

أثر الدعم التنظيمي على الإدارة اللوجستية في مجموعة خطوط الشحن الوطنية الأردنية في الأردن

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تاريخ قبول البحث: 2023/3/21م

تاريخ وصول البحث: 2022/12/5م

الملخص

هدفت هذه الدراسة البحثية إلى استكشاف تأثير الدعم المنظمي بأبعاده: (دعم القائد، والعدالة التنظيمية، والمشاركة في صنع القرار، والمكافآت) على إدارة اللوجستيات بأبعادها (التوريد والنقل والتخزين) في مجموعة الخطوط البحرية الوطنية في الأردن. ولتحقيق أهداف البحث، استخدمت أساليب وصفية وتحليلية. وقد أجريت الدراسة على عينة بحثية تتكون من (148) مديراً في المجموعة. وقد خلصت نتائج الدراسة إلى وجود أثر قوي للدعم التنظيمي بأبعاده، على إدارة اللوجستيات التي تستخدم جميع الآثار الرفيعة المستوى.

كما وجد أن هناك تأثيراً كبيراً لجميع أبعاد الدعم التنظيمي على إدارة اللوجستيات للمجموعة. وأوصت الدراسة بأن تركز الإدارة العليا للفريق على استخدام جميع أساليب الدعم التنظيمي، على كبار المديرين والتركيز على استخدام أدوات وتقنيات القيادة الإستراتيجية التي ستشارك في العدالة المشتركة في المنظمة وكذلك تشجيع جميع العاملين على تحقيق الأهداف الإستراتيجية من خلال تقاسم المفاهيم الصحيحة للإنصاف والعدالة، والمشاركة في عملية صنع القرار، ومنح المكافآت.

الكلمات المفتاحية: إدارة اللوجستيات، الدعم التنظيمي، النقل البحري، النقل البحري، الأردن.

The Impact of Organizational Support on Logistics Management at Jordan National Shipping Lines Group in Jordan

Abstract

This research study aimed to empirically explore the impact of organizational support with its dimensions: (leader's support, organizational justice, participation in decision-making, and rewards) on logistics management with its dimensions of (supply, transport, and storage) at Jordan National Shipping Lines Group in Jordan. To achieve the research objectives, both descriptive and analytical methods were used. The study was conducted on a research sample consisting of (148) managers at the JNSL group. The study results found that there was a strong impact of organizational support, with its dimensions, on the logistics management that utilized all high-level effects. It was also found that there was a significant effect of all organizational's support dimensions on the JNSL group's logistics management.

The study recommended that the top management of the group should focus on using all methods of organizational support techniques, and top managers should focus on using strategic leadership tools and techniques that will share the common justice in the organization as well as encourage all workers to achieve strategic goals by sharing the right concepts of fairness, engagement in the decision-making process, and granting rewards.

Keywords: Logistics management, Organizational support, Maritime, Shipping, Jordan.

Introduction:

Starting from the beginning of the 20th century and due to the globalization requirements that focused on openness and strategic positioning, many of the challenges facing business organizations have arisen; hence, the urgent need for change in management styles, tools, techniques, and working methods is required to maintain the global requirements. The consequent changes in the pattern of leadership, followed by the transition from traditional managerial styles to democratic ones, demonstrated the organizational interest in building human resources and investing in them. The need for organizational support to address these challenges has arisen from the departments expressing their support for the achievement of their objectives. The organization's degree of interest in its staff is demonstrated through its contribution and assistance to workers as well as their care and mental health.

The organization's effectiveness in providing this attention, care, and comprehensiveness is reflected in the staff's awareness of this support and empowerment as well. Organizational support seeks to address staff in terms of satisfying their social and emotional needs and providing mental support and financial resources, ideas, and technology, all of which will contribute to helping them achieve the organization's objectives.

Logistics management, on the other hand, is a modern management approach that faces sourcing and positioning challenges, and it's highlighted the importance of its ability to help organizations meet the challenges in their internal and external context, resulting in the expansion of the market that indeed will increase its market share. Lastly, one of the most vital subcomponents of the logistics and transportation sector is undoubtedly considered maritime logistics transportation. The maritime industry indeed plays an active and significant role in achieving countries' strategic short- and long-term goals.

STUDY IMPORTANCE:**Scientific Importance:**

The scientific significance of this research stems from the importance of appointed variables, which are independent variables of organizational support with its dimensions of leader's support, organizational justice, and participation in the decision-making process and rewards, as well as the dependent variable of logistics management and its dimensions of supply, transport, and storage.

In addition, the research's importance was provided by a theoretical and applied framework for research, that's, by linking organizational support with its dimensions and demonstrating the extent of its efficiency of logistic management with its dimensions.

Practical Importance:

This study is one of a few studies undertaken to understand the impact of organizational support on logistics management in the maritime corporation in Jordan, and it is -of course- expected to add a valuable result to a similar corporation in the maritime industry.

STUDY PROBLEM:

Due to the rapid changes in the business environment and the globalization of the maritime industry, logistics management became the most essential topic for organizational strategic management in the competing industries, and indeed, how the organization can use its strong points to compete with others. The success of an organization depends on the management's ability to build internal and external bridges of harmony, compatibility, cooperation, and compatibility with its staff, and subordinates through the effective application of human relations and management support.

Most shipping companies - like JNSL- are trying to compete with their external competitors by fast responding to the overall supplying process, looking at ways to enhance transportation and enhancing the lead time through the supply chains. In view of the external rapid changes in the organization's environment, their top strategic management looks forward to finding the best ways to overcome these changes, by focusing on supply chain methodologies of supply, shipping, and storage, which could expose them to unexpected threats. Right management usually includes the use of the power of organizational support and the activation of logistical management to overcome unexpected dynamic changes in work.

The problem of the study stems from the dependent variable of logistics management and its dimensions of supply, transport, and storage during the presence of organizational support in Jordan National Shipping Lines Group, and the impact of organizational support on its dimensions (leadership support, organizational justice, participation in decision-making, rewards) in logistics management by dimensions (supply, transport, storage) in Jordanian shipping companies.

Accordingly, the study's problem could be formulated by asking the following main question: ***What is the impact of organizational support (leadership support, organizational justice, participation in decision-making, rewards) on logistics management (supply, transport, and storage) in Jordanian National Shipping Lines companies?***

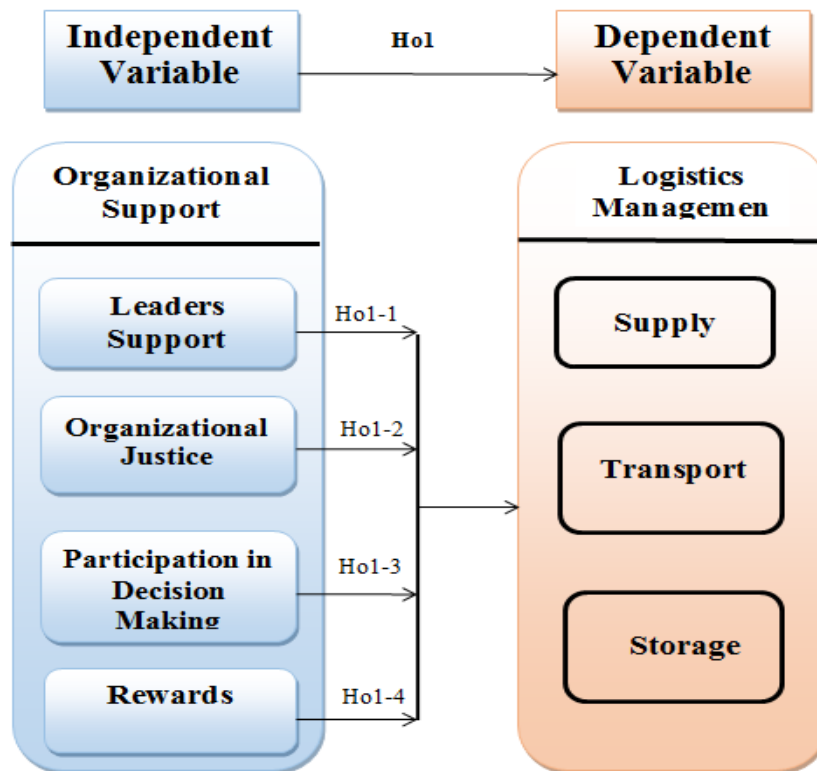
STUDY OBJECTIVES:

The importance of organizational support is now expressed in the effectiveness of corporate logistics management, as it is considered a tool for the success of many organizations. Accordingly, this study tries to cover and explore the following areas:

1- Explore the relative importance of organizational support advantages at Jordan National Shipping Lines Group in Jordan

- 2- Identify the essential and relative importance of logistics management at Jordan National Shipping Lines Group in Jordan
- 3- Defining the vital effect of organizational support on logistics management at Jordan National Shipping Lines Group in Jordan.
- 4- Recommendations that will facilitate the overall performance of study variables that will be also applicable to most shipping companies.

5- STUDY MODEL:



This model was developed with reference to the following research:

- 6- HOA et al., 2020, Mahjoob, 2020) ;To & Huang, 2022 ;Pitafi et al., 2018

7- Alsaaydeh & Saaed, 2020; ALhaaj & Omar, 2016; Hassan, 2018).

STUDY HYPOTHESES:

This study is based on the research hypothesis that organizational support is an essential tool for organizational success in the application of logistics management. It's an essential value, not only because of independent reasons but also because "there is no statistically significant relationship between organizational support with its dimension and logistics management with its dimension." Hence, the following hypothesis will be tested:

MAIN HYPOTHESIS:

"There is no statistically significant effect at a level of $\alpha \leq 0.05$ of organizational support on logistics management in Jordan National Shipping Lines Group."

SUBSIDIARIES HYPOTHESIS:

Hypothesis 1: "There is no statistically significant effect of the leader's support on logistics management in Jordan National Shipping Lines Group at a level of $\alpha \leq 0.05$."

Hypothesis 2: "There is no statistically significant effect of organizational justice on logistics management in Jordan National Shipping Lines Group at a level of $\alpha \leq 0.05$."

Hypothesis 3: "There is no statistically significant effect of participation in decision-making on logistics management in Jordan National Shipping Lines Group at a level of $\alpha \leq 0.05$."

Hypothesis 4: "There is no statistically significant effect of rewards on logistics management in Jordan National Shipping Lines Group at a level of $\alpha \leq 0.05$."

Population and Sample

The population of this study was confined to the top and middle managers in the Jordan National Shipping Lines Group in Jordan, with a total of (240) managers. The researcher selected a random proportional sample to collect the required data in the JNSL group, the sample consisted of (148) managers. The questionnaire was a

research tool for collecting the data, and it was distributed to the samples through direct contact and visits.

Measurement

The researcher relied on the use of the approved statistical measure used in previous kinds of literature on organizational support as the independent variable and its efficiency in logistics management as the dependent variable. Four dimensions were used for the independent variable: leader's support, organizational justice, participation in the decision-making process, and rewards, as well as the dependent variable of logistics management and its dimensions of supply, transport, and storage.

A reliability coefficient of 0.7 or higher of Cronbach's alpha was used and tested, the greater value refers to internal consistency (Al-Najjar & Al-Zoubi, 2017, 109). The alpha's for the research variable ranged from (0.806) to (0.944) as shown in Table (1), Therefore, the reliability test of the questionnaire is acceptable by all measures, whereas Cronbach's alpha was found to be (0.944). Typically, the questionnaire has been evaluated and assessed by several instructors and the shipping industry, who have a very wide knowledge and experience, and consulted with the questionnaire, and their remarks were taken into consideration.

OPERATIONAL DEFINITIONS:

Organizational Support: it's referred as meeting the needs of employees and paying attention to their interests and appreciation of their contributions; this will make employees feel satisfied with the job and indeed will pursue the company's objectives.

Leaders Support: The role played by managers in JNSL is to promote the welfare of employees and meet their expectations, encouraging them, and praising them, which will lead them to perform their tasks and assigned duties effectively and efficiently.

Organizational Justice: this refers to the management approach for treating all employees fairly, and equally, without any kind of disadvantage or bias, which is reflected in their perception of justice between them and thus the achievement of the company's goals and aspirations.

Participation in decision-making: involve employees in the decision-making process, express their opinions, and consider their proposals, suggestions, and recommendations that serve the company, thereby making them feel responsible for the company and thus deepening their relationship with the organization.

Rewards: these refer to offers granted to employees' actual or potential contributions to work. It could be financial, tangible, or intangible.

Logistics Management: It is a set of operations and activities carried out inside and outside that aim to plan, implement, and monitor the movement of products from their sources to their final receivers to the extent of their full and final satisfaction.

Supply: The process for the collection of raw material, and placing the products or services to be available in the hands of the receivers, and conforming to the specifications at the appropriate time, location, quantity, and warranty.

Transport: This is the process that deals with the movements of products or services through proper channels to effectively and efficiently access the quality of activities and logistics services.

Storage: is the process of keeping products in shipping companies for a certain period of time from the moment of manufacture or purchase until the beneficiaries and customers receive them at the right place and time.

LITERATURE REVIEW:

HOA et al. (2020) addressed the impact of perceived organizational support on the emotional commitment to the organization in logistics institutions, which showed that organizational rewards, fairness of procedures, and supervisor support have a positive relationship with perceived organizational support, and the latter has a strong impact on the organization's emotional commitment. The study (Mahjoub, 2020), which examined the impact of perceived organizational support on workplace deviation behaviors at Mansoura University in Egypt, shows that there are moral differences between the views of employees at the university for perceived organizational support, employee response, and constructive and destructive deviation in the workplace according to type and number of years of experience. The study (Pitafi et al., 2018) indicated that the responses of employees can be developed in a flexible organizational environment, resulting in a smooth flow of information between them.

To & Huang (2022) study aimed to examine the relationship between equality, perceived organizational support, job satisfaction, organizational commitment, and unproductive work behavior in the Macao toy industry and whether the COVID-19 outbreak has implications for employees' perceptions and behaviors,

The results of this study showed that equality in jobs and wages has an impact on perceived organizational support and job satisfaction. Organizational support has a significant impact on organizational commitment, both directly and indirectly through job satisfaction.

Al-Saida and Al-Asa '(2020) aimed to demonstrate the impact of logistics management on the quality of services provided by the nutrition departments of Jordan's private hospitals. The results of the study revealed that the logistics

department dimensions (transport, supply, storage) affect the quality of services in their dimensions (the quality of food care, the quality of food services, the quality of food education) The study recommended raising the awareness of the managers of the nutrition departments in the sample study of the importance of the stages and trends in logistics management and attention to coordination between procurement and warehousing departments and logistics management.

A study (Hassan, 2018) developed a model of supply chain management to improve performance at Egyptian seaports by examining the relationships between port supply chain orientation, port supply chain management practices, and the port performance itself. The study demonstrated that port supply chain management practices have a direct positive impact on supply chain management practices. In addition to port effectiveness, the study also showed the possibility of applying the research model to the port of Alexandria and the port of Ain Sokhna despite their different characteristics, which is why the study recommended focusing attention on improving the port's performance.

The study (Hajj and Omar, 2016) was designed to identify the impact of the commitment to implement logistics activities (transport, storage, supply) on the quality of service by dimensions (organizational obligation, normative obligation, and emotional obligation). The study found a positive impact between the dimensions of logistical management and the quality of service. The study recommended that attention be paid to logistics management and its outreach because it has a significant impact on achieving customer satisfaction, supporting the competitive advantage of the enterprise, and improving the quality of service.

Modern organizations are directing their focus on human resources in an effort to develop their skills, abilities, and support by using professional management practices such as job redesign and business restructuring to involve and motivate staff in decision-making and planning processes, where the best field of contribution

to human resources development and support is organizational support to staff through senior management (Al-Amaraat, 2021, 69).

Organizational support is based on the role played by the organization and its leaders, as well as the characteristics of its employees, referring to the process of social exchange between workers and their managers. Workers expect rewards and a high level of good treatment, which leads to the organization's superiority and success (Al Khazmi, 2019, 121).

Definition of Organizational Support

Organizational support is defined as "the ability of organizations to support their staff and create an appropriate environment for their work, which is reflected in the level of commitment and satisfaction of employees and thus the improvement of their performance" (Al-Rashidi, 2019). It focuses on employees' participation and creating perceptions of their own well-being, with attention to their guidance, remuneration, equality, and justice, resulting in their self-employment and voluntary work, and raising their performance (Namal et al., 2018, 135).

Mahjoub, 2020, has provided a definition of it as "an interrelationship between staff and the organization in which they work, since when the organization is committed to satisfying their needs, it will increase their commitment to fulfilling their functions towards them."

Al-Yasiri et al. (2018) defined it as "the staff member's awareness and willingness to make additional efforts to make a fundamental difference in the course of action when he/she feels that the organization is sponsoring and valuing his/her contributions, resulting in his/her tendency to interact emotionally with the organization in providing the resources and needs to be needed to accomplish the objectives in accordance with general values and beliefs." Al-Zahar (2023) added

that organizational support is "the beliefs of staff on the extent to which the organization values their contributions, their interest in their well-being, and its willingness to reward efforts to achieve organizational objectives." In the researcher's view, organizational support reflects the organization's ability to satisfy the social and psychological needs of staff in such a way that they relate to them and increase their belief that the organization will uphold and care for them.

Importance of Organizational Support:

Organizational support is an important element for the success of the organization and the achievement of its desired goals. Staff cannot contribute effectively to the achievement of the organization's objectives without adequate support and a sense of interest and care for the organization (Al Maliki, 2019). organizational support is an important tool for measuring workers' performance and loyalty. As a result, organizations seek to increase the support of their staff as the organization implements three phases to measure organizational support. and these phases include the first phase, namely, the extent to which employees are aware of the organization's appreciation of their contributions and efforts. The second phase is related to the employees' self-esteem and needs, and the third phase is linked to the organization's faith in the ability of their employees, which increases their performance and the efficiency of their work (Jehanzeb, 2020).

The researcher expressed that the importance of organizational support concentrates on contributing to building the organizational commitment of workers, which increases their motivation to accomplish and achieve the desired goals, as well as creating a common vision between the workers' own goals and the overall objectives of the organization, since the greater the organizational support, the more the goals are linked to each other.

Benefits of Organizational Support

The application of organizational support has many advantages and benefits for organizations and individuals, including (Al Jaf, 2016):

- 1-Contributes to the redoubling of workers' efforts towards achieving the objectives of the Organization.
- 2-Improves the organization's image by developing positive attitudes in workers, prompting them to follow behaviors that reflect a good mental image of the organization and strive for its continuous improvement.
- 3-The impetus for action, increased performance efficiency, and thus high rates of return for the organization, in general, are being developed.
- 4-Helps in the self-development of workers, as they feel the organization's support for them, which will increase their eagerness to develop their expertise and skills through training, whether formal or informal.

Variables of Organizational Support:

Leaders' Support: it is a vital and competent part of the success of organizational support. Leadership style is an important factor in enhancing the positive impact of the organization's performance by motivating and encouraging workers to exceed expectations, by guiding and conveying leaders' vision to workers, employees, and their participation in the mission, vision, and objectives of the organization (Imran & Aldaas, 2020).

Organizations should provide support to their employees, in addition to focusing leaders on the welfare of workers and treating them fairly and equally, which will result in them doing more than their job requirements when they feel supported in all its forms in the organization (Andriyanti & Suprtha, 2021). Huang et al., 2021 considers that the relationship between leader and employee is one of the key

factors in organizational support that stimulates workers' behaviour and encourages them to invest their abilities and knowledge to achieve the desired objectives of the organization. The cooperative democratic leadership pattern encourages creativity, possesses a high degree of leadership support, team building and working facilities and focuses on goals (Ali, 2019, 99).

Organizational Justice This is the extent to which the organization has a fair environmental aspect according to a particular position or rule, and includes perceived integrity (Moliner et al., 2017, 1). Organizational justice is one of the components of the organization's social and psychological structure, based on the management of human relations and the management of the feelings of workers, and it concerns with their behaviors that positively affect the effectiveness of performance (Al-Ammar, 2022).

Participation in decision-making Participation in decision-making allows employees to contribute to their proposals and express their views in order to serve the organization by finding appropriate solutions to the problems they may face, creating a sense of importance and a sense of responsibility towards the organization they work for (Dubai and Meziani, 2018). Organizational support reveals the quality of the organization's relationship with its employees and the degree of their contributions and efforts (Gupta & Srivastava, 2020).

Rewards Remuneration is a key and important element of organizational support, through which the organization can create positive behavior for workers towards their work, make them feel satisfied and maintain morals compared to competing organizations (Hashemi and Mustafa, 2019). When remuneration is fair and equitable, and managers give employers opportunities to participate in decision-making, employees feel that the organization is supportive, thus achieving their job satisfaction (Andriyanti & Supartha, 2021).

LOGISTICS MANAGEMENT

The main objective of the logistics department is to develop an integrated system of activities that contribute to the achievement of the marketing and production objectives of the organization, which results in a balance between the performance to be achieved and the total costs required to achieve this performance, and the logistics department's objectives are divided into: (Latif and Abdul, 2019) 1. Achieving the highest possible levels of performance through logistics services by bearing a certain amount of cost to the organization. The required level of performance is determined in light of operating priorities and cost considerations. 2. Obtain the lowest cost resulting from the logistics function, given the logistics system as a cost centre; The higher the costs related to the logistics system, the shorter the time required to deliver the product to the consumer. Provided that the rapid distribution rate is sustained, a balance should be struck between the level of performance and the level of the cost related thereto, taking into account the requirements of marketing and production activities due to the nature of the association between both marketing and logistics activity.

Reach the financial objective of logistics by continuously maximizing the annual rate of return according to the level of service provided to customers, in conjunction with reducing the operating costs of the annual investment logistics system.

Dimensions of Logistics Management

Supply:

Supply is a process through which services and goods are obtained, and also means an activity that is concerned with the provision of materials that conform to the specifications at the right time and place, and at the right price and quantity (Iron, 2022). 2. Transport Transport expresses the movement of products and services

carried efficiently and effectively with the aim of enhancing the value added in logistics activities, transforming resources into useful products for the end consumer (Latif and Abdul, 2019).

Transport is one of the most important activities of logistics that allow the flow of products and materials between the various fixed points to achieve the spatial and temporal benefits while moving products and materials to the desired place and in the required time leading to the achievement of competitive advantage (Al-Metuti et al., 2020).

Storage:

It is defined as "the process of holding and maintaining the assets in their condition or exposing them to natural conditions in which they cause a required change and providing such assets as may be needed at the specified stage" (Sadiq and Tahir, 2016). In the storage process, licenses associated with the storage process are obtained, which meet the type of materials stored according to the law, with the aim of maintaining their status for a specified period of time until their need at a specified time (Khalifa, 2021).

STATISTICAL ANALYSIS:

Reliability and Validity

Reliability refers to the instrument's ability to provide consistent results in repeated uses under the same conditions with the same subjects. That is, reliability refers to the accuracy (consistency and stability) of measurement by the instrument or repeatability of an assessment over a variety of conditions (Al-Najjar et al, 2021,144).

The higher the reliability coefficient of 0.7 or of Cronbach's alpha value, the greater the internal consistency of the items making up composite measures (Al-Najjar et al., 2020,144). The Cronbach alphas for the constructs ranged from (0.806) to (0.944). Therefore, the reliability of the questionnaire is acceptable, whereas

Cronbach's alpha was found (0.929). Typically, the questionnaire has been assessed by several instructors, academics, and shipping professionals, who have knowledge and experience, and are consulted with the questionnaire, and their remarks and directions are taken into consideration.

Table (1) illustrated the research number of dimensions per each variable, noting that the reliability coefficient of these items was tested and resulted; all the resulted values are greater than the statistically acceptable percentage (0.70), which expresses the internal consistency (Sekaran & Bougie, 2019). The highest value of "mean" was for the supply variable with the value of (4.115) and the lowest one was related to the variable of "Participation in decision making" with a value of (3.494).

Table 1

Descriptive analysis of statistics and reliability

Variable	Items	Alpha	Mean	Std.
Leader's Support	5	0.806	3.537	0.931
Organizational Justice	5	0.877	3.639	0.839
Participation in Decision Making	5	0.885	3.494	0.783
Rewards	5	0.898	3.591	0.771
Supply	6	0.874	4.115	1.032
Transport	6	0.903	3.941	1.118
Storage	6	0.944	3.784	0.759

Table 2

The effect of "Organizational Support" on "Logistics Management".

Model	Dimensions	b	T	Sig.	r ²	f	Sig.
1	Leader's Support	0.571	35.058	0.000	0.618	67.721	0.000
2	Leader's Support	0.491	32.947	0.000	0.684	54.937	0.000
	organizational Justice	0.463	29.004	0.000			
3	Leader's Support	0.418	26.227	0.000	0.732	43.619	0.000

	Organizational Justice	0.374	22.736	0.000			
	Participation in Decision Making	0.347	18.529	0.000			
4	Leader's Support	0.288	14.692	0.000	0.759	36.728	0.000
	Organizational Justice	0.253	9.941	0.000			
	Participation in Decision Making	0.196	5.889	0.000			
	Rewards	0.169	3.492	0.000			

Table (2) illustrates the results of the stepwise regression coefficient to measure the effect of organizational support with its dimension of logistics management. In the first model, it was clearly found that the leader's support factor was the first dimension directly affecting the logistics management, where the value of " r^2 " is equal to (0.618), whereas the value of " f " is about to equal (67.721) at the level of significance (0.000), which means that "Leader's Support" explained the ratio (61.8%) in the variable of the "logistics management." In model #2, after interfering the "organizational justice" factor with the "leader's support," the value of " r " is equal to (0.684), and the value of " f " is equal to (54.937) at a significant level of (0.000), which means that the "leader's support" and "organizational justice" factors together explained a ratio of (68.4%) in the variable of "logistics management". In model #3, after adding the factor of "participation in decision making process" together with the other tested factors "leader's support and organizational justice", we found that the value of " r " increased directly to reach (0.732) and the value of " f " is equal to (43.619) at a significant level of (0,000). That clearly illustrated that the participation in decision making process factor increased the total effect on the logistics management to match the amount of (73.2%).

Lastly, in model #4, after adding the last factor of "rewards," the v " r " value was increased to (0.759), whereas the value of " f " is equal to (36.728) at a significant level of (0,000); that directly illustrates that total four dimensions were explained the percentage of (75.9%) of the variance in the dependent variable of "logistics

management”.

There is no statistically significant effect of organizational support on logistics management at Jordan National Shipping Lines Group in Jordan ($\alpha \leq 0.05$).

Table 3

Analysis of the effect of variable “leader’s support” on “logistics management”

r^2	b	F	Sig.
0.295	0.373	83.563	0.000

Table # (3) illustrated the analysis results of a linear simple regression test to measure the effect of variable “leader’s support” on “logistics management.” It showed that “there is a significant effect of leader’s support on logistics management,” where the value of “ r^2 ” result was (0.295) which- clearly indicates that leader’s support explained a significant mount (29.5%) of the variance in factor of logistics management whereas the value of b is equal to (0.373), while the value of “f” = (83.563) at a significant level of (0.000). The results of regression recommend rejecting the second study hypothesis.

Table 4

Analysis of the effect of variable of “organizational justice” on “logistics management”

r^2	b	f	Sig.
0.629	0.248	69.141	0.000

Table #4 illustrated the analysis results of the linear simple regression test to measure the effect of the variable of “organizational justice” on “logistics management.” It showed that the value of “ r^2 ” was equal to (0.629), which means that organizational justice explained the percentage of (62.9%) of the variance in the logistics management factor whereas the value of b is equal to (0.248), and the value of “f” is equal to (69.141) at a significant level (0.000). The results of this regression test recommended rejecting the third study hypothesis.

Table 5

Analysis of the effect of variable of "participation in decision making" on "logistics management"

r^2	B	f	Sig.
0.847	0.437	91.679	0.000

Table #5 illustrated the analysis results of the linear simple regression test to measure the effect of the variable of "*participation in decision making*" on "*logistics management*". It showed that the value of " r^2 " was equal to (0.847), which means the *participation in decision making* explained the percentage of (84.7%) of the variance in the "*logistics management*" factor whereas the value of b is equal to (0.437), and the value of "f" is equal to (91.679) at a significant level (0.000). The results of the regression analysis recommend rejecting the fourth study hypothesis.

Table 6

Analysis of the effect of variable of "rewards" on "logistics management"

r^2	B	f	Sig.
0.177	0.192	51.752	0.000

Table 6 illustrated the analysis results of the linear simple regression test to measure the effect of the variable of "rewards" on "logistics management." It showed that the value of " r^2 " was equal to (0.177), which means the rewards explained percentage of (17.7%) of the variance in the "logistics management" factor whereas the value of b is equal (0.192), and the value of "f" is equal to (51.752) at a significant level (0.000). The results of regression analysis recommend rejecting the fifth study hypothesis.

Discussion:

The researcher attempts to figure out the efficiency of organizational support on logistics management at Jordan National Lines Company Group in Jordan. The results of the study illustrated that there is a medium effect on the organizational support dimensions of the employees in the group.

The management of Jordan National Shipping Lines Group can encourage employees to do a better performance to align it with the strategic vision of the group. This is frankly referring to the lack of incentive programs in the group domain. In addition to that, improving the leader's support of group top management to understand the powers, and obstacles that are shaping the future will ensure the successful implementation of group organizational support strategies and achieve superior strategic business performance, focus, increase competitiveness, and differentiate itself from other competitors in the same industry.

On the other side, the results of the study indicated that the Jordan national shipping lines group distinguished itself by its' logistics management styles, which are especially focused in the fields of resilience and transport, supply, and storage since it can provide its products at a low cost compared to other competitors in the same industry while maintaining a high level of quality for its rendered products. Groups benefit clearly from the application of global strategies of integration and providing international standards.

Also, the results indicated that there was an effect of organizational support in selected dimensions on the group's achieving effective logistics management. the results also indicated that sub-variables of organizational support have a strong positive impact on logistics management. Also, based on the results, the group needs to promote and embrace the organizational support within its domain through expressing and enhancing the capabilities of top management in articulating and stipulating a clear strategic logistics management vision and engaging the team to embrace a common objective, targets, and a purpose by the excellent implementation of strategic group vision.

In addition to that, logistical activities aim to satisfy customers through achieving competitive spatial and temporal advantages, as well as service delivery costs, by paying attention to logistics activities, including supply, storage, and shipping. It's looking to strengthen competitive position and increase profitability, leadership support, organizational justice, and participation in decision-making. Rewards are playing an important role in increasing competitive positions for the JNSL, while adding a competitive advantage will -of course- empower the company to compete in the external industry.

Conclusion and Recommendation:

1. The study strongly recommends that top management focus on their leadership styles, empowering workers with all logistical management chains, including partners, service providers, 3PL, 4PL, suppliers... etc to enable the overall operations to be more efficient and to scarce resources with a high focus on the ability to safely manage the competition in the same industry, as well as helping the management to manage the risks and crises they may face by setting the contingencies and strategic risks plan (Hassan, 2018).
2. The need to provide storage facilities and stores to achieve complementarity for excellence in managing and conducting logistics activities (iron, 2022).
3. Companies need to develop clear strategies to manage potential market supply, increase their responsiveness to sudden market changes, and achieve marketing leadership.
4. Shipping companies have to focus on their strength powers to supply their products and services to the final consignee at the best convenient time and reduce the lead time process to keep them well-satisfied.

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