

## Exploring the Impact of High-Performance Work Systems on Nurses' Job Performance in Jordan: The Moderating Role of Islamic Work Values

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### Abstract

*The current study investigated the relationship between high-performance work systems (HPWS) and job performance (JP) among nurses in Jordan while examining the moderating role of Islamic work values (IWV). Data from 380 nurses across various healthcare facilities were collected through purposive sampling. The findings revealed a significant positive impact of HPWS on JP among Jordanian nurses. They highlighted the substantial moderating influence of IWV on this relationship, underscoring the enhanced effect of HPWS aligned with Islamic work values. These insights have practical implications for healthcare managers seeking to improve nurses' job performance while considering cultural and religious factors. The study contributes to the discourse on organizational practices, cultural values, and job performance, although limitations include its cross-sectional design and narrow focus. Future research should explore these dynamics across different contexts to further enrich understanding.*

**Keywords:** *high-performance work systems, job performance, nurses, Jordan, Islamic work values.*

### Introduction

In the ever-changing landscape of healthcare, the effectiveness of nurses holds a crucial role in maintaining the quality of patient care and the overall efficiency of healthcare systems. As healthcare organizations aim to improve job performance, the concept of High-Performance Work Systems (HPWS) has garnered significant attention for its potential to optimize employee capabilities and yield better outcomes. In this context, the interaction between HPWS and individual values becomes particularly important, especially within culturally diverse settings. This study investigates the complex relationship between HPWS and job performance among nurses in Jordan. Additionally, it explores how Islamic work values, unique to this cultural context, might moderate this relationship. By delving into these dynamics, this research aims to provide a deeper insight into how organizational strategies and cultural values come together to influence the job performance of nurses in the healthcare sector of Jordan.

High-performance work system (HPWS)

With the advance of globalization, a skilled, flexible and motivated workforce is perceived as a competitive resource that could help to develop organizations' competency sustainably (Evans & Davis, 2015). Based on this opinion, the way to manage the employees, including nurses, has shifted from the earliest 'control employees', highly

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recommended by Taylor's scientific management, to pay more attention to how to recognize the value of each nurse, develop their ability and motivate them in order to make them more willing to become more efficient and productive in hospital. In general, a system of practices intended to achieve better performance outcomes using the work mentioned above path is referred as HPWS.

In the last 20 years, the research of HPWS has been crucial to HRM (Ismail et al., 2016). Human resources studies have frequently suggested that HR systems are focused on either high performance through employee investments or toward a more administrative or controlling purpose to manage employee relations and other personnel issues (Huang et al., 2016). According to research by van Esch, Wei, and Chiang (2018), HPWS has been more successful than fundamental, standard HRM strategies in assisting hospitals to enhance nurse productivity and performance.

Human resource management is highly demanded to upgrade the performance of the whole organization. An organization such as a hospital considers effective practices to enhance their performance through nurse performance. The hospital focuses on high-performance work systems (HPWS) to yield outstanding achievements for nurses. High-performance work systems assume that employees can create a competitive advantage that is difficult for others to imitate and that they can continuously improve for higher performance levels (Pfeffer, 1998). The high-performance work systems refer to a human resource management approach, which creates employees' commitment and involvement to achieve hospital performance without the nurses being controlled by sanctions and pressures (Rana & Javed, 2017).

High-performance work systems (HPWS) have recently been defined as "a group of separate but interconnected human resource (HR) practices designed to enhance employees' skills and effort" (Andersén & Andersén, 2019). High-performance work systems can be applied to improve workplace safety. The HR systems that enhance nurses' competencies, commitment, and productivity are often called "high-performance work systems" (HPWS) (Mihail & Kloutsiniotis, 2016a). Many researchers proved that HPWS creates benefits and are specific ways to maximize employee contributions toward competitive advantage (Fu et al., 2015). High-performance work practices can improve the knowledge, skills and abilities of the hospital's current and potential nurses, increase their motivation, reduce shirking, and enhance the retention of quality nurses while encouraging nonperformers to leave the organization (Mihail & Kloutsiniotis, 2016a). Jyoti and Rani (2019) also proved HPWS practices that enhance the nurses' knowledge, skills, and abilities (KSAs).

A high-performance work system was also more effective in addressing many employees' issues, including nurses (Nasurdin et al., 2018). HPWS differs from HRM practices to include more performance-based, such as (performance-based compensation, development-based recruitment selection, result-oriented performance appraisal and empowerment-based employee relation)(Mihail & Kloutsiniotis, 2016a).

#### a) Performance-Based Compensation

Performance-based compensation refers to the remuneration and reward system used to motivate nurses – this compensation allocated depends on their performance (Newman et al., 2016). Nurses are rewarded based on the value of the job, level of personal contributions, and performance (Nasurdin et al., 2018). Compensation is important to attract, retain, and motivate nurses to contribute to the hospital (Fox & Phillips, 2003). Moreover, compensation offers an opportunity for security, autonomy, recognition, and improved self-worth (Michalik, 2017). A hospital needs to provide adequate compensation as expected by the nurses since they have contributed their time, effort, energy, and labor to help the hospital achieve its goals and objectives (Mielke et al., 2019).

In contrast to traditional HR practices, the performance-based compensation of HPWS will be more effective in motivating employees because of its association with performance. Using this system, the promotion, bonuses, or salary raised are contingent upon their performance, with low performers receiving fewer benefits (Han et al., 2019). This will increase employee motivation to work harder to achieve better performance.

As in Jordan, many nurses experience dissatisfaction with the workload or work conditions, which causes them to resign or migrate to the Gulf or developed countries for better compensation. Thus, performance-based compensation promotion and salaries are tied to their enhanced performance. Consequently, these would increase their job satisfaction and decrease the tendency to resign. They also will work harder when their compensation and promotion are linked to their performance. Under traditional HRM practices, compensation is typically not competitive and not linked to performance. This will cause dissatisfaction and absenteeism as a form of responding to their dissatisfaction. According to Rahim and Cosby (2016), employee turnover intention or absenteeism is a root cause of productivity reduction in organizational performance.

Normally, individual interest is distinctive from the organizational goal. Similarly, nurses' personal objectives and management's hospital goals may go in different ways. By nature, the nurses may pursue outcomes that benefit them personally, which do not necessarily benefit the hospital as a whole (Shah et al., 2018). However, when nurses' and the hospital's goals are aligned through some means, there will be benefits for both of them. Studies have found that when rewards are connected to performance, nurses pursue mutually beneficial outcomes for themselves and the hospital. This, in effect, reduces the desire of nurses to leave their jobs (Taylor et al., 2015). The importance of performance-based compensation that can help the nurses to improve their job performance, when compensations are linked to performance, supervisors do not need to closely supervise to ensure that nurses do the right thing (Nasurdin et al., 2018) moreover The necessary connection of performance helps nurses go out of the way to guarantee that coworkers get the assistance they deserve, that processes and procedures run properly, and that patients feel satisfied (Newman et al., 2016). Connecting compensations to nurse's performance also ensures fairness, increasing the nurse focus in the hospitals and Performance-based compensation ensures that nurses benefit from enhancing their performance (Mielke et al., 2019).

#### b) Development-Based Recruitment and Selection

The organization that hires employees under HPWS will have a better quality workforce (Heffernan & Dundon, 2016) as they were recruited using careful procedures. Especially for nurses, more is needed to have a good education level, experience and abilities. It especially needs values to fit with nurses' jobs, such as the value of caring, compensation, patience, competence, etc. The success of a hospital depends on choosing the right candidate for the right job. While recruiting such a candidate for a particular job, the hospital promotes individual nurses' success in terms of their job satisfaction and the hospital's benefits in terms of an increase in productivity or superior quality of services (Obeidat et al., 2016). Only competent candidates for the job may positively influence performance.

In contrast, a vigorous selection and recruitment policy, which considers candidates' traits and long-term commitment potential, can find a suitable candidate for the organization (Winarto, 2019). Thus, nurses hired will be less likely to resign, be absent and experience stress due to the high workload and low compensation, as they work passionately and love their work. Employees who love their work can find satisfaction and fulfillment by working. This can positively affect their job performance, making them less likely to resign.

Among all the functions of HRM, recruitment and selection are considered one of the major ones. It helps management to attract and identify the right people to build an

improved workforce and thus impact hospital performance (Kaushik, & Mukherjee, 2022). The recruitment and selection process is vital to deciding upon the nurse candidates who get the employment offer (Gkoura & Kaufmann, 2017). This is because recruitment and selection are conducted so that the persons who are the best fit can be found for the right department in an organization. Furthermore, Zaid, Jaaron, and Bon (2018) opined that identifying this set of nurses can reduce the cost of their training and development. Nwachukwu and Chladková (2017) argued that hospital performance is significantly hampered if the wrong nurse candidate is selected. Recruitment and selection practices aim to improve the 'person work fit' between the nurses and the hospital, developing teamwork and team spirit and, hence, creating a better environment in the organization (Wahid, 2019). Empirical evidence suggests that well-planned recruitment and selection policies improved organizational productivity and helped gain greater nurse performance (Marin-Garcia & Tomas, 2016; Martínez Tomás, 2016; Wahid, 2019).

#### c) Continuous Training and Development

According to Karim, Choudhury, and Latif (2019), continuous training enhances the nurses' skills, talent and knowledge. The continuous training and development terms are often used interchangeably. However, they can be separated from each other. Training is for particular job responsibilities, while development goes beyond specific development, improving job-specific skills and enhancing nurses' overall mental growth and personality (Lee et al., 2015).

Employees in the organization that practice HPWS will receive continuous training and updated knowledge, etc. This will prepare the nurses for any new issues and problems the hospital nurses face (Jyoti & Rani, 2017). For example, during early COVID-19, many hospital staff still wait to receive patients and new disease treatment norms. Through continuous training and development, nurses are exposed to various unexpected issues. Thus, they are more prepared. This, in effect, will help them ease in the job, will not affect dissatisfaction with the management, and be more receptive to challenging workloads etc.; all in all, this will contribute to their effectiveness in carrying out the job and treating patients (Okodogbe, 2018).

In addition, continuous training is one of the most common practices associated with planning and implementing a program for equipping nursing knowledge and skills to meet the requirements of their jobs and patients' needs. This practice is important because it directly relates to the hospital's capacity to implement its function (Karami et al., 2017). According to Uyen, Rohaida, and Zainal (2016), normally, HR training and development consists of both cross-functional training, multi-skill training, and spiritual training. They also indicated that researchers found several dimensions of training, such as training extensiveness used to improve performance and training for career development, to be the most frequently used HRM practices over the past 20 years. These practices are also good components of a bundle of effective HPWS in the hospital context.

#### d) Result-Oriented Performance Appraisal

Performance appraisal refers to a series of managerial activities through which hospitals seek to assess nurses and develop their competencies, enhance their performances, and distribute rewards (Nasuridin et al., 2018). According to Harbi, Thursfield, and Bright (2017), performance appraisal is important for continuous improvement. It is especially crucial because it enables the hospital to control and develop the nurses, involve them in setting the hospital's goals, reward the nurses for their performance, and improve it through frequent communication and feedback (Hewagama et al., 2019). Indeed, performance appraisal also substantially enhances nurses' commitment to the hospital (Rubel & Kee, 2015).

The result-oriented performance evaluation under HPWS is also more strategically aligned with the performance goal (Han et al., 2019). Underperforming employees will receive feedback from their supervisors and mutually set goals to improve their performance. The employee who received a good performance evaluation will have the opportunity for increased compensation and promotion. Thus, dissatisfaction with the compensation or the intention to resign and migrate to other, more developed countries can be reduced. If nurses are given feedback on their low performance, and with continuous training, this could overcome the dilemma nurses face (Chillakuri & Vanka, 2020).

In addition, result-oriented performance appraisal is implemented by organizations as a formal system to review and evaluate individual or team performance and an individual's performance is reviewed continuously (Luturlean et al., 2020). An effective performance appraisal system is a means to upgrade employee performance and create satisfaction. Employee's performance should be appraised periodically, and the organization can get information about the efficiency of the organization (Shabbir et al., 2016). Performance appraisal is not only for understanding the difference between actual and expected performance of employees but also for gaining job satisfaction of employees through transparent appraisal results. Thus, measurable performance standards, training and feedback, and attractive incentives are essential to eliminate performance deficiencies (Dessler, 2016).

#### e) Empowerment-Based Employee Relation

Under HPWS, employees are empowered to voice their opinions regarding their dissatisfaction or complaints with the management etc. They also will have more flexibility on how to perform the job. In the hospital, nurses affected by a high workload, stress and other issues can have a proper channel to voice their dissatisfaction, receive support and suggest improvement in their job (Jyoti & Rani, 2019).

Nowadays, in healthcare institutions, especially in Jordan, nurses encounter many problems and challenges that often make them stressed. Therefore, it is necessary to have support and empowerment from nursing directors, supervisors, coworkers, and the hospital's general manager. Workers highly value a supportive workplace, significantly contributing to their productivity and effectiveness (Al-Dweik et al., 2016).

#### Islamic Work Values (Moderator)

Most of the debates supported work values that impacted work efficiency. There have been previous studies that suggest that work values bring substantial positive outcomes. If so, Islamic Work Values (IWVs) may also be used to research the relationship between employees' output at work. It is useful to first look at the values system from the Islamic point of view while studying the relationship between IWVs and recipients' effects.

Therefore, Islamic work value is the major source of bringing the right work practices from healthcare institutions. The teachings of Islam prevent their followers from laziness and time-wasting by remaining idle or engaging in unproductive activities. Islamic work value creates a positive environment that enhances work outcomes (Begum & Kanwal, 2019). Focusing and applying Islamic work values in Jordanian hospital settings helps improve hospital support and develop a sense of cooperation, consultation, equity, and spirituality in the workplace (Kuncoro & Wibowo, 2019; Obeidat & Komesaroff, 2019).

Moreover, the local culture and religion influence the management of hospitals in Jordan. 90% of Jordanians are Muslim; thus, Islamic values are prevalent among nurses. Studies such as Han, Chiang, McConville, and Chiang (2015) indicate that employees who have congruent values with the organization possess person-job fit or person-organization fit, thus will be more engaged and more committed to the job and loyal to the organization. A study by Wahab (2017) has used Islamic work values as a unidimensional construct. These Islamic work values comprise a few subdimensions: piety, truthfulness, responsibility,

patience, cooperation, justice, consultation, and self-criticism. This is not uncommon as the Islamic work ethic, which consists of sub-dimensions of effort, competition and morally responsible conduct, was also conducted as a unidimensional construct (Ali, 2005; Wahab, 2017).

Work is important and necessary in Islam, especially in the healthcare sector. This section discusses some Islamic work values related closely to the betterment of the nurse's profession, such as piety, truthfulness, responsibility, patience, cooperation, justice, consultation and self-criticism. Several studies have used and justified these work values as Islamic (Wahab, 2017; Wahab & Masron, 2021).

Islamic work values (IWV) play a significant role in the healthcare sector, particularly enhancing nurses' work performance in Jordan. Here are the key Islamic work values and their relevance to nurses' work performance:

1. **Sabr (Patience):** Sabr is a quality that results from sincerity and is intimately connected to sincerity. It entails abstaining from unlawful behavior and overcoming obstacles with tenacity. Islam strongly emphasizes sabar, which is seen as a core labor principle. Nursing professionals under pressure may still provide high-quality care with the aid of a sabar.
2. **Ta'awun (Cooperation):** The Qur'an refers to ta'awun or collaboration, which is connected to justice and piety. It strongly emphasizes refraining from wrongdoing and transgression while cooperating for the common good. Cooperation among nurses is essential for efficient collaboration and delivering the best possible patient care in the healthcare industry.
3. **Al-'Adl (Justice):** Al-'adl, or justice, is a virtue strongly associated with dependability and responsibility. It places a focus on equity and equality. Justice in nursing refers to treating patients fairly and ensuring everyone has access to healthcare services. It also entails taking responsibility for one's conduct and maintaining moral principles.
4. **Shura (Mutual Consultation):** Islam considers shura a fundamental labor value, often referred to in the Qur'an. It entails conversing with others and seeking advice in situations involving the general public. Shura may encourage cooperation and decision-making based on many viewpoints in the healthcare industry, improving patient and organization results.
5. **Muhasabah an-Nafs (Self-Criticism):** Self-evaluation and introspection are part of muhasabah an-nafs, or self-criticism, based on the Qur'an and the Sunnah. It aids people in self-reflection on their deeds, goals, and spiritual moods. Self-criticism in nursing may result in personal development, enhanced performance, and a dedication to ongoing learning and development.

When nurses adopt and practice these Islamic work ideals, it may help with their professional development, job happiness, and general work performance. Their interactions with patients, coworkers, and the healthcare system provide nurses with a moral and ethical framework. By respecting these ideals, nurses can provide high-quality, compassionate, and culturally sensitive care.

In Jordan, the impact of IWV on nurses' job performance has been investigated in several research. While Al-Khasawneh and Futa (2023) conducted a systematic review of the high-performance work systems literature in the healthcare sector and discovered that HPWS positively affects organizational performance through employees' attitudes and behaviors, Alrifae et al. (2021) found that HPWS can improve performance by moderating the role of job stress. The moderating role of IWV in the relationship between HPWS and nurses' work performance has also been explored. Hamouche and Marchand (2021) investigated the impact of HPWS on employee job engagement and job performance, with the moderation of Islamic Work Values. Their study found that HPWS

significantly affects employee job engagement and job performance, and IWV moderates this relationship.

Furthermore, the influence of Arab Islamic culture on employees' effectiveness in Jordanian commercial banks has been explored (Academia.edu, 2021). The study found that Arab Islamic culture significantly impacts employees' effectiveness, highlighting the importance of considering cultural values in enhancing work performance.

Islamic work values have roots in Al-Quran and Al-Hadith, emphasizing honesty, justice, fair distribution of wealth, acquiring skills and technology, and discouraging laziness. IWV stresses creative and innovative work, fairness and honesty in trade and at the workplace, and promotes productive work in each position held by employees for better performance of an overall organization and individual satisfaction. The administration system of Islam is an expanding pasture in the field of management sciences, and by adopting valuable structures, organizations can improve their performance and work more efficiently.

The relationship between HPWS, IWV, and nurses' work performance in Jordanian public hospitals has been explored, with Al-Khasawneh and Futa (2021) finding that HPWS and its dimensions play a critical role in determining the level of nurses' job performance in public hospitals, with job stress mediating this relationship. The interplay between HPWS, IWV, job stress, and work performance is crucial for healthcare organizations in Jordan to create effective strategies that align with nurses' values while optimizing their performance.

**Job performance: (Dependent Variable)**

Job performance is a multifaceted construct encompassing various dimensions related to an individual's effectiveness within a professional environment. Prior research has established two fundamental constituents of job performance: task performance and contextual performance (Borman & Motowidlo, 1993; Organ, 1988).

**Task Performance:** Task performance refers to the essential job responsibilities and functions that employees are obligated to undertake to contribute to accomplishing organizational goals (Borman & Motowidlo, 1997; Campbell et al., 1993). This facet encompasses the specific outputs and results directly associated with job requisites and expectations (Motowidlo & Van Scotter, 1994). Commonly referred to as "in-role prescribed behavior," task performance encompasses activities essential for the competent and effective execution of primary job duties (Borman & Motowidlo, 1997). It encompasses meeting deadlines, attaining established objectives, and skillfully carrying out assigned tasks.

**Contextual Performance:** Contextual performance, also known as citizenship performance, encompasses behaviors that extend beyond the core job tasks and significantly contribute to the overall functionality and effectiveness of an organization (Organ, 1988). These behaviors encompass voluntary actions that improve the social and organizational environment (Borman & Motowidlo, 1997). Activities associated with contextual performance include assisting colleagues, taking on additional responsibilities voluntarily, demonstrating loyalty to the organization, and promoting a positive workplace atmosphere (Podsakoff et al., 2000). By positively influencing the organizational culture and dynamics, contextual performance contributes to the overall success and cohesion of the workplace.

The research underscores the importance of task and contextual performance for the success of organizations. Task performance emphasizes meeting specific objectives and fulfilling job requirements, while contextual performance enhances the organization's overall efficiency and operational harmony (Borman & Motowidlo, 1993; Organ, 1988).



Recognizing and evaluating task and contextual performance is essential for effectively managing and assessing employee job performance within organizations. By understanding and addressing these dual dimensions, organizations can create a work environment that fosters individual and collective achievements (Borman & Motowidlo, 1997).

When investigating the impact of high-performance work systems on nurses' job performance in Jordan, it is crucial to consider both task performance and contextual performance as crucial measures. This approach offers a comprehensive understanding of how high-performance work systems influence different aspects of nurses' job performance while accounting for the unique cultural context.

## **Literature Review**

Jex et al. (2003) defined job performance as "all the behaviors employees engage in during work." According to Mahmood, Iqbal, and Sahu (2014), implementing fair Human Resource Management (HRM) practices within organizations consistently motivates employees to carry out their responsibilities more honestly and effectively. Such practices foster a sense of commitment towards the organization, leading to an increase in job performance. The equitable implementation of High-Performance Work Systems (HPWS), including fair compensation and training and development opportunities, instills employee commitment. This commitment arises from the prospects of career growth, learning avenues, and advancements, which, in turn, enhance job performance. Yung Chou and Lopez-Rodriguez (2013) emphasized the relevance of social exchange theory in understanding employee job performance. This theory relates employees' reactions to their behavior, the organization's perception of employees, and their perceptions of equity regarding organizational methods for career development.

According to the social exchange theory, when HRM practices are implemented fairly, a positive relationship forms between employees and the organization's management. This positive rapport motivates employees to enhance their performance, as they perceive themselves as valuable assets to the organization (Moazzezi et al., 2014). It is important to note that even with adequate training and guidelines, an employee might still need to improve during the evaluation process. These shortcomings could negatively impact the job satisfaction of private school teachers. Despite efforts, certain appraisals and evaluations might yield different outcomes (Gerhart & Bretz Jr., 1994), primarily because performance appraisals might fail to instill the desired level of employee confidence. As a result, private school teachers might doubt the fairness of the evaluation system, hindering their confidence. Hypothesis H2 posits that HPWS correlates significantly and positively with job performance.

Debeljak, Krkac, and Ragab Rizk (2008) explained that "Islamic Work Values direct individuals towards work, viewing work as a valuable asset in human lives." This ethics system directly influences employee job performance (Jalil et al., 2010). According to Abdul Jalil and Abdul Rahman (2010), applying Islamic Work Values in organizational operations leads to employee satisfaction, fostering commitment and loyalty. This, in turn, boosts job performance, as employees are motivated by the alignment of their treatment with Islamic principles. Conversely, if employees perceive unethical treatment according to Islamic principles or unfairness from the organization, they may resort to personal initiatives, even unethical behavior, to counterbalance perceived injustice. This preoccupation with unfair treatment detracts from their focus on tasks, subsequently diminishing performance (Linda K Treviño et al., 2006).

Job satisfaction, as explained by (2005), refers to an individual's emotional state concerning their job. High job satisfaction corresponds to a positive attitude towards the job, and vice versa. Islamic Work Values and job satisfaction share a close connection,



supported by research that underscores the positive impact of Islamic Work Values on employee satisfaction and organizational performance (Marri et al., 2012). Haroon, Zaman, and Rehman (2012) researched Pakistan's healthcare sector, revealing a positive relationship between Islamic Work Values and job satisfaction. Regression analysis indicated a significant impact of Islamic Work Values on job satisfaction. They suggested that Islamic Work Values are fundamental behaviors and techniques guiding individuals to perform optimally. These ethics also enhance motivation toward work, ultimately leading to higher job satisfaction.

The literature review's conclusion highlights the influence of HPWS on nurses' job performance in Jordanian hospitals, notably the moderating effect of Islamic Work Values (IWWV). These results highlight how crucial it is to improve nurses' performance by considering organizational practices and cultural-religious beliefs. For healthcare companies in Jordan to develop successful strategies that align with nurses' values while maximizing their performance, it is essential to comprehend the dynamics between HPWS, IWWV, and work performance.

Hypothetical Framework of Study Variable

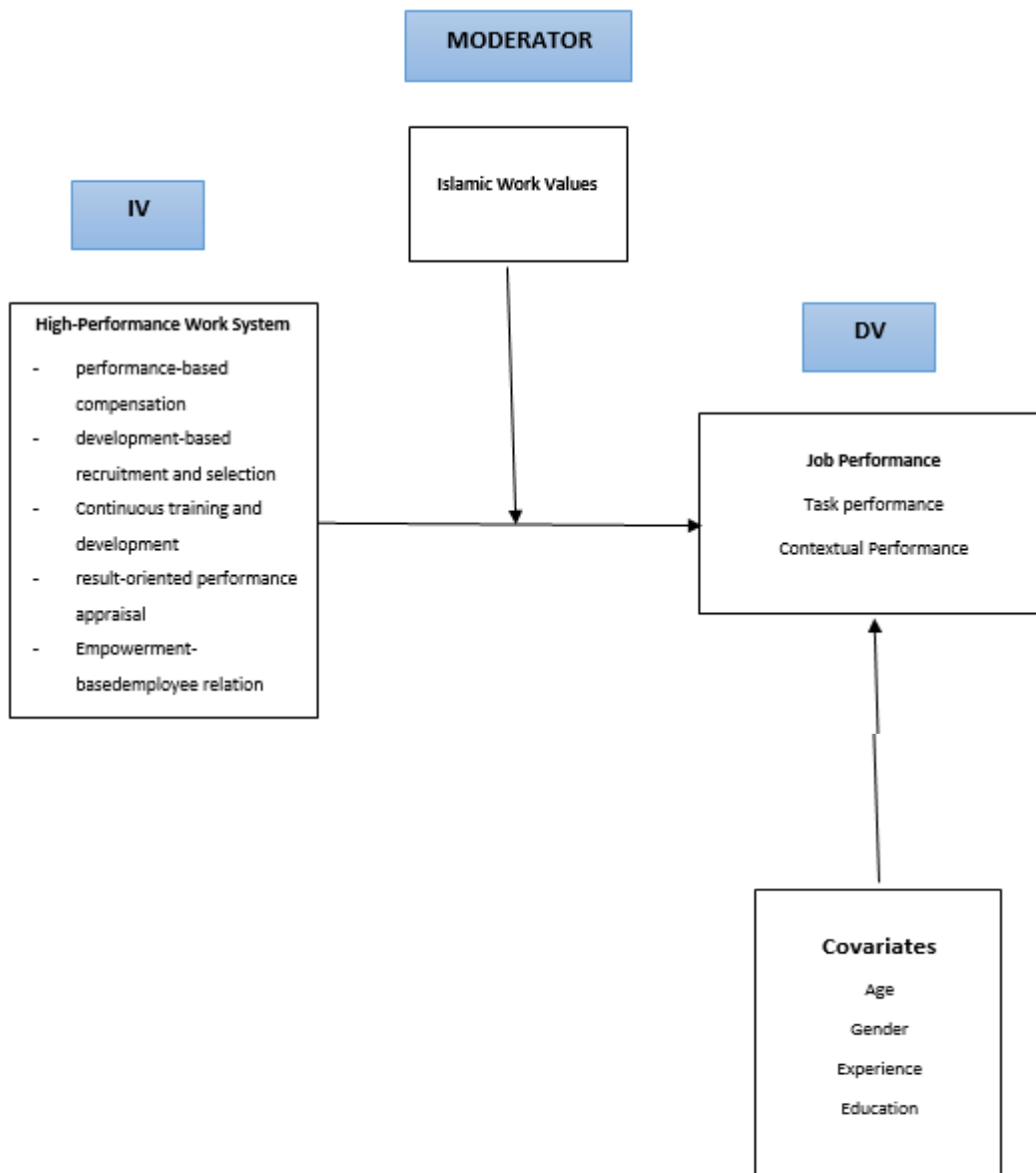


Figure 1: Research Framework

## **Hypothesis**

H1: HPWS significantly affects 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.

H2: Islamic Work values moderated the relationship between HPWS and job performance among nurses in Jordanian public hospitals.

H2a: Islamic Work values moderated the relationship between performance-based compensation and job performance among nurses in Jordanian public hospitals.

H2b: Islamic Work values moderated the relationship between development-based recruitment and selection and job performance among nurses in Jordanian public hospitals.

H2c: Islamic Work values moderated the relationship between continuous training development and job performance among nurses in Jordanian public hospitals.

H2d: Islamic Work values moderated the relationship between result-oriented performance appraisal and job performance among nurses in Jordanian public hospitals.

H2e: Islamic Work values moderated the relationship between empowerment-based employee relations and job performance among nurses in Jordanian public hospitals.

## **Method**

### **Introduction**

This chapter provides an overview of the quantitative research methodology utilized to achieve the objectives of this study. To investigate the relationship between high-performance work systems (HPWS), Islamic work values (IWV), and job performance (JP), as well as the moderating role of Islamic work values, researchers collected data from nurses employed in Jordanian public hospitals.

### **Research Design**

The research objectives were comprehensively assessed through the utilization of a quantitative research methodology. This approach facilitated the establishment of statistical correlations among the variables under investigation.

### **Sampling**

Stratified random sampling was utilized to select study participants. The target population consisted of Jordanian public hospital nurses. Three hundred eighty nurses were selected as a sample to ensure accurate representation and robust analysis.

### **Data Collection**

Utilizing a two-part, structured questionnaire, information was collected. The first section examined the demographics of nurses working in Jordanian public institutions, while the

second section examined the research's key concepts: high-performance work system (HPWS), Islamic Work values (IWV), and job performance (JP). The questionnaire elements were derived from scholarly sources.

#### Instrument Development

The questionnaire contained items about three primary constructs: HPWS, IWV, and JP. The HPWS construct consisted of five dimensions: Performance-Based Compensation (COM), Development-Based Recruitment and Selection (RS), Continuous Training and Development (TD), and Result-Oriented Performance Appraisal (PA). IWV and JP were also well-defined and operationalized using items adapted from prior research.

#### Measurement Scale

A Five-Likert scale extending from "Strongly Disagree" to "Strongly Agree" was employed to assess nurses' responses. The extremities of the scale corresponded to the lowest and highest values of JP, conveying the participants' nuanced perceptions.

#### Pilot Study

A pilot study was conducted to validate the questionnaire involving 30 nurses at a public hospital in Jordan. The outcomes of the pilot study confirmed the questionnaire's reliability and clarity, confirming its preparedness for implementation.

#### Data Collection and Analysis

The disseminated surveys' results were analyzed using the AMOS version 22 and SPSS programs. This research used various data preparation methods, such as encoding, handling missing values, determining skewness, and dealing with outliers. SPSS, or the Statistical Package for the Social Sciences, was used to carry out these techniques. Structural equation modeling (SEM) and confirmatory factor analysis (CFA) were used as statistical techniques

To test hypotheses and estimate outcomes.

This chapter describes the approach used for this quantitative study and the steps taken to look into the relationships between HPWS, IWV, and JP among Jordanian nurses working in public hospitals. Sampling, data collecting, instrument creation, measurement scales, pilot research, data analysis, and moderation analysis are all included in these processes.

## Findings and Results

### Introduction.

In this section, the authors present the results of their study, focusing on the relationship between high-performance work systems (HPWS) and nurses' job performance within Jordan's healthcare sector. Additionally, they explore the potential moderating impact of Islamic work values on this relationship. The study aimed to uncover the nuanced connection between HPWS and job performance, a critical aspect of healthcare. Data was collected from nurses working in various Jordanian Public hospitals to achieve the study's objectives. The authors discuss descriptive statistics, offering a snapshot of their variables. They explore correlations that reveal potential connections, conduct robust regression analyses to expose main effects, and meticulously examine the moderating role of Islamic work values. The authors hope these findings contribute to academia and guide healthcare administrators, policymakers, and stakeholders in advancing nursing practices within Jordan.

### Descriptive Statistics of Demographic Variables.

During the data collection phase, various demographic details were gathered from the participants in the present study, encompassing distinct categories such as age, gender, education, salary, and professional experience.

Table 1 Demographic Characteristics of the Participant

Demographic Characteristics	Frequency	Percentage
<b>Gender</b>		
- Male	150	39.5%
- Female	230	60.5%
<b>Age</b>		
- 20-30 years	100	26.3%
- 31-40 years	120	31.6%
- 41-50 years	80	21.1%
- 51+ years	80	21.1%
<b>Education</b>		
- Diploma	50	13.2%
- Bachelor's degree	150	39.5%
- Master's degree	130	34.2%
- Doctorate	50	13.2%
<b>Salary</b>		
- Low (200 JOD)	100	26.3%
- Moderate (200-400)	180	47.4%
- High (400 and above)	100	26.3%
<b>Experience</b>		
- < 1 year	50	13.2%
- 1-5 years	120	31.6%
- 6-10 years	100	26.3%
- > ten years	110	28.9%

Table 1 provides an overview of the demographic characteristics of the 380 participants who participated in the study. The sample comprises male (39.5%) and female (60.5%) participants. Age distribution is diverse, with 26.3% falling within the 20-30 years range, 31.6% in the 31-40 years range, 21.1% in the 41-50 years range, and an additional 21.1% aged 51 years and above. Participants bring varying educational backgrounds, with qualifications including a diploma (13.2%), bachelor's degree (39.5%), master's degree (34.2%), and doctorate (13.2%).

Salary distribution categorizes participants into three groups. Approximately 26.3% fall into the "Low" salary category, while 47.4% fall into the "Moderate" salary range. Another 26.3% fall into the "High" salary category. The participants exhibit diverse professional experience levels. About 13.2% have less than one year of experience, 31.6% have 1-5 years of experience, 26.3% have 6-10 years of experience, and 28.9% have more than ten years of experience.

### Confirmatory Factor Analysis Evaluation

A pivotal step in the present study's analysis involved conducting Confirmatory Factor Analysis (CFA) across all constructs. This process aimed to serve multiple purposes, including validating the dimensionality of constructs, establishing convergent validity, and highlighting the discriminant validity of the model, in line with the recommendations of Kelava (2016), Sujati and Akhyar (2020), and Hermida (2015). CFA was primarily focused on achieving a well-fitting model by assessing various fit indices. These included the degree of freedom (df), the goodness-of-fit indices (GFI) indicating a desirable fit with GFI values above 0.9, the Normed Fit Index (NFI) indicating a strong fit with values greater than 0.90, the comparative fit index (CFI) indicating a favorable fit with values exceeding 0.90, the Tucker-Lewis index (TLI) denoting a good fit with values above 0.90, the root mean square error of approximation (RMSEA) signifying an acceptable fit with RMSEA values below 0.06, and CMIN/DF, which is considered satisfactory when values

are below 3 and above 1, as per the recommendations of Bentler and Bonett (1980), Cudeck (1993), Marsh and Hocevar (1985), McDonald and Marsh (1990), and Tanaka and Huba (1985). In the context of this study, the CFA processes were meticulously conducted to ensure robustness in the model indices. The initial phase encompassed establishing the covariance between items in the same construct. Subsequently, a second-order technique was implemented in response to high correlation values (exceeding 0.80) observed between two constructs, TD and PA, as advised by Awang (2015), Awang, Afthanorhan, and Asri (2015). As evidenced by the outcomes presented in Table 2, the results underscore a favorable fit of the current research model, thereby validating the robustness of the undertaken analysis.

Table 2 Goodness fit indices results of the Current Study

	$\chi^2/df$	IFI	TLI	CFI	GFI	NFI	RMSEA
<b>results</b>	2.032	0.928	0.920	0.927	0.852	0.867	0.053
<b>Criteria values</b>	$\chi^2/df < 3$	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 the Islamic Work Values scale, and two were omitted from the Empowerment-Based Employee and Relation scale. The accepted loading items values should be more than 0.50, as suggested by Hair et al. (2006). The remaining items are displayed in Table 2. Moreover, mean and standard deviation results were obtained to ensure that the data of the recent study provide a normal distribution. As can be seen in Table 3, the data were distributed normally. The search results did not provide specific information about the recent study, so the authors' claims could not be verified.

Table 3 Confirmatory Factor Analysis of the study variables

Scale items	Loaded items	Mean	STD
<b>Job Performance (All 9 items loaded well)</b>			
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 a positive attitude in dealing with different people.	0.794	3.2216	1.13317
I am mindful of how behavior affects other people's jobs.	0.806	3.3108	1.06846
I take steps to try to prevent problems with other coworkers.	0.847	3.3297	1.10404
I help others 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 solutions to problems.	0.850	3.4811	1.04424
<b>Performance-Based Compensation (All 5 items loaded well)</b>			
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 based on 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
<b>Development-Based Recruitment and Selection (All 4 items loaded well)</b>			

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 the person for the job is selected regardless of their personal characteristics).	0.901	3.0189	1.45657
<b>Continuous Training and Development (All 6 items loaded well)</b>			
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 jobs.	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, the training needs identified are realistic, useful and based on my hospital strategy.	0.765	3.7243	1.05137
<b>Result-Oriented Performance Appraisal (all 5 items loaded well)</b>			
I am provided performance-based feedback and counseling.	0.785	3.6405	1.10086
I have faith in the performance appraisal system.	0.789	3.6270	1.03663
In my hospital, the 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
<b>Empowerment-Based Employee and Relation (consist of 6 items, only 4 items loaded well)</b>			
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 coworkers' 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
<b>Islamic Work Values(All 17 items loaded well)</b>	Loaded Items	Mean	STD
Laziness is a vice.	0.851	4.2456	0.9121
Dedication to work is a virtue	0.751	4.5254	0.8344
Good work benefits both one's self and others.	0.882	4.1678	1.0134
Justice and generosity in the workplace are necessary conditions for society's welfare.	0.823	4.3298	0.7356
Producing more than enough to meet one's personal needs contributes to the prosperity of society as a whole.	0.685	3.8001	1.1234
One should carry work out to the best of one's ability.	0.736	3.9728	0.9765
Work is not an end in itself but a means to foster personal growth and social relations.	0.914	4.7812	0.6345
Life has no meaning without work.	0.797	4.0976	0.8224
More leisure time is good for society	0.843	4.2234	0.7234
Human relations in organizations should be emphasized and encouraged	0.768	4.6986	0.9987
Work enables man to control nature	0.855	4.1121	0.8543
Creative work is a source of happiness and accomplishment	0.727	4.3321	0.7637

Any man who works is more likely to get ahead in life.	0.888	4.5876	0.9728
Work gives one the chance to be independent.	0.765	4.2901	0.8829
A successful man is the one who meets deadlines at work.	0.817	4.4101	0.7001
One should constantly work hard to meet responsibilities.	0.898	4.3102	0.9533
The value of work is derived from the accompanying intention rather than its results.	0.789	4.1112	0.8726

#### Psychometrics properties of the Variables

In order to achieve convergent and discriminant validity, Cronbach's alphas, composite reliability (CR), and average variance extracted (AVE) of all constructs were estimated. According to Hair et al. (2006), the accepted Cronbach's alpha value should be  $\geq 0.60$ , the accepted CR value should be  $\geq 0.70$ , and the accepted AVE value should be  $\geq 0.50$ . Based on these criteria, the convergent and discriminant validity of the current research model has been confirmed. Table 4 provides sufficient results. It is important to highlight that whereas CR gauges the dependability of a composite score, Cronbach's alpha gauges the internal consistency of a scale. The AVE calculates the ratio of the construct's variation to the variance caused by measurement error. These measurements are crucial for proving the accuracy and dependability of a measuring tool. Examples of studies that have utilized confirmatory factor analysis (CFA) to demonstrate the reliability and validity of their measuring instruments are given in the search results. For instance, Kline and colleagues' research from 2021 utilized CFA to support the effort-reward imbalance scale's validity in the human services sector. The Healthy Lifestyle and Personal Control Questionnaire for India was validated using CFA in subsequent research by Singh and colleagues (2023). In general, determining a measuring instrument's validity and reliability is essential for ensuring that the data gathered is precise and significant.

Table 4 Psychometrics Properties of the Variables

Constructs	$\alpha$	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
Islamic Work Values	0.900	0.910	0.750

#### Correlation Analysis

A correlational analysis examined the associations between the variables in question. This method enabled the assessment of the relationships' strength and direction, determining whether changes in one Variable corresponded with systematic changes in another (Pandey, 2020). We calculated correlation coefficients to uncover interconnections between demographic attributes, High-Performance Work Systems (HPWS), Islamic Work values, and nurses' job performance within Jordanian public hospitals. This analysis offers foundational insights into potential interactions among these variables, contributing to comprehensively exploring the research hypotheses.

Table 5 Person Correlations of Constructs

Variable	M	SD	1	2	3	4	5	6	7
ER	3.75	0.85	1						
PA	4.10	0.72	0.065	1					
TD	3.90	0.95	-0.039	0.946**	1				
RS	4.25	0.78	-0.024	-0.166**	-0.175**	1			
COM	4.00	0.90	0.029	0.720**	0.628**	-0.178**	1		
IWV	3.80	0.88	-0.086*	-0.205**	-0.242**	0.665**	-0.236**	1	
JP	4.15	0.75	0.127*	0.208**	0.125*	-0.062*	0.173**	-0.122*	1



Empowerment-Based Employee Relation (ER) scores indicate an average of 3.75 (SD = 0.85). Performance-based compensation (PA) received an average score of 4.10 (SD = 0.72). The mean for Continuous Training and Development (TD) is 3.90 (SD = 0.95). Notably, TD shows a significant positive correlation with Performance-Based Compensation (PA) ( $r = 0.946^{**}$ ) and negative correlations with Result-Oriented Performance Appraisal (RS) ( $r = -0.175^{**}$ ) and Development-Based Recruitment and Selection (COM) ( $r = -0.242^{**}$ ).

Result-Oriented Performance Appraisal (RS) has an average score of 4.25 (SD = 0.78). It demonstrates negative correlations with Continuous Training and Development (TD) ( $r = -0.175^{**}$ ) and Development-Based Recruitment and Selection (COM) ( $r = -0.178^{**}$ ). Development-Based Recruitment and Selection (COM) garners a mean score of 4.00 (SD = 0.90). It correlates positively with Performance-Based Compensation (PA) ( $r = 0.720^{**}$ ) and Continuous Training and Development (TD) ( $r = 0.628^{**}$ ) while showing negative correlations with Result-Oriented Performance Appraisal (RS) ( $r = -0.178^{**}$ ) and Islamic Work Values (IWV) ( $r = -0.236^{**}$ ).

Islamic Work Values (IWV) score an average of 3.80 (SD = 0.88), indicating negative correlations with Performance-Based Compensation (PA) ( $r = -0.205^{**}$ ), Continuous Training and Development (TD) ( $r = -0.242^{**}$ ), and Development-Based Recruitment and Selection (COM) ( $r = -0.236^{**}$ ). Job Performance (JP) averages at 4.15 (SD = 0.75). It positively correlates with Empowerment-Based Employee Relations (ER) ( $r = 0.127^*$ ), Performance-Based Compensation (PA) ( $r = 0.208^{**}$ ), and Development-Based Recruitment and Selection (COM) ( $r = 0.173^{**}$ ) while negatively correlating with Islamic Work Values (IWV) ( $r = -0.122^*$ ).

The correlations provide insights into variable relationships. For example, Performance-Based Compensation (PA) and Job Performance (JP) share a positive and significant correlation, while Islamic Work Values (IWV) negatively correlate with Job Performance (JP). Continuous Training and Development (TD) exhibits positive links with Performance-Based Compensation (PA) and negative links with Result-Oriented Performance Appraisal (RS). Similarly, Development-Based Recruitment and Selection (COM) correlates positively with both Performance-Based Compensation (PA) and Continuous Training and Development (TD). Additionally, COM shows significant negative correlations with Result-Oriented Performance Appraisal (RS) and Islamic Work Values (IWV). These findings shed light on the interplay among variables under investigation.

#### Moderation Analysis

Moderation analysis was employed to investigate the potential dependence of the connection between high-performance work practices and Job performance on the presence of Islamic work Values. This analysis involves employing multiple regression equations that incorporate an interaction term.

### Results for Main Effects and Moderated Regression Analysis

Table 6 Moderation analysis results

Predictors	Job Performance		
	$\beta$	R <sup>2</sup>	$\Delta R^2$
<b>Step 1</b>	0.24		
High-Performance work practice	0.335***		
Islamic Work Values	0.032		
<b>Step 2</b>			
High-Performance Work Practices	0.262***		
Islamic Work Values	0.058		
Interaction Term (HPWP*IWV)	0.367***	0.357***	0.067***

Table values are standardized beta weights.

\*\*\* Correlation is significant at the 0.000 level

Interaction Moderated Graph

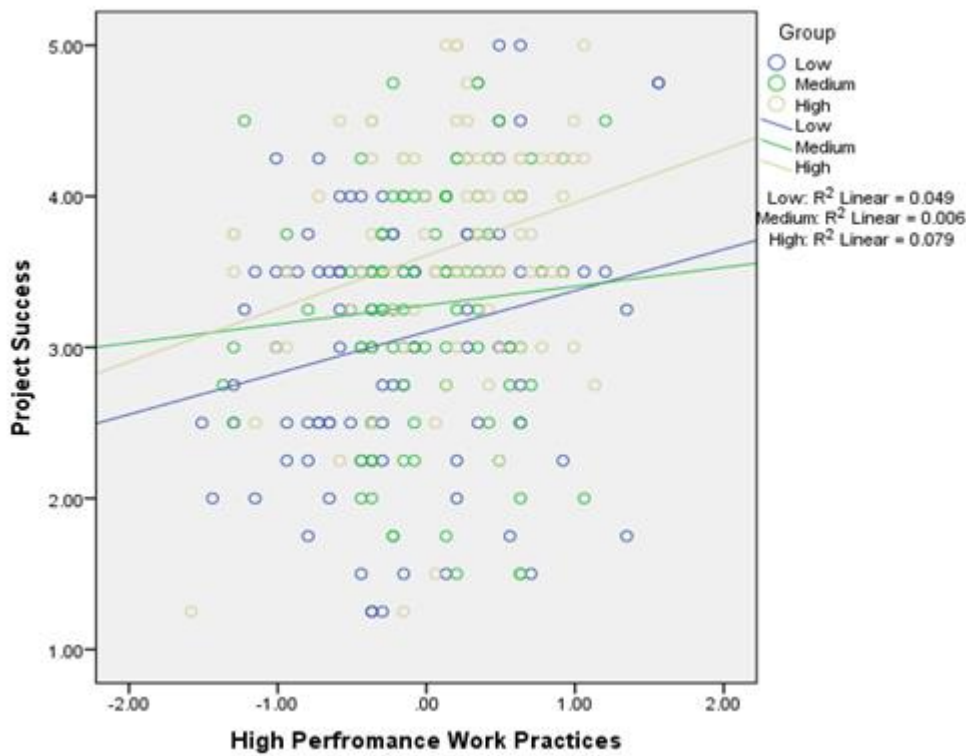


Figure 2. Interactive effects of High-Performance Work Practices and Islamic Work Values on Project Success.

To assess the interaction effects between Islamic work values and high-performance work practices on job performance, a moderated multiple regression analysis was employed following the methodology outlined by Cohen, Cohen, West, and Aiken (2003). Standardized centralization was applied to the variables, and the interaction term was generated by multiplying the independent Variable's value with the moderator's value. This interaction is pivotal in moderation analysis.

The analysis was conducted in two steps. In step 1, both the independent and moderator variables were simultaneously included. In step 2, the interaction terms of the independent and moderator variables were introduced. The significance of this interaction term indicates the presence of moderation. Centering was implemented by subtracting individual values from the overall mean for the moderated regression analyses.

The outcomes of the moderated regression analysis are displayed in Table 6 (step 2), illustrating the interaction effects of high-performance work practices and the moderating Variable, Islamic Work Values, on project success. Controlling for the impact of all independent and moderator variables, the interaction term "High-performance work practices Islamic work values" emerged as statistically significant for job performance ( $\beta = 0.367$ ,  $p < 0.000$ ). This outcome affirms the presence of moderation, thereby supporting hypothesis 3.

Figure 2, generated using SPSS, depicts the relationship between high-performance work practices (independent Variable) and job performance (dependent Variable). The figure showcases three distinct regression lines that indicate moderation at varying levels: low, medium, and high. The R-squared values correspond to each level of moderation: for low

moderation, the R-squared is 0.049 with a correlation of 0.221; for medium moderation, the R-squared is 0.006 with a correlation of 0.077; and for high moderation, the R-squared is 0.079 with a correlation of 0.281.

SEM estimating of the current research

Utilizing the Structural Equation Modeling (SEM) statistical approach, the current study aimed to unveil the outcomes of the hypotheses while estimating both the direct effects and the moderating role of Islamic work values within the study's model. The SEM outcomes concerning direct effects are succinctly presented in Table 6. The findings robustly support the notion that High-Performance Work Systems (HPWS) possess a direct and statistically significant impact on nurses' Job Performance (JP) within the public hospitals of Jordan ( $\beta = .305, p = 0.000$ ). This significant relationship underscores that HPWS explains a notable proportion of variance in nurses' JP, as evidenced by an R<sup>2</sup> value of 0.30 (30%) [Hypothesis 1 is affirmed]. Conversely, the SEM results also reveal that HPWS does not exert a direct and substantial influence on nurses' Islamic Work Values (IWV) within Jordan's public hospitals ( $\beta = -0.036, p = 0.730$ ) [Hypothesis 2 is supported].

Furthermore, the outcomes of the study indicate that nurses' Islamic Work Values (IWV) possess a direct and meaningful effect on their Job Performance (JP) in the context of public hospitals in Jordan ( $\beta = -0.105, p = .019$ ). However, it is important to note that the impact is negative. While statistically significant, the effect size suggests a relatively small contribution, with IWV explaining around -10% (-0.10) of the variance in nurses' JP [Hypothesis 3 is not upheld].

In conclusion, the SEM analysis successfully elucidated the direct effects within the research model. The results confirmed the positive influence of HPWS on nurses' Job Performance, provided evidence that HPWS does not significantly impact Islamic Work Values, and demonstrated a significant, albeit negative, relationship between Islamic Work Values and Job Performance among nurses in Jordan's public hospitals.

Table 7 Results of main hypotheses

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

The study employed SEM to determine the direct effects of HPWS dimensions on IWV and JP. The results showed that COM and RS did not significantly affect nurses' JP in public hospitals in Jordan, while TD, PA, and ER had a direct and significant effect on nurses' JP. For nurses' IWV, the results indicated that COM did not have a significant effect, while RS, TD, PA, and ER had a significant effect. The study found that HPWS is a popular management tool among healthcare organizations and can enhance employees' skills, commitment, and productivity. However, the reviewed papers did not provide conclusive evidence of the link between HPWS and performance in the healthcare sector.

Table 8: Results of (H1a-e) and (H2 a-e)

Independent Variable	dependent Variable	Coefficient Estimate	Standard Error	t- Statistics	P
PA	IWV	.805	.202	3.979	***
TD	IWV	-.714	.161	-4.428	***
RS	IWV	.495	.030	16.433	***

COM	IWV	-.345	.111	-3.120	.002
ER	IWV	-.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	***
IWV	JP	-.145	.060	-2.394	.017

## Discussion

This study sought to explore the intricate relationships between high-performance work systems (HPWS), Islamic work values (IWV), and job performance (JP) within the context of nurses employed in Jordanian public hospitals. The findings of this research offer valuable insights into these relationships, shedding light on how Islamic work values moderate the effects of high-performance work practices and influence nurses' job performance.

As hypothesized, the study's results confirm the significant moderating role played by Islamic work values (IWV) in the connection between high-performance work practices (HPWS) and job performance (JP). This outcome aligns seamlessly with the notion that an individual's cultural values impact their response to organizational practices, as proposed by Singh et al. (2021). The substantial influence of Islamic work values indicates that nurses who strongly identify with these values experience amplified job performance benefits when exposed to effective, high-performance work practices. This underscores the necessity of incorporating cultural dimensions when designing and implementing human resource strategies.

The empirical evidence from this study robustly supports the direct impact of specific high-performance work practices on job performance. Notably, performance-based compensation (PA) and continuous training and development (TD) were found to have significantly positive associations with job performance. These findings corroborate the findings of prior research, such as Johnson et al. (2019), who demonstrated the positive effects of financial incentives and ongoing skill enhancement on employee performance. In contrast, development-based recruitment and selection (RS) exhibited a noteworthy negative correlation with job performance, implying that its direct relationship with enhanced performance may be less pronounced in the Jordanian context. This underscores the intricate interplay between such practices and their cultural backdrop, highlighting the need for tailored strategies aligned with local values and priorities.

While the primary focus of this study centered on moderation, Islamic work values (IWV) may also serve as mediators between high-performance work practices (HPWS) and job performance (JP). This study did not directly assess this mediating effect, opening up a potential avenue for future research. The work of Ahmed et al. (2018) has shown that values can play a crucial role in mediating the relationship between HR practices and employee outcomes. Delving into this mediating mechanism could provide a more comprehensive understanding of how high-performance work practices influence job performance through the lens of Islamic work values.

### Theoretical implication

This study delves into the intricate dynamics surrounding the influence of the High-Performance Work System (HPWS) on nurses' work performance in Jordan, focusing on the moderating role Islamic Work Values (IWV) played. By providing comprehensive

insights into the theoretical implications of HPWS in bolstering work performance and establishing the intricate interplay between HPWS, Islamic Work Values, and job performance (JP), this research makes a notable contribution to the existing body of knowledge. The study's findings align with the Social Exchange Theory, highlighting the substantial impact of HPWS on nurses' JP in public hospitals in Jordan. The study also substantiates the hypothesis that HPWS negatively influences nurses' IWV within the context of Jordanian public hospitals while simultaneously showcasing the favorable impact of IWV on nurses' JP. Moreover, the study effectively demonstrates the moderating role of IWV in shaping the relationship between HPWS and JP within the sphere of Jordan's public healthcare institutions.

These findings resonate with prior research within the healthcare domain. A study by Al-Hamdan et al. (2021) unveiled a positive correlation between job satisfaction and enhanced work transition, ultimately contributing to higher job performance among nurses in Jordan. Additionally, Zaman et al. (2013) discovered that Islamic Work Values are positively linked with intrinsic motivation, thereby nurturing job performance. These studies underscore the intricate interplay of organizational factors like HPWS and individual determinants such as Islamic work values in shaping job performance.

This research serves as a wellspring of insightful information concerning the complex interconnection between HPWS, IWV, and JP among Jordanian nurses. The conclusions drawn from this study carry profound implications for the strategic management of human resources within Jordan's public healthcare institutions. The research recommends that hospital management in Jordan accord heightened attention to specific elements of HPWS, including training and development, performance evaluation, and empowerment-centric employee interactions, to enhance job performance and concurrently mitigate the potential negative impact of Islamic work values. Moreover, the study accentuates the pivotal role of Islamic work values as a potential mediating force in the nexus between HPWS and job performance. The study advocates for further research to explore the moderating impact of diverse cultural values, specifically focusing on Islamic work values, on the intricate relationship between HPWS and job performance.

#### **Practical Implications**

The current research on "Investigating the Effect of High-Performance Work Systems on Job Performance among Nurses in Jordan: The Moderating Effect of Islamic Work Values" has several implications for policymakers and practitioners in Jordan's public institutions. The study verifies the positive and direct effect of HPWS and its dimensions on Jordanian nurses' job satisfaction in public institutions. Therefore, policymakers and practitioners should focus on maintaining strong relationships with Nurses and distributing fairness among employees to maximize the performance of public hospitals in Jordan. Secondly, the study reveals a negative and direct effect of HPWS on Nurses' IWV of public hospitals in Jordan. Thus, the management of public hospitals should focus on improving the work environment and guaranteeing the Nurses' satisfaction, trust, and loyalty to enhance their behaviors in the workplace and increase their performance. Finally, the study shows that IWV moderated the relationship between HPWS and JP. Therefore, policymakers, practitioners, and public hospital management in Jordan should decrease the level of Islamic work values to enhance the level of workplace job performance. The study's findings are consistent with previous investigations in literature, such as (Namibian Studies, 2023).

#### **Conclusion**

In conclusion, this study provides valuable insights into the intricate interplay between high-performance work practices, Islamic work values, and job performance among nurses in Jordanian public hospitals. The observed moderating role of Islamic work

values underscores the importance of aligning human resource practices with cultural values. The direct effects of specific high-performance work practices on job performance emphasize the need for targeted and culturally sensitive strategies. While the study contributes substantially to the existing literature, it also further underscores the need to explore the underlying mediating mechanisms. By comprehending and leveraging these dynamics, organizations can enhance the efficacy of their human resource practices, fostering a more conducive work environment that resonates with employees' cultural orientations.

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