





“The mediating role of organizational climate for human resources management strategies and competitive advantage in Jordanian commercial banks”

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THE MEDIATING ROLE OF ORGANIZATIONAL CLIMATE FOR HUMAN RESOURCES MANAGEMENT STRATEGIES AND COMPETITIVE ADVANTAGE IN JORDANIAN COMMERCIAL BANKS

Abstract

This study aims to examine the impact of human resource management strategies on gaining a competitive advantage in Jordanian commercial banks. Human resource strategies can help organizations achieve their goals by attracting and retaining skilled workers who contribute to the organization's competitive advantage. A competitive environment requires effective human resource strategies. Thus, the study utilizes a descriptive analysis approach to analyze the data and test the hypotheses through SPSS and PLS-SEM-4. The study population comprises 13 banks, and the sample includes all employees of human resources departments. A total of 411 respondents joined a comprehensive survey, and 405 questionnaires were deemed valid. The findings reveal that human resource management strategies have a positive impact on competitive advantage ($p = 0.000$) and organizational climate ($p = 0.000$); organizational climate positively affects competitive advantage ($p < 0.001$). Furthermore, the study shows an indirect relationship between human resource management strategies and competitive advantage through organizational climate ($p < 0.001$).

Keywords

recruitment, hiring, compensation, training strategies, commercial banks, Jordan

JEL Classification

M12, M14, M51

INTRODUCTION

Human resource departments tend to recruit highly qualified professionals to enhance work productivity, effectiveness, and organizations' performance to maintain their competitive position and values (Shamouta et al., 2022). Furthermore, they thrive to sustain organizations' long-term competitive advantage (Lee et al., 2021). This suggests that competitive advantage is one of the organizational strategic goals that influence the organization's competitive edge, market position, market share, and economic returns. Therefore, gaining a competitive advantage is contingent on the organization's strategic management thinking and planning as well as human resource management strategies. Human resource management plays a vital role in achieving competitive advantage through recruitment, hiring, and developing a skilled and talented workforce (Battour et al., 2021), which clearly helps organizations achieve excellent market position, competitive advantage, growth, and long-term goals (Delery & Roumpi, 2017; Kareska, 2023).



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Achieving a competitive advantage requires an appropriate organizational climate. Interestingly, this is a crucial factor for organizations due to its function as a primary predictor of work environment conditions and employees' relations with their jobs without any job complaints or frustration (Alwehabie, 2017). This means that an organization's competitive advantage relies on the organizational climate and human resource qualifications, skills, and capabilities to penetrate target markets effectively (Van Esch et al., 2018). Thus, human resource management strategies can have a significant impact on establishing competitive advantage, which stresses that human resource management strategies function as a predictor of banks' competitive advantage through the mediation of organizational climate.

1. LITERATURE REVIEW

Human resource management strategies provide organizations with competent employees in alignment with organizational goals (Picardi, 2019), and effective organizational performance relies on HRM strategies to improve employees' capacities and productivity (Stone et al., 2020). Noe et al. (2022) claim that achieving long-term competitive advantages is a primary output for organizations. Dessler (2020) urges that HRM strategies represented by recruitment, selection, and development aim to improve organizational productivity and employee engagement. Patterson (2023) suggests that selecting suitable employees depends on the effectiveness of HR processes, such as recruitment, hiring, and training. Recruitment goals aim to attract qualified candidates from various sources to fill job vacancies (Brutus & Baronian, 2023). Trost (2020) has designed the selection process to identify applicants who possess the necessary skills, qualifications, and experience that align with work requirements. The training process should aim to equip employees with specific information, awareness, and support to improve their behaviors, attitudes, abilities, and work perceptions (Stone et al., 2020). However, the compensation process aims to provide employees with a sense of satisfaction and security, ensuring job satisfaction and loyalty, motivating employees to perform better, and enhancing organizational performance and sustained competitive advantage (Patterson, 2023).

Competitive advantages are an organization's ability to deliver high-quality work outputs (Negulescu, 2019). They refer to outperforming an organization's capabilities and competitors through cost-effectiveness, innovation, and customer service (Alzghoul et al., 2024; Negulescu, 2019). Thus, competitive advantages and HR practices are crucial for maintaining work qual-

ity and performance, which are key factors in influencing organizational performance (Twin, 2023). Moreover, they represent the quality of organizational work, performance, and effectiveness through recruitment, hiring, training, and developing the right individuals with the necessary skills and talent, which positively influences organizational performance (Dessler, 2020).

Human resource management strategies play a significant role in developing and maintaining the competitive edge of organizations. According to Nastase et al. (2019), HRM encompasses decisions, actions, and processes that guide employees toward excellence. Karami et al. (2004) suggest that gaining a competitive advantage relies on the effectiveness of HRM strategies implementation and practices. Similarly, Widyanty et al. (2020) found that sustaining competitive advantage, work productivity, and job safety culture relies on the effectiveness of HRM practices. According to Nkhwangwa (2014), organizational performance and competitive advantage are the results of effective human resource practices. According to Sinha (2021), organizational competitiveness mainly depends on HR practices as well as employee selection, training, motivation, and satisfaction. Obeidat et al. (2018) emphasize that long-run competitive advantage is one of organizational HR priorities.

Elrehail et al. (2020) showed that HR practices are a fundamental part of increasing organizations' competitive advantage. Battour et al. (2021) confirmed a significant effect of HRM practices on achieving organizational competitive advantages that can lead organizations toward success. Delery and Roumpi (2017) found that HRM strategies have a significant positive effect on sustaining organizations' competitive advantage that can help organizations achieve econom-

ic and financial returns over their competitors. Wongsansukcharoen and Thaweepaiboonwong (2023) discovered that innovation has a significant relationship between HR practices and achieving competitive advantage that contributes to raising competitiveness and achieving long-term success. Moreover, Hamadamin and Atan (2019) showed a significant relationship between human capital and HRM practices and sustaining competitive advantage, stressing that this helps firms deal with the challenges surrounding them, including intense competition.

Organizational climate comprises work environment, awareness, values, feelings, perceptions, attitudes, interactions, and culture; this influences organizational performance and competitive capacity (Alzghoul et al., 2018; Hadiyatno, 2018). Such a climate reflects work productivity, employees' job satisfaction, and work collaboration across organizational levels, which improve work environment and job performance through creative and competitive capabilities (Dessler, 2020). Interestingly, organizational climate includes many factors that affect employees' work response and organizational work performance (Sugiarto, 2018). Moreover, it reflects the extent of workers' ability to carry out their job tasks, which requires the need to analyze the organizational climate in all its dimensions to create appropriate conditions for workers while supporting their personal and psychological needs to enable them to respond effectively to their tasks (Berberoglu, 2018).

Al-Ayed (2019) confirmed a significant relationship between organizational climate and human resource practices in achieving competitive advantage for organizations. Moreover, the impact of HRMS extends to the development of organizational capabilities, as evidenced by regression analysis (Ghareeb & El Medabsh, 2019). Proven performance appraisals, training, compensation, and performance management have a statistical impact on organizational commitment (Syamsuddin, 2020). Danilwan et al. (2022) confirmed that HRM practices have a significant effect on the ethical work environment, climate, and organizational performance. Huong Dang et al. (2021) indicated that a positive workplace climate and environment improve organizational performance. Moreover, according to Mehmood

et al. (2024), organizational climate is partially associated with a competitive advantage and desirable innovation culture, leading to transformational leadership and innovation success.

Furthermore, Tan et al. (2021) found that employee innovation and organizational climate significantly affect attaining competitive advantage. In addition, they found a noteworthy correlation between workplace culture and employee relationships concerning work environment, employee behavior, and competitive advantage. Fernando and Perera (2020) discussed the importance of organizational culture in shaping organizational competitiveness. Moreover, organizational culture and climate influence corporate competitiveness (Dziekański & Leśniewski, 2018). Tong et al. (2022) suggest that organizational development through continuous innovation can reduce competitive advantage rigidity and improve work performance and employee engagement. Furthermore, Ruiz-Moreno et al. (2008) confirmed that flexibility contributes to establishing a positive relationship between organizational climate, innovation, and sustainable competitive advantages, which helps organizations support the organizational environment and enhance organizational competitiveness.

In addition, Su et al. (2023) emphasize that the organizational environment affects employee attitudes, perceptions, behaviors, and responses at the workplace. Moreover, Katou (2013) indicates that HR development of environmental practices influences employees' experiences, trust, and fairness and contributes to a competitive advantage of organizations. In addition, Hamadamin and Atan (2019) confirmed a significant relationship between human capital, employee commitment, and competitive advantage. Conversely, Gahlawat and Kundu (2019) find that HR is positively associated with organizational climate and employees' attitudes. Moreover, HRM practices improved the effect of social placement and employees' productivity on organizational outcomes (Cooper et al., 2019; Khawaldeh & Alzghoul, 2024). In addition, Macena and Bastos (2020) indicated that HRM practices positively influence organizational climate, in particular, employees' attitudes and behavior.

Organizational climate and HRM practices affect organizational performance (Mert et al., 2022; Varnali, 2015). Furthermore, Ranjhan and Mallick (2018) found a significant effect of organizational citizenship behavior on HR practices. In summary, these studies show that contextual factors of HRM have a significant link with competitive advantage. This paves the way for decision-makers to apply HRM practices in an organization to ensure organizational competitive advantage, growth, and success. This study emphasizes the role of contextual factors in establishing a significant relationship between HRM systems and competitive advantage through proper HRMS implementation, which can contribute to organizations' valuable competitive advantage, growth, and success.

Therefore, this study aims to assess the potential of HRMS in providing a competitive advantage in Jordanian commercial banks. Additionally, it examines the mediating effect of organizational climate in this relationship. The paper elaborated on the following hypotheses:

- H1: HRMS positively influences competitive advantage.*
- H2: HRMS positively influences organizational climate.*
- H3: Organizational climate positively influences competitive advantage.*
- H4: Organizational climate mediates the relationship between HRMS and competitive advantage.*

2. METHODOLOGY

This study employed a quantitative approach to a reasonable sample to generalize the results (Sekaran & Bougie, 2016). Furthermore, through the descriptive analysis approach, the study covered members of 13 Jordanian commercial banks, including all the HR departments' employees, with a total of 411 respondents (Rahi et al., 2019). An administrative questionnaire (Appendix A) was designed using the Likert scale to analyze responses with an overall of 48 items gauged to measure constructs distributed as follows: Independent

construct items: 1-20; Dependent construct items: 21-40; and Mediator construct items: 41-48. As a result, 405 out of 411 questionnaires were deemed valid for analysis. SPSS and Smart PLS-4 were used to test the hypotheses (Hair et al., 2012). The construct items were obtained from the following studies: Battour et al. (2021), Elrehail et al. (2020), Huong Dang et al. (2021), Hamadamin and Atan (2019), Danilwan et al. (2022), and Mehmood et al. (2024).

3. RESULTS

Table 1 demonstrates the results of the convergent validity analysis (path coefficient loading, AVE, and CR). The values ranged between 0.62 and 0.77, with the validity exceeding 0.60. The study constructs exhibit items with reliable consistency (Hair et al., 2012). The linear correlation test indicates values below 10 and maintains a permissible test of variance for all constructs above 0.05 (Hair et al., 2012).

The study used SPSS software for data analysis. The majority of samples were male, 288 or 71.1%; 186 respondents (45.9%) were between 25-35 years old; 378 respondents (93.3%) held a bachelor's degree. In addition, the study found that 165 respondents, or 40.7%, had an experience range of 10 years to less than 15. Moreover, the sample profile results indicate that the HRMS practiced by Jordanian commercial banks primarily focuses on recruiting and hiring young staff with a bachelor's degree as a minimum qualification with minimal years of experience to meet the banks' goals and objectives and to align with employee work tasks, work conditions, and responsibilities.

In addition, Smart PLS 4 was used for assessing measurement and structural models (Barclay et al., 1995). Path co-statistical efficiency of the hypotheses was used for determining relationships, discriminant validity, and composite reliability (Hair et al., 2012).

Table 1 shows that the model constructs' items have an AVE of ≥ 0.60 and a CR of ≥ 0.70 in the validity analysis. This indicates that the construct elements are valid, dependable, and relevant.

Table 1. Convergent validity analysis (path coefficient loading, AVE, and CR)

Instructs	Sub - constructs	Item	Path Coefficient Loading	CR	AVE
Independent Construct: HRMS	Recruitment Strategy (RS)	1	0.805	0.909	866.0
		2	0.912		
		3	0.849		
		4	0.834		
		5	0.666		
	Selection and Hiring Strategy (SHS)	6	0.838	449.0	177.0
		7	288.0		
		8	419.0		
		9	648.0		
		10	609.0		
	Compensation Strategy (CS)	11	0.836	119.0	276.0
		12	957.0		
		13	219.0		
		14	428.0		
		15	657.0		
	Training and Development Strategy (TDS)	16	209.0	449.0	177.0
		17	119.0		
		18	368.0		
		19	738.0		
		20	578.0		
Dependent Construct: CA	Competitive Advantage (CA)	21	0.890	389.0	147.0
		22	0.928		
		23	0.868		
		24	0.807		
		25	0.822		
		26	0.900		
		27	0.832		
		28	0.866		
		29	0.805		
		30	0.876		
		31	0.902		
		32	0.853		
		33	0.865		
		34	0.887		
		35	0.912		
		36	0.852		
		37	0.900		
		38	0.798		
		39	0.860		
		40	0.776		
Mediator Construct: OC	Organization Climate (OC)	41	0.821	929.0	126.0
		42	0.821		
		43	0.786		
		44	0.811		
		45	0.844		
		46	0.643		
		47	0.764		
		48	0.799		

IV: Independent construct (HRMS); DV: Dependent construct (CA); MV: Mediating construct (OC).

Furthermore, the results demonstrate that the components are suitable for structural measurement. In addition, the results show that the average construct validity exceeds 0.6, according to Hair et al. (2012).

HRM methods are the fundamental aspects of the model. The recruitment strategy (0.666 to 0.912) shows strong reliability, as evidenced by Cronbach's alpha of 0.909 and good convergent validity. The item homogeneity among selection

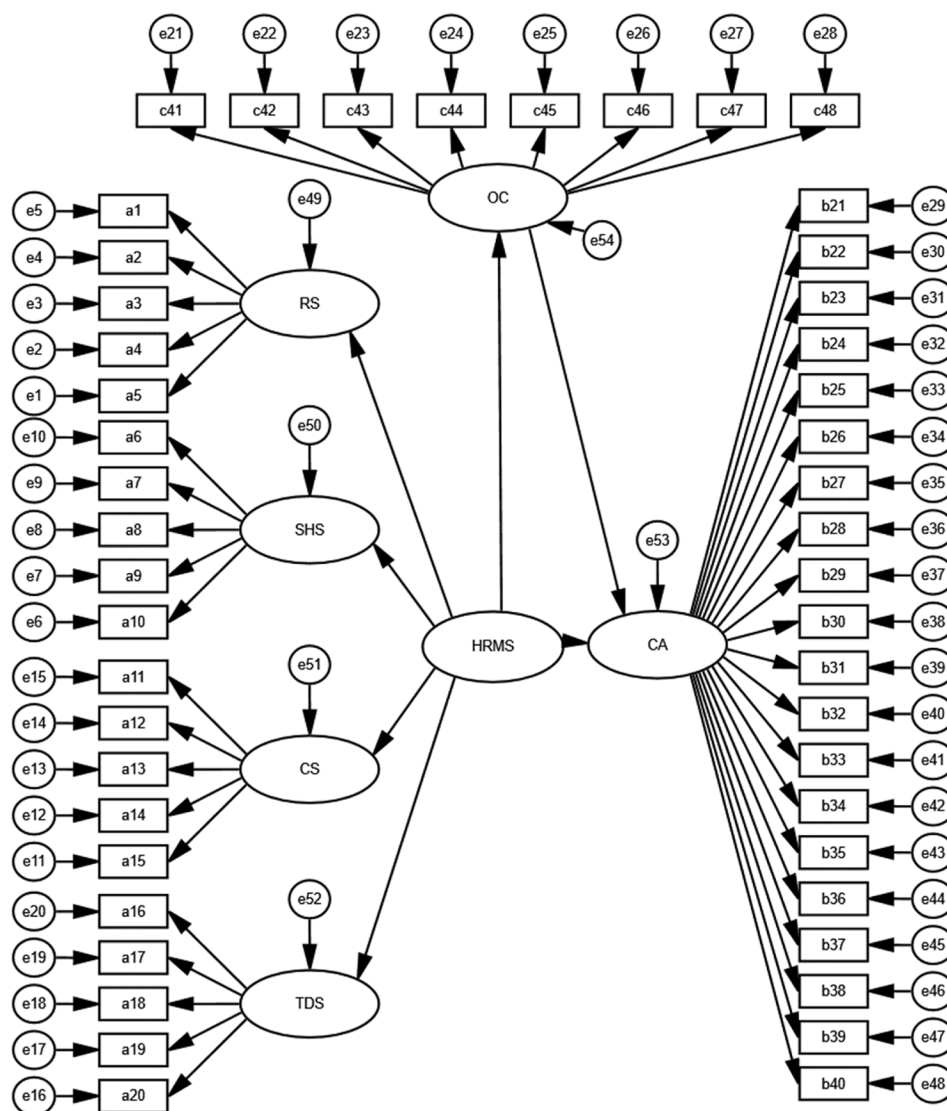
and hiring strategy items is also high, as all of the items show strong loadings ranging from 0.838 to 0.914, high composite reliability (CR) of 0.944, and solid average variance explained (AVE) of 0.771, which indicates excellent reliability. Good reliability is also evident in the compensation strategy and training and development strategy components with significant AVE values close to 0.7, allowing these items to be represented as latent variables with item avenues included in the following process modeling. The competitive advantage

items showed high Cronbach’s alpha (CA = 0.802-0.967) and good composite reliability (CR = 0.983), which exceeds the acceptable level. Organizational climate, as a mediator between these constructs, has item loadings ranging from 0.643 to 0.84, resulting in a CR of 0.929 and a lower AVE value of 0.621; the overall high reliability of measurement highlights the need for refinement in conceptualizing or measuring some aspects of organizational climate. Table 2 shows the discriminant validity results. The study performed cross-loading with other constructs to determine the loading values (Hair et al., 2012).

Table 2. Discriminant validity results

Constructs	IV-RS	IV-SHS	IV-CS	IV-TDS	DV	MV
IV-RS						
IV-SHS	0.956					
IV-CS	1.011	0.938				
IV-TDS	0.948	0.983	989.0			
DV	0.967	0.936	1.021	479.0		
MV	1.007	0.925	0.979	229.0	0.957	

Note: Independent variable (HRMS): Recruitment Strategy RS; Selecting and Hiring Strategy SHS; Compensation Strategy CS; Training and Development Strategy TDS. Dependent variable: Competitive Advantage CA. Mediating variable: Organizational Climate OC.



Note: Independent variable (HRMS): Recruitment Strategy RS; Selecting and Hiring Strategy SHS; Compensation Strategy CS; Training and Development Strategy TDS. Dependent variable: Competitive Advantage CA. Mediating variable: Organizational Climate OC.

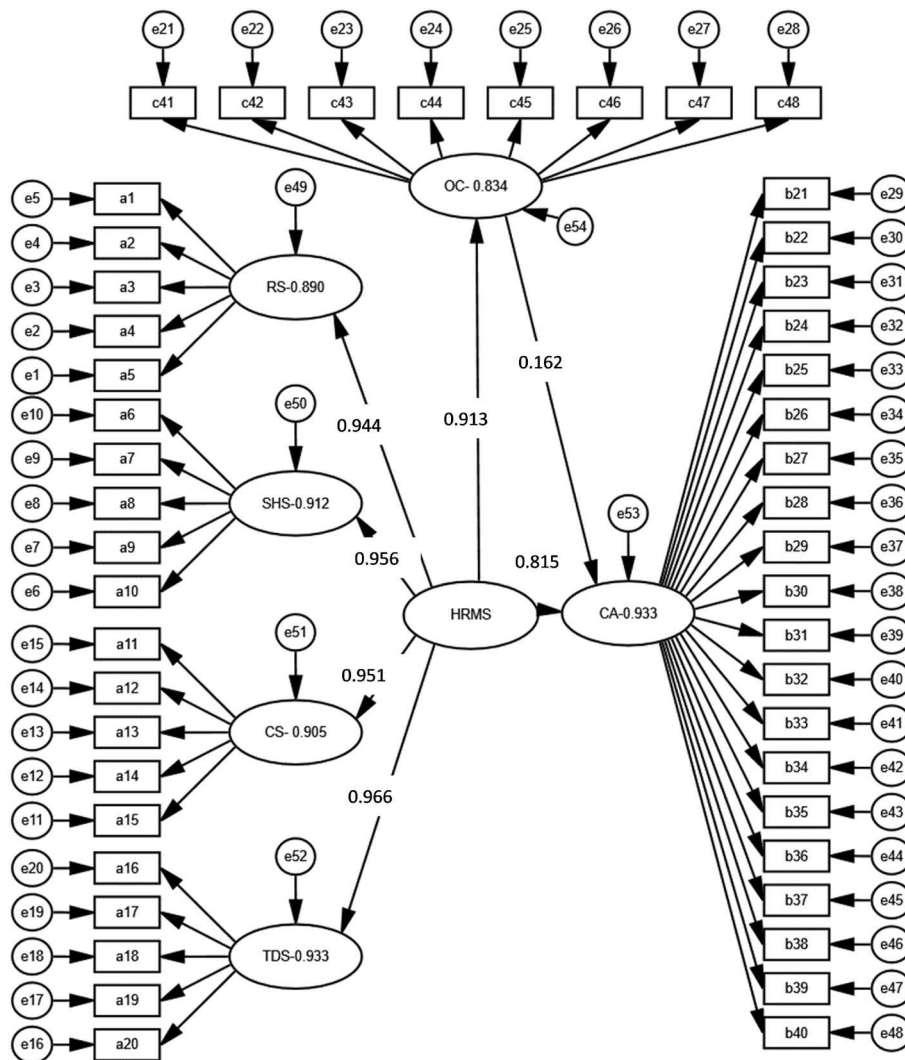
Figure 1. Measurement model

Table 2 clearly demonstrates that the research constructs have strong discriminant validity and are acceptable.

Figure 1 presents the measurement model. The results demonstrate that competitive advantage and organizational climate have R^2 values of 0.933 and 0.834, respectively. In addition, the data reveal that the HRMS explained 93.3% of the variance in competitive advantage and 83.4% in organizational climate. These data show that the HRMS has a significant impact in determining competitive advantage and organizational climate, which

can help banks build effective HRM strategies to improve their performance. The path coefficient's significance was determined using a bootstrapping test with 5,000 bootstrap samples. The loading values of each construct loading item, the AVEs of each construct value, and the CR are displayed in Table 3 and Figure 2. Convergent validity was evaluated.

Figure 2 illustrates the indirect constructs relationship (Hair et al., 2012). It suggests that the loading constructs item values were between 0.643 and 0.928, AVE values ranged from 0.621 to



Note: Independent variable (HRMS): Recruitment Strategy RS; Selecting and Hiring Strategy SHS; Compensation Strategy CS; Training and Development Strategy TDS. Dependent variable: Competitive Advantage CA. Mediating variable: Organizational Climate OC.

Figure 2. Structural model

Table 3. Hypotheses summary

Path	Hypothesis	B	T- value	P- value	Decision
HRMS → CA	H01	0.815	18.229	0.000	Accepted
HRMS → OC	H02	0.913	49.018	0.000	Accepted
OC → CA	H03	0.162	3.480	0.001	Accepted

Note: $p < 0.001$; 2-tailed hypothesis; 5,000 bootstrap samples. CA = Competitive Advantage; OC = Organizational Climate.

Table 4. Mediation effects

Hypothesis	B	S.D	t-value	p-value	Conf. Int. LL 2.5	Conf. Int. UL 97.5	Decision
H04	0.140	0.043	3.481	0.001	0.055	0.224	Accepted

Note: $p < 0.001$; 2-tailed hypothesis; 5,000 bootstrap samples.

0.771, while the CR values ranged from 0.909 to 0.983. This indicates that the convergence validity of the loading construct elements is adequate. Furthermore, the loading construct item values are above 0.6, and the CR values are above 0.7 (Hair et al., 2012). The hypotheses results (Table 3) indicate a positive relationship between independent and dependent constructs ($\beta = 0.815$; $t = 18.229$; $p = 0.000$) and independent and mediating constructs ($\beta = 0.913$; $t = 49.018$; $p = 0.000$).

Table 4 shows that organizational climate has a significant impact on HRM strategies and competitive advantage ($\beta = 0.140$, $t = 3.481$, LL = 0.055, UL = 0.224, $p < 0.001$) (Preacher & Hayes, 2008). The findings demonstrate a partial indirect effect relationship of organizational climate between HRMS and competitive advantage, which supports this hypothesis.

Figure 3 shows a partial indirect relationship between HRMS and competitive advantage, as mediated by organizational climate (Preacher & Hayes, 2008; Hair et al., 2012). Table 5 illustrates the hypotheses results using the bootstrapping technique

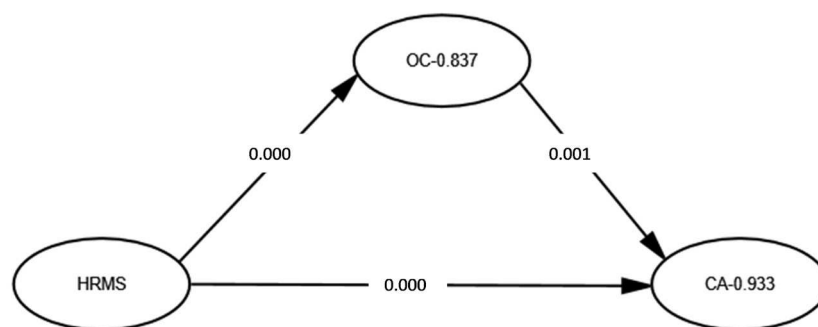
with a 5,000 resampling. The test results confirmed the validity of the study hypotheses, notably the t -value, p -value, and confidence interval bias. The results supported the acceptance of H1, H2, and H3, whereas H4 revealed an indirect relationship effect between organizational climate and competitive advantage, leading to its acceptance.

Table 5. Summary of hypothesis results

No.	Hypotheses	Decision
H1	HRMS positively influences competitive advantage	Accepted
H2	HRMS positively influences organizational climate	Accepted
H3	Organizational climate positively influences competitive advantage	Accepted
H4	Organizational climate mediates a positive relationship between HRMS and competitive advantage	Accepted

4. DISCUSSION

According to the results, HRMS has a significant impact on competitive advantage and organizational climate. In addition, organizational climate



Note: CA = Competitive Advantage; OC = Organizational Climate.

Figure 3. Indirect effect relationship

mediates the indirect partial relationship between HRMS and competitive advantage, which has a significant impact on Jordanian banks. The hypotheses result discussion is as follows.

H1: HRMS practiced by Jordanian commercial banks shows a significant positive impact on their competitive advantage. To work effectively, HRMS must consider all of the influencing factors, such as employee quality, skills, qualifications, and competencies as well as the recruitment strategy, selection and hiring strategy, compensation plan, and training and development strategy. All of these factors help banks stay ahead of the competition over time. Prior research has also demonstrated that HRMS affects competitive advantage (Wongsansukcharoen & Thawepaiboonwong, 2023; Battour et al., 2021; Huong Dang et al., 2021; Elrehail et al., 2020; Delery & Roumpi, 2017; Hamadamin & Atan, 2019).

H2: HRMS practiced by Jordanian commercial banks shows a significant impact on organizational climate. The successful implementation of HRMS is due to a variety of factors, including bank culture, environment, values, employee behavior, attitudes, beliefs, job satisfaction, leadership style, and formal and informal communication techniques used to influence the productivity, performance, attractiveness, and competitiveness of Jordan's commercial bank climate. Prior research has demonstrated that HRMS positively influences banks in maintaining their competitive advantage over other banks, particularly foreign banks (Danilwan et al., 2022; Huong Dang et al., 2021; Alwehabie, 2017; Mehmood et al., 2024; Tan et al., 2021).

H3: Organizational climate has a significant positive impact on the competitive advantage of Jordanian commercial banks. As a result, an enthusiastic and positive organizational climate can positively influence competitive advantage by representing the bank's reputation, performance quality standards, job satisfaction, employee loyalty, internal work process, leadership style, and customer satisfaction as values that will increase the Jordanian commercial bank's competitive advantage. Prior research has also shown that organizational climate positively affects banks sustaining their competitive advantage (Mehmood et al., 2024; Tan et al., 2021).

H4: Organizational climate is a mediator between HRMS and competitive advantage in Jordanian commercial banks, which demonstrates a partial indirect impact relationship. Furthermore, organizational climate approved HRMS practices (recruitment strategy, selection and hiring strategy, compensation strategy, and training and development strategy) with respect to the bank's competitive advantage. These procedures considerably improve the bank's competitive position in the market, distinguishing it from other Jordanian and foreign banks. Prior research has also shown that organizational climate positively affects HRMS and competitive advantage (Danilwan et al., 2022; Huong Dang et al., 2021; Mehmood et al., 2024; Tan et al., 2021).

This study made theoretical and practical advances, notably by addressing previous scholarly recommendations to evaluate other elements that may influence commercial banks' HRM policies. This contribution can assist bank management, particularly those in charge of HRM departments, in improving their HRMS, competitive advantage, and organizational climate. Accordingly, a new HRMS model was developed with numerous strategies, such as recruitment strategy, selection and hiring strategy, compensation strategy, and training and development strategy, to assist organization management and commercial banks in adopting new HRM strategies and gaining a competitive advantage. As a result, organizational climate can aid banks in achieving long-term goals and success, as well as researchers in conducting future research into other aspects of HRM practices in various supportive contexts and sectors.

According to the findings, Jordanian commercial banks can greatly benefit from introducing an efficient HRMS component to assist bank management in improving the banking process, employee job performance, employee engagement, work quality, work completion, work productivity, and performance. Furthermore, the study implies that establishing a creative, perceptual, psychological, stable, loyal, and exciting organizational climate will help banks maintain a long-term competitive advantage and boost their competitiveness. The study provides practical suggestions to help Jordanian commercial banks manage their HRMS successfully by conducting periodic evaluations to

identify weak areas and enhance HRM practices, procedures, and systems. Furthermore, it entails putting in place particular training programs that are aligned with employees' objectives and goals, as well as establishing an appealing remuneration structure. These metrics can assist banks in attracting and keeping qualified, skilled, and talented employees who meet work-measurable criteria consistent with the organization's vision, goals, changes, and competitive advantage. Finally, this can result in an appealing and stimulating organizational climate, culture, and working environment. Thus, banks can maintain a long-term competitive advantage. Furthermore, the study recommends that commercial banks use current technology, such as various social media platforms, to attract and recruit people within electronic systems and applications that differ from traditional ones. These practical contributions and ideas

can help commercial banks' HRM practices and strategies become more efficient and effective in servicing their customers by effectively engaging with their current and long-term strategic goals. These findings can provide useful, practical contributions to future studies to improve HRMS and assist companies in maintaining competitive advantages based on global and local trends and organizational changes that affect the organization's outcomes, performance, growth, success, and prosperity.

However, the study results may be limited to the study population and sampling and may not apply to other banks operating outside the Jordanian commercial banking sector. Thus, this restricts the results' applicability. Additionally, it would be interesting to see similar outcomes in different circumstances.

CONCLUSION

The study aimed to assess the relationships between Jordanian commercial banks' human resource management strategies, competitive advantage, and organizational climate. Organizational climate shows a significant positive impact on competitive advantage. Furthermore, organizational climate has a partial indirect effect on the relationship between human resource management strategies and competitive advantage. Moreover, the findings gave useful and practical insights for commercial banks. As a result, commercial banks need to pay more attention to human resource management strategies to contribute to competitive advantage and climate.

In addition, human resource management strategies require current technology rather than traditional means, namely electronic applications and social media networks, to attract a significant number of qualified, professional, competent, and talented people to fill job openings. Moreover, Jordanian commercial banks are required to control human resource practices through measurable criteria such as openness and fairness. This is critical to ensure the effectiveness and efficiency of human resource strategies as well as establish exact procedures for selecting and recruiting the most qualified and competent candidates who are consistent with the bank's vision, work quality standards, and performance. Furthermore, Jordanian commercial banks must emphasize their long-term objectives by creating an organizational climate and work environment that is appealing, exciting, and competitive.

Finally, to foster appealing organizational cultures, lower work turnover costs, and ensure worker stability, employee job satisfaction, and loyalty, this strategy can help banks stay competitive and respond to the global banking industry challenges and trends. This is crucial in light of the digital technology revolution, which has changed how Jordanian commercial banks handle their human resources. Ultimately, Jordanian commercial banks are dependent on the function and contributions of human resource management strategies, competitive advantage, and organizational climate to affect the bank's standing, competitiveness, and market positioning while exposing them to market risks.

AUTHOR CONTRIBUTIONS

Conceptualization: Zaid Megdad.
 Data curation: Zaid Megdad.
 Formal analysis: Zaid Megdad, Dilber Caglar Onbasioglu.
 Funding acquisition: Zaid Megdad.
 Investigation: Zaid Megdad.
 Methodology: Zaid Megdad, Dilber Caglar Onbasioglu.
 Project administration: Zaid Megdad.
 Resources: Zaid Megdad.
 Software: Zaid Megdad.
 Supervision: Dilber Caglar Onbasioglu.
 Validation: Dilber Caglar Onbasioglu.
 Visualization: Zaid Megdad, Dilber Caglar Onbasioglu.
 Writing – original draft: Zaid Megdad.
 Writing – review & editing: Dilber Caglar Onbasioglu.

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APPENDIX A

QUESTIONNAIRE

Dear respondent,

This questionnaire is a part of a research entitled: **The mediating role of organizational climate for human resources management strategies and competitive advantage in Jordanian commercial banks.** Your responses are important to obtain complete data on this issue. Kindly answer the below questions by ticking the relevant items in the checkboxes provided. All of the answers and information are used for research purposes and will be kept confidential. Furthermore, if you have any questions, please do not hesitate to call: 00962796054554 or email: zaidmgdad23@yahoo.com

Part 1: Demographic factors

Please indicate your answer by (X).

1-Gender

Male Female

2-Age

Less than 25 years 25 till less than 35 years 35 till less than 45 years
 45 till less than 55 years 55 years and above.

3-Qualification

Community College Bachelor Master Ph.D.

4-Years of Experience

Less than 5 years 6 till less than 10 years 11 till less than 15 years
 15 till less 20 years 20 years and above.

5- Job level

Dept. Manager Vic Manager / Dept. Head Employee

Part 2: Study constructs

Item No.	Item	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Independent Construct: Human Resource Management Strategies						
Recruitment Strategy						
1	The bank can attract appropriate staff.					
2	The bank conducts ongoing studies to identify suitable sources for recruitment.					
3	The bank has provided a clear description of its available job vacancies.					
4	The bank specifies vacant positions in its advertisements.					
5	The bank has implemented several rigorous procedures to regulate the recruitment process.					
Selection and Hiring Strategy						
6	The bank adopts a series of steps with fair and transparent standards for candidates' selection and hiring.					
7	The bank is keen to adhere to the conditions of vacant positions for candidates in the selection and hiring process.					

Part 2 (cont.): Study constructs

Item No.	Item	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
8	The bank approves specialized committees when selecting and hiring candidates.					
9	The bank is keen to conduct various interviews and tests ahead of the candidates' selection.					
10	The bank is keen to audit and review the selection results of the best candidates in special forms before making the final decision.					
Compensation Strategy						
11	The bank adopts specific and clear principles of the compensation system.					
12	The bank adopts a clear salary scale commensurate with the specificity of various jobs.					
13	The bank adopts a competitive compensation system compared with other banks.					
14	The bank periodically reviews its compensation system.					
15	The bank adopts fair and transparent compensation, incentives, and rewards systems according to employees' performance.					
Training and Development Strategy						
16	The bank approves employee training and development plans regularly.					
17	The bank links training needs to the results of employee performance assessments.					
18	The bank involves all employees in training and development programs.					
19	The bank has designed training and development programs that are tailored to suit the employees' work.					
20	The bank provides employees with new training content and knowledge.					
Dependent Construct: Competitive Advantages						
21	The bank has committed to applying banking quality standards.					
22	The bank relies on its employees' prompt response to meet the customers' needs.					
23	The bank promptly responds to customers' comments and inquiries.					
24	The bank is constantly developing its work procedures.					
25	The bank utilizes modern technologies across all functions.					
26	The bank adheres to principles of accuracy and perfection to minimize errors.					
27	The bank gives priority to serving its customers.					
28	The bank promptly completes the required job tasks.					
29	The bank regularly ensures the development of its banking business.					
30	The bank is capable of handling local challenges and international competition.					
31	The bank can reduce operational costs across all functions.					
32	The bank performs a thorough assessment of labor expenses regularly.					
33	The bank rationalizes and controls work costs in various functions.					
34	The bank implements creative and distinctive development ideas.					
35	The bank has implemented an innovative and excellent culture.					
36	The bank promotes the display of its core banking values among its employees.					
37	The bank promotes a culture of teamwork and collaboration.					
38	The bank motivates its employees to actively participate in resolving work problems.					
39	The bank motivates its employees to perform the required work effectively.					

Part 2 (cont.): Study constructs

Item No.	Item	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
40	The bank encourages its employees to contribute as a part of the bank's reputation.					
Mediation Construct: Organizational Climate						
41	The bank keeps applying new technology in the workplace.					
42	The bank has a good understanding of the emotions, behaviors, and attitudes of its employees.					
43	The bank regularly reviews and enhances work conditions and processes for better performance.					
44	The bank provides competitive incentives to motivate its employees.					
45	The bank is consolidating its ethical values among employees.					
46	The bank focuses on developing the capabilities and skills of its employees.					
47	The bank has improved the job satisfaction of its employees.					
48	The bank has established a set of principles to encourage job commitment among its employees.					