433	***
COM	JS	-.345	.111	-3.120	.002
ER	JS	-.137	.044	-3.137	.002
ER	JP	.025	.051	.496	.620
COM	JP	-.098	.130	-.749	.454
RS	JP	.043	.046	.929	.353
TD	JP	-.843	.192	-4.389	***
PA	JP	1.177	.240	4.907	***
JS	JP	-.145	.060	-2.394	.017

The mediation role of job stress

To estimate the mediation role of JS between HPWS and JP, the approach of path analysis was performed through bootstrapping the sample size to reach (n=5000) with confidence interval (95%). User-defined estimate approach was executed to obtain the mediation role results as recommended by (Preacher, 2015).

Table 7 manifested the results of the JS's mediation role. The results confirmed that there is a mediation role of JS between HPWS and JP among nurses in public hospitals of Jordan (β= .004, 95% C.I = -0.012, 0.030) [H4 is empirically supported]. As such, the results supported that there is a mediation role of JS between COM and JP among nurses in public hospitals of Jordan (β= 0.037, 95% C.I = 0.008, 0.092) [H4a is empirically supported]. Similarly, the results uncovered that there is a mediation role of JS between RS and JP among nurses in public hospitals of Jordan (β= -0. 053, 95% C.I = -0.096, - 0.012) [H4b is empirically supported]. Moreover, the results emphasized that there is a mediation role of JS between TD and JP among nurses in public hospitals of Jordan (β= -0. 077, 95% C.I = 0. 022, 0.163) [H4c is empirically supported]. In addition to, the results uncovered that there is a mediation role of JS between PA and JP among nurses in public hospitals of Jordan (β= -0. 077, 95% C.I = -0. 190, - 0. 024) [H4d is empirically supported]. Finally, the results confirmed that there is a mediation role of JS between ER and JP among nurses in public hospitals of Jordan (β= -0.015, 95% C.I = 0. 003, 0. 034) [H4e is empirically supported].

TABLE 7: the findings of H4 and its sub-hypotheses

Independent variable	Mediation variable	Dependent variable	Estimate	CI Low	CI High
HPWS	JS	JP	.004	-.012	.030
ER	JS	JP	.015	.003	.034
PA	JS	JP	-.087	-.190	-.024
TD	JS	JP	.077	.022	.163
RS	JS	JP	-.053	-.096	-.012
COM	JS	JP	.037	.008	.092

Results Discussion

The current paper aims to examine the relationship between HPWS, JS, and JP from a Nurses' perspective in the public hospital of Jordan depending on comprehensive related investigations in the field of study. The results of the current study have examined the impact of HPWS and JS on JP. Moreover, it has determined the mediation role of JS between HPWS and JP.

In accordance with H1 and its sub-hypotheses, the results of the current research on H1 uncovered that HPWS provided a significant and direct effect on job performance in Jordanian public hospitals, which means the public hospital human resources management of Jordan always seeks to fairly increase its principles between Nurses within all public hospital parties of Jordan. Moreover, the public hospital management of Jordan has a good relationship with its Nurses, which leads to increasingly improved public hospital performance in Jordan. However, the results of H1a revealed that COM did not provide a significant on Nurses' JP in the public hospital in Jordan. The potential explanation of this result is that determining incentive compensation and salary is related to the government financial system; there is no clear system that decides Nurses' compensation in the public hospital of Jordan depending on competence or ability. The results of H1b confirmed that there is no positive and direct effect of RS on Nurses' JP in the public hospital in Jordan; the possible description of this result is that recruitment and selection processes of the public hospital need to be more efficient depending on new criteria's that guarantee to select the Nurses in their right positions. Moreover, the results of H1c emphasized that there is an affirmative and significant effect of TD on Nurses' JP in the public hospital of Jordan, which means that the public hospital of Jordan has a significant training plan for its employees to provide them with new knowledge, skills, and experience regarding their jobs lead to increase the Nurses' performance in the public hospital of Jordan. The results of H1d provided that there is an affirmative and significant effect of PA on Nurses' JP in the public hospital in Jordan;

which means that the performance appraisal system in the public hospital in Jordan is strong enough to positively affect the behaviors of individuals and teams and use for making right decisions related to job rotation, training and compensation in a public hospital that may support the Nurses' performance then increase JP of public hospital of Jordan. The results of H1e provided that there is no affirmative and significant effect of ER on Nurses' JP in the public hospital of Jordan, which means that the environment of the public hospital of Jordan is not ready to allow the employees to bring new ideas, improvements, and new knowledge. In addition, it may not be able to exchange the employees' information, skills, and experience between them. The H1, H1c, and H1d results of the current research are in line with prior investigations in literature such as (Li et al., 2019; Moazzezi et al., 2014). Moreover, the results of H1a, H1d, and H1d are in line with prior investigations in the literature such as (Kwon, 2020).

In consist with H2 and its sub-hypotheses, the results of the current research regarding H2 confirmed that HPWS supported a negative effect on Nurses' JS in the public hospital of Jordan, which means that the public hospital management of Jordan always look up to enhance its operations and improve human resources which leads to obtaining the Nurses' satisfaction, trust, and loyalty. The result of H2 is in line with prior studies in literature such as (Huang, Fan, Su, & Wu, 2018). However, the dimensions of HPWS (H2a, H2b, H2c, H2d, and H2e) have a significant effect on Nurses' JS in the public hospital in Jordan, which means the public hospital management of Jordan should pay more attention to these dimensions in order to decrease the level of JS on their employees. The results of H2a, H2b, H2c, H2d, and H2e are consistent with prior studies in literature such as (Fan et al., 2014; Kilroy et al., 2020).

In consist with H3, the results of the current research indicated that JS did not support a negative effect on nurses' JP public hospitals in Jordan. The results of H3 mean that the public hospital of Jordan dose not coordinate the work between the employees fairly. Moreover, the public hospital of Jordan provides an environment work system that increase the stress level of its employees, which leads to minimizing the performance of the public hospital. The result of H3 is not consistent with previous investigations in the literature, such as (Alrifae et al., 2021; Al-Khasawneh & Futa, 2013).

In accordance with H4 and its sub-hypotheses, the outcomes of the current research confirmed that JS mediated the relationship between HPWS and JP in the public hospital in Jordan. The findings mean that the low level of Nurses' JS can improve the relationship between HPWS and JP in the public hospital in Jordan. Moreover, JS provided a significant mediation role between HPWS dimensions and

JP in the public hospital in Jordan. The results of H4 and its sub-hypotheses are consistent with previous investigations in literature such as (Hamouche & Marchand, 2021).

Managerial implications

Theoretical implication

The current study contributes various theoretical implications. Firstly, it establishes an in-depth explanation of the role of HPWS in increasing workers' JP depending on AMO theory. The prior research on measuring the effect of HPWS on JP is scarce, epically in developed countries represented in the public hospital in Jordan. Therefore, the current article developed a theoretical framework relying on a comprehensive overview of related investigations to measure the Nurses' JP in a public hospital in Jordan. The outcomes of the current article emphasized the positive, significant, and direct effect of HPWS on Nurses' JP in a public hospital in Jordan, which confirms the context of AMO theory. Secondly, the research contributes to identifying the role of HPWS on JS and JS on JP as an area that still needs to be studied in depth, especially in a developed setting. Thus, the current research accomplishes a theoretical baseline to identify the relationship between these variables deepening inclusive justifications from literature. The outcomes of the current study confirmed a negative and direct effect of HPWS on Nurses' JS of public hospitals in Jordan, and the outcomes emphasized a positive and direct effect of JS on Nurses' JP of public hospitals in Jordan. Finally, as a major theoretical contribution to the current research, adding the JS to evaluate the level of JP relying on its mediating role considers as a new insight into AMO theory. The current research results confirmed the argument that claims the JS plays a critical role in mediating the relationship between HPWS and JP in a public hospital in Jordan.

Practical Implications

The current research provides many practical implications that can assist practitioners in increasing the Nurse's job performance in public hospitals in Jordan. The current study's findings confirm the direct and positive role of HPWS and its dimensions with Nurses' JP in a public hospital in Jordan. The results further suggest that the policymakers of a public hospital in Jordan may pay more attention to distributing its fairness among employees. In addition, the management of the public hospital in Jordan could focus on maintaining a robust relationship with Nurses, which could be reflected in increasing their performance, then improving and maximizing the public hospital performance in Jordan. The outcomes of this study also emphasize a negative and direct effect of HPWS on Nurses JS of public hospitals in Jordan. These outcomes indicate that the management of the public hospital in Jordan could maximize its

effort to boost the management processes and enhance human resources. The management also could search to guarantee the Nurses' satisfaction, trust, and loyalty, which lead to enhancing the Nurse's behaviours in the workplace, and then increase their performance to increase the public hospital performance in Jordan. Moreover, the current research outcomes confirm a positive and direct effect of JS on Nurses' JP in a public hospital in Jordan. These findings indicate that the management of public hospitals, pacemakers, and human resources management should be more serious about regulating the work between Nurses fairly. In addition, they should provide an effort to decrease the JS level among Nurses by improving the environment work system of the public hospital in Jordan. Finally, the current research results show that the JS mediates the relationship between HPWS and JP. The results indicate that the policymakers, practitioners, and public hospital management in Jordan could find an approach to decrease the level of job stress to enhance the level of workplace job performance.

Conclusion

This study advanced the understanding of the elements that influence the success of behavioural factors in enhancing job performance. Positive employee performance-based compensation, development-based recruitment and selection, continuous training development, result-oriented performance appraisal, empowerment-based employee relation, and job stress perceptions have emerged as necessary preconditions for job performance. This is a major contribution because there is a gap in knowledge about the determinants affecting nursing job performance in Jordan. More crucially, the study develops a comprehensive scale for measuring a wide variety of job performance-related factors. Moreover, the JS mediation role considers a major contribution to determining the interrelation between HPWS and JP.

Through conducting this study, several limitations can be presented to assist practitioners, academicians, and policy-makers in conducting future research and drawing new orientations for the future. First, the current research conducts depending on the quantitative design. Future trends could be conducted based on a longitudinal design to overview changes over time comprehensively. Second, to ensure the generalizability of the current research results, future trends are invited to perform studies depending on our study's model from different countries and areas. Thirdly, providing new studies in the future depending on a qualitative approach can assist in providing a better understanding and supporting the current research model. Fourth, it is recommended to provide an in-depth understanding of

the mediation role of JS. Thus, future trends may be conducted in other sectors with maximizing the sample. Finally, there is a ground sound that encourages the researchers to study the moderation role of Islamic work values to determine the relationship between HPWS and JP (Wahab, Quazi, & Blackman, 2016). Thus, future trends could focus on studying Islamic work values in the same sector of our study and others.

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