HUMAN RESOURCE MANAGEMENT SYSTEM IN THE RELATIONSHIP BETWEEN STRATEGIC HUMAN RESOURCE MANAGEMENT AND STRATEGIC INTELLIGENCE (A CASE STUDY: KAREEM HYPER MARKET, JORDAN)

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Abstract

The study aims to examine the role of human resource management system in the relationship between strategic human resource management and strategic intelligence of Kareem hyper market Co in Jordan. The study argues that the importance of human resources management systems in industrial companies in general, and pharmaceutical companies in particular, is an attempt to identify the impact of human resource management strategies on strategic intelligence, with the impact of human resources management systems. The independent variable is strategic human resource management which consist of (Staffing Strategy, Developmental Strategy, Compensation Strategy) and the dependent variable is strategic intelligence which consist of (Systemic Thinking, Future Vision, Motivation) and the intermediate variable is human resource management system which consist of (Job Analysis Application, Recruitment Application, Performance Appraisal Application). The study reported that there are positive attitudes toward the study model in general because all variables have a positive mean and above the standard mean. The result reflects a positive attitude toward the study sample, model and all variables. The study found that there was that there was a positive relationship between the independent variables (Staffing Strategy, Developmental Strategy, Compensation Strategy) and dependent variables (Systemic Thinking, Future Vision, Motivation). The results indicated also that relationship between Developmental Strategy and Motivation is negative. The results of test study hypotheses were as following: Study result rejects the first hypothesis (H01), which states: there is no statistical significant relationship between strategic human resource management and strategic intelligence of Kareem hyper market Co in Jordan. Study result rejects the second hypothesis (H02), which states: There is no statistical significant relationship between staffing strategy and strategic intelligence of Kareem hyper market Co in Jordan. Study result accepts the third hypothesis (H03), which states: There is no statistical significant relationship between developmental strategy and strategic intelligence of Kareem hyper market Co in Jordan. Study result rejects the fourth hypothesis (H04), which states: There is no statistical significant relationship between compensation strategy and strategic intelligence of Kareem hyper market Co in Jordan. Study result rejects the fifth hypothesis (H05), which states: There is no statistical significant role of human resource management system in the relationship between strategic human resource management and strategic intelligence of Kareem hyper market Co in Jordan. The study gives many suggestions and recommendations which include that Kareem hyper market Co have to apply many concepts which are related to strategic intelligence such as (Systemic Thinking, Future Vision, and Motivation). In order to achieve strategic intelligence. Also Kareem hyper market Co should focus on applying new management approach such as human resource management system, and strategic human resource management in order to increase the employee effectiveness in company different process and sections.

1. INTRODUCTION

The information systems are the main source of decision-making, some describe it as the engine fuel, and everyone - institutions and individuals - assert that computer technology and information play an essential role in solving administrative problems, which have become more complex. As a result, In order to transform the traditional administrative activities to be managed by the latest technology in accordance with computerized management systems, this has an impact on the speed and quality of work (Ismail, 2011).

One of the most important tasks that affects the status of the institution in the market, and represents the decision-making process, especially with regard to strategic decisions, the circumstances and variables that accompanied the diversity and restriction in the factors of the environment of internal and external organizations of business, necessitated the presence of intelligent leaders and intellectuals with unconventional skills based on the basis of knowledge development Experience and principles, and the formation of visions related to the future and ways to confront the present, through the adoption of appropriate scientific methods, through which the future can be prepared to face the various developments and changes, and hence emerged the concept of strategic intelligence, I of intelligence to reconcile it with other intelligence patterns (Ali, 2015).

Given the implications of globalization, privatization, information technology and the digital economy, various business organizations find themselves governed by competitive advantage and the struggle for survival, so they have major commitments in decision-making. Decision-making in a business organization should be based on scientific methodology to a number of technical tools and techniques, which rationalize decisions, and achieve the best results that ensure the distinction of the Organization among other organizations operating in the market itself, and today we need the most strategic intelligence, to develop solutions to the case of repetition and inertia and pattern And identify new mechanisms for action by organizations (Imran, 2015).

Human capital is the most important resource of the organizations at present, due to the rare characteristics it enjoys, especially its scarcity and the difficulty of simulating or imitating it by the competitors, which is reflected in the monopoly of the organization, and then distinguish them from organizations to others. Many advantages that can be provided to the Organization and help them to take decisions more efficiently and effectively, through their ability to collect data and analysis, in a manner that helps simplify and provide decision-makers at the right time and place and thus contribute to support the competitive position of for an organization in the environment (Al Azzawi, 2013).

The companies apply human resources management systems in order to achieve organizational performance, moreover, the objectives of human resources management system are to lower administrative costs, increase productivity, speed response times, improve decision-making, and enhance customer service all at the same time (Tesi, 2010). While the state of the reviewed literature provides a theoretical foundation for this investigation, more investigation is required

in order to fully understand and explain the role of human resource management system in the relationship between strategic human resource management on strategic intelligence.

Organizations began to electronically automate many of processes by introducing specialized human resource management system to reduce the routine transaction and traditional HR activities and to deal with the complex transformational ones (Shammy, 2012).

1.1 Scope of the study

- The human scope: The study carries on community or group of people, and the study have identified these communities where include all the employees work in Kareem hyper market Co.

- Geographical scope: this scope is related to Kareem hyper market Co in Jordan.

- Time scope: which is related to the time of conducting the study and the time required for data collection, the study was conducted during the years 2018-2019.

1.2 Research Questions

Based on the research problem and the scope of the study, the research questions are as follows:

- Does strategic human resource management affect strategic intelligence in Kareem hyper market Co in Jordan?

- Is there any significant impact of strategic human resource management on systematic thinking in Kareem hyper market Co in Jordan?

- Is there any significant impact of strategic human resource management on future vision in Kareem hyper market Co in Jordan?

- Is there any significant impact of strategic human resource management on motivation in Kareem hyper market Co in Jordan?

- Does human resource management system moderate the impact of strategic human resource management on strategic intelligence in Kareem hyper market Co in Jordan?

1.3 Objectives of The Study

Based on the questions illustrated in the previous section, the objectives of the study are as follows:

- To examine the impact of strategic human resource management on strategic intelligence in Kareem hyper market Co in Jordan.

- To investigate the impact of strategic human resource management on systematic thinking in Kareem hyper market Co in Jordan.

- To assess if there is any significant impact of strategic human resource management on future vision in Kareem hyper market Co in Jordan.

- To study the impact of strategic human resource management on motivation in Kareem hyper market Co in Jordan.

- To examine the moderating effect of human resource management system on the impact of strategic human resource management on strategic intelligence in Kareem hyper market Co in Jordan.

1.4 Hypotheses of the Study

Based on the research questions and the research objectives, following are the hypotheses of the study

First hypothesis

$H_0 1$: There is no significant impact of strategic human resource management on strategic intelligence in Kareem hyper market Co in Jordan.

H1: There is a significant impact of strategic human resource management on strategic intelligence in Kareem hyper market Co in Jordan.

Second hypothesis

$H_0 2$: There is no significant impact of strategic human resource management on systematic thinking in Kareem hyper market Co in Jordan.

H2: There is a significant impact of strategic human resource management on systematic thinking in Kareem hyper market Co in Jordan.

Third hypothesis

$H_0 3$: There is no significant impact of strategic human resource management on future vision in Kareem hyper market Co in Jordan.

H3: There is no significant impact of strategic human resource management on future vision in Kareem hyper market Co in Jordan.

Fourth hypothesis

$H_0 4$: There is no significant impact of strategic human resource management on motivation in Kareem hyper market Co in Jordan.

H4: There is a significant impact of strategic human resource management on motivation in Kareem hyper market Co in Jordan.

Fifth hypothesis

$H_0 5$: There is no significant moderating effect of human resource management system on the impact of strategic human resource management on strategic intelligence in Kareem hyper market Co in Jordan.

H5: There is a significant moderating effect of human resource management system on the impact of strategic human resource management on strategic intelligence in Kareem hyper market Co in Jordan.

The Study Model
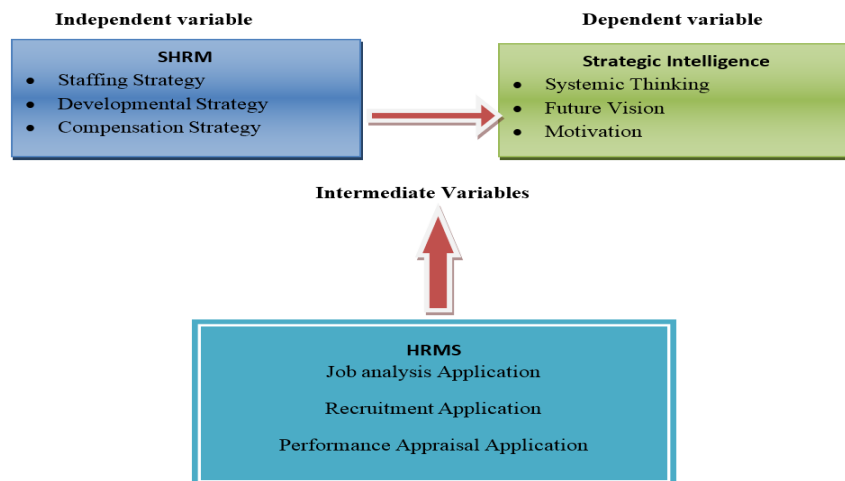
Figure 1: Study Model

2. REVIEW OF LITERATURE

Al-Zu'bi (2016) investigates the relationship between strategic intelligence dimensions which are: (Visioning, Foresight, Partnership, Intuition, and Creativity) and organizational agility achieve in the Mining and Extraction Industries sector in Jordan. The study used questionnaire for collecting data from (15) companies. The study found that all the strategic intelligence dimensions (Visioning, Foresight, Partnership, Intuition, and Creativity) effect organizational agility achieve, but the influence was more on dimensional creativity, the study reported that managers of mining and extraction industries companies need to better understand how to evaluate, identify organizational agility. **Keikha et. al. (2016)** investigate that relationship between strategic intelligence and the performance of employees in private banks of Zahedan in Iran. The study results indicated that strategic intelligence and all its dimensions such as "competitive intelligence, business intelligence and knowledge management" have a great relationship and impacts employees' organizational performance in private banks. The study also found that "competitive intelligence, business intelligence and knowledge management" have the ability to predict the performance of their employees also the causal impact of strategic intelligence on employees' performance has a satisfactory level of appropriateness as results show.

Imran (2015) examines the impact of strategic intelligence (Prospective, system thinking, strategic vision, partnership, motivation and intuition) on organizational innovation. The study found that strategic intelligence in all its dimension impact in achieving creative ability to the company researched. The study also reported that studied company "AsiaCell" has made to take advantage of the experience and skill of its manager think about the impact of mature thinking creative while there was a failure to invest in the company researched the principle of partnership with. **Sabrina (2015)** investigates the impact of human resources development

strategy on the performance of individuals in universities. The study concluded that training, organizational learning, organizational development, management, career development and creativity represent important strategies adopted by the universities in the development of human resources of administrative staff professors. The study stressed that despite the importance of strategies: Organizational development, development of the career path and creativity in the development and improvement of the human element in the universities under study, and its role in raising the levels of performance; but there are some shortcomings in the practices of this strategy, which reduced some of its effectiveness. **Atta (2015)** explained the strategic elements of strategic intelligence that represent the variables of stability, withdrawal strategy, integration strategy, product development strategy and market penetration strategy. Data were collected for the completion of the study by distributing a questionnaire to a sample of 52 officials at the level of senior administrative leaders. The results of the data analysis resulted in the following: There is a clear interest by the company's strategy development by improving the quality of products. The results proved the existence of a correlation and the impact of significant strategic intelligence in determining the strategic option.

3. RESEARCH GAP

Research gap is that most of the studies examined the variables studied in the study separately. There are studies that discussed human resources management systems and their impact on the performance of companies, and many studies have tried to research the subject of human resource management strategies on the one hand, however, this study examines the role of human resource management system in the relationship between strategic human resource management on strategic intelligence. Thus, a wide scope related to the research gap is available for further research in respect of other variables and other companies in different sectors in Jordan. Therefore we can divided the scope of the study as following:

1. The human scope: The study carries as a case study of Kareem hyper market Co in Jordan, and the study have identified these community where includes all the employee this company only.

2. Geographical scope: this scope is related to environment or location where the study will take place in Amman the capital city of Jordan.

3. Time scope: which is related to the time of conducting the study and the time required for data collection, the study was conducted during the years 2017.

4. DATA ANALYSIS AND HYPOTHESIS TESTING METHODS

Statistical tools used for analyzing the data and testing study hypotheses are as under:

1. Working out frequency rates and percentages relevant to the questionnaire paragraphs.

2. Calculating standard deviations and mean in all questionnaire paragraphs.

3. Using the exploratory and confirmatory factor analysis.

4. Multiple regression model for testing the general hypotheses.

4.1 Instrument Reliability and Validity

4.1.1 Validity

The survey instrument was evaluated for validity. The items used in the questionnaire have been assessed and tested by a panel of arbitrators who are experts in the field, whose knowledge and experiences were sufficient in this scope, thus their remarks and directions had been taken into consideration.

4.1.2 Reliability

The reliability test was conducted to provide evidence that instrument produced as data, for which it was designed. The reliability value gained was greater than 0.80 indicating an acceptance of research testing.

Table 1: Cronbach's Alpha for Research Variables

No.	Variable	Cronbach's Alpha	No. of Item
1	Staffing Strategy.	0.770	5
2	Developmental Strategy.	0.805	5
3	Compensation Strategy	0.832	5
4	Systemic Thinking.	0.907	5
5	Future Vision.	0.971	5
6	Motivation	0.890	5
7	Job Analysis Application.	0.795	5
8	Recruitment Application	0.841	5
9	Performance Appraisal Application	0.786	5
All		0.854	45

Reliability is the methods which calculate to test if the questionnaire or study tool has the ability to give the same results and if the measurement was repeated on the same person several times in the same circumstances, and reliability considered as a correlation coefficient, and are intended to link the extent of repeated readings of the measurement results.

In many of the researches, the tool used to measure for the first time, should carry reliability tests such as "Cronbach's alpha test" on certain individuals and then re-tested on the same people, and then calculation of the value of Cronbach's alpha is done.

Reliability more than 70% is acceptable and those are over 80% to be good. Table (1) shows the Cronbach's alpha corresponding to each variable. The Cronbach's alpha value for Staffing Strategy equal (0.770) and for Developmental Strategy equal (0.805) and for Compensation Strategy equal (0.832) and for Systemic Thinking equal (0.907) also for Future Vision equal (0.971) and for Motivation equal (0.890) and for Job Analysis Application equal (0.795) and for Recruitment Application equal (0.841) finally for Performance Appraisal Application equal (0.786).

4.1.4 Exploratory Factor Analysis

The value of the KMO test was 0.61 and the minimum acceptable value of the KMO test was (0.50), it is clear that the extracted value of the KMO test is greater than the specified value

and thus the sample size is sufficient and adequate for the study. This also is in consistent with G Power analysis that has been conducted in figures (4 and 5). Both G power analysis and KMO of factor analysis confirm that the sample size of this study is sufficient for estimating the results.

Factor analysis is conducted to identify the number of factors and constructs. The results show that there are 9 factors and each factor has 5 items. Following is a figure (4.3) which shows factor analysis and the factors of the variables.
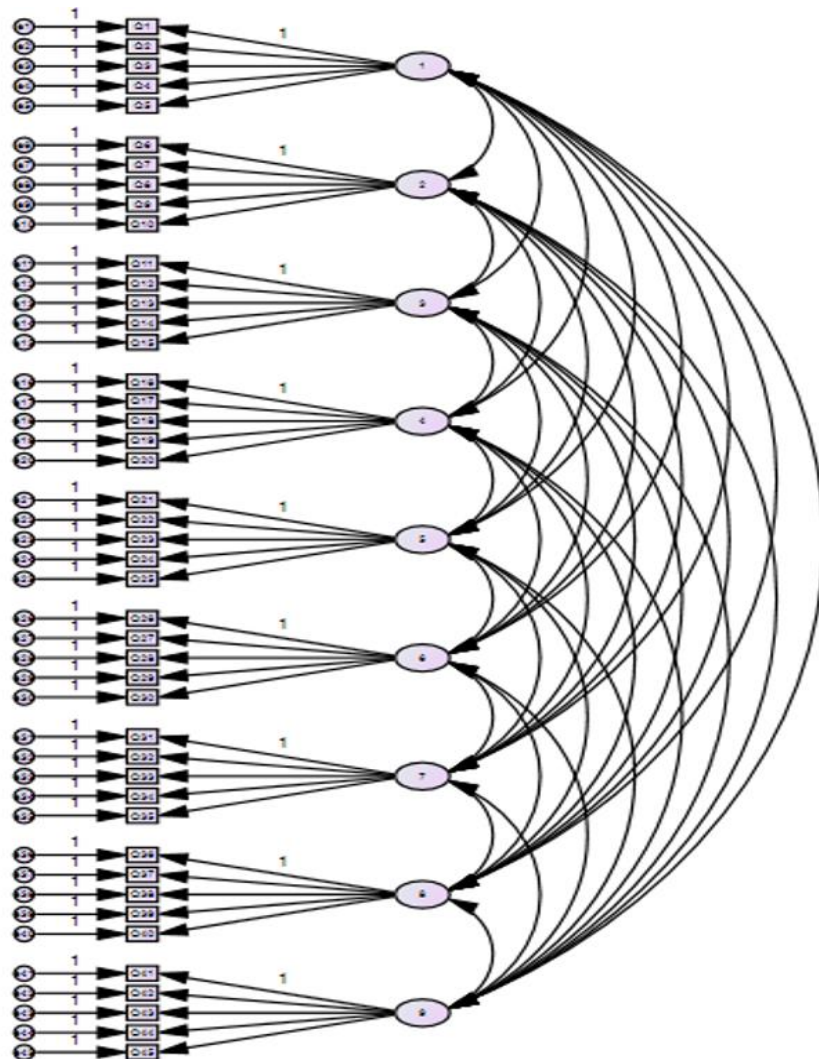
Figure 2: Confirmatory Factor Analysis

5. DATA ANALYSIS AND INTERPRETATION

5.1 Descriptive statistics

Frequencies and percentages are used to describe and explain the data. Demographic variables are presented using frequencies and percentages which demonstrated by tables and figures. Further, minimum, maximum, mean and descriptive statistics are used for the questions as well as the main variables of the study. Following is a discussion of the descriptive statistics used by this study.

5.2 Demographic Variables

5.2.1 Gender

As shown in table (2) the study is based on 200 respondents some of them are males and some others are females. Males make up 56.5 % of the total respondents, while females make up 43.5 %. This means that number of males respondents are little more than females ones; in other words, the study consists of 113 male respondents and 87 female respondents.

Table 2: Gender

	No.	%
Male	113.0	56.5
Female	87.0	43.5
Total	200	100.0

5.2.3 Age

Table (3) demonstrates the age intervals of respondents. It is shown that there are 200 respondents with different age. The study reveals that 33 respondents are aged 20 to 25 year old, 56 respondents are aged between 26 and 30, 73 respondents are of the age between 31 and 35, 24 respondents are aged between 36 and 40, and 41 respondents are over 41 years old.

Table 3: Age

	NO.	%
20-25 year old	33	16.5
26-30 year-old	56	28.0
31-35 year-old	73	36.5
36-40 year-old	24	12.0
41 or more	14	7.0
Total	200	100.0

5.2.4 Education

Table number (4) shows the statistic related to education. It is clear from the table that there are only 9 respondents who hold a Ph.D. degree and they are the least respondents; the majority of the respondents 111 out of 200 respondents are having a Bachelor degree; 37, 28, and 15 respondents hold Diploma, Master and High school degree respectively.

Table 4: Education

	NO.	%
PhD	9	4.5
Masters	28	14.0
Bachelor	111	55.5
Diploma	37	18.5
High school	15	7.5
Total	200	100.0

5.2.5 Experience

Table 5 illustrates the experience of employees who participated in the questionnaire of this study. The table shows that majority of respondents (71 employees) have experience of 10 to 15 years, 44 respondents (employees) have experience between 5 and 10 years, 38 respondents (employees) have experience between 15 to 20 years and 26 respondents (employees) have experience less than 5 years.

Table 5: Experience

	NO.	%
Less than 5	26	13.0
5-10 years	44	22.0
10-or less than 15 years	71	35.5
15-or less than 20 years	38	19.0
20 years or more	21	10.5
Total	200	100.0

5.2.6 Staffing Strategy

Table (6) shows the descriptive statistics of the variables used in the statistical analyses for all respondents. Staffing strategy is measured by five questions that were answered by the respondents. The table below shows the distribution of respondent's scores according to their answers on the statements related to Staffing Strategy variable.

Table 6: Descriptive Statistics of Staffing Strategy

Statement	Mean	Std. Dev.
1. The company develops a job description with input from the manager.	3.7050	1.15527
2. The company develop a detailed and useful set of job requirements with the manager.	3.4550	1.21877
3. The company gather skills information from employees to help you find qualified internal candidates before recruiting from outside.	3.7850	.91266
4. The company document turnover trends to help you predict how many people will leave an organization.	4.0250	.80474
5. HR staffing need to understanding the characteristics of a strategic HR function	3.3700	1.36838
Total	**3.4800**	**1.22355**

Table (6) reveals that there are positive attitudes toward statements related to Staffing Strategy, because their means are above the standard mean. Which mean that most of the respondents

agree about the given questions related to staffing strategy. The highest value is represented by statement number (4) which stated "The company document turnover tends to help you predict how many people will leave an organization" with mean equal (4.02), then statement number (3) is coming next, and then statement number (1) and (2) respectively, while the lowest mean value is presented by statement number (5) which stated "HR staffing need to understanding the characteristics of a strategic HR function" with mean equal (3.37) on a five-point Likert scale.

5.2.7 Developmental Strategy

Table (7) shows the descriptive statistics of the variables used in the statistical analyses for all respondents. This table shows the distribution of respondent's scores according to their answers on the statements related to Developmental Strategy variable.

Table 7: Descriptive Statistics of Developmental Strategy

Statement	Mean	Std. Dev.
6. Human Resource Development helping employees develop their personal and organizational skills, knowledge, and abilities.	3.6900	1.08619
7. HRD is one of the most significant opportunities that employees seek when they consider you as an employer.	3.8450	.86876
8. Human Resource Development includes such opportunities as employee training, employee career development	3.4850	1.02716
9. The focus of all aspects of Human Resource Development is on developing the most superior workforce	3.9250	.90191
10. Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort.	3.7000	.96157
Total	**3.4650**	**1.01683**

The table reveals that there are positive attitudes toward statements related to Developmental Strategy because their means are above the standard mean. The highest value has been represented by statement number (9) which stated "The focus of all aspects of Human Resource Development is on developing the most superior workforce" with mean equal (3.92), then statement number (7) is coming second, and then statement number (10) and (6) respectively, while the lowest mean value represented by statement number (8) which stated "Human Resource Development includes such opportunities as employee training, employee career development" with mean equal (3.48) on a five-point Likert scale.

5.2.8 Compensation Strategy

Table (8) reveals that there are positive attitudes toward statements related to Compensation Strategy, because their means are above the standard mean, The highest value has been represented by statement number (15) which stated "The HR Strategy has to be always designed and developed with having the respect to the situation in the compensation area in the organization" with mean equal (4.11), then statement number (14) and (13) are coming second and third respectively, while the lowest mean value is presented by statement number (12) which stated "The compensation strategy is derived from the HR Strategy" with mean equal (3.39) on a five-point Likert scale.

Table 8: Descriptive Statistics of Compensation Strategy

Statement	Mean	Std. Dev.
11. The compensation strategy is extremely important as the right compensation strategy helps to build the effective and competitive organization.	3.4950	1.02725
12. The compensation strategy is derived from the HR Strategy.	3.3950	1.01693
13. The compensation strategy is the strategy, which is approved by the Board of the organization as the owner of the compensation	3.8400	.95339
14. The compensation strategy has to be in line with the business and HR Strategies	3.8500	.86093
15. The HR Strategy has to be always designed and developed with having the respect to the situation in the compensation area in the organization.	4.1100	.91767
Total	**3.8350**	**.95516**

5.2.9 Systemic Thinking

Table (9) shows the distribution of respondent's scores according to their answers on the statements related to Systemic Thinking variable. Table (4.10) reveals that there are positive attitudes toward statements related to Systemic Thinking because their means are above the standard mean.

Table 9: Descriptive Statistics of Systemic Thinking

Statement	Mean	Std. Dev.
16. Well-designed human resources ensure organizational success.	3.8700	.92595
17. Systems thinking help human resource management initiatives to ensure that all aspects of the organization are working cooperatively.	3.7800	1.08512
18. Systems thinking should be applied to organization design and management	3.6950	.93614
19. Systems thinking is an approach to problem-solving that sees complex entities as a series of components with each part interacting with and influencing the rest.	3.6800	.92296
20. systems thinking shouldn't be the preserve of a select group of senior leaders	3.6900	1.01936
Total	**3.6800**	**.93379**

The highest value has been represented by statement number (16) which stated "well-designed human resources ensure organizational success" with mean equal (3.87), then statement number (17) is coming second followed by statement number (18) and (20) respectively, while the lowest mean value presented by statement number (19) which stated "Systems thinking is an approach to problem-solving that sees complex entities as a series of components with each part interacting with and influencing the rest" with mean equal (3.68) on a five-point Likert scale.

5.2.10 Future Vision

Table (10) shows the distribution of respondent's scores according to their answers on the statements related to Future Vision variable. Table (10) reveals that there are positive attitudes toward statements related to Future Vision because their means are above the standard mean.

Table 10: Descriptive Statistics of Future Vision

Statement	Mean	Std. Dev.
21. Employers are increasingly searching for innovative offerings to address their employees' demands	3.8050	1.14610
22. Vision care schemes can play a major role in employee benefit programs.	3.7200	.90315
23. Thorough Vision Company can increase employee health awareness, leading to a healthier and more productive workforce.	3.5450	.85536
24. A vision statement describes the company as it would appear in a future successful state.	3.5200	.91860
25. It creates a mental image of the future state that the company wishes to achieve.	3.6450	.99191
Total	**3.5000**	**.91333**

The highest value been represented by statement number (21) which stated "Employers are increasingly searching for innovative offerings to address their employees' demands" with mean equal (3.80), followed by statement number (22), (25) and (23) respectively, while the lowest mean value was presented by statement number (24) which stated "A vision statement describes the company as it would appear in a future successful state" with mean equal (3.52) on a five-point Likert scale.

5.2.11 Motivation

Table (11) shows the distribution of respondent's scores according to their answers on the statements related to Motivation variable. Table (11) reveals that there are positive attitudes toward statements related to Motivation, because their means are above the standard mean.

Table 11: Descriptive Statistics of Motivation

Statement	Mean	Std. Dev.
26. Motivation is one of the most important concepts in HR	3.5500	.97068
27. The companies spend humungous amounts of money in arranging for training sessions and recreational events to motivate the employees.	3.4000	1.08900
28. HR managers stress on the employees having high levels of motivation to get the job done	3.6600	.90471
29. workplace motivation instills pride and a desire to excel	3.6350	.92523
30. Increasing motivation requires company to pinpoint the exact areas of needed improvement.	3.5200	.93486
Total	**3.6450**	**.90169**

The highest value has been represented by statement number (28) which stated "HR managers stress on the employees having high levels of motivation to get the job done" with mean equal (3.66), then statement number (29) which is coming second, and then statement number (26) and (30) respectively, while the lowest mean value presented by statement number (27) which

stated "The companies spend humungous amounts of money in arranging for training sessions and recreational events to motivate the employees" with mean equal (3.40) on a five-point Likert scale.

5.2.12 Job analysis Application

Table (12) shows the distribution of respondent's scores according to their answers on the statements related to Job analysis Application variable. Table (12) reveals that there are positive attitudes toward statements related to Job analysis Application, because their means are above the standard mean.

Table 12: Descriptive Statistics of Job analysis Application

Statement	Mean	Std. Dev.
31. Job analysis Applications help computerized job to develop a different job descriptions.	3.6850	.94352
32. Job analysis Applications help computerized job to put a different job descriptions.	3.9000	.97197
33. Job analysis Applications are computerized analysis functions that are important in determining the required functions within the organizational structure of the company.	3.9350	.89711
34. The company relies heavily on special applications analysis functions.	3.7300	1.01104
35. Company Follow applications and software for analyzing jobs.	3.8000	.90226
Total	3.7100	1.01045

The highest value been represented by statement number (33) which stated "Job analysis Applications are computerized analysis functions that are important in determining the required functions within the organizational structure of the company" with mean equal (3.93), while the lowest mean value presented by statement number (31) which stated "Job analysis Applications help computerized job to develop a different job descriptions" with mean equal (3.68) on a five-point Likert scale.

5.2.13 Recruitment application

Table (13) shows the distribution of respondent's scores according to their answers on the statements related to Recruitment application variable. Table (13) reveals that there are positive attitudes toward statements related to Recruitment application, because their means are above the standard mean.

Table 13: Descriptive Statistics of Recruitment application

Statement	Mean	Std. Dev.
36. Recruitment rely on computerized applications dramatically.	3.8100	1.03404
37. Computerized Recruitment applications helps in collecting data appropriately.	3.7200	1.00831
38. Computerized Recruitment applications is common and easy.	3.5950	1.10320
39. Traditional recruitment process is different from computerized recruitment applications.	3.6850	.88299
40. Company continuously updates Computerized Recruitment applications.	3.8400	.93744
Total	3.6700	.88602

The highest value been represented by statement number (40) which stated "Company continuously updates Computerized Recruitment applications" with mean equal (3.84), followed by statement number (36) and (37) that are coming second and third highest values, and then statement number (39), while the lowest mean value presented by statement number (38) which stated "Computerized Recruitment applications is common and easy" with mean equal (3.59) on a five-point Likert scale.

5.2.14 Performance appraisal application

Table (14) shows the distribution of respondent's scores according to their answers on the statements related to Performance appraisal application variable. Table (14) reveals that there are positive attitudes toward statements related to Performance appraisal application, because their means are above the standard mean.

Table 14: Descriptive Statistics of Performance appraisal application

Statement	Mean	Std. Dev.
41. Methods of performance appraisal applications based on computerized applications that fit well with nature of work.	3.7650	.85641
42. More than one application is used for evaluation.	3.6700	.93567
43. Evaluation in company take place periodically through a computerized application.	3.8100	.80445
44. Scientific methods are used to evaluate computerized applications.	3.8800	.91641
45. Criteria must be followed in evaluating multi-applications in order to fit well together.	3.9100	.88647
Total	**3.8850**	**.91979**

The highest value been represented by statement number (45) which stated "Criteria must be followed in evaluating multi-applications in order to fit well together" with mean equal (3.91), statement number (44) is coming the second highest, and then statement number (43) and (41) respectively, while the lowest mean value presented by statement number (42) which stated "More than one application is used for evaluation" with mean equal (3.67) on a five-point Likert scale.

5.2.15 All Variables

Table (15) shows the descriptive statistics for study model variables which include independent variable which is strategic human resource management and represented by (Staffing Strategy, Developmental Strategy, Compensation Strategy) and dependent variable which is strategic intelligence and represented by (Systemic Thinking, Future Vision, Motivation) and the moderator variable which is human resource management system and represented by (Job Analysis Application, Recruitment Application, Performance Appraisal Application).

The result reveals that there are positive attitudes toward the study model in general because all variables have a positive mean and above the standard mean.

The result reflects a positive attitude toward the study sample, model and all variables which can be classified according to its mean, as follows:

1. Performance Appraisal Application (M= 3.88).

2. Compensation Strategy (M= 3.83).

3. Job Analysis Application (M= 3.71).

4. Recruitment Application (M= 3.67).

5. Systemic Thinking (M= 3.68).

6. Motivation (M= 3.64).

7. Future Vision (M= 3.50).

8. Staffing Strategy (M= 3.48).

9. Developmental Strategy (M=3.46).

Table 15: Descriptive Statistics for the Study Model

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Staffing Strategy.	200	1.00	5.00	3.4800	1.22355
Developmental Strategy.	200	1.00	5.00	3.4650	1.01683
Compensation Strategy	200	2.00	5.00	3.8350	.95516
Systemic Thinking.	200	1.00	5.00	3.6800	.93379
Future Vision.	200	1.00	5.00	3.5000	.91333
Motivation	200	1.00	5.00	3.6450	.90169
Job Analysis Application.	200	2.00	5.00	3.7100	1.01045
Recruitment Application	200	2.00	5.00	3.6700	.88602
Performance Appraisal Application	200	1.00	5.00	3.8850	.91979

5.3 Pearson`s Correlation Coefficients Matrix for the Study Model

Correlation coefficient indicates both magnitude and the direction of linear relationship between all variables of human resource management system, strategic human resource management, and strategic intelligence of Kareem hyper marketin Jordan. Table (15) indicates the correlation matrix between the independent variable which is strategic human resource management that is represented by (Staffing Strategy, Developmental Strategy and Compensation Strategy) and dependent variable which is strategic intelligence and represented by (Systemic Thinking, Future Vision and Motivation) and the moderation variable which is human resource management system and represented by (Job Analysis Application, Recruitment Application and Performance Appraisal Application).

Table 16: Correlation Matrix

Variables	Job Analysis Application	Recruitment application	Performance Analysis Appraisal	Staffing Strategy	Development Strategy	Compensation Strategy	Systematic Thinking	Future Vision	Motivation
Job Analysis Application	1								
Recruitment application	.460***	1							
Performance Analysis Appraisal	.294***	.448***	1						
Staffing Strategy	.386***	.296***	.301***	1					
Development Strategy	.272***	.208***	.351***	.330***	1				
Compensation Strategy	.298***	.289***	.374***	.479***	.376***	1			
Systematic Thinking	.501***	.352***	.367***	.412***	.316***	.408***	1		
Future Vision	.322***	.281***	.327***	.458***	.141***	.215***	.415***	1	
Motivation	.530***	.400***	.384***	.613***	.321***	.418***	.456***	.423***	1

5.4   Results Estimation

5.4.1   Results estimation of the impact of independent variables on dependent variables

5.4.1.1 Impact of strategic human resource management (SHRM) on strategic intelligence

The results indicate that the respondents perceive that staffing strategy, developmental strategy and compensation strategy contribute to strategic intelligence in Alhikmah Pharmaceutical companies in Jordan. This leads to reject $H_0 1a$ which states that "There is no significant impact staffing strategy on strategic intelligence.", Further, $H_0 1b$ which states that "There is no significant impact developmental strategy on strategic intelligence" is rejected. Similarly, $H_0 1c$ which states that "There is no significant of compensation strategy on strategic intelligence." is also rejected.

Table 17: Multiple Regression Model of the Impact of Strategic Human Resource Management on Strategic Intelligence

$Strategic\ Intelligence_{it} = \alpha_i + \beta_1 StaffingStrategy_{it} + \beta_2 DevelopmentalStrategy_{it} + \beta_3 CompensationStrategy_{it} + \varepsilon_{it}$ (1)							
Model	**Unstandardized. Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**Collinearity Statistics**	
	B	**Std. Error**	**Beta**			**Tolerance**	**VIF**
(Constant)	1.622	.212		7.666	0.00		
$StaffingStrategy$	.336	.041	.516	8.197	0.00***	.745	1.343
$DevelopmentalStrategy$	.087	.052	.100	1.668	0.09*	.829	1.206
$CompensationStrategy$	.125	.052	.154	2.394	0.02**	.717	1.394
R Square							.421
Adjusted R Square							.412
Sig. F Change							0.000
Durbin-Watson							2.024
Note: *** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.							

5.4.1.2 Impact of strategic human resource management (SHRM) on systematic thinking

The results suggest that the employees in Alhikmah Pharmaceutical companies in Jordan perceive a positive perceptions towards the impact strategic human resource management (staffing strategy, developmental strategy and compensation strategy) on systematic thinking. This indicate that the employees perceive that there is a positive and significant impact of all dimensions of strategic human resource management; staffing strategy, developmental strategy and compensation strategy on systematic thinking in Alhikmah Pharmaceutical companies in

Jordan which also means that staffing strategy, developmental strategy and compensation strategy contribute to strategic thinking by systematic thinking in Alhikmah Pharmaceutical companies in Jordan. Accordingly $H_0 2a$ is reject which states that "There is no significant impact staffing strategy on systematic thinking.", Further, $H_0 2b$ which states that "There is no significant impact developmental strategy on systematic thinking" is rejected. Similarly, $H_0 2c$ which states that "There is no significant of compensation strategy on systematic thinking." is also rejected.

Table 18: Multiple Regression Model of the Impact of Strategic Human Resource Management on Systematic Thinking

$SystematicThinking_{it} = \alpha_i + \beta_1 StaffingStrategy_{it} + \beta_2 DevelopmentalStrategy_{it} + \beta_3 CompensationStrategy_{it} + \varepsilon_{it}$ (2)

Model	Unstandardized. Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.390	.318		4.367	.000		
$StaffingStrategy$	.217	.062	.253	3.520	.00	.745	1.343
$DevelopmentalStrategy$	.168	.079	.146	2.137	.03	.829	1.206
$CompensationStrategy$	.248	.078	.232	3.166	.00	.717	1.394
R Square							.25
Adjusted R Square							.23
Sig. F Change							0.000
Durbin-Watson							2.13
Note: *** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.							

5.4.1.3 Impact of strategic human resource management (SHRM) on future vision

The results indicate that the employees in Alhikmah Pharmaceutical companies in Jordan perceive that among the measures of strategic human resource management only staffing strategy has significant positive impact on future vision. This also indicates that the employees in Alhikmah Pharmaceutical companies in Jordan perceive positive perception towards staffing strategy and its relation to future vision. Further, they perceive that both developmental strategy and compensation strategy as components of strategic human resource management do not contribute to the future vision in in Alhikmah Pharmaceutical companies in Jordan. Hence, $H_0 3a$ which states that "There is no significant impact staffing strategy on future vision." is rejected. However, $H_0 3b$ which states that "There is no significant impact developmental strategy on future vision." is accepted. Similarly, $H_0 3c$ which states that "There is no significant of compensation strategy on future vision." is also accepted.

Table 19: Multiple Regression Model of the Impact of Strategic Human Resource Management on Future Vision

$Future\ Vision_{it} = \alpha_i + \beta_1 StaffingStrategy_{it} + \beta_2 DevelopmentalStrategy_{it} + \beta_3 CompensationStrategy_{it} + \varepsilon_{it}$ (3)

Model	Unstandardized. Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.270	.320		7.083	.000		
$StaffingStrategy$	.391	.062	.462	6.284	.000	.745	1.343
$DevelopmentalStrategy$	-.012	.079	-.010	-.150	.881	.829	1.206
$CompensationStrategy$	-.003	.079	-.003	-.038	.969	.717	1.394
R Square							.21
Adjusted R Square							.20
Sig. F Change							0.000
Durbin-Watson							1.95
Note: *** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.							

5.4.1.4 Impact of strategic human resource management (SHRM) on motivation

The results indicate that the respondents perceive that both staffing strategy and compensation strategy contribute to strategic intelligence as measured by motivation in Alhikmah Pharmaceutical companies in Jordan however, they perceive that developmental strategy does not contribute to motivation as a dimension of strategic intelligence in Alhikmah Pharmaceutical companies in Jordan. This leads to reject H_04a which states that "There is no significant impact staffing strategy on motivation". However, H_04b which states that "There is no significant impact developmental strategy on motivation." is accepted. Further, H_04c which states that "There is no significant of compensation strategy on motivation" is rejected.

Table 20: Multiple Regression Model of the Impact of Strategic Human Resource Management on Motivation

$Motivation_{it} = \alpha_i + \beta_1 StaffingStrategy_{it} + \beta_2 DevelopmentalStrategy_{it} + \beta_3 CompensationStrategy_{it} + \varepsilon_{it}$ (4)

Model	Unstandardized. Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.206	.256		4.708	.000		
$StaffingStrategy$	.401	.050	.516	8.075	.000	.745	1.343
$DevelopmentalStrategy$	.106	.063	.101	1.667	.10	.829	1.206
$CompensationStrategy$	.129	.063	.133	2.046	.042	.717	1.394
R Square							.40
Adjusted R Square							.40
Sig. F Change							0.000
Durbin-Watson							2.10
Note: *** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.							

5.4.2 Moderating impact

The results show that there is no significant impact of developmental strategy on future vision at any level of significance 1%, 5% and 10% (P value = 0.37 > 0.10). Similarly, the moderating variable; job analysis application exhibits insignificant impact on future vison (P value = 0.16 > 0.10). Further, the results reveal that the interaction between both independent variable; developmental strategy and the moderating variable; job analysis application has no statistical significant impact on the dependent variable; future vision (P value = 0.45 > 0.10). The results suggest that there is no moderation effect of job analysis application between both developmental strategy and future vision. The results also indicates that the employees in Alhikmah Pharmaceutical companies in Jordan perceive that human resource management system does not moderate the relationship between both developmental strategy as a dimension of strategic human resource management system and future vision as a dimension of strategic intelligence. This leads to accept H_05a which states that "There is no significant moderation effect of job analysis application on the relationship between developmental strategy and future vision."

Table 21: Multiple Regression Model of Moderating effect of Job Analysis Application on the relationship between Developmental Strategy and Future Vision

$FutureVison_{it} = \alpha_i + \beta_1 DevelopmentalStrategy_{it} + \beta_2 JobAnalysisApplication_{it} + \beta_3 DevelopmentalStrategy_{it} x JobAnalysisApplication_{it} + \varepsilon_{it}$ (5)						
Model	**Coeff**	**Std. Error**	**T**	**P Value**	**LLCI**	**ULCI**
(Constant)	.7387	1.8687	.3953	.6931	-2.9466	4.4239
DevelopmenalStrategy	.4177	.4683	.8919	.3735	-.5058	1.3411
JobAnalysisApprisal	.7170	.5101	1.4057	.1614	-.2889	1.7229
DevelopmenalStrategy x JobAnalysisApprisal	-.0966	.1265	-.7638	.4459	-.3461	.1529
R Square						0.33
Adjusted R Square						0.11
P Value						0.000
*** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.						

5.4.2.1 Moderating effect of recruitment application on the relationship between Developmental Strategy and Future Vision

The results in Table (21) demonstrate an estimation of regression analysis of the moderation effect of recruitment application between both developmental strategy and future vision. P value of the overall model indicates that the model is fit with a significance level of 1% (sig. = 0.000 < 0.01) and confidence interval of 99%. The adjusted R squared is 9% which indicates that independent variable, moderating variable and the interaction between both moderation and independent variables contribute only 9% of the variability of the dependent variable.

Table 22: Multiple Regression Model of Moderating effect of Recruitment application on the relationship between Developmental Strategy and Future Vision

$FutureVison_{it} = \alpha_i + \beta_1 DevelopmentStrategy_{it} +$ $\beta_2 RecruitmentApplication_{it} + \beta_3 DevelopmentalStrategy_{it} x\ RecruitmentApplication_{it} + \varepsilon_{it}$ (6)						
Model	**Coeff**	**Std. Error**	**T**	**P Value**	**LLCI**	**ULCI**
(Constant)	3.8500	1.7995	2.1394	.0336	.3011	7.3989
DevelopmentalStrategy	-.2849	.4697	-.6065	.5449	-1.2113	.6415
RecruitmentApplication	-.1655	.4935	-.3354	.7377	-1.1387	.8077
DevelopmenalStrategy x RecruirtmentApplication	.1056	.1276	.8274	.4090	-.1461	.3573
R Square						0.30
Adjusted R Square						0.09
P Value						0.000
*** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.						

The results suggest that there is no moderation effect of recruitment application between both developmental strategy and future vision. The results also suggest that the employees in Alhikmah Pharmaceutical companies in Jordan perceive that human resource management system does not moderate the relationship between both developmental strategy as a dimension of strategic human resource management system and future vision as a dimension of strategic intelligence. Hence, H_05b which states that "There is no significant moderation effect of recruitment application on the relationship between developmental strategy and future vision." is accepted.

5.4.2.2 Moderating impact of Performance appraisal application on the relationship between Developmental Strategy and Future Vision

The results also indicate that the employees in Alhikmah Pharmaceutical companies in Jordan perceive that performance appraisal application as a dimension of human resource management system moderate and strengthens the relationship between both developmental strategy as a dimension of strategic human resource management system and future vision as a dimension of strategic intelligence. Accordingly, H_05c which states that "There is no significant moderation effect of performance appraisal application on the relationship between developmental strategy and future vision" is rejected.

Table 23: Multiple Regression Model of Moderating effect of Performance appraisal application on the relationship between Developmental Strategy and Future Vision

$FutureVison_{it} = \alpha_i + \beta_1 DevelopmentalStrategy_{it} + \beta_2 PerformanceAppraisalApplication_{it} + \beta_3 DevelopmentalStrategy_{it} x PerformanceAppraisalApplication_{it} + \varepsilon_{it}$ (7)						
Model	**Coeff**	**Std. Error**	**T**	**P Value**	**LLCI**	**ULCI**
(Constant)	-2.4815	1.8954	-1.3092	.1920	-6.2196	1.2566
$DevelopmentalStrategy$	1.3159	.5252	2.5056	.0130	.2802	2.3517
$PerformanceAppraisalApplication$	1.5493	.4851	3.1936	.0016	.5926	2.5060
$DevelopmenalStrategy\ x\ PerformanceAppraisalApplication$	-.3271	.1324	-2.4708	.0143	.5882	.0660
R Square						0.37
Adjusted R Square						0.14
P Value						0.000
*** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.						

5.4.2.3 Moderating Impact of Job Analysis Application on the relationship between Compensation Strategy and Future Vision

The results also indicates that the employees in Alhikmah Pharmaceutical companies in Jordan perceive that human resource management system does not moderate the relationship between both compensation strategy as a dimension of strategic human resource management system and future vision as a dimension of strategic intelligence. This leads to accept H$_0$5d which states that "There is no significant moderation effect of job analysis application on the relationship between compensation strategy and future vision."

Table 24: Multiple Regression Model of Moderating effect of Job Analysis Application on the relationship between Compensation Strategy and Future Vision

$FutureVison_{it} = \alpha_i + \beta_1 CompensationStrategy_{it} + \beta_2 JobAnalysisApplication_{it} + \beta_3 CompensationStrategy_{it} x JobAnalysisApplication_{it} + \varepsilon_{it}$ (8)						
Model	**Coeff**	**Std. Error**	**T**	**P Value**	**LLCI**	**ULCI**
(Constant)	4.2293	2.0146	2.0994	.0371	.2563	8.2023
$CompensationStrategy$	-.4488	.5194	-.8641	.3886	-1.4731	.5755
$JobAnalysisApplication$	-.2958	.5343	-.5535	.5805	-1.3495	.7580
$CompensationStrategy\ x\ JobAnalysisApplicatio$	.1550	.1360	1.1391	.2561	-.1133	.4232
R Square						0.35
Adjusted R Square						0.13
P Value						0.000
*** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.						

5.4.2.4 Moderating Impact of recruitment application on the relationship between Compensation Strategy and Future Vision

The results in Table (25) demonstrate an estimation of regression analysis of the moderation effect of recruitment application between both compensation strategy and future vision. P value of the overall model indicates that the model is fit with a significance level of 1% (sig. = 0.000

< 0.01) and confidence interval of 99%. The adjusted R squared is 13% which indicates that independent variable, moderating variable and the interaction between both moderation and independent variables contribute only 13% of the variability of the dependent variable. Further, the upper and lower levels are presented in the model which indicates a significant results of the models estimated.

Table 25: Multiple Regression Model of Moderating effect of Recruitment application on the relationship between Compensation Strategy and Future Vision

$FutureVison_{it} = \alpha_i + \beta_1 CompensationStrategy_{it} + \beta_2 Recruitment_{it} + \beta_3 CompensationStrategy_{it} x\ RecruitmentAnalysis_{it} + \varepsilon_{it}$ (9)						
Model	**Coeff**	**Std. Error**	**T**	**P Value**	**LLCI**	**ULCI**
(Constant)	7.0970	1.8299	3.8785	.0001	3.4883	10.7058
$CompensationStrategy$	-1.1469	.4906	-2.3375	.0204	-2.1145	-.1793
$RecuirementApplication$	-1.0651	.4828	-2.2063	.0285	-2.0172	-.1130
$CompensationStrategy\ x\ Recuirementpplication$	.3422	.1277	2.6798	.0080	.0904	.5940
R Square						0.36
Adjusted R Square						0.13
P Value						0.000

The results also suggest that the employees in Alhikmah Pharmaceutical companies in Jordan perceive that human resource management system moderates the relationship between both compensation strategy as a dimension of strategic human resource management system and future vision as a dimension of strategic intelligence. Accordingly, H_05f which states that "There is no significant moderation effect of recruitment application on the relationship between compensation strategy and future vision." is rejected

5.4.2.5 Moderating effect of Performance appraisal application on the relationship between Compensation Strategy and Future Vision

This suggest that there is no moderation effect of performance appraisal application on the relationship between compensation strategy and future vision. The results also indicate that the employees in Alhikmah Pharmaceutical companies in Jordan perceive that performance appraisal application as a dimension of human resource management system does not moderate and strengthens the relationship between both compensation strategy as a dimension of strategic human resource management system and future vision as a dimension of strategic intelligence. Hence, H_05g which states that "There is no significant moderation effect of performance appraisal application on the relationship between compensation strategy and future vision." is accepted.

Table 26: Multiple Regression Model of Moderating effect of Performance appraisal application on the relationship between Compensation Strategy and Future Vision

$FutureVision_{it} = \alpha_i + \beta_1 CompensationStrategy_{it} + \beta_2 PerformanceAppraisalApplication_{it} + \beta_3 CompensationStrategy_{it} \, x \, PerformanceAppraisalApplication_{it} + \varepsilon_{it}$ (10)

Model	Coeff	Std. Error	T	P Value	LLCI	ULCI
(Constant)	4.3999	2.0536	2.1426	.0334	.3500	8.4498
$CompensationStrategy$	-.5444	.5497	-.9904	.3232	-1.6284	.5396
$PerformanceAppraisalApplication$	-.2932	.5259	-.5575	.5778	-1.3303	.7439
$CompensationStrategy \, x \, PerofrmanceAppraisalApplication$	.1672	.1385	1.2074	.2287	-.1059	.4402
R Square						0.35
Adjusted R Square						0.12
P Value						0.000
*** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.						

5.4.2.6 Moderating Impact of Job Analysis Application on the relationship between Developmental Strategy and Motivation

The results also indicate that the employees in Alhikmah Pharmaceutical companies in Jordan perceive that job analysis application as a dimension of human resource management system moderate and strengthens the relationship between both developmental strategy as a dimension of strategic human resource management system and motivation as a dimension of strategic intelligence however, this moderating effect seems to be weak. Accordingly, H_05h which states that "There is no significant moderation effect of job analysis application on the relationship between compensation strategy and motivation." is rejected.

Table 27: Multiple Regression Model of Moderating effect of Job Analysis Application on the relationship between Developmental Strategy and Motivation

$Motive_{it} = \alpha_i + \beta_1 DevelopmentStrategy_{it} + \beta_2 JobAnalysisApplication_{it} + \beta_3 DevelopmentStrategy_{it} \, x \, JobAnalysisApplication_{it} + \varepsilon_{it}$ (11)

Model	Coeff	Std. Error	T	P Value	LLCI	ULCI
(Constant)	4.1901	1.4911	2.8101	.0055	1.2495	7.1306
$DevelopmentalStrategy$	-.6037	.3736	-1.6159	.1077	-1.3406	.1331
$Job AnalysisApplication$	-.4029	.4070	-.9898	.3235	-1.2055	.3998
$DevelopmentalStrategy \, x \, JobAnalysisApplication$	.2204	.1009	2.1830	.0302	.0213	.4194
R Square						0.58
Adjusted R Square						0.33
P Value						0.000
*** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.						

5.4.2.7 Moderating effect of Recruitment application on the relationship between Developmental Strategy and Motivation

The results in table (28) provides an estimation of regression model of moderating effect of recruitment application on the relationship between developmental strategy and motivation. Developmental strategy is an independent variable, recruitment application is a moderating variable, developmental strategy X recruitment application is the interaction between the independent and moderating variable and motivation is the dependent variable. Overall, the results show that the model is fit with a significance level of 1% (P value = 0.000 < 0.01). Further, the results show that the adjusted R squared is 26% suggesting that the variables in the model contribute about 26% of the variability in the dependent variable; motivation.

Table 28: Multiple Regression Model of Moderating effect of Recruitment application on the relationship between Developmental Strategy and Motivation

$Motivation_{it} = \alpha_i + \beta_1 DevelopmentalStrategy_{it} + \beta_2 RecuirementApplication_{it} + \beta_3 DevelopmentalStrategy_{it} \times RecuiremantApplication_{it} + \varepsilon_{it}$ (12)

Model	Coeff	Std. Error	T	P Value	LLCI	ULCI
(Constant)	6.3956	1.4909	4.2897	.0000	3.4553	9.3358
DevelopmentStrategy	-1.0249	.3892	-2.6334	.0091	-1.7924	-.2574
Recuirement Analysis	-1.0658	.4088	-2.6069	.0098	-1.8720	-.2595
DevelopmentStrategy x Recuirement Analysis	.3543	.1057	3.3505	.0010	.1457	.5628
R Square						0.51
Adjusted R Square						0.26
P Value						0.000
Note: *** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.						

The results also indicate that the employees in Alhikmah Pharmaceutical companies in Jordan perceive that recruitment application as a dimension of human resource management system moderate and strengthens the relationship between both developmental strategy as a dimension of strategic human resource management system and motivation as a dimension of strategic intelligence. This leads to reject H_05i which states that "There is no significant moderation effect of recruitment application on the relationship between compensation strategy and motivation."

5.4.2.8 Moderating effect of Performance appraisal application on the relationship between Developmental Strategy and Motivation

This suggest that there is no moderation effect of performance appraisal application on the relationship between developmental strategy and motivation. The results also indicate that the employees in Alhikmah Pharmaceutical companies in Jordan perceive that performance appraisal application as a dimension of human resource management system does not moderate and strengthens the relationship between both developmental strategy as a dimension of strategic human resource management system and motivation as a dimension of strategic intelligence. Hence, H_05j which states that "There is no significant moderation effect of

performance appraisal application on the relationship between compensation strategy and motivation." is accepted.

Table 29: Multiple Regression Model of Moderating effect of Performance appraisal application on the relationship between Developmental Strategy and Motivation

$Motivation_{it} = \alpha_i + \beta_1 DevelopmentalStrategy_{it} + \beta_2 PerformanceAppraisalApplication_{it} + \beta_3 Developmental\text{Strategy}_{it} \text{x PerformanceAppraisalApplication}_{it} + \varepsilon_{it}$ (13)

Model	Coeff	Std. Error	T	P Value	LLCI	ULCI
(Constant)	2.6902	1.6889	1.5929	.1128	-.6405	6.0208
DevelopmentalStrategy	-.1188	.4680	-.2539	.7998	-1.0417	.8040
PerformanceAppraisalApplication	.0159	.4322	.0367	.9708	-.8366	.8683
DevelopmentalStrategy x PerofrmanceAppraisalApplication	.0871	.1180	.7385	.4611	-.1455	.3198
R Square						0.44
Adjusted R Square						0.19
P Value						0.000
** is significant at the level of 1%, ** is significant at the level of 5% and * is significant at the level of 10%.						

6. CONCLUSION

The study main goal is to examine the role of human resource management system in the relationship between strategic human resource management and strategic intelligence of Kareem hyper market Co in Jordan. The independent variable is strategic human resource management which consist of (Staffing Strategy, Developmental Strategy, Compensation Strategy) and the dependent variable is strategic intelligence which consist of (Systemic Thinking, Future Vision, Motivation) and the intermediate variable is human resource management system which consist of (Job Analysis Application, Recruitment Application, Performance Appraisal Application).

The study indicated that Strategic HRM is includes a process that involves the use of overarching approaches to the developmental of HR strategies which make organizations can face competition between them, taking more market, more customers, more sales, etc., and because rapid changes stemming from advancement of information systems, globalization and other factors have caused higher competition.

The study reported that Human capital is the most important resource of the organizations at present, due to the rare characteristics it enjoys, especially its scarcity and the difficulty of simulating or imitating it by the competitors, which is reflected in the monopoly of the organization, and then distinguish them from organizations to others.

The study reported that successful management of human resources starts with the right choice and strategies. The right choice of human resources is the starting point in an effective management system. Management is therefore interested in selecting individuals with mental skills, creativity skills and social skills. Individuals who are culturally compatible with the culture of the organization, Intensive training of staff at the beginning of recruitment, forcing

all staff to join the training each year and allocating a budget for training, through stimulation and a working environment, to a sound assessment of performance and developmental in conditions and environment.

The study argues that being in a rapidly changing world needs to make events smarter and creative. Therefore, the organizations work to assess their strategic intelligence, lead production processes, strengthen R & D activities, and provide the necessary resources for organizations to remain strong and highly competitive with other organizations.

SHRM defined as a managerial orientation that ensures that human resources are employed in a manner conducive to the attainment of organizational goals and mission. Strategic Intelligence define as a concept of reach the information by right people so that they can make the right decisions about the future of the organization. HRMS is a joined system hired and used to collect, analyze information and information storage concerning an organization's human resource, this system include and consists of database, software and hardware and computer applications.

Many studies reported a positive statistical relationships between the greater adoption of HR practices and business performance, which enable the HR managers to design programs that will bring forth better operational results to attain higher organizational performance, the traditional sources of success such as product and process technology, protected markets, economies of scale, etc. can still provide competitive leverage but an organization's human resources are more vital for its sustainability

Human resources are the basic wealth of any organization, whether productive or service. Therefore, organizations are working to maximize their human resources by developing them, which ultimately reflects on the quality of performance of the individuals to the best in order to achieve their personal goals and the objectives of the institution.

HRM strategic is concerned with the role human resource management systems play in firm performance and human resource management strategic represents a relatively new transformation in the field of human resource management particularly focusing on the alignment of human resources as a means of gaining competitive advantage. Organizations are becoming aware that successful human resource policies and practices may increase performance in different areas such as productivity, quality and financial performance

The study explore that researchers distinguish in general between three dominant modes of theorizing in the literature on strategic human resource management which are (the universalistic, the contingent and the configurationally). Moreover; the universalistic model is associated with the terms best practice in organization and high performance work practices, and this model has an assumptions or arguments such as that there is a linear relationship between HR practices or systems and organizational performance. And 'best practices' are universally applicable and successful. Also that organizational success is best measured in terms of financial performance indicators like profits, or by market share and sales levels.

The study reported employees work in Kareem hyper market group have positive attitudes toward Staffing Strategy. The sample agree that company develop a detailed and useful set of job requirements with the manager, and the company gather skills information from employees to help you find qualified internal candidates before recruiting from outside.

The study reported employees work in Kareem hyper market group have positive attitudes toward Developmental Strategy. The focus of all aspects of Human Resource Developmental is on developing the most superior workforce and Human Resource Development includes such opportunities as employee training, employee career development.

The study indicated that employees work in Kareem hyper market group have positive attitudes toward Compensation Strategy. The employee work in Kareem hyper market group agree that compensation strategy is the strategy, which is approved by the board of the organization as the owner of the compensation. The employee also agree that compensation strategy has to be in line with the business and HR Strategies.

The study indicated that employees work in Kareem hyper market group have positive attitudes toward dependent variable strategic intelligence (Systemic Thinking, Future Vision, Motivation) and the intermediate variable human resource management system (Job Analysis Application, Recruitment Application, Performance Appraisal Application).

The study concludes that there is statistical significant role of human resource management system in the relationship between strategic human resource management and strategic intelligence of Kareem hyper market in Jordan.

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