



The Role of the Hashemite Leadership in the Development of Human Resources in Jordan: An Analytical Study

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ABSTRACT

The study aimed at identifying the successive role of the Hashemite leadership in Jordan in terms of developing human resource, also identifying the development areas of human resource development, which has been a focus by the successive Hashemite leadership in Jordan. The study used the qualitative approach by using an analytical historical methodology as well as inductive and deductive approach. The study population consists of the Hashemite leaders (kings), who succeeded to the throne of Jordan. The study highlighted the following findings: (1) Emphasis on the need to empower all working Jordanians in various business sectors in the Kingdom of Jordan which will reflect their performance, (2) the Hashemite leadership keeps urging governments and local institutions to achieve various equal opportunities for all members of the Jordanian society and get away from the two plagues cronyism and nepotism in order to tackle the problem of unemployment and provide job opportunities for Jordanian youth, (3) focusing on applying the principle of justice and equality among all segments of the society regardless of religions and races as well as guarantee their rights and needs in terms of jobs, health and education services and much more, (4) ongoing support for education, health and social security, (5) activating the role of professional and labor unions to contribute to provide the best services for workers and protect their rights.

Keywords: The Hashemite Leadership, Human Resources, Jordan

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1. INTRODUCTION

Leadership is the primary and vital axis for organizations generally and nations and communities particularly due to the diverse and complex compositions of the state and society, which are the main driver to develop individuals, organizations, communities toward success or failure. Undoubtedly, the leader of a state or a society differs from other leaders because of the great burden he shoulders in running the affairs of the state and the many responsibilities he carries out as he is considered the peak of the social hierarchy in administration and primary source responsible for managing all state components and different organizations including political, economic, social, cultural and many more.

Leadership is responsible for managing all the state's resources, components and societal differences alike, to get them into an integrated community in the field of development in different levels, and thus, this imposes the leader to be on a high level

of wisdom, logic, realism and comprehensive knowledge in employing the elements of administration in various investment areas for all people to achieve justice, because what distinguishes the leader of a state from other types of leaders as the leader of an organization, a team or a family is the comprehensiveness of the social responsibility for all institutions, organizations, members, communities and others, while the other type of leaders has only a specific responsibility for their members which are just a small part of a larger social system.

Accordingly, it could be argued that the leadership of a country distinguishes each country from other ones in terms of progress, prosperity, stability, well-being, sustainable development and other positive or negative effects. This can be proved as there are a lot of countries with a lot of resources, but they lack the wise leadership, and thus, such countries suffer from a clear decline in the standards of living in addition to many problems, conflicts and poverty. On the other hand, there are many countries with little resources but

with a wise leadership which developed these countries and made them ones of the most developed and advanced countries all over the world such as Japan, the USA, China, Malaysia and others.

Jordan, like many countries, could achieve a lot of achievements and developments in various economic, social, cultural, political and technological fields that contributed to the development of human resources on a hand, and achieved a comprehensive development on the other hand, and we can say this is due to the successive regimes of the Hashemite leadership in Jordan who believed in a strategy based on continuous institutional work and investing human resources positively which in turn would achieve a comprehensive development, and the best example of this, the Arab spring, a period that has befallen many Arab countries in the Middle East, we find that there are many countries, that have been negatively affected, faced a lot of changes in government systems which created chaos, as what happened in Tunisia, Syria, Libya, Egypt, Iraq and many more.

Certainly, this is a result of shortcomings and weaknesses related directly to the leadership of these countries whose regimes are restricted by hardness in ruling including dictatorships, giving priority to the personal interests of the leaders instead of the national interests, refusing the opinions of others, reaction of violence, which in turn led to the failure of such leaderships. While the system of the Jordanian government represented by the Hashemite leadership, His Majesty King Abdullah II Bin Al Hussein, was able to invest what happened in the Arab spring in favor of Jordan including people and various institutions, they could reform and develop the country with a democratic system. The Hashemite leadership is distinguished from other Arab leaders through transparency, flexibility and realism in dealing with the events of the Arab spring and it focuses on ensuring the freedom of citizens to express their views and aspirations as well as provide security protection and basic services to people while they come out in public streets and squares to express their views, which made the Hashemite leadership's capable to deal with people with different views to achieve intellectual consensus and common vision between the members of society and leadership to achieve security and stability in addition to keep supporting the process of development in general and human resource in Jordan in particular. The study consists of two main frameworks, namely:

First: Methodological framework - It is a framework which includes a preliminary side or introduction, questions, objectives, significance, methodology and procedural definitions.

Second: Theoretical framework, which includes an analytical display to the following achievements of the Hashemite leadership:

- Achievements of His Majesty the late King Abdullah I
- Achievements of His Majesty the late King Talal Ibn Hussein
- Achievements of His Majesty the late King Hussein Bin Talal
- Achievements of His Majesty King Abdullah II Bin Al-Hussein.

1.1. Problem of the Study

The problem of the study is represented by the scarcity of natural resources in Jordan compared to other neighboring Arab and regional countries, but from the other side, Jordan is

distinguished from those countries in human resources granted by God, they are on high levels of science, culture, knowledge, awareness and perseverance towards building the self in addition to the absolute faith that building nation is not only by natural resources but also by the strong determination, humanitarian administration, and public participation that combine all units around the national leadership to make a typical achievement in various fields and sectors that many rich countries with natural resources couldn't achieve whether at the scientific, health or security levels or more. Therefore, the study will try to answer the following questions:

1. What is the role of the successive ruling regimes of the Hashemite leadership (King Abdullah I, King Talal Bin Abdullah, King Hussein Bin Talal, and King Abdullah II Bin Al-Hussein) in the development of human resources in Jordan?
2. What are the areas of development in human resources that have been focused on by the Hashemite leadership in Jordan?

1.2. Objectives of the Study

The study aimed to reach to the following:

1. Identify the role of the Hashemite leadership of Jordan in the development of human resource.
2. Identify areas of human resource development, which has been a focus by the Hashemite leadership in Jordan.

1.3. Significance of the Study

The significance of the study arises from the subject of the study and it includes two major axes. The first one related to the role of the Hashemite leadership, which constitutes the most important element in the success or failure of the followers as the leadership has the power to influence and occupies the top of the pyramid. The second axis relates to the development of human resources, which means that human resources are the core of other resources because human resources are the human entity that possesses mind, thought and feeling by which they can attract other resources or industry.

Therefore, the development of human resources is very important. This requires from leaders or relevant departments to manage their affairs and to ensure that development can be invested optimally to achieve efficiency and excellence in performance and positive outcomes.

The study used the qualitative approach through using an analytical historical methodology and an inductive and deductive approach for different literatures in politics, and biography of the Hashemite leaders in Jordan during the period of their reign in Jordan, in addition to studying and analyzing the achievements and activities of His Majesty King Abdullah II Bin Al-Hussein practically and theoretically. As for practical study, it means studying the real achievements and activities in the field of human resources and the need to implement them through his letters and official speeches addressed to heads of governments, national holidays, events, conferences, various meetings and others.

The study population consists of the Hashemite leaders (kings), who led the monarchy in Jordan (the late King Abdullah I, the

late King Talal Bin Al-Hussein, the late King Hussein Bin Talal, King Abdullah II Bin Al Hussein). The sample was selected comprehensively; who are four kings who succeeded to the throne of Jordan since its independence in 1948 until the beginning of the year 2016.

The study adopted in the process of collecting data and information on the following resources, namely:

1. Secondary resources: They are obtained through references, books and biographies published in traditional libraries and websites
2. Primary resources: They are collected and obtained through speeches and letters of His Majesty King Abdullah II Bin Al-Hussein to the heads of ministries and citizens in various national events and conferences of various public interviews published in official newspapers, daily newspapers and websites for His Majesty King Abdullah II of Jordan and the Royal Court as well.

The unit of analysis of this study depended on the individual represented in the character of the Hashemite leaders who had a significant role in ruling Jordan in general and His Majesty King Abdullah II of Jordan in particular who has many achievements during the period of his reign, which are published in various paper and electronic literature.

The limitations of the study consisted of the following:

1. Objective limits: The study only search for the interests and achievements of the Hashemite leadership (Kings) during their regimes in Jordan in all areas of human resources development
2. Temporal limits: The study only search for the Hashemite leadership, who took over the regimes in Jordan since the founding and the independence of the Hashemite Kingdom of Jordan from 1946 until the end of 2015
3. Spatial limits: The study only research for the achievements made by the Hashemite leadership in the field of human resources development in Jordan
4. Sample limits: The study only search for the Hashemite leadership category (Kings) who took over the regimes in Jordan, and the exclusion of some other Hashemite leaders like queens, princes or princesses.

1.4. Procedural Definitions

- The Hashemite leadership: It means the Kings, who led the regime in Jordan since the independence of Jordan in 1946 until the present time in the year 2016
- His Majesty King Abdullah I: He is Abdullah I Bin Al Hussein, the founder of the Hashemite Kingdom of Jordan; he is first Hashemite leaders who ruled Jordan since Eastern Jordan establishing in 1921, and after being independent from the British in 1946 and started his reign in Jordan which lasted until 1951
- His Majesty King Talal: He is Talal Bin Abdullah Bin Al Hussein, he is the second Hashemite leader who ruled Jordan after the death of King Abdullah I during the period 1951 until 1952
- His Majesty King Hussein: Hussein Bin Talal is the third Hashemite leader who ruled Jordan during the period 1953 until 1999

- His Majesty King Abdullah II: He is the fourth Hashemite leader who has ascended the throne in 1999 upon the death of his father, the late King Hussein Bin Talal, and he is the present King of Jordan
- Human resources: It means all Jordanian citizens who make up the community system in Jordan on different segments, ethnicities, races, ages and geographic distribution
- Jordan: is an Arab Islamic state which called the Hashemite Kingdom of Jordan referring to the monarchy strain (Bani Hashem), located in the middle of the Middle East, Jordan was established initially under the name of emirate of Transjordan in 1921 which was located under the British Mandate, but it gained its independence in 1946 to become an independent and balanced royal state in terms of monarchy system.

2. THE THEORETICAL FRAMEWORK

The Jordanian Hashemite regime has always supported the citizens of the Hashemite Kingdom of Jordan potential and abilities and pays much attention to Jordanian people as they are the primary supplier and the most important part in the development of other resources in addition to the political, economic, social, cultural and technological fields as well as security and stability.

The attention to human resources has been accumulated from the performance and the efforts made by the Hashemites to optimize the good life to Jordanian people and build sustainable development to Jordan which will support a decent living for Jordanian citizens and achieve the development and stability of various fields of life following the steps of the great prophet Mohammad (peace be upon him) who came to the people and could lead them from the life of slavery, humiliation and backwardness to a decent life based on cooperation, brotherhood, love, justice and equality, and accordingly, the Hashemite leaders are keen to keep the legacy of their ancestors and maintain the covenant and the divine message to continue their interest in supporting all elements of human development that enable people to contribute to a self-construction which go for the benefit of the community (Yaqub, 1998).

The process of human development and the interest of Jordanians have passed through successive stages of a historical sequence of times of the Hashemite regimes in Jordan which made many different imprints in the fields of development and prosperity in general and the development of human resources in particular, where the origins of foundation, construction and development in Jordan in all aspects of life in general and in all areas of human resources in particular, were performed by the king Abdullah I, the son of Hussain Bin Ali, who ruled Jordan since the founding of the Emirate of Transjordan during the period between 12 and 24 of March, 1921 to be cited in Al Aqsa mosque in Palestine 20/ July 1951 (Mohafatha et al., 2006. p. 39). The researcher focused on some aspects made by King Abdullah I of Jordan, and the most importantly include:

- Freeing Jordan from British colonialism and foreign dependency and announce it as an independent nation with a sovereign character in 1946, giving them legitimacy in their internal affairs of their own management by themselves, and

this gave them the sense of dignity, humanity and freedom (Samadi, 2005)

- Forming the first official organization which is today called the government formation on 11, April, 1921, including the head of the government, a number of ministers to help him in managing the affairs of the emirate of Transjordan and to implement various policies and tasks in order to provide services to citizens as well as organize their lives, manage, plan and organize the affairs of state in various affairs
- Develop systems and basic laws which guaranteed people's national rights and duties
- Support the adoption of a democratic method and freedoms among people and respect the principle of pluralism and freedom of opinion and expression, also allowing the formation of political parties and organizations, including a number of members and individuals of people to practice different political and cultural activities such as the Jordanian People's Party of 1927, the Party of the Arab Revolt of 1947 (Faouri et al., 2004)
- Issuing the first constitution (Basic Law) to Jordan in 1947 to organize the affairs of people and the state and forming the first council of the state to be a representative of people, for the issuance of various legislation, developing and monitoring the performance of governments to reform and develop the state's affairs (Mohafatha et al., 2006)
- Support farmers and all workers in the agriculture sector and create for them an agricultural bank in 1922 to support and finance their projects and agricultural necessities
- Opening schools of different grades in different areas of Jordan to support all students, and establishing the Ministry of Education in 1944 to support education and care of learners, also, developing plans and curriculum for students and determine the foundations of choosing teachers in order to develop the process of education and create a generation of young people with a high degree of knowledge and education
- Working on the empowerment of Arab citizens in their own language to be consolidated through the establishment of the Arab Academy of Science in 1923 in order to maintain and consolidate the Arab culture among Jordanians particularly and the Arabs generally
- Paying attention to youth and intellectuals and activate their role in society and support their activities through the establishment of cultural clubs that have strengthened their intellectual and creative development in various fields such as literature, poetry and culture.

His Majesty King Abdullah I Bin Al-Hussein could not continue his mission in the development and construction because of his martyrdom at the hands of some extremists in Al-Aqsa Mosque when he went there for worship and perform Friday prayers.

The leadership of ruling Jordan's regime was inherited the oldest son, Prince Talal, to be the king of Jordan, and had an integral and prominent role in the development of human resources in Jordan, King Talal took care of Jordanian people during his reign, which continued during the period December 6, 1951 to August 11, 1952 (Mohafatha et al., 2006. p. 48).

He could provide quality services despite his short period of reign because of health condition, but he was able to achieve the development of human resources through the expansion in the field of education for students and make education free and compulsory for all Jordanian citizens, as well as he could manage and regulate the internal affairs of the state and institutionalize systems and supporting laws to protect the rights of workers and state the rights and duties of the state and citizens through drafting a new constitution for the country in 1952 instead of the basic law, which goes with the modern development to establish rules of democracy (Mohafatha et al., 2006. p. 89; Faouri et al., 2004).

As a result of health conditions, King Talal couldn't continue his ruling mission and the National Assembly's decided to ascend the throne to his eldest son, Prince Hussein Ibn Talal, who became the king of Jordan in 1953 (Jawarneh et al., 2010. p. 55).

The reign of His Majesty King Hussein bin Talal lasted from 1953 until 1999, he continued his attention in all areas in general and in the area of human resources development in particular. He was able to transfer Jordanian people to a sophisticated reality and comprehensive development that were reflected on various aspects of life and provided Jordanians with a decent living and basic requirements of life and the belief in his Majesty King Hussein Ibn Talal's famous saying which he always repeated it in most of his speeches that man is the most precious thing, and he is the basic supplier (Samadi, 2005). It could be argued that the achievements of His Majesty King Hussein Ibn Talal, are many and varied but the researcher can shed light on the most prominent achievements that have contributed to the development of human resources in Jordan as follows (Samadi, 2005; Faouri et al., 2004; Attar, 1995):

- Support various human resources working in the industrial sector, through expanding different and diverse industries as well as establishing industrial estates, free zones and Jordan Investment Board in various parts of Jordan to embrace the factories and employ labor that contributed to the creation of different working opportunities for Jordanians
- Support various human resources working in the agricultural sector by increasing the exploited area of planting and organizing the work in this sector as well as applying scientific and technological methods and agricultural research; moreover, constructing dams to store water in order to meet the needs of citizens and provide them better standards of living
- Support infrastructure and metadata for citizens in terms of constructing roads, airports, power systems and advanced banking in addition to support tourism and archaeological areas, also develop inner and outer trades, tourism, transportation, and their direct effects on local and national labor which in turn will be provided with job opportunities
- Support the education sector at various academic and professional tracks and trends, education has become available and compulsory for all Jordanians during certain stages of learning in schools in order to achieve student educational level of being able to learn and gain knowledge and reduce the level of illiteracy; moreover, many of public, private and military universities and faculties have been established, (8) public universities and 12 private universities, in addition

to dozens of educational colleges and institutes, and hundreds of research centers distributed in a balanced way in various regions across Jordan

- Support Jordanian citizens with all appropriate health care which ensured the best level of living by providing hospitals, health and medical centers, public and private pharmacies in different areas in Jordan and equip them with qualified and trained staff to provide the needed treatment for citizens and protect them from pests, diseases and various injuries, such as the Ministry of Health and King Hussein Medical Center and others
- Provide social services to Jordanian people to protect them from poverty and meet their needs, especially for low-income segments of society or people with special needs, this can be performed by establishing various government institutions such as Social Development, which provides the necessary financial, food and living support, and the Jordanian Hashemite Fund for Human Development, King Hussein Foundation, the National Aid Fund and others that support childhood and rehabilitate women and poor people, students and those with special needs across the kingdom
- Support human resources working in the Jordanian armed forces financially and morally and their continuous participation in training and graduation from military colleges
- Support human resources working in the administrative system through re-organizing and distributing the employees in accordance with their efficiency and expertise as well as develop laws and regulations which ensure justice and regulate the affairs of the administrative apparatus.

His Majesty King Hussein Bin Talal paid much attention of human resources during his reign that lasted till 7th February 1999, and on the basis of the provisions of the Jordanian Constitution, the Crown Prince Abdullah Ibn Al-Hussein has ascended to the throne on 7th February 1999 in the Jordanian National Assembly. His Majesty King Abdullah II Bin Al-Hussein has followed the steps of his parents and grandparents in hard working hard to keep supporting Jordan tirelessly in all areas of life (Letter of His Majesty King Abdullah II Bin Al-Hussein to Prime Minister Abdul Rauf Rawabdeh to form a Royal Commission on Human Rights, 2000). He was able to enrich and enhance what has been built by the Hashemite leadership in the development of different areas especially the human resource in accordance with the international standards of human development that have achieved a distinctive effect on the local, regional and international levels and that was due to the vision of His Majesty King Abdullah II Bin Al-Hussein that aims to develop human resources that can build a strong economy (http://kingabdullah.jo/index.php/ar_JO/pages/view/id/169.html).

His Majesty King Abdullah II Bin Al-Hussein has played an important and prominent role in the development of all areas in Jordan in general and the development of human resources in particular, and this can be displayed through the most prominent aspects of interest to His Majesty King Abdullah II Bin Al-Hussein in the field of human resources through some of his speeches, letters, meetings and direct conferences and published across the print media and the written and audio, and can be displayed as follows (Hourani and Ahmed, 2009):

2.1. Interest in the Development of Human Resources through the Royal Vision (http://kingabdullah.jo/index.php/ar_JO/pages/view/id/169.html)

His Majesty King Abdullah II Bin Al-Hussein has interested in the development of human resources through his vision which underscores that sustainable development for Jordanian citizens, achieve economic growth and social welfare occupy the top priority and attention because they raise the standard of living that can contribute to the development of the country, He stressed that the achievement of comprehensive development and build strong economy can be built only through human resources that must be preserved and supported by science, training and knowledge.

In the area of providing justice, protection of rights and providing security to Jordanian people, His Majesty King Abdullah II Bin Al-Hussein embraced the idea of establishing the National Centre for Human Rights in 2003, also he commanded to establish the Royal Commission for the development of the judicial system in 2000 for the development of judiciary in accordance with the strategy in line with the modernization and modernity, and reform that achieves security, and stability.

In the area of human resources education, His Majesty has interested in education where he launched the Educational Development Project towards a knowledge-based economy to improve the quality of education in line with modernity and development at local, regional and international levels. In 2005, it was launched an advanced stage that computerized all government schools in Jordan and linking them electronically, as well as instruct the initiative of the foundation stone of King's Academy School in 2004 to be one of the most prominent educational projects for creative secondary level in Jordan that involved in preparing curriculum aligned with the theoretical and practical aspects by which students can acquire outstanding skills in responsibility, creativity and leadership.

2.2. Interest in the Development of Human Resources through the King's Speeches (http://kingabdullah.jo/index.php/ar_JO/speeches/listing/cid/1.html)

Any speech of King Abdullah II Bin Al-Hussein was not devoid of paying attention to human resources in various aspects, whether educational, health, economic, political, administrative and others and seek to achieve its objectives in improving the quality of life for Jordanian citizens.

In a speech (from His Majesty King Abdullah II Bin Al-Hussein on a speech at opening the third session of the 13th National Assembly in November 1999), where His Majesty King Abdullah II Bin Al-Hussein stated in his speech that the Jordanian family is one family and all members are equal in rights and duties without discrimination and justice is the basis of governance and security to maintain values of tolerance, interdependence, integration and national unity among all Jordanian citizens. He also stressed on the need for restructuring the state's institutions to eliminate bureaucracy, he called to modernize and simplify procedures and work based on teamwork and team spirit to open the way for human

resources and distinguished leadership management to reflect on the quality of services. His Majesty in his speech confirmed the need to provide a decent life and public services to all Jordanians in all different geographical locations, whether in the desert, rural society or the city, and this is the duty of the government that should strive towards working to expand and develop the services in all fields, social, educational, health, housing, transport, social welfare and preserving the environment sector, and pay more attention to women and childhood sector through the development of programs and legislation to protect the rights and improve the quality of human resources of different races and categories.

In a speech of His Majesty King Abdullah II on the occasion of opening the fourth session of the 13th National Council (2000), His Majesty showed his interest in Jordanian people by asserting that the main goal is achievement a comprehensive development to be positively reflected on the standard living of citizens, also he focused on the importance of taking serious action towards rehabilitating and preparing human resources and open the road to their creative talents in addition to reconsider many of legislations and systems that impede the development of human resources. His Majesty also affirmed that Jordanian citizen is the main goal of development and improvement. Thus, it must provide engines and pillars that guarantee the rights, freedom, dignity, security and stability through developing judiciary and supporting authors as well as educated and talented people. Additionally, His Majesty's interest in human resources emerged in keeping urging the government to provide real job opportunities for citizens and develop the work mechanism of public sector in addition to develop legislations, justice, equal opportunities in choosing qualified members in the leadership management.

In a speech (from His Majesty King Abdullah II Bin Al-Hussein at the opening of the third regular session of the 14th National Assembly of Jordan, December 2005), His Majesty, in his speech, focused on planning according to a clear strategy in an institutional framework to keep building Jordan and applying the democratic approach and respect human rights, also the government should intensify their efforts to alleviate the suffering of the Jordanians to address poverty and unemployment in order to create a social solidarity that achieves security, stability for Jordanians.

In a speech (from His Majesty King Abdullah II Bin Al-Hussein at the opening of the fourth regular session of the 14th National Assembly of Jordan, November, 2006), His Majesty interested in Jordanian people by urging the government to keep on going the democratic path and giving people freedom to express their opinions and create the state of law that will in turn create an appropriate atmosphere for Jordanians based on values of tolerance, dialogue, respect others' opinions, justice, and equality for all Jordanians without exceptions. He also called to adhere to the deep-rooted national principles proceeding by improving the living conditions of all Jordanians regardless of gender, protecting general freedoms and enhance the local participation in decision-taking, enhancing judiciary and transparency, and focusing on developing human resources and applying the democratic approach in preserving human rights as well as elevating the level of services presented to people in addition to

create job opportunities to ensure a decent life for all Jordanians. His Majesty King Abdullah II Bin Al Hussein, in his speech, emphasized that the real wealth of Jordan is Jordanian people who deserve to have care, support and high quality of education and training to expand health insurance and achieve a balance between the outputs of academic and methodological education and the requirements of other production which enhance the efficiency and capabilities of human resources to achieve justice, equal opportunities, security and stability.

In a speech (from His Majesty King Abdullah II Bin Al-Hussein at opening the second ordinary session of the 15th National Assembly, October, 2008), His Majesty affirmed that improving the standard of living for citizens requires an economic reform join the level of salaries with inflation rates by adding financial bonus for improving standards of life for workers and retired ones in addition to increase the salaries to be reflected on the prosperity of people to meet all their needs; moreover, he focused on the need to make balance in distributing all services in the fields of health, education, infrastructure in the capital, countryside, desert or communities. In the area of planning human resource, His Majesty has confirmed the need to work according to strategies and operational and systematic plans based on the principle of transparency and openness to be able to stand on citizens' needs and continuous upgrading of the efficiency and quality of services to help all citizens efficiently and transparently, and this in turn would be able to plan investment in creating new jobs and making amendments to the civil Service Retirement, consumer protection, labor law, social security and selecting qualified senior management of general directors to reflect on the performance of work to achieve positive goals for citizens. Moreover, His Majesty interested in the planning of human resources and preparing strategies and operational plans to achieve different returns on the Jordanian citizens, such as providing job opportunities for people, tackle poverty and unemployment, improve the living conditions of citizens and ensure the interests of the independent generations.

In a speech (from His Majesty King Abdullah II Bin Al-Hussein at opening the second ordinary session of the 16th National Assembly, October 2011), he started his speech focusing on the need to keep on going the democratic life of Jordanians as well as achieve justice, equality, freedom, and human rights, he also focused on his interest in Jordanian citizens and work for their benefit without any discrimination as they are all equal. His Majesty also urged the government to provide citizens with safe and secured environment; moreover, he called to expand the local participation, achieve justice, equality and cooperative work between the government and the private sector in order to fight the risk of poverty and create job opportunities for youth in addition to urge them to participate in parties to strengthen their characters and develop the level of services presented to citizens in the fields of education, high education, health, agriculture, transportation, energy, tourism, management and financial reform that in turn will be positively reflected on human life.

In a speech (from His Majesty King Abdullah II Bin Al-Hussein at opening the first ordinary session of the 17th National Assembly,

November, 2013), The speech dealt with the rhetoric attention to human resources by urging the government to accelerate the development of human resources in the public sector and preparing outstanding leaders of the staff and devote a culture of excellence among employees and improve the quality of public services to citizens such as education, health and public transport. King has stressed during his speech on the need for the government's keenness on the application of justice and fairness to citizens through the support of the judiciary and to provide it with qualified and trained of human resources to reflect a good services toward the people. The speech was also interested in the planning of human resources and the preparation of strategies and operational plans to achieve different returns on the Jordanian citizen, such as providing employment opportunities for the Jordanian graduated students.

In a speech (from His Majesty King Abdullah II Bin Al-Hussein at the opening of the 17th regular session of the National Assembly, November, 2014), King Abdullah II Bin Al-Hussein confirmed the need for administrative reform in the public sector in general and in the field of education and health services in particular, and the development of viable mechanisms to be reflected on improving the quality of services and performance in favor of Jordanian people.

2.3. Interest in the Development of Human Resources through His Majesty's Speeches

There are many speeches for King Abdullah II of Jordan which focused on the development of human resources, as the following (http://www.kingabdullah.jo/index.php/ar_JO/speeches/listing/cid/2.html):

In the National Speech of His Majesty (King Abdullah II Bin Al-Hussein for his people and nation, in August 2002) has focused on attention to human resources through a speech in which he outlined the honor to assume the obligation of responsibility and personal commitment to serve the Jordanian people and work to achieve the ambitions that provide them with free life and dignity.

He also focused on the importance of providing justice for Jordanian citizens, equality and equal opportunities, respect for human rights, reduce levels of unemployment and poverty, create new job opportunities, rehabilitate and train them through the revision of educational programs. He also focused on the Jordanian youth, male and female, and urged them to science and knowledge and keeps up with the recent time, respect the value of work and not being misled by slogans that hinder their participation in the achievement of national development.

In a speech of His Majesty (Abdullah II to the People of Jordan, January 2005), he emphasized in his speech on the need to broaden the base of local participation from all different Jordanian parties of human resources to be able to achieve comprehensive development in the political, economic, administrative, social and other fields.

In a speech of His Majesty (King Abdullah II in the Iftar celebration of Jordanian Armed Forces, September, 2008) he unveiled his interest in human resources by his congratulations and blessing for the individuals working in the Jordanian Armed

Forces, he said that they are the basic resources that make up the future and achieve strength, prosperity, and providing all Jordanian citizens with a decent life. His Majesty showed his interest in all individuals working in the Jordanian Armed Forces through the following:

- Emphasis on supporting the armed forces and security agencies to provide social security and improve living conditions for everyone working in the armed forces and security services to be able to maintain strength, construction and efficiency to be reflected on the security and stability of the country and citizens
- The government should allocate a share of financial returns gained by the development and economic reform as well as allocate 3% of the returns for retired military individuals of the Armed Forces from the public enterprises that have been privatized
- Granting cash bonus by 200 JD for all employees in the armed forces before Eid al-Fitr to improve their living conditions.

In a speech of King Abdullah II during his visit to King Hussein Medical City, February 2009, he considered that it is very important to keep developing and improving King Hussein Medical City and develop the efficiency to provide adequate medical services and health care for the Jordanian citizen.

In a speech of King Abdullah II to the Jordanian family on the occasion of the 10th anniversary to assume his constitutional powers, in June 2009, he focused on the importance of Jordanian youth in the process of development, taking responsibility in the construction and participation, and the emphasis on ensuring human rights by considering the Jordanian people the most important element in the investment process by empowering them by education, training, employment, democracy, justice and equality for all citizens since they deserve support and a decent life.

In a speech of King Abdullah II during the ceremony, which was held on the celebrations of the Royal sitting, the anniversary of the Great Arab Revolt, and the Army Day, in June 2010, his majesty showed his interest in human resources by the need to provide security and protection to Jordanian citizens in all functional positions and stop violence, which affects the category of citizens working as a teacher, doctor, security man and more, and the need to protect them from attacks citizen, as well as the need to provide services to the citizens by the state officials in the appropriate limits of mutual respect and appreciation, because the security and stability are the most prominent engines of development, modernization and improvement.

In a speech of King Abdullah II of Jordan to his people on the anniversary of the Great Arab Revolt, the Army Day and the Royal Sitting, June 2011, he showed his interest in human resources through various aspects such as:

- The need to continue the legacy of the Great Arab Revolt and its mission to achieve the goals of human dignity, freedom, justice and tolerance
- Emphasis on the rights of all citizens, including non-discrimination regardless of their races and roots and

emphasize that all Jordanians are equal in all rights and duties to live as a family

- Emphasis on the establishment of provincial councils, which ensures an active participation of Jordanians in decision-making and identifying priorities of local development
- The need to accelerate in the field of social reform that achieves justice and equality for Jordanian women in terms of their rights and duties and to participate in political representation and community building
- Emphasis on the need to achieve economic reforms and tax reforms to achieve social justice, create employment opportunities and equal opportunities for Jordanian youth.

In a speech of King Abdullah II on the occasion of the 50th anniversary of founding the University of Jordan, in December 2012, His Majesty focused on the development of human resources through many aspects including:

- Verification to continue on the approach of the late King Hussein Ibn Talal, the founder of the University of Jordan, his belief focused on human resources investment, and that education is one of the foundations that will empower people
- Provide moral thanks and appreciation to all employees at the University of Jordan on different functional positions
- Emphasis on the role of youth in the development process as they are the driving force in the development and the need to provide them with engines of development, such as education and training and equip them with skills and expertise to participate in political life to achieve excellence and creativity
- Emphasis on activating the role of educational institutions and focus on the quality and level of higher education, combining the academic and educational aspects, forming cultural and democratic awareness in students, strengthening the national identity on the principle of citizenship and equality in rights and duties, encouraging students to innovation, excellence, and volunteer works, devoting the culture of democratic dialogue and values among students and respecting the opinions of others
- Emphasis on the need to give the experience and knowledge of academic and technical aspects to Jordanian students to achieve positive returns in the field of job.

In a speech of King Abdullah II during a meeting with the participants of the conference, “the challenges facing the Arab Christians,” September 2013, His Majesty unveiled the importance of human resources through his focus on the community diversity, acceptance of others, the application of justice and equality among all Jordanian citizens, call for tolerance and moderation, maximize common mosques between people of different races and religions and refuse discrimination among them.

In a speech of King Abdullah II to the Jordanian Family, March 2015, King Abdullah has focused on human resources in terms of:

- Emphasis on the need to apply the principle of justice and non-discrimination between Jordanians
- Emphasis on adopting energies and creative capacities of Jordanian citizens and support the talented individuals
- Emphasis on deepening the sense of active citizenship based on the principles of justice, equality and equal opportunities.

2.4. Interest in the Development of Human Resources through the King’s Letters Various Occasions (http://kingabdullah.jo/index.php/ar_JO/royalLetters/listing/cid/8.html)

In a letter of King Abdullah II Bin Al-Hussein to all teachers on the occasion of Teacher’s Day, October 2004, His Majesty unveiled his interest in human resources through various aspects as the pride in the category of teachers of human resources by congratulating them on the Teachers’ Day and motivating them to continue their humanitarian role in upbringing the generations and raise the level of their thinking in addition to release their creative energies to be able to meet different challenges, also, he emphasized on the need to improve the professional and living conditions of teachers and respect their profession.

In a letter of King Abdullah II to the Aldustour Newspaper, on its 40th anniversary of issuance, March 2007, His majesty unveiled his interest in human resources through his interest in the workers of the newspaper and congratulate them on the 40th anniversary of excellence in performance, and urged them to do more achievements and take care of the Jordanian youth by providing them with opportunities to view and discuss problems and communicate with them without restrictions or obstacles to make youth media movement.

In a letter of His Majesty King Abdullah II to the President of the General Federation of Trade Unions on the occasion of Workers’ Festival, April 2008, His Majesty focused on the importance of the Jordanian human through different aspects such as:

- The ability, excellence and faithful willing of Jordanian manpower to work
- Emphasis on providing specific training and rehabilitation for Jordanian workers and provide them with appropriate employment opportunities
- Activating the role of labor unions by creating various job opportunities for Jordanian workers, through follow-up and coordination with the national institutions which qualify and train the workforce.

In a letter of His Majesty King Abdullah II to all Jordanian workers on the occasion of the International Workers’ Day, May 2012, he unveiled his interest in human resources through:

- Praise the efforts made by all Jordanian employees and congratulate them on the occasion of the International Day of Workers
- Motivate employees to continue more building achievement and the emphasis on looking after their interests to gain the best standards of living
- Stimulate the Jordanian youth to work and promote community awareness about the importance of work and seize job opportunities in addition to encourage individual initiatives.

In a letter of His Majesty King Abdullah II to all teachers on the occasion of founding the union of teachers, May 2012, he showed his interest in human resources, especially in the category of teachers through different aspects, the most importantly:

- Greeting and blessing all employees in the education sector on the occasion of founding the teachers union and emphasizing

the importance of teaching profession since it delivers human values reflected on generations in terms of science, knowledge and creativity

- Providing all students of the kingdom with the best level of education
- Improving the profession of teaching and preserving the rights of teachers by keeping their dignity, raising their scientific, cognitive, cultural and social levels to be able to achieve the goals of the educational process to be reflect on their performance on one hand and the performance of students on the other hand
- Achieving justice, equality of opportunity and safe life for all Jordanian sons and daughters
- Providing students with special needs with special schools of typical specifications as well as support orphan students with educational programs, care and training
- Completing several pro-environment educational supplies, such as the computerization of educational curricula, adopting the strategy of critical thinking and scientific research, increasing the number of schools, working to mainstream kindergarten and link them to schools electronically, performing maintenance and expansion of schools including developing laboratories, curriculum and computerization, supporting the feeding programs of schools and introducing the curricula of teaching computer and English language in the early stages of basic education.

In a letter of His Majesty (King Abdullah II to all students on the occasion of the academic year 2012-2013, September 2012), he unveiled his interest in human resources through various aspects, the most importantly:

- Stimulating all Jordanian human resources from students, teachers and all educational members through the royal message to mark the return to school for the new school year 2012
- Empowering the category of youth due to the fact that this category is one of the human resources that can make positive change by providing them with the latest tools and knowledge to lay the foundations of democracy, dialogue, intellectual pluralism and practice the school's parliamentary elections
- Emphasizing that human minds are the real resource that achieve growth and development.

2.5. Interest in the Development of Human Resources through His Speeches to the Heads of Ministries (http://kingabdullah.jo/index.php/ar_JO/royalLetters/listing/cid/7.html)

The royal letters addressed to former prime ministers have marked interest in human resources in various fields since the first government that was formed during the reign of His Majesty King Abdullah II Bin Al-Hussein, which was headed by Abdul Rauf Rawabdeh, his interest was through the following aspects:

In a letter of His Majesty (King Abdullah II to the Prime Minister Abdul Rauf Rawabdeh to customize the amount of 10 million dinars for the purpose of providing housing for the individuals of the armed forces, in September 1999), he showed his interest in human resources in terms of:

- Call for allocating the value of 10 million JD for the purpose of providing appropriate housing for workers in the Jordanian

Armed Forces and workers in the teaching profession at the Ministry of Education

- Emphasize that the recent increase, which went to employees in the Jordanian armed forces is part of the basic salary to improve their living conditions
- Call for allocating of an amount of 1 million JD for the purpose of housing to low-income workers in the government sector.

In a letter of His Majesty (King Abdullah II to the Prime Minister Abdul Rauf Rawabdeh for forming the Human Rights Commission, March 2000) he emerged his interest in human resources through the following:

- Emphasis on the adoption of His Majesty King Hussein Ibn Talal's saying "that man is the most precious thing we have," and working hard to provide them free and dignified life based on many grounds, including equality, rule of law, human dignity, protection of public freedoms and citizens' rights in an environment of tolerance and compassion among Jordanians
- Emphasis on supporting and protecting the rights of Jordanian women to be able to play their role effectively in the political, social, economic and administrative areas, and provide them with job opportunities to be integrated in the development of the society
- Emphasis on protecting and safeguard the rights of children and save them from abuse as well as providing them with education and care to ensure their normal growth
- Emphasis on youth care and paying attention to them through training and providing them with education opportunities as well as exercise talent and creativity to invest their free time in line with aspirations and attitudes
- Confirming that human rights are sacred and urging the government to provide freedom and dignity of man.

In a letter of His Majesty (King Abdullah II to the Prime Minister Abdul Rauf Rawabdeh on the development of education, in April 2000), he showed his interest in human resources through the following:

- Emphasis on using computers in education at the primary level in public and private schools
- Focus on the introduction of teaching the principles of programming and computer skills in various disciplines to be a mandatory requirement for all public and private university students
- Call for expanding the programs of high studies and research in the Jordanian universities to be reflected on the educational level of the Jordanian citizens
- The universities can develop relations and cooperation with major companies operating in the fields of engineering, computing and information technology to teach students and provide them with expertise and knowledge.

In a letter of His Majesty (King Abdullah II to the Prime Minister Ali Abu Ragheb about the care of orphans, February 2001), he unveiled his interest in human resources who are orphans, children who are abandoned by their parents, he called to reunion them to live in an atmosphere of safe family to protect them from violence, displacement and psychological problems.

In a letter of His Majesty (King Abdullah II, Prime Minister Ali Abul Ragheb on the development of higher education sector, May 2003), he unveiled his interest in human resources by focusing on the following aspects:

- Emphasize that the Jordanian citizen is the goal and the basis of development and this can be ensured by improving education, training and rehabilitation to prepare a distinct generations of young Jordanians who are capable of thinking and analyzing creativity
- The expansion of educational opportunities for Jordanian students by giving a greater role to the private sector to participate in the future industry of higher education
- Support Jordanian students from low-income families with funding through the establishment of lease fund backed by the government
- Instruct the need to adopt and nurture creative and talented students.

In a letter of His Majesty (King Abdullah II to Prime Minister Marouf Bakhit on the formation of the Royal Commission of Disability Affairs in Jordan, in October 2006), he showed his interest in human resources by focusing on the Jordanian citizens with special needs and urging the government to support them with care, attention and necessary services because they are an essential part of the Jordanian society.

In a letter of His Majesty (King Abdullah II to Prime Minister Marouf Bakhit on improving the performance of the government, November 2006), he focused on human resources through a list of recommendations, and the most importantly:

- Expansion in providing the health care for Jordanian citizens through the establishment of a hospital in the city of Zarqa and the other in Baq'a
- Urging the Jordanians working in agriculture and improving their standards of living by calling for establishing the fund that can reduce the risks of Jordanian farms
- Providing employment opportunities for the Jordanian youth and adopting their creative ideas by working according to a clear strategy for the promotion of small and medium enterprises sector
- Urging the government to implement the project of the Economic Development Zone in Mafraq and reconsidering the vocational and technical training to prepare Jordanian workers and teaching them various skills to invest in that area programs.

In a letter of His Majesty (King Abdullah II to Prime Minister Marouf Bakhit on Higher Education, February 2007), he focused on the need to implement a range of aspects mentioned in his letter to Prime Minister Ali Abul Ragheb on the development of the higher education sector, namely:

- Jordan's emphasis on investment in human resources through education and training to enrich the Jordanian human with skills and experiences that achieve their excellence
- The development of the higher education sector in accordance with strategic plans and systematic programs developed to reflect on the high quality outputs of higher education to prepare specialized mankind, who are capable to face the competition in the local, regional and international markets

- Emphasis on supporting the needy Jordanian students through strengthening the role of the university fund.

In a letter of His Majesty (King Abdullah II to the Prime Minister Nader Dahabi on the Formation of an Advisory Royal Commission Specialized in Education Affairs, November 2007) he focused on supporting the Jordanian citizen since he is the real wealth through providing necessary education, preparing talents and refining capacity to promote a culture of excellence and innovation, working to develop the intellectual development of students and teachers of human resources through developing and computerizing curricula, developing teaching methods, promoting the principle of equal opportunities of education in the public areas across the Kingdom.

In a letter of His Majesty (King Abdullah II to Prime Minister Marouf Bakhit, he asserted that it is important to decisively accelerate the process of reform, March 2011), he interested in human resources demonstrated by respect for pluralism, equal opportunities and commitment to human rights, he also focused on supporting Jordanian youth in universities and ensure their intellectual and creative freedom as well as active participation in student unions without interference or restriction; moreover, he emphasized on social justice for Jordanian citizens and expanding category of people with average income, and equitable distribution of the Jordanian citizen in the developmental gains in all geographic locations, in addition to provide justice and equality among all citizens through supporting the Jordanian judiciary.

In a letter of His Majesty (King Abdullah II to Prime Minister Abdullah Ensour when assigning him to take over a royal commission to enhance the integrity system, December 2012), His Majesty focused in his letter on different contents directly related to the elements of human resources management, including:

- Activating the role of supervisory and accountability (evaluation) on various institutions in order to uncover the points of strength and weaknesses to be addressed in order to strengthen the institutional values and achieve moral controls that promote the principles of transparency, justice and equal opportunities for all citizens
- Emphasis on achieving justice and transparency in the recruitment in different positions of the supreme state within fair standards
- Emphasis on the importance of cohesion and cooperation among members of the community as one integrated system to achieve the goal of the one system in building up national interest of the community.

In a letter of His Majesty (King Abdullah II to Abdullah Ensour to direct the government towards a developed vision and clear future of the Jordanian economy for the upcoming 10 years, March 2014), he focused on human resources through:

- His Majesty focused in his letter on his priorities on the need to provide a decent life for Jordanian citizens and improve their living conditions through the provision of job opportunities, alleviate economic pressures and prices for citizens
- Upgrading the quality of government services provided to the Jordanian citizen in various fields of health, education,

training and employment in line with the labor market and the method of justice and equality among citizens.

In a letter of His Majesty (King Abdullah II to the Prime Minister Abdullah Ensour on the formation of a National Commission for Human Resources Development, March 2015), which included many axes and recommendations the government should implement, notably as follows:

- Emphasize that the Jordanian man is the main objective of the process of development that needs to be invested to get educated, trained and qualified in order to prepare a generation of young people capable of constructive thinking, logical analysis, creativity and excellence
- Focus on the development of Jordanian human resources through science and knowledge to achieve excellence, creativity and the ability to compete efficiently on various local, regional and international levels
- The government needs to set up a national committee for human resources development to prepare a national strategy for ensuing operational plans for the upcoming 10 years concerning in the development of basic education sectors and higher education, technical and vocational training, preparing for a national conference to approve the strategy of human resource development, starting from the early childhood up to the labor market according to applicable plans, programs and methodologies and clear indicators of measure.

2.6. Interest in Human Resources Development through the Loyal Letters Pertaining to the Supreme Designation Books for Prime Ministers (http://kingabdullah.jo/index.php/ar_JO/royalLetters/listing.html)

In a letter of His Majesty (King Abdullah II Bin Al- to Abdul Raouf Rawabdeh, March 1999), he asserted that the government ought to pay attention to human resources by committing with:

- To depend on planning methods to unveil the necessary solutions to be applied in favor of the Jordanian citizens
- To focus on the dire need of achieving justice and equality for Jordanian citizens at their differences. The government ought to make balance among the country's various regions, furthermore, providing them with democracy which in turn guarantees their rights equally
- To emphasize the necessity of choosing administrative leaders and staff characterized with competence, integrity, creativity and expertise away from fanaticism and formalism
- To provide an honorable life with all means at our disposal. To resolve the problem of Jordanian jobless, the government should act promptly, seriously and in accordance with a clear plan to replace foreign workers with Jordanians
- To make education for Jordanian reach a high level, the government should give due attention to national education and enhance the sense of national belonging and care about a educational technology, raise the proficiency of teachers, improve their living conditions to get high performance
- To encourage the real creative persons and develop the cultural level at cultural institutions
- To provide health service to the public as close as possible to their places of residence. It is essential to re-examine the health policy in terms of institutions, capabilities, equipment

and management. It is a must, in the near future, to expand the health insurance umbrella in order to achieve comprehensive health insurance that would include all

- To utilize the youths' spare time in activities that will be of use to them and the nation. Focus should be on education and vocational training with the objective of meeting the country's needs by supporting sport institutions according to youth's necessities
- Activating the role of the vocational and labor syndicates so that they may have an important role to develop the vocational field to improve its performance in a way survives better services for all Jordanians
- Women, proven competent in all fields, must take their rightful place in society, political, social and administrative areas to reflect positively on our children and outcomes
- Children are also in need of care and protection from violence, homelessness and abuse. We need social care institutions to ensure natural and balanced growth for children within the family and the society.

In a letter of His Majesty (King Abdullah II Bin Al-Hussein in the first book of Designation to Ali Abul Ragheb, June 2000; January 2002; July 2003), he interested in human resources by focusing on different aspects such as:

- It is important to achieve justice and equality for all Jordanians in terms of their duties or rights to save the dignity of human
- To achieve equality among all citizens in rights and duties, with unequivocal justice and crystal-clear transparency and adopting efficiency, competence as a basic criterion to select qualified employee in public jobs and leadership positions in the state
- To focus on implementing the democratic approach for Jordanians
- As for the judiciary workers, it requires attention to the conditions of judges so that they are enabled to improve their knowledge through scholarship, training and participation in specialized seminars and conferences. It should underline the importance of securing means to give honorable living for all those working in this important sector so that they are able to carry out their respectable duties as best as they can and to safeguard the rights and justice
- There should be constant work to improve the conditions of teachers and to reward talented individuals in various scientific, intellectual, and technical fields
- To enable workers in the agricultural sector to raise the level of their performance and affiliation, agricultural establishments must be activated. Their roles must be integrated and methods developed. It must enhance the quality of agricultural research and guidance and improve the agricultural industry. It must provide the requirements of production and improve the methods of marketing agricultural products so that farmers are able to reap the fruits of their labor
- To make Jordanian persons with disabilities engaged and integrated deeply in the society to get social integration and insurances more expanded
- To dominate qualified persons whose characteristics known with creativity and integrity where they prioritize public interests over personal ones to serve Jordanians by innovated performances

- To empower workers in the Jordanian armed forces continuously and provide them with a decent living through training, rehabilitation and modernizing the various resources
- To improve the quality of government services; concentrating on a number of structural reforms in the fields of finance, administration, youth, tourism, media and information; and attracting investments according to a new working plan. Placing special emphasis on developing human resources and afford them opportunity that achieve best level of living
- To ensure the effective adults by empowering them to find training programs, workshops and labor plans that fulfill new opportunities.
- It is also important that the government starts working on including larger segments of society in health insurance plans and social care within available means by building hospitals and health centers
- To emphasize that the Jordanians are the most important to get improved in education and its outcomes
- To affirm the importance of Jordanian youth and encourage them to invest their energies, creativity and participation in public life in all fields
- The importance of equality principles in distributing opportunities to Jordanians.

In a letter of His Majesty (King Abdullah II Bin Al-Hussein in the Letter of Designation to Faisal al-Fayez, October 2003).

It aims at directing the government towards developing different aspects in the field of human resources, His Majesty focused on the following:

- To create integrity, responsibility, transparency, justice and equality according to the law for all Jordanian
- To empower Jordanian youth and activate their energies in various fields of life
- Providing employment opportunities and reduce the unemployment phenomenon
- To fulfill a social development, education, vocational training and healthcare for all Jordanian at their differences.

In a letter of His Majesty (King Abdullah II Bin Al-Hussein to Adnan Badran, April 2005).

The agenda establishes a comprehensive reform process that includes eradicating poverty and unemployment, improving living standards, and raising income. Achieving these objectives necessitates creating jobs and enhancing productivity to attain well-being and prosperity.

In a letter of His Majesty (King Abdullah II Bin Al-Hussein in the first book of Designation to Marouf Bakhit, November 2005), he focused on human resources through the following points:

- To pay attention for the health insurance and social welfare to Jordanian citizens
- Reliance on planning method to resolve unemployment and to create job opportunities.

In a letter of His Majesty (King Abdullah II Bin Al-Hussein to Nader Thahaby, November 2007), he interested in human resources through this letter by the following aspects:

- The need to provide job opportunities for Jordanians as a necessity that brings about safety and social stability
- Focus on education, health and housing Jordanian nationals system
- Reviewing the salaries given to employees to be in commensurate to price rises, performance and creativity
- To continue what has already begun by building houses for those with limited income through the allocation of state lands for the construction of housing projects

In a letter of His Majesty (King Abdullah II Bin Al-Hussein in the first book of Designation to Samir Rifai, December 2009), he focused on human resources through the following contents:

- To exploit the abilities of Jordanian worker's and refine their talents and experiences to meet market's demands
- To develop the public sector as well as to the restructuring and rehabilitation of the civil service, by adopting the principle of equal opportunity and transparency in recruitment
- Provide security and peace of employees in the government sector, especially teachers, physicians from violence or abuse, through activating regulations and laws that guarantee justice for all.

In a letter of His Majesty (King Abdullah II Bin Al-Hussein in the second book of Designation to Marouf Bakhit, February 2011), it contains several themes including attention to human resources in terms of:

- To empower Jordanian youth and grant them the highest levels of educational skills as well as develop university and school's methods of teaching
- To provide urgently a care about teachers because they have pivotal role in educational process and contribution in building efficient learning outcomes for students
- To give better living for Jordanian and open the door in the face of jobless to find more opportunities by developing the economic sector.

In a letter of His Majesty (King Abdullah II Bin Al-Hussein to Awn Al-Khasawneh, October 2011), he interested in human resources by paying attention to impose justice, equal opportunities and prevent practicing favoritism or corruption in all aspects. So, that services get better and the opportunities working become more available for young accordingly and to respect women's rights.

Letter of His Majesty (King Abdullah II Bin Al-Hussein in the Letter of Designation to Fayez Tarawneh, April 2012), the King expressed his interest in human resources by urging the government to provide employment opportunities through collaboration with the private sector, and standing jointly against poverty and reexamine labor and employment policies to develop a rehabilitation and training programs that ensure national priorities that the government's program should pay attention to. Also, he focused on human resources by urging the government to give the chance for all citizens in the provinces in balance and justice.

A Royal Letter of Designation of his Majesty King Abdullah II to the Prime Minister, Abdallah Ensour, October 2012). He focused on human resources through the following points:

- To carry out the decentralization law to enhancing people's participation in the development-related decision-making process and prosperity of services
- To respect people and give them the right of expression
- The application of the principles of justice, equality, transparency and equal opportunity for all members of society cannot be complete without a judiciary that is able to carry out its duties speedily and effectively
- Emphasis on the need for a fair choice and employment in government jobs and private senior positions in accordance with the competencies and capabilities and equal opportunities
- Moreover, relentless work is required to improve the quality of services offered to citizens in all fields. To achieve this, field work and direct contact with citizens is necessary to assess their needs and services available to them in order to ensure a swift and just response to citizens' issues in all governorates
- To provide social welfare for persons with disability and improve their living.

2.7. Interest in the Development of Human Resources through the Royal Initiatives (http://kingabdullah.jo/index.php/ar_JO/initiatives/listing.html)

In 2000, His Majesty King Abdullah II initiative requested the formation of a royal commission for human rights to assess the state of human rights in Jordan. The Royal Commission for Human Rights concluded its mission in 2002, with a recommendation to establish an independent national human rights body to enhance the safeguarding and protection of human rights in the country. It aims to monitor human rights in the Kingdom and its objectivity has earned it nationwide and international respect. Today it serves as a national reference for both the general public and state institutions.

Its recommendations on how to safeguard public freedoms and human rights in the fields of education and to strengthen the principle of democracy to make decent living.

In 1999, E-learning programs aimed at offer computer from the first grade up to high school, so E-learning have made a strong contribution to Jordan's ICT growth and to its future as an integral part of a global knowledge economy. All secondary schools whether in all regions have fully equipped computer labs to enable the students to get qualified.

His Majesty King Abdullah II Ibn Al Hussein took the initiative to create successful health projects such as the: King Hussein Institute for Cancer and Biotechnology Research: In order to keep abreast of the latest international scientific and medical developments to treat cancer patients and provide them with the necessary care, and the Queen Rania Al Abdullah Children's Hospital: This hospital provides outstanding integrated medical, social and rehabilitative services for children, a centre for research and special studies of childhood diseases and a centre for education and training of doctors, medical students and nurses.

The initiatives of His Majesty King Abdullah II Ibn Al Hussein represented a quality shift in improving the quality and standard of living for persons with disabilities. When the King directed that a national strategy for people with disabilities should be developed in 2006, a committee was formed to prepare the strategy document. At the beginning of 2007, Under Article VI of this law, the Supreme Council for Persons with Disabilities was established in mid-2007.

During his field trips to various governorates, the King ordered the establishment of a number of centres and institutions for the disabled, most notably the Academy for the Blind. The construction of this academy provides education, rehabilitation and training services including, playgrounds, a theatre and sports pool to serve them and make them feel integrated in the society.

His Majesty also ordered the establishment of additional centers such as: Hittin centre for the diagnosis of disabilities, centre for disabilities in Tafila, centre for disabilities in Adleil, and centre for disabilities in Sahab area.

His Majesty King Abdullah II Ibn Al Hussein's attention to providing adequate housing for members of the armed forces and security bodies reflects the King's continuous efforts to improve their living conditions. He launched a national initiative for housing under the name "Decent Housing for Decent Living," housing for teachers. With the presence of King Abdullah Bin Abdulaziz (of Saudi Arabia), an urban housing project was launched in Zarqa.

The Petra Conference of Nobel Laureates was initiated in March 2005 by the King Abdullah II Fund for Development that makes innovated scholars share a concern for humanity's betterment and exchange their opinions and ideas about the current challenges faced by societies to find resolutions to keep human safe in the one hand and developing Jordanian's creativity on the other hand.

The King Abdullah II Centre for Excellence was founded in January 2006 in order to promote a culture of excellence in Jordan's public and private sectors and support the distinguished Jordanian workers.

His Majesty King Abdullah II Ibn Al Hussein to the Prime Minister on the occasion of Independence Day, 25 May 2007, he announced the launch of a program to recruit civilians into the Jordan Armed Forces to work in the construction sector. Each trainee will be paid a monthly salary of JD 191. It aims at training a highly skilled and qualified Jordanian workforce to alleviate poverty and unemployment and to enhance the spirit of national belonging, discipline and commitment of all participants in the project.

The Hashemite Fund for the Jordanian Badia Development was established by the initiative of His Majesty King Abdullah II, in mid-2003. Its purpose to support scientific, cultural, athletic, educational, desert rehabilitation and social activities in the Badia

and provide incentives to its creative people in different areas, moreover, strengthen the developmental role of women in the desert.

The King Abdullah II Fund for Development was created in 2001 to encourage innovation and growth in Jordan's public and private sectors and create governorate-level programs that enhance productivity and contribute to improving the quality of life of residents, and fund the diversified activities of excellence and creativity help reduce poverty and unemployment.

It is worthy to say that there are a lot of other loyal initiatives I don't mention in this study which aim to make development and enhance in all aspects of life in general and human resources in particular.

3. RESULTS

The study came up with the following findings:

- His Majesty King Abdullah II of Jordan adopted the most important category, the young people to support and invest them
- Focusing on the need to empower all Jordanians working in various business sectors in the Kingdom to be reflected on their performance
- The Hashemite leadership always urges the governments and civil society institutions to achieve the various equal opportunities for all members of the Jordanian society and get away from cronyism and nepotism
- The participation of the Hashemite leadership in various activities of the local community and making continuously visits to various locations (cities, villages, countryside, and desert)
- Focus on applying the principle of justice and equality among all segments of the society including those with different religions and races and preserve their rights and obligations in terms of jobs, health and education services
- Continuous support for education, health and social security
- Support and stimulate students' creativity and urge them to provide creative incubators
- Urging various governments to tackle the risk of unemployment and provide job opportunities to the Jordanian youth
- Activating the role of professional and labor unions to contribute to provide optimum services for workers as well as protect their rights
- The need to continuously apply the democratic approach for Jordanian citizens to guarantee their freedom of opinion and expression, popular participation and active role in the development and construction of the community
- The need to focus on people with special needs of Jordanian citizens and provide them with necessary assistance and services to integrate them into the society.

4. RECOMMENDATIONS

Based on these findings, the researcher recommends the following:

- The need to adopt and apply every issue for the Hashemite

leadership, whether their visions or royal letter and speeches, and it is important to have a responsible party (committee, organization, institution) characterized by being impartial, neutral, acknowledged and active which takes care of effective following-up and applying the directives of His Majesty in accordance with a systematic approach

- The need to adopt the approach and the principles of the Hashemite leadership as a way of work to be reflected on the construction of the model society and the system of communal harmony in values, principles and behavior
- The need to conduct further studies and field research in this area
- The need to conduct more studies and research on the role of the Hashemite leadership in the development of human resources that came to the monarchy management in Jordan by building an integrated data base which shows the role and responsibilities of the Hashemite leadership in the community to reflect the reality of leading management of the monarchy regime in Jordan.

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