

**THE REPUBLIC OF TURKEY
BAHCESEHIR UNIVERSITY**

**EFFECT OF HR IMPLEMENTATIONS ON EMPLOYEE
PERFORMANCE: A QUANTITATIVE RESEARCH IN 91 MID-SIZE
PRODUCTION COMPANIES OF AMMAN**

Master's Thesis

FIRAS QASIM

ISTANBUL, 2020

**THE REPUBLIC OF TURKEY
BAHCESEHIR UNIVERSITY**

**GRADUATE SCHOOL OF SOCIAL SCIENCES
MASTER OF BUSINESS ADMINISTRATION**



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SUPERVISOR: ASST. PROF. DR. CENGİZ MESUT BÜKEÇ

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Abstract

Effect of HR Implementations on Employee Performance: A Quantitative Research in 91 Mid-size Production Companies of Amman

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Master of Business Administration

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Human resources strategies are the methods managers use when recruiting, training and staff benefit from measures to minimize information asymmetry. However, it is not examined how this productivity changes based on employee characteristics. In this paper we build and test a model that connects HR functions and the performance of employees in Jordanian manufacturing companies. For this reason we used a stratified sample of 216 employees and hypothesizing key repercussions of the operation of HR upon employee efficiency, (ii) principal impact of employee participation and (iii) repercussions of training on employee results, (iv) repercussions of the state of work for employee performance and (vi) repercussions of employee performance award. The findings indicate that the HR activities have major positive effects on the workforce. The organizations are urged to invest in recruitment and selection functions and to apply focused functions which call for older employees. This study is the first time to discuss the trend of the

ageing of workers and the productivity of HR practice in Jordan. In the light of the problem of employee management, it is discussed the findings, practical consequences and future research directions.

Key words: HR functions, Employee performance, Amman Stock Exchange



Öz

İK Uygulamalarının Çalışan Performansına Etkisi: Amman'ın 91 Orta Ölçekli Üretim Şirketinde Niceliksel Bir Araştırma

FIRAS QASIM

İŞLETME YÜKSEK LİSANSI

Tez Danışmanı: Yrd. Prof. Dr. CENGİZ MESUT BÜKEÇ

Ocak 2020, 103 Sayfa

İnsan kaynakları stratejileri, yöneticilerin işe alırken, eğitirken ve personelin bilgi asimetrisini en aza indirecek önlemlerden yararlanırken kullandıkları yöntemlerdir. Ancak bu verimliliğin çalışan özelliklerine göre nasıl değiştiği incelenmemektedir. Bu yazıda, idari uygulamaları ve Ürdünlü üretim şirketlerindeki çalışanların performansını birbirine bağlayan bir model oluşturuyor ve test ediyoruz. Bu nedenle, 216 çalışandan oluşan tabakalı bir örneklem kullandık ve İK operasyonunun çalışan verimliliği üzerindeki temel yansımaları, (ii) çalışan katılımının temel etkisi ve (iii) eğitimin çalışan sonuçları üzerindeki yansımaları, (iv) devletin yansımaları üzerine varsayımda bulunduk. çalışan performansı için iş ve (vi) çalışan performansının yansımaları ödülü. Bulgular, İK faaliyetlerinin işgücü üzerinde önemli olumlu etkileri olduğunu göstermektedir. Kuruluşlardan işe alma ve seçme uygulamalarına yatırım yapmaları ve daha yaşlı çalışanları gerektiren odaklanmış uygulamaları uygulamaları istenir. Bu çalışma, Ürdün'de işçilerin yaşlanma eğilimini ve İK uygulamalarının üretkenliğini ilk kez tartışıyor. Çalışan yönetimi sorunu ışığında, bulgular, pratik sonuçlar ve gelecekteki araştırma yönleri tartışılır.

Anahtar kelimeler: İK fonksiyonları, Çalışan performansı, Amman Borsası

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1. Introduction

The arrangement of global staff had changed over the previous century (Kalanaki, Gelasakis, & Arsenos, 2014). Today's modern management, the performance of the organization and managers are universally accepted as a key target. This is critical to the survival and development of the organization. Performance is a minimum condition for survival after success (Batt & Banerjee, 2012; Sinha and Srivastava, 2013). It's interesting to examine how to improve the performance of employee. The effectiveness of employees in determining the success of a company is significant because of the key role of employees in formulating and implementing the goals and strategies of company (Doucet, Fredette, Simard, & Tremblay, 2015). HR performance is discussed in terms of efficiency and effectiveness. Effective employee selects the right approaches to attain the aims and strategies of the business (Abdul-Azeem and Fatima, 2012).

The employee appearance phenomenon is a multidimensional framework and an incredibly crucial rule for determining the organization's success and failure. The system of any business is run through employees, so these are most valuable resources for every group as they can signify the instant of truth the connotation's notoriety and can belligerently influence advantage. Developing countries such as Jordan are encountering poor employee performance in the organization Alsakarneh, Hong, Eneizan, & AL-kharabsheh, (2019) and have been significantly credited to the poor preparing and negligible commitment of workers. Employees do not visit their customers and provide timely service, low productivity, poor attitude towards customers and quality of services provided to customers (Alsakarneh, Hong, Eneizan, & AL-kharabsheh, 2019).

Previous studies refer to those who determine the performance of employees, for example, Bagyo (2013) established that management greatly affects the outcome and the performance of the employees. Elnaga and Imran (2013) established that in the functions of human reserve management, physical activity is one major practice which has positive impact on employee's

knowledge and their skills and in return greater employee performance at work. The training of employees yields significant productivity and performance of quality (Beltrán-Martín, & Bou-Llusar, 2018). Moreover, a study by Amin, Saeed and Lodhi (2013) in Pakistan Department of Education found that when training employees, their knowledge and commitment level improves, which will ultimately increase their effectiveness in the task. As the employee engagement is fretful, Ologbo and Sofian (2013) noted that complex employees are conscious of the business situation in which they work and with generations for improving job performance for the organizational benefits. Similarly, Trivedi, & Pandya, (2019), productivity of an organization is increased through engaging employees which are categorized by energy, absorption, engagement, performance, vigor, commitment, enthusiasm, and a positive state.

Performance management concept is seemed to be fairly understandable as it relates to employee's performance management (Mone, London, & Mone, 2018). Employee's performance management is defined as a cohesive set of policies and functions focused on improving the objectives of organization through performance of an individual. It is worth noting that different functions that have impact on employee's job performance. Except that, a lot of functions regarding organization which are used to manage the system of organization. Thus functions regarding administration have an important role in the organization. This performs focus on preparation, establishing, leading and controlling projects and directing the company to its success. The practitioners of HR are finding it difficult to address the growing tests of the new morals of data employees who need a new paradigm of practice to attract and retain aptitude for the sustainability of organization (Sharma, & Sharma, 2017).

Many administration functions such as staffing, salary management, choice-making, service planning, human means growth and occupation planning are involved in an organization. Active cooperation of team members is required to effectively implement a strategic decision. For effective decision, these types of functions are highly required as it will improve the performance of organization through the performance of an individual / employee. By using meta-analysis Rhodes, Turner, White, Jackson, Spiegelhalter, & Higgins, (2016) reviewed the data and found

that there was positive relationship between employee participation Employee participation and job performance. When employees are satisfied with the Employee participation process, it leads to increased employee job performance. The existing compensation research literature, in its various forms, provides evidence that there is strong relation among organization and their employees (Gill, Gardner, Claeys, & Vangronsvelt, 2018). That is, once employees are satisfied with pay, they tend to improve their job performance later. The performance of employee is the path through which intermediate outcome or compensation strategies affect the performance of organization (Siengthai, & Pila-Ngarm, 2016). Mostafa, (2017) and Soomro, Shah, & Memon, (2020) suggest that higher pay levels shows higher outcomes, which should motivate employees to adjust their inputs (performance) upwards.

Companies play an important and responsible role in providing public deposit for investment and consumption loans, which ultimately helps improve the quality and quality of life of the citizens of this country. Employee performance in achieving this vision is actually reduced. Many company's performance metrics to communicate direction, establish accountability, roles defining, assigning resources, monitoring and evaluation of operations, corporate functions, merging the establishment and continuous improvement goals and benchmarks to ensure that any changes to the primary instrument for starting. As Employee performance acting a significant role in organization because it tads company presentation. When the performance of employees is better, it improves the performance of the company. Pradhan, & Jena, (2017) examined that when the goals and objectives of a firm are effectively achieved it means there is effective management of job performance. Companies were successful and focused directly on the achievement of the strategy through personal release.

Out of all above HR functions, we focus on employee staffing, pay management, reward management, Employee participation and employee movement etc. as employees are the single most important source of an organization because if you do not have enough employees, all the training, perks and communications in the all globe will not whole their product (McClean, & Collins, 2011). In current study, we will effort to enhance the understanding of HR functions and

employee performance in Jordan organization and provide firms with applied guidelines for classifying hiring performs that improve the presentation of older employees

1.1.PROBLEM OF THE STUDY

Their main function is to follow rules and regulations, maintain peace and order, and resolve conflicts. This indicates the importance of the job and, thus, the great need for employees. Despite significant similarities in working conditions, criteria, and policies, this leads to differences in their performance and ability to achieve goals. Some theoretical explanations of respect relationships or the impact of management (Staffing, Compensation, Job analysis, Employee participation , Employment Planning, Human Resource Development and Reward Management) on employees' performance in a manufacturing firm of Jordan. Furthermore, most studies are studied the connection among HR functions (Staffing, Compensation, Job analysis, Employee participation , Employment Planning, Human Resource Development and Reward Management) and employee performance. The relations with the Western environment is traced. In this research gap, which most employees' performance, administrators (Staffing, Compensation, Job analysis, Employee participation , Employment Planning, Human Resource Development and Reward Management) in a research study to identify the influence on employee presentation to overcome important. It is not found even a single education in Jordan to analyze the effect of the HR procedures on employee presentation carried out this research.

1.2.STUDY PURPOSE

The purpose of present study is to classify the relations or the influence of HR performs in an organization such as Staffing, Compensation, Job analysis, Employee participation , Employment Planning, Human Resource Development and Reward Management on employee Recital in the

manufacturing firm of Jordan. Thus this research has behavioral to examine the effect of HR Functions on Employee Performance in the manufacturing organization of Jordan.

1.3.OBJECTIVES OF RESEARCH

This research study attempted to achieve the following objective.

1. To identify the, influence of Staffing on Employee Performance in the mid-size organization of Jordan.
2. To identify the effect of Compensation on Employee Performance in the mid-size organization of Jordan.
3. To recognize the effect of Job analysis on Employee Performance in the mid-size organization of Jordan.
4. To identify the effect of Employee participation on Employee Performance in the mid-size organization of Jordan.
5. To identify the effect of Employment Planning on Employee Performance in the mid-size organization of Jordan.
6. To identify the effect of Human Resource Development on Employee Performance in the mid-size organization of Jordan.
7. To identify the effect of Reward Management on Employee Performance in the mid-size organization of Jordan.

1.4.RESEARCH RELATED QUESTIONS

8. What is the relationship between Staffing and Employee Performance in the mid-size organization of Jordan?
9. What is the relationship between Compensation and Employee Performance in the mid-size organization of Jordan?
10. What is the relationship between Job analysis and Employee Performance in the mid-size organization of Jordan?
11. What is the relationship between Employee participation and Employee Performance in the mid-size organization of Jordan?
12. What is the relationship between Employment Planning and Employee Performance in the mid-size organization of Jordan?
13. What is the relationship between Human Resource Development and Employee Performance in the mid-size organization of Jordan?
14. What is the relationship between Reward Management and Employee Performance in the mid-size organization of Jordan?

1.5.RESEARCH CONTRIBUTION

This thesis is one of the few local studies investigating the effects on employee efficiency of HR activities in Jordan. The findings of this study will be relevant not only to Jordan but also to other industries, so that they can recognize patterns of administration leading to improved employee efficiency and profitability. This study is useful for educators to compare the effect of management strategies on various aspects of organizational success. The significance of this thesis therefore stems from the following variables and theoretical and practical considerations:

1. Provide a description of definitions and measurements of accurate study variables for measuring variables so that scientists and practitioners can take a useful start in future studies.
2. HR tasks provide a structured framework for assessing the effect on the success of employees that can help them depend on high standards of competence and validity.
3. Highlight the essence and significance of Jordanian companies' HR experience for future project strategies.
4. Contribute to the development of Jordanian businesses that can contribute to the efficient management of publicly interested companies.

2. Literature Review

This literature review was unbiased in reviewing the applicable studies related to this thesis and in synthesizing them.

2.1.THEORIES CONCERNING THE RELATIONSHIP BETWEEN HR FUNCTIONS AND EMPLOYEE PERFORMANCE

The relationship between administration and employee efficiency has dominated two literature theories: the theory of AMO and the theory of social exchange. In this article, the relationship between HR procedure and employee performance can be clarified through an alternate theoretical lens: self-determination theory.

2.1.1. AMO Theory

One of the main theories to explain the connection between HR procedure and staff behavior results in organizations is the Appelbaum, Bailey, Berg and Kalleberg (2000), Theory of AMO. This system provides for the skill, incentive (M) to perform and potential for (O) to perform to positively influence the employee's (A) skill (Boxall and Purcell, 2008) to enhance the employee performance.

According to the theory of AMO, organizational success depends on employee capacities, motivation and participation opportunities and employees perform well in a job where: (1) they

have the expertise and skills (functions) they need;; (2) they are adequately concerned and motivated for this task (motivation).

HRM procedures influence the AMO variables dramatically (Boxall and Purcell, 2008). Appelbaum et al. (2000) point to the value of HRM functions, known as HPWPs, as an enhancement of the desire, encouragement and commitment of staff. Training, selection and preparation are considered to improve employee skills, while performance pay and high compensation are expected to increase motivation. Job autonomy and decision-making engagement are regarded as important in the development and commitment of opportunities for participation and choice (Appelbaum et al . 2000). The AMO theory is based on Bailey's (1993) theoretical structure (see Figure 2.1)

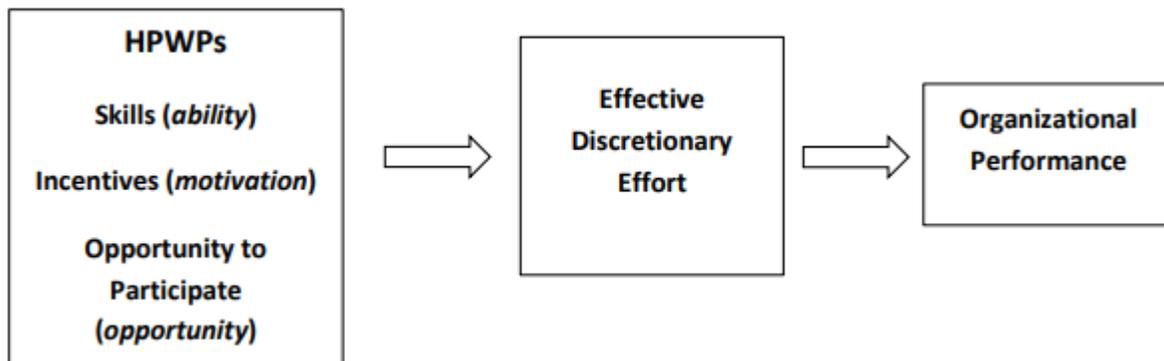


Figure 2.1: Components of HPWPs and Organizational Performance

Source: Bailey (1993) in Appelbaum et al. (2000, p. 27)

Bailey's (1993) framework predicts that HPWPs, which promote employee skills, motivation and involvement opportunities (AMO) will benefit from employee discretionary activities. This discretionary initiative, in addition, is seen as the foundation for organizational performance and effectiveness. This allows the management of effective HRM activities to influence employees'

attitudes and behaviors, which, in turn, have a positive impact on organizational efficiency (Boselie, 2010).

This research, based on the theory of AMO, indicates that HR activities contribute positively to attitudes of employees.

2.1.2. Social Exchange Theory

Work relations can be described as economic and social relations (Aryee, Budhwar and Chen, 2002; Snape and Redman, 2010). Economic transactions shall be based on contractual agreements, which require the fulfilment of particular contractual obligations without any performance requirements outside the contractual conditions. Social interactions, on the other hand, include "imperfectly defined words" (Snape and Redman, HPWPs skills (ability) motivations (incentive) Successful Discretionary Efforts organizational success 19 2010, page 1224). Incentive for participation (opportunity) They are based on Gouldner's (1960) reciprocity principle which stipulates that people feel compelled to return to their reciprocity (Tzafirir, 2005). Accordingly, the Blau theory of social change (1964) indicates that workers will respond positively when they feel equal in the way that they are handled by their organizations (Aryee et al., 2002). HR activities can be considered a major contribution to the mechanism of social exchange (Snape and Redman, 2010). Many researchers think that such activities influence employee expectations, attitudes and behaviors (Kuvaas, 2008). Use of organization HR procedures will help show that the corporation has obligations to its workers and wants to invest in them (Snape and Redman, 2010). They are concerned about their well-being and growth. The degree to which the company supports the workers is sent message to activities such as training and growth, performance evaluations for the recognition of education need, the payout for success and staff engagement in decision-making processes. Such activities suggest that the company aims to develop a partnership with its workers to facilitate social interaction (Snape and Redman, 2010). The workers would then reciprocate

favorably in line with the reciprocity principle, exhibiting attitudes and actions that favour the company (Lee and Bruvold, 2003).

This study uses theory of social exchange to indicate that management activities can positively affect the attitudes of employees.

2.1.3. Self- Determination Theory

In this study Self-Determination Theory (SDT) is described as an alternate theoretical mechanism by which the relationship between HR activities and employee performance can be clarified. SDT is a motivational structure which postulates a desire for personal growth and development inherent to individuals (Deci & Ryan, 2000). The extent of personal development and growth depends, according to this theory, on the fulfilment of three fundamental psychological needs: need for autonomy, need for ability and need for interaction. These needs are necessary for continuous psychological development, prosperity and integrity according to Deci and Ryan (2000). The autonomy must be regulated by one's acts and behaviors. It requires a sense of choice and the absence of external controls. The need for ability ensures that you feel successful and are master of your job. Finally, the need for twenty ties includes the impression that one is important to others (Kovjanic et al., 2012).

SDT argues that in the context of an organization the satisfaction of three fundamental psychological needs results in high innate motivation and the internalization of external values, leading to positive results in connection with work, such as productivity, healthy attitudes and behaviors, psychology and well-being (Gagne and Deci 2005). (Gagne' and Deci 2005). Research shows that management activities influence the meeting and related effects of specific psychological needs (Dysvik and Kuvaas, 2008; Kovjanic et al., 2012; García-Chas, Neira-Fontela and Castro-Casal, 2014, Marescaux et al., 2013). Dysvik and Kuvaas (2008) found that perceived

training opportunities linked positively to intrinsic motivation and contributed to improved task performance, higher citizenship and lower levels of intention to turnover. Kovjanic et al. (2012) also found a positive relationship between transformative leadership and three basic psychological needs which in turn had a positive link to work satisfaction.

Marescaux et al., (2013) found that mentoring (in other words providing new workers with direction, information and support) is positively connected to the three basic needs, which in turn are in positive terms with jobs. In addition, García-Chas, et al., (2013) recently found a positive connection with intrinsically motivated high-performance labor systems which in turn were positively connected with job fulfilment. Based on these results, HR activities can be considered to be one of the key factors that can lead to fulfilling fundamental employee needs within the business environment by developing positive work environments and affecting working design and task characteristics (Kovjanic et al., 2012; Marescaux et al., 2013). It is believed that these would contribute to preferred behaviors, behavior and greater levels of well-being (Gagne' and Deci, 2005; Lynch, Plant and Ryan, 2005; Kovjanic et al., 2012; Marescaux et al., 2013). For example, the possibility of hiring workers suitable for their jobs, which in turn meets their skill needs, can be improved by strict recruitment and selection procedures. These procedures may also provide an insight into whether a work candidate is aligned with the organization's culture and environment and thus allow employees to establish a bond with others inside the company (Iverson and Zatzick, 2007; McClean and Collins, 2011).

Training gives workers the skills and expertise they need to meet the demanding demands of their jobs and thereby fulfil their needs. In-house training programs also give workers the ability to establish connections with other organizational members and thereby theoretically fulfil their desire for connectivity. In addition, activities like promotion and occupational protection can be viewed as corporate incentives for displaying their talents and expertise, which, in turn, can improve their sense of competence and increase their sense of connection with the business. Job design, which helps workers to prepare their work schedules and make their own choices, should fulfil their autonomy criteria.

Finally, good communication allows workers to understand their duties, why and what the company expects of organization decisions and procedures. This should address the expertise and communications needs of employees. The present research has no intention of evaluating SDT. Instead, this research uses the basic concepts of theory as a means of predicting the impact of HR procedures on employee performance. This study indicates that HR activities are favorably correlated with favorable employee behaviors, based upon the principle of self-determination. The AMO theory, the theory of social exchange and the SDT can be said to be related. The effort of an organization to improve its employees' ability to engage and to allow them to communicate to their employees how important the organization is and how the organization seeks to establish relationships with them for a social interchange. Employees, by exhibiting constructive attitudes and behavior, can be reciprocal.

In addition, HR activities can help to address the fundamental needs of employees within organizational environments, as described above. Thus, the promotion of employee knowledge, motivation and engagement is likely to meet the needs for flexibility, communication and expertise, which in turn can contribute to better employee performance. Organizational initiatives to meet employees' fundamental psychological requirements often help to show that the corporation is dedicated to its workers, cares about their well-being and growth and wants to establish an interaction with them. The AMO theory, the theory of social exchange and SDT are also interdependent.

2.2.HUMAN RESOURCE MANAGEMENT (HRM)

In general, it was decided that with the industrial revolution, HRM's activities started officially, as HRM's origins are inextricably related to the past. Just like the workers who divided the tasks in modern corporations, people often split the job among themselves in ancient societies. Consequently, it can be claimed that labour division has been practiced since prehistoric times. Tasks have been allocated based on the ability to find food or plants, track animals or cook (Price,

2007). However, in the 1800s, a technological revolution contributed significantly to the HRM systems development. The interpretation would shift the priorities of human resources management. Since the concept differs in accordance with the researchers' viewpoints, HRM's objectives may also shift.

According to Armstrong, 'the general objectives of human resources management,' for example, 'is to ensure the performance of the company by its employees.' Moreover, 'the HRM strategies support organizational quality improvement initiatives by establishing policy in areas such as the administration of information, talent management and the development of the general 'the concept of personnel' The Department described the more broad definition of the management of human resources (Dessler 2013, p. 3) as "the process of hiring, training, appreciation and compensation for employees, and of their jobs, health and safety and justice."

Human Resource Management (HRM) is a strategic advantage and research has shown that HR policies and strategies represent a significant source of market competitive gain for an organization because they are difficult to counter or imitate. According to (Batti, 2014), management of human resources in any organization, regardless of its size, is considered a major management role. The secret to organizational success is generated by it. The management of human resources is "a process that enables businesses to attract, pick and develop employees." HRM is an organized and systematic approach to work and human development. HRM can be seen as a human management theory, focused on different theories of behavior by individuals and organizations. It does concern the contribution that can be made to increased organization, but the ethical aspect is how people are treated according to a set of moral standards (Professor Armstrong, 2020).

"Human resources management in organizations dealing with workers and their working relationships" (Vincent & Joseph 2013) is described as "the role of managing people's jobs or human resources" (O'Brien 2011). He manages the management and culture of the organizations, is responsible for facilities, selection, training, performance and employee benefits, and ensures

compliance with labor legislation and labor law. HRM was also referred to as the management uses of the operation, expertise, skills and commitments to help the company perform its tasks in a way which allows the company to continue with the exchange of employment (or more temporary contract arrangements). (Watson, 2010): HRM is defined as 'human resources management organizations and services are used in order to achieve organization' (Tiwari & Saxena, 2012, p. 671).

Tiwari & Saxena (2012) have suggested that management of human resources can be grouped into a broad range of categories, including: recruitment, selection, formation and growth. And, in a way, managers are, in a sense, managers of human resources as they all engage with their own top managers (Desler, 2013), in tasks such as recruitment, interviews, hiring and training. Numerous HR activities have to be adopted by the company. HR activities help to achieve the organization's goals and thereby establish long-term commitment to sustain its workforce (Choudhary et Lamba, 2013), areas such as recruiting, selection, education, growth and performance assessment that should be consistent, coordinated and strategically driven. The term "strategic HRM" used by resource scientists suggests that effective HRM makes a significant contribution to their companies' productivity. This is also done by human resources professionals who work closely with the management and have a say in decision-making. Many HRM scholars share this simple understanding of what strategic HRM entails.

Although the definition of strategic HRM is continually different from cultural contexts to the various disciplinary characteristics of strategic HRM scientists, research which deals with many activities as an integrated HRM can lead to new insight into how people function, if properly planned. (June 2011, p. 32). Switzerland. Many studies indicate that the individual and collective outcome of an organization can be either negatively or positively influenced by some human resource activity individually or as a system (Becker & Gerhart, 1996). Longitudinal studies have made a great amount of effort to merge human resource functions and company performance through high production and increased satisfaction (Becker & Huselid 1998, Delaney & Huselid 1996 and Huselid 1995). The popular theme in many studies is the belief that employee experience

can affect company efficiency positively by affecting the actions of the employees. Their performance, happiness and motivation can affect the individuals and/or groups, thus increasing productivity (Becker & Huselid, 1998 and Guest, 2011).

Although studies do not fully support this positive relationship (Guest et al., 2003), their results remain consistent with the main idea that human resource functions influence employee behavior and have positive effects on individual performance and hence on collective corporate performance (Jackson et al., 2014). On the other hand, Strategic Human Resources Management (SHRM) refers to "the comprehensive range of management activities and workforce-related tasks. This employee contributes to organizational efficiency, as determined by the strategic objectives of the organization. Strategic management of human resources takes place in a complex and diverse organizational environment. A key trend nowadays is for managers of human resources to take a strategic approach to their work and recognize critical connections between organizational and human resources policies (Wang, 2012). Having regard to the above arguments, it is therefore expected that the extent of human resources management functions are geared strategically towards high performance workplaces (s).

HRM is less than the Norm and has still good results (Nickson et al., 2008; Baines, 2010; Ariza-Montes and Lucia-Casademunt, 2016; Baluch, 2017). HRM has a low level of efficiency. However, HRM techniques have shown that workers produce good outcomes, which later improve the efficiency of the company, as previously mentioned. The ability to recognise and grow resources by means of their available resources is a crucial factor for the success of non-profit organizations. This is why tools which have proved useful through past encounters, for example culture (HRM, 2004; Akingbola 2013; Oliveira & Toda 2013; Brown et al 2016; Gile et al. 2018). This is why HRM is seen as strategic (Colbert, 2014).

2.3.HR FUNCTIONS

As the world is becoming more competitive and unstable than ever before, manufacturing-based industries are seeking to gain competitive advantage at all cost and are turning to more innovative sources through HR functions (Sparrow, Schuler, & Jackson, 1994). Several aspects defined HR functions. Schuler and Jackson (1987) identifies HR practices as an approach that attracts, develops, motivates and retains staff so that the organization and its members are effectively implemented and survived. HR activities are also structured and implemented to ensure the human capital of an organization helps to achieve its corporate goals through a range of internally compatible policies and procedures (Delery & Doty, 1996). Also described HR functions as a collection of strategies used by organizations to manage human resources by encouraging the creation of specialist skills, establishing dynamic social relationships and developing organizational competence to maintain competitiveness. In this context, we concluded that management practices relate to particular procedures, structured strategies and philosophies which are aimed at attracting, creating, empowering and retaining employees who ensure the company has an efficient functioning and survival. Historical studies have revealed that HR methods, related to organizational creativity, concentrate more on management techniques, such as: •universal lifting or -Best methods lifting approach (Husselid 1995); strategic management method approach (Delery & Doty, 1996); contingency (Dyer, 1985; Schuler, 1989) and configuration approach (Wright & McMahan, 1992). A review of the literature shows five standard strategies associated with creativity, which include performance assessments, career management, incentive schemes, training and hiring (Jiménez-Jiménez and Sanz-Valle 2005; Kydd and Oppenheim 1990; Laursen and Foss 2003; Shipton, Fay, West, Patterson & Birdi 2005). Several aspects of HR activities were described. Schuler and Jackson (1987) defined HR functions as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members.

HR functions are the principle elements of the regulatory procedure which capacities includes arranging, sorting out, coordinating, and control, and which fills in as an essential piece of the

administration performance in the private and government parts (Knudsen, and Hassler, 2011). Practice is a precise procedure through which chiefs are guaranteed the degree to which plans are being executed and destinations accomplished by receiving compelling and exceptionally proficient strategies in a successful and productive way. The management practice is a composed exertion and orderly exertion to characterize performance measurements to be accomplish as arranged targets (Deeb, 2012). Different researchers included that the procedure guarantees that genuine exercises are fit to the ideal exercises or targets they are as of now distinguished for, puts evaluation measures to recognize and address deviations, and furnishes the administrator with criticism to help recognize future goals and set guidelines or benchmarks fundamental (Raadschelders, (2017). Fundamentally, practice is the capacity of an individual or gathering of people to impact the behavior of another individual or gathering of people or a specific association with the goal that this impact accomplishes the ideal outcomes (Duggan, Allen, Brownson, Erwin, and Fields, 2014).

Many administration functions such as staffing, salary management, choice-making, employment development, human reserve development and the employment planning is intricate in an organization. Active cooperation of team members is required to effectively implement a strategic decision. For effective decision, these type of functions are highly required as it will improve the performance of organization through the performance of an individual / employee. By using meta-analysis Rhodes, Turner, White, Jackson, Spiegelhalter, & Higgins, (2016) reviewed the data and found that there was positive connection between employee contribution Employee participation and job performance. Once employees are content with the Employee participation process, it leads to increased employee job performance. The existing compensation research literature, in its various forms, provides evidence that there is strong relation among organization and their employees (Gill, Gardner, Claeys, & Vangronsvelt, 2018). Despite significant similarities in working conditions, criteria, and policies, this leads to differences in their performance and ability to achieve goals.

2.4.HR IMPLEMENTATIONS IN PRODUCTION COMPANIES

Some theoretical explanations of HR functions (Staffing, Compensation, Job analysis, Employee participation, Employment Planning, Human Resource Development and Reward Management) in a Production Companies of Jordan.

2.4.1. Staffing

As indicated by McPhail, Fisher, Harvey, and Moeller, (2012), 'staffing is comprehensively characterized as the way toward pulling in, choosing, and holding capable people to accomplish hierarchical objectives'. Parisio, and Jones, (2015) conditions that 'one of the most clear habits firms upgrade their source of human wealth is through the people they recruit'. Ringer , Dyck and Neubert (2017, pp. 360) characterize recruitment as 'the HRM procedure of recognizing, drawing in, employing and holding persons with the energetic information, abilities and volumes to satisfy the obligations of present and future occupations in association'. Staffing is one of the methods by which firms enlist and choice candidates with advanced caliber and nonexclusive human principal (Kuzminov, Sorokin, and Froumin, 2019). In this sense, enrollment and choice can be considered as the two periods of the staffing procedure.

Procedure of employee staffing comprises of discovering, assessing, and doling out people to work (Nasomboon, 2014). Past writing has demonstrated that actualizing a successful setting up process is decidedly corresponded with authoritative performance (Greer, Carr, and Hipp, 2016). A complex determination framework examinations a competitor's possible for a location and diminishes association's degree of vulnerability once confronted by a outside up-and-comer (Lengnick-Hall, Beck, and Lengnick-Hall, 2011). A rigid enrollment and choice framework additionally gives those workers who are chosen a feeling of elitism, grants elevated requirements of performance, and passes on a message of the significance of individuals to the association

(Charbonnier-Voirin, El Akremi, and Vandenberghe, 2010). Contrariness among the separate and the association container obstruct the accomplishment of vital performance stages Cameron, (2012), while a progressed staffing procedure can bring to the association workers who coordinate the capacities of the current HR and fit into the current relational structure, at lower preparing costs.

2.4.2. Compensation

Compensation is all kinds of budgetary revenues and unique managements and recompenses staffs become by way of a feature of a work association (Akter and Moazzam2016) remuneration encompassed by the worker wages and pay rates, motivating force installments, rewards, and commissions. Employee remuneration contains all types of compensation and rewards got by workers for the performance of their occupations" (Okeke, and Ikechukwu, 2019). As indicated by Dessler (2011) employee remuneration implies altogether kinds of wage or rewards successful to labors and developing from their commercial and it might be immediate money related installments (compensation as wages, pay, motivators, commissions, and rewards) and backhanded monetary installments (Pay as budgetary advantages, for example, protection).

Compensation is a process of charitable money related an inducement to staffs to the effort they done. Compensation can be used to enlist talented labors, prize the exhibition, support group devotion in decrease turnover. Compensation may join Rudimentary Wage, Energetically, Extras, Travel/Accommodation Payment, Stock Options, Medical Allowance, Commands, and Profit Sharing. A continuing account absorbed by Hay calls attention to that 20% staffs mean to change their current circumstances in at any rate five years. Employee care income has become an increasingly conspicuous share of ordered life (Khan, 2018). The practice of upkeep wage procedures consumes understood noteworthy growth in the sequence of the most new fairly a though. A study entered by Tao, Chuang, and Lin, (2016) demonstration optimistic joining among pay and connotation performance.

Curran & Walsworth 2014 and Green & Heywood 2008 incentive pay have been increasingly important to employee satisfaction in generated working (Pendleton et al. 2009). Compensation has also been recognised for the purposes of variable pay. It is the key element of any HRM practise to achieve a competitive advantage that is sustainable for any company. Various forms of compensation, including performance-compensation, profit-related compensation and employee share-ownership, are described as strategic instruments for shaping positive employee attitudes such as work satisfaction (Heywood & Wei, 2006), organizational engagement and confidence in management (Moriones et al., 2009). These compensation plans offer valuable benefits that increase the satisfaction of workers in their choice, contributing to a higher degree of success and substantial work-related objectives. Most researchers and managers agree that satisfied production staff, irrespective of company size, industry or corporate strategy, are critical to organizational success.

Compensation includes all financial payments, bonuses and non-financial benefits the organization provides to employees to attract qualified human resources and to maintain what is available in the organization. The motivation of individuals to grow, develop and sustain learning, boost productivity and strive for an increased organization's overall results is one of the most important factors that compensation has been affected. The company's capacity to recruit and maintain the most important sustainable source of competitive advantage to human resources has a strategic focus on compensation (Kang & Yanadori, 2011). Increasing pay for skills, performance and skills, transferring the live-wage benefits into basic wages, dividing bonuses that were previously paid semiannually into more flexible modules, combining benefits to employee performance and converting pension into contributory pension schemes had been the world's biggest trend in compensating systems (Conrad, & Perry, 2009). In addition, in the last quarter century, the use of contingent pay schemes underwent a major change with a higher likelihood of collective forms of compensation systems, which means that the 22 schemes have a number of combinations (Bryson et al., 2014). In a general sense, the evolving nature of the relationships between work and work, new stakeholders' aspirations, technology changes and the emergence of globalization. In the course of an employment relationship (Akter and Moazzam2016) compensation, which is

surrounded by the wages of workers, promotions, bonuses and commissions, is charged for all types of fiscal returns and tangible services (ONUOORAH, OKEK, IBEKWE, 2019).

2.4.3. Job analysis

Job analyses are structured work research in order to identify noticeable work, activities, and duties relevant to a specific job or job category. It is a method to analyse the specific tasks and criteria in depth that represent the value of these tasks for a specific job. The importance of work analyses in the practice of human resources cannot be overlooked because the job analysis was defined as "the fundamental basis on which all decisions later in the process will rest." The important aspect of job analysis in the field of personal psychology is clarified, which decides which personal qualities such as experience, abilities and skills (KSA) are impeccable. The work analysis was described as a structured process by the nature of a work by Brannick and Levine (2002). Jobs or duties are broken down into smaller groups. McCormick researched in 1976 that knowledge and other associated activities and skills, gathered and analyzed by job review, were the basis for human resources management (HRM) (Lohman, 2020). The analysis of jobs plays a crucial role in human resources such as recruiting and selection, training and development, compensation and performance management. Sanchez and Levine addressed in 2000 that mistaken employment analysis practices may influence other HR activities based on it.

Job analysis was only developed by 1900 as a management method. Since job analyzing became one of the critical instruments by which organizations were directed by managers and professionals. FINE, & Getkate (2014); Algera, & Greuter (2013) former research on the analysis of jobs which persists in job analysis variable as well as demographic. Taylor was interested in increasing the quality of his work and found it one of the science management principles (Taylor et, AL, 2014). Time and motion analysis of employment arose from his ideas and data. This work study consciousness activated the human relationships relevant to evaluating other problems and human resources practices. In 1960, behavioral and psychologist researchers rediscovered

employment at the company as a subject of study. Until then, only the work that was carried out was the object of the job study. This was modified in the 1970s when the work research attracted psychologists.

They engaged in three areas: (i) quantifying job analysis through the preparation of database selection questionnaires, (ii) focusing on worker orientation to job analysis, and (iii) focusing on smaller units rather than the entire job, task or work aspect. Head, et, AL., and (2019) emphasized the importance of job analysis as an organizational performance-related strategic HRM activity. Sikora & Ferris (2014) advised that companies with a clear work analysis as a human-resource strategy should develop further and offer aggressive benefits with recognition of the human-performance linkage. The work analysis techniques can also be defined as worker-oriented or work-oriented in order to show that tasks and employee attributes for an assigned job are referred to as job analytics in 2012.

2.4.4. Employee participation

A decision requires the interest of the worker in dynamics. In this paper they are both used compatibly. Employee involvement or engagement is a process that enables and requires employees to make use of their contribution to the recognition and enhancement of their organizational success (Sofijanovska and Chatleska, 2013). Employee participation similarly includes active engagement or involvement of employees in the execution of thinking, skills and actions in coping with authoritative problems and in the achievement of their aims or targets (Powell and Bullock, 2014). In addition, Van der Westhuizen (2015:11) describes employee support as the overall framework that involves people and meetings in an immediate or roundabout fashion in order to contribute to the complex process. Then, in dynamic events, Beardwell and Claydon (2007) labelled employee investment as an instant or aberrant contribution to the flow of strength among businesses and employees. The welfare of employers requires also the contribution of employees to the working environment in a diverse manner (Busck, Knudsen and Lind, 2010).

Employee engagement refers to the mixture of task-related activities that board broaden the worker's overtone at work and his obligation for a wider community (Bhatti and Nawab 2011).

Eurofound (2016) proposes the willingness of employees to exercise some control over job independence (immediate-employment) and organizational problems to engage employees in decision-making or participatory decision-making. This may therefore be the actual or indirect involvement of the employees. Indirect participatory Employee participation requires hiring employees' representatives, while active participation in the decision-making involves employees who are deprived of third parties. It is also claimed that Eurofound (2016) may also be named employee engagement by direct workers in decision-making processes (Joy, Ndubuisi, & Enyinnaya, 2019).

2.4.5. Employment Planning

Employment Planning is a method for identifying and determining professional priorities. Job preparation is a way to organize the work of love of the individual. Job preparation is a tool used to encourage workers to work with the company to change (Stevenson and Fowler 2016). The job program was designed to empower the staff to achieve an optimal mix of near to-home goals and strong goals. An authoritative method is referred to as work planning for the development of Hours (Grigal, Hart, and Migliore, 2011). Job growth is respected through the recognition and distribution of the worker's expertise and experience in the same way. People want the associations to seem where they are given ample opportunities to look for their vocation and truly adventure their potential. Job preparation acts as a way to inspire workers to work efficiently and efficiently to achieve the association's objectives. The preparation of jobs is a diligent way of generating prospects for productive turn-around (Yoon and Yoon 2019; ILO 2013).

2.4.6. Human Resource Development

Human resource development (HRD) is a temperately novel field of functional repetition and scholastic examination. In most recent two decades, Human resource growth was the quickest developing area of the executives development, because of the absurd enthusiasm of associations even with excellent rivalry and changes in the business disorder (Kareem, Haq, and Rao, 2017). HRD has advanced from the thin idea of training into an gradually perplexing way to deal with learning and creating information at the discrete and authoritative level (Mittal, 2013). The term HRD was presented by Leonard Nadler (2012), he portrayed it as a lot of related procedures which are focused on behavior change. HRD is a systematic method for establishing and strengthening employee skills through the development of partnerships and the planning and enhancement of the working force to increase authoritative performance (Barrett, 2017). Pieper, (2012) describe HRD as a combination of related activities such as, for instance, preparations and promotion, enhancing professional skills and making substantial changes in order to develop the person, collecting and upgrading knowledge , skills and capabilities. Werner, and DeSimone (2011) describe HRD as an ongoing mechanism to develop expertise, resources and employee knowledge and provide staff with the constructive abilities and meet current and potential activities within the organization.

HRD has evolved from a minimal training definition to a more complicated approach for individual and organizational learning and information creation (Mittal, 2013). Leonard Nadler (2012) introduced the word HRD, which he defined as a collection of processes for conduct improvement. HRD can be described as a mechanism for the systematic development and enhancement of skills through the development and selection of employees to improve organization's efficiency (Swanson 2001). McLagan and Suhadolnik (1989) describe HRD as an integration of related activities, including learning and growth, career development and corporate development that enhance individual and community awareness, skills and capacities to improve corporate performance. In Rao (1985) HRD is described as an ongoing development of skills, skills, knowledge and skills of staff to allow them to acquire proactively the skills necessary to meet the organization's current and future requirements (Kareem and Hussein, 2019).

2.4.7. Reward Management

The management of incentives can be traced back to the period of scientific management in which concepts and philosophies have also begun, some of which are still important today. In the period of progress and the progress of the theory of scientific governance the rewards management played an important role (CHUKWUEMEKA, EUGENE, JUSTINA, 2020). In these essential regions the scheme of recompense for each connotation should be distilling; reward, rewards, appreciation and gratitude (Sarvadi, 2010). For example, the reimbursement of car credits, therapeutic gatherings, membership for the club, appropriate office space, leaving vehicles for openings and friends are all ways in which people take care of the benefits their connotation provides. Another main component of an effective system of main awards is acceptance and appreciation. Greeting is to remember celebrity for desirable actions before your partners, or, in all situations, for successes, results or efforts to encourage them. Thankfulness then again focuses on showing an employee gratitude for his job. These awards allow employees to verify whether they have positive or negative liability (MENGESHA 2019). Reward program for organizations are usually very relevant (Maund, 2001). Good incentives programs will attract, retain and continually promote the right people in the company to achieve the desired performance (Otieno, 2006 & CHUKWUEMEKA, European Union Geneva, JUSTINA, 2020).

2.5.EMPLOYEE PERFORMANCE

Performance ideas are focused by evaluating and managing the show and evaluating the output is a process which characterizes those outcomes in an unequivocal timing (Anitha, 2014). Furthermore, the maxim 'if you cannot quantify it, you cannot track it' supposes that the association with an end-of-course and systematic system of performance evaluations such as the Balanced Scorecard or the board's maximum quality rating is justified. This technique integrates gauges in an organization to convert high-level goals into lower level exercises. Measures are then placed on individual workers to view the exercise (Zehir and Erdogan, 2011). Quality expectations should

be simple, clearly defined, and applicable to the activities tried and accomplished by employees. The models should eliminate variables other than the individual worker's ability to monitor. Managers should also be prepared to critique appropriately, fairly and productively (Shields et al. 2015).

Employee presentation relies upon dissimilar factors however the most important factor is making, which promotes the aptitudes of workers (Khan, Khan, and Khan, 2011). Workers who have more hands on knowledge will in over-all perform better in light of the detail that there is an growth in the both their abilities and competences coming about because of extra hands on sympathetic (Afaq, Yusoff, Khan, Azam, and Thukiman, 2011; Okechukwu, 2017). Preparing and Development is a significant part of Human Resource Management. It is significant for connotation to grow gifted and capable workers for better presentation, and employees will be talented when they have the info and aptitude of carrying out the responsibility. Preparing and Development would bounce chances to the workers to advance a lifelong life and show signs of improvement position in association. In doing as such, association's output would be expanded. Then over, workers are the possessions and resources of an connotation on the off accidental that they are gifted and prepared would perform better than the persons who are inept and not fully formed (Kenny, 2019).

The performance of each worker is a major problem for the human assets office, as per Ngwa, Adeleke, Agbaeze, Ghasi, and Imhanrenialena, (2019). Regardless of employee potential and longevity, employees are often reluctant to put themselves in their best workplace. Some people who show a high level of performance at the start of their careers start to decrease as soon as their expertise and knowledge are expected to be used and even increased (Obiekwe, 2016). Most work just within the boundaries of their company and don't want to put additional effort into achieving hierarchical goals. The result removes imagination from the working environment, limits innovation and enhancement and makes such a company seriously unable to deal with customer issues and desires in the unfavorable world of business. These workers should only be motivated to become a self-propelled, workforce (Yinghui and Wenlu, 2015). Workers' presentation is the

accomplishment by individuals or individuals of an errand, which is depressed and evaluated by a superior. It involves meeting pre-branded and decent equipment and using nearby advantages in a growing domain efficiently and effectively. Keitany (2014) believes the significance of performance rejects, but only the after-effects of employee behavior. Quality issues actions or what workers correct and not just what workers achieve or what their job results generate.

Employee success is usually looked at in terms of results. It can also, however, be seen with respect to conduct (Armstrong 2000). Kenney et al. (1992) suggested that the performance of the employee is measured according to organizational performance standards. There are several measures, such as productivity, efficiency, efficiency, efficiency, high quality measurements, and profitability (Ahuja, & Khamba, 1992) which can be taken into consideration. As briefly explained below. The ability to consistently earn profits during a period of time is profitability. It is expressed as the ratio of gross profit to sales or return on capital employed (Wood & Stangster 2002). Performance and effectiveness - productivity is the ability to achieve the desired results while using as limited resources as possible while effectiveness is the ability of workers to reach the desired goals or goal. The ratio of output to input is efficiency (Stoner, Freeman and Gilbert Jr 1995).

The way the individual, company, business and business turn income into goods and services is calculated. The degree to which per unit (Lipsey 1989) the output is generated. Quality is the feature of products or services that are capable of satisfying the stated or implied requirements (Kotler & Armstrong 2002). Better goods and services are continually being obtained at a more affordable price (Stoner, 1996). Draft (1988) states that the managers of businesses are responsible for ensuring that companies aim and reach a high level of efficiency. This therefore implies that managers have to set the desired levels of performance for any periods in question. For example, they can do this by setting objectives and standards for measuring individual performance. Companies ensure that their workers contribute by employee performance management to the development of high-quality goods and/or services. This management process allows workers to engage in the company's preparation activities and thereby leads to generating incentive for high performance levels throughout.

In Ngwa et al., (2019), the efficiency of workers is a measure of an organization's capacity to accomplish organizational objectives efficiently. It can be measured in several ways amongst which: employee engagement at work, employee principles and the solidarity displayed by workers in a workplace. The quantity and consistency of the production are also related. It also takes into account the quality of work carried on and the effectiveness of the work performed (Mathis and Jackson, 2009), the timeliness of production and the presence / assistance. Therefore, the employee's output may be formulated and calculated by a supervisor of the company in order to effectively accomplish an assignment by an individual or individual. It involves following pre-defined and appropriate requirements while using the resources available in a changing world effectively and efficiently.

2.6.HR FUNCTIONS AND EMPLOYEE PERFORMANCE ACCORDING TO LITERATURE REVIEW

2.6.1. Staffing and Employee Performance

Experimental investigations on employee staffing center around applicants\' reactions to recruiting functions and generally staff results (Uggerslev, Fassina, and Kraichy, 2012; Othman, 2014; Mostafa, 2013). The premise of practice is to assess the viability of different staff enrollment and choice procedures dependent on turnover rate, work endurance and employee performance, just as current staff, inner occupation postings and referrals of previous employees (Yilma, 2014). All in all, examine demonstrates that now is a optimistic and notable connection amongst staffing process and worker presentation (Akhtar, Nawaz, Mahmood, and Shahid, 2016); Boyce, Zaccaro, and Wiesecker, 2010). In a staggered staffing model, staff profitability and benefit development are boosted (KASAU, 2017; Gayatri, 2013; Plowhart et al., 2009). For this situation, expanded degrees of employee performance have prompted expanded organization profitability by decreasing expenses and expanding creation (Lepak et al., 2006; Podskoff et al., 2009).

Besides, past proof recommends that recruiting rehearses add to secure results finished the aggregation of nonexclusive humanoid wealth assets (Ployhart and Moliterno, 2011). Firms that are increasingly ready to draw in and employ the best candidates assemble a nonexclusive human capital asset that is important, uncommon, and hard to emulate (Ployhart et al., 2009), in this way adding to separating the firm and building up an upper hand. The higher caliber of nonexclusive human capital assets likewise add to firm-level profitability, information sharing and collection (Mutwa, 2014), and improved workforce proficiency and adaptability (Mbise, 2014). With respect to impacts of staffing rehearses on worker presentation, just a couple of educations consume proclaimed positive and noteworthy connections (Sutanto and Kurniawan, 2016; Rafii and Andri, 2015; Highhouse, 2008) and others consume revealed that the great use of such performs can prompt expanding singular results, for example, employee duty, work quality and work achievement (Patimah, 2015).

The connection among recruitment and worker presentation container be clarified hypothetically sketch on AMO (Appelbaum et al., 2000) and social trade hypotheses and remains relied upon to be sure. As indicated by AMO hypothesis, HRM functions may impact the employees' capacity, inspiration and chance to perform, which prompts an improvement of a people's activity performance result (Boxall and Purcell, 2008). In this intelligence, through the recruitment procedure, businesses enlist the greatest skilled and persuaded staffs (e.g., utilizing the suitable choice and recruiting instruments), and give them the chance to be a piece of an association (Ateya, and Maende, 2018). In addition, as indicated by social trade hypothesis, it remains normal that once staffs are dealt with reasonably, they see this as a optimistic action through the commercial, and they determination reimburse the association finished their hopeful effort mentalities (Takeuchi et al., 2007). In a research article, Zirra et al., (2017) said that the impact of staffing on employee performance is important. Our employees are the strengths and weaknesses of the company. A strong staffing approach enables businesses to recruit quality workers, who can boost their efficiency (Sinaga & Nawangsari 2019). In this intelligence, staffing is viewed as an optimistic action and it is responded by elevated heights of presentation. Following the above mentioned, hypothesis H1 is detailed:

H1: Staffing is positively associated with employee performance.

2.6.2. Compensation and Employee Performance

Compensating employees is connected with the stimulus of the staff healthier performance. Cutting-edge any circumstance, what kind and blend of compensation techniques to use is a examination aimed at the relations. A few investigations have shown compensation have positive effect on the employee's wellbeing and work place security. It is one of the variables that observed for increment employee's promise in the work place, which is the important constituent in the effort performance among employees (Furtado et al. 2015; Worley, Williams, and Lawler 2016; Ong and Teh, 2012). The aim behindhand the use of dissimilar shares of compensation to employees is that roused employees develop satisfied as far as satisfying their wants, both monetary and non-money linked in this manner exhibit improved performance. Inability to do as such, employees will be enticed to leave the association (Azasu, Adewunmi, and Babatunde, 2018). On one hand, employees lean toward getting characteristic prizes as far as commendation and acknowledgment for certain work achievements, while different employees are content with outward award regarding compensations, reward and motivator offered to employees so as to upgrade their performance (Sajuyigbe, Olaoye and Adeyemi, 2013). It is in this way certain that exposing employee to different compensation systems rouses them and subsequently a reproduction to an improve performance. The current examination subsequently took a gander at the influence of pay on the presentation of employees, the influence of advantages on employee performance and the impact of acknowledgment on staf presentation.

Dessler (2016) characterizes compensation as backhanded budgetary and non-monetary installments employees become for happening by their work with the group. Bernardin, and Wiatrowski, (2013) typifies welfares as aberrant kinds of recompense that are expected to save up or recover the individual gratification for employees. Indirect financial flagships come in type of financed compensations, e.g., retirement plans, paid debilitated leaves and buy limits. Gomez et

al. (2012) additionally says that advantages are in some cases called aberrant compensation by way of they are assumed to staffs in kind of strategy as opposed to cash to improve their performance; they give security to employees and their relatives. As demonstrated by Dessler (2016), circuitous money related prizes that could improve employee performance originate in kind of backed compensations, for example, superannuation tactics, paid wiped out leaves, rewards, motivating forces, stipends and buy limits. The findings of the 2019 study by Onuorah, Okeke and Ibekwe have shown a clear correlation between compensation packages and the success and retention of employees. The overview of results reveals that the tested dependent variables (salary, bonus, rewards, benefits and fringe benefits) have good relationships. But managers and decision-makers should strive to review pay arrangements at different levels so that the happiness of workers and the avoidance of high labor turnover among workers can be achieved.

H2: Compensation is positively associated with Employee Performance.

2.6.3. Job analysis and Employee Performance

Companies performing job analysis on an ongoing basis have a much clearer understanding of their strengths and constraints and can take corrective steps in good time to strengthen any capability and employment deficiencies (Cappelli, 2012). The analysis of a job is described as a structured procedure in Golabchi, Han, Seo, Han, Lee & Al-Hussein (2015) to describe the nature of a job. Job or mission is broken down into smaller units. In 1976, McCormick analyzed the gathering and processing of information relating to jobs and other similar activities and skills by means of work analysis as a basis for human resources administration (HRM). The analysis of the job has an essential role to play. In 2000 Sanchez and Levine addressed that mistaken job analysis practices may influence other HR activities. Sanchez, & Levine, (2012) former study, Chung-Yan, Schat, & Cronshaw, (2019), on persistent job analysis in job assessments of the variable like demography. As a strategic HRM activity linked to staff efficiency, Bowin & Harvey (2001) stressed the value of job analytics.

In Suthar, Chakravarthi and Pradhan (2014), organizations that actively incorporate jobs analysis as a human resource strategy will likely develop and gain more aggressively by understanding the connection between human resources and efficiency. Foster, Gaddis, & Hogan, (2012) demonstrated the manner in which the assignment tasks or employee characteristics are referred to as the job analysis, so the techniques of job analysis can also be referred to as worker-oriented or work-oriented work or worker-oriented technology. The KSAs, including the knowledge related to work and the human abilities needed to conduct those work activities, were studied by Kay, & Moncarz, (2004) and Boyles, (2012).

According to Sackett, Walmsley, & Laczko, (2012) job analysis was a method for analytically collecting information about tasks and activities that contributed to the establishment of a KSAs for virtually any sort of work operation. The success of workers is an all-encompassing term (Paauwe 2004). Dyer and Reeves (1995) use four dimensions in the HRM literature to define organizational success measures, including human resources outcomes, organization's results, accounting or financial results, and inventory performance indicators. According to Rehman, (2009) the field of HRM has shown significant interest in the last few decades. The core concepts of work design research were explored in Thurgood (2016), and Parker, Wall & Cordery (2001), where employment was stimulated, and inspired by factors that led to attitudinal and behavioral results.

H3: Job analysis is positively associated with Employee Performance

2.6.4. Employee participation and Employee Performance

The employment performance requires the engagement of the employee, which can be carried out directly or indirectly, in as many aspects of his / her professional life as possible in the legislature (Inuwa, 2017). The performance of employees is commonly believed to disrupt the content,

performance and commitments of employees, which can yield comparative benefits for an organization (Wadesango, 2012). True high performance companies hold a view that encourages employee engagement as employees are excited to become involved in the decision-making process, the position of goals and the resolution of problems leading to higher performance of employees (Kurniawati & MeilianaIntani 2016; Hedin & Zander, 2019). Performance of workers can also be direct or indirect. Workers are difficult in the operation or preparation of direct participation. In the event of secondary involvement, the employee councils participate (Earthy Green, 2017).

In a similar Chang, and Hung, (2010), indirect cooperation is when workers engage in such verbal decisions that are taken by their workers in the working atmosphere. The next item is part of employee support's goals: employee contributions to decision-making now and again called participatory decision-making (PDM) involve group decision-making under the circumstances of the initiative. (Saint-Jacques, 2013).

Stevanović, et, al., (2017) describe it among the managers and subordinates as 'joint decision-making.' According to Noah (2008), this is an uncommon classification whereby the branches have more influential influence and greater decision-making ability to cross the communications hole between the government and staff. It refers to the level of the association of employees in the main organizational activities of a corporation. An organization may have a group with high or low workers. The fact that all staff classifications are aligned with the process of arrangement suggests a high degree of inclusion (profound employee involvement in decision-making). On the other hand, a low association level (shallow employee participation in decision-making) reveals Thornicroft and Henderson (2016), a truly elite arrangement mechanism which comprises top management. The profound involvement of workers at decision-making allows for the influence in the spacing phase of cutting edge personnel. These are the persons near the customer who can encourage new ideas and management recognition as the subject of the creative process. (Li et al. 2005).

H4: Employee participation is definitely associated with Employee Performance

2.6.5. Employment planning and Employee Performance

Human capital is significant for associations to realize their drawn out objectives (Patidar, Gupta, Azbik, and Weech-Maldonado, 2016). Work planning is a helpful human capital advancement method, which distinguishes, perceives, gets ready, and sets up the gathering of employees to serve their association in light of future hierarchical needs (Mondy, Noe, and Premeaux, 2002). Pennell (2016) contended that the points of work planning were to investigate singular proficiency and adequacy in order to accomplish authoritative objectives. Employee planning makes a pool of talented individuals that is useful to defeat the issue of unseemly determination of people. In addition, work planning possibly produces an upper hand over opponents by offering continuous client administrations when there is an unexpected abdication of employees (Parke et al., 2018). Webb, Precious stone Wells, and Jeffs (2017) expressed that work planning improves the expert improvement of employees, which thusly upgrades their performance.

Ali and Mehreen (2019) examined the relationship between business planning and turnover aims in banking employees and found that work planning altogether limited turnover goals. Perrenoud and Sullivan (2017) found that business planning improved employee fulfillment, and Munro (2017) expressed that work planning had become a basic driver of authoritative and pioneer restoration. Employee performance is characterized by Anderson, and Williams, (2018) as a business related result or action that exhibits how well these exercises are practiced by the person. Patidar et al. (2016) contemplated the impact of business planning on medical clinic money related performance and found that the nearness of work planning emphatically improved monetary performance. Also, Rayburn, Grigsby, and Brubaker (2016) featured the significance of business planning by concentrating on straightforwardness and found that work planning expanded feasible authoritative performance, improved ability the board, and created people for positions of authority.

H5: Employment Planning is positively associated with Employee Performance

2.6.6. Human Resource Development and Employee Performance

Since HRD is rising long haul, business-related examples of awareness, information, and results at separate, gathering, and hierarchical heights, HRD requires a strong interest in the elements of fixing and improving (Teh, Yong, Arumugam, and Ooi, 2009). Tabiu, Pangil, and Othman (2016) define TD as an efficient method of building knowledge, capacity, and performance-enhancing skills for employees. Li, (2015) State preparation and improvement allude to an integrated preparation of organized schemes is developed by the association given over time to help ensure that all people have the essential opportunity to play their full potential on the side of the association 's goals. Hassan, Akram, and Naz, (2012) argue that employees who have taken care in planning and developing programs apply the new skills , knowledge, and volumes in their work that prompts a superior demeanor and skills in their operation. Passage, Baldwin, and Prasad (2018) argue that the interest in planning and advancing and moving the results on operation rehearses contributes to crucial changes in employee efficiency. Likewise, Potnuru and Sahoo (2016) argue that corporate interest in teaching, instruction and authoritative learning can probably enhance creative efficiency. The result shows that HRD activities contribute significantly to employee performance to increase corporate productivity. In addition, the results show that the connection between employee achievement and organizational effectiveness is statistically important. This study further advises that university decision-makers aim to establish HRD strategies that allow them to strengthen their employee competences and to enhance employee capacity to achieve the organization's desired goals and objectives. This article relates to the growth of human resources, employee performance and literature on organizational productivity (Kareem, & Hussein, 2019).Based on the above discussion, and the main hypothesis can be as follows:

H6: Human resource development is positively related to employee performance.

2.6.7. Reward and Employee Performance

Rewards can be used to boost employee efficiency by location-focused rendering of work-providing, for example, outperforming uncommon goals for deals. In the opinion when the employee outperforms their impartial, the person in question can be expected to add up to their pay; this will encourage them to want to obtain more (Seleshi, 2017). Research has shown that when humans are respected and praised, they will usually increase their performance. Another way a connotation can be used as an incentive to enhance employee presentation. Acclaim may appear in the association newsletter or gatherings. When chiefs set aside efforts to reach and consider well-performing workers, it assumes a big job of enhancing employee efficiency (Cao, Chen, and Melody, 2013). Associations should periodically reward workers. This greatly increases efficiency against potentially getting the incentives once a year. This is because continuous incentives are handily linked to success (Njoroge, and Kwasira, 2015). Another way partnerships may use incentive systems to increase yield is by customizing incentive. When incentives are usually too broad, workers don't notice them. Associations may use incentives to boost employee efficiency by fusing forecasts or improvements for workers with dressed efficiency histories. Administrators should track well-performing workers (Güngör, 2011).

The study explored the effects of incentive management in selected private sector organizations in the State of Anambra, Nigeria. The study findings show that external and inherent incentives have positive and measurable effects on the performance of workers within the company. However, international incentives, which are commonly called "financial / monetary incentives," were found to demand more at lower levels of company than higher salary levels in terms of wage increases, bonuses, promotions, extra time, etc. The higher levels of pay, on the other hand, appreciate more intrinsic benefits, such as appreciation and recognition that call for self-confidence. Therefore the manager should be adequately directed and should know what motivates each class of workers most in the administering of employee benefits to achieve good success in the organization (CHUKWUEMEKA, EUGENE, JUSTINA, 2020).

H7: Reward is positively linked with Employee performance.

2.7.PREVIOUS STUDIES

Ramli (2019), who used the quantitative method of analysis in his study, published similar findings. Rumah Sakit Swasta's workers in Jakarta were the respondents involved in the report. The findings also reveal a similar inference in which the salary has a substantial impact on work satisfaction and the efficiency of the employee. Haryono (2019) argues that compensation is a responsibility of the organizations to be carried out as an acknowledgment of the efforts of the organization's employees. All employees' contributions should be valued and acknowledged by the company by fair rewards based on the work they have carried out. Compensation thus influences the employee's level of efficiency. In the present era of globalization, good output and successful results are generally much requested. Most companies thus adopt the compensation scheme. Effective compensation is assumed to be predictable in order to add value to staff satisfaction and can psychically stimulate staff output effectively and efficiently.

Koys (2001) report entitled: "The Impact of Employee Satisfaction, Organizational Citizenship Behavior, and Turnover on Organizational Effectiveness: A Unit-Level, Longitudinal Research". This research explores whether positive attitudes and actions impact business outcomes or whether positive business outcomes influence positive employee conduct and attitudes. It hypothetically affects income and loyalty of customers in employee retention, citizenship and employee turnover. The results were obtained through staff surveys, management surveys, customer surveys and organizational records from regional restaurant chain units. Cross-lap regression analyses demonstrate that attitudes and behaviors of employees at Time 1 relate to Time 2 organizational efficiency. There are no important connexions between organizational effectiveness in time 1 and employees' attitudes and behaviors in time 2 in additional cross-lagged regression studies. These findings add to the evidence that HR results impact company outcomes rather than the reverse.

A research study by Altarawneh (2005), "Learning and effectiveness in development: processes, responsibilities and performance impacts of Jordanian banks." It discussed existing training and

development (T&D) activities, policies and positions within the banking sector of Jordan. It is an exploration of all the issues concerning T&D functions in terms of how the T&D process is conducted (how training needs are assessed, how T&D is delivered and how T&D programs are evaluated); exploring top managers', T&D and HRM personnel's attitudes towards the importance of T&D in improving employees and employees performance and the strategic position and roles of T&D in their organizations. The purpose of this study was to investigate all of the problems and challenges faced by T&D activities and to look for practical recommendations to improve their effectiveness. It also tried to contribute in various cultural contexts to the interpretation of HRD. This study focused primarily on the attitude and the perception of top managers, T&D and HRM with regard to research goals. The investigation has taken a multi method approach. The data were collected in a blend of semi-structured interviews with 15 top managers and a questionnaire for the T&D officer in the target organizations. The data was collected. The study found that there is a lack of formal assessment of needs and successful evaluation processes in most organizations. Instead of training banks, the banks prefer to send their employees to foreign training providers. Lectures, seminars and case studies are the most commonly used methods of delivery. T&D is not characterized by strategic criteria for developing human resources and in those organizations, T&D is reactive rather than proactive. T&D strengthens the talents, knowledge and attitudes of employees but does not improve the engagement and satisfaction of employees. Further, T&D has little effect on the organizations, but improves customer loyalty, quality service and productiveness, revenue and non-recurring events, absenteeism, turnover rates, work satisfactions and cost savings.

Shay (2006) study: "A universalist perspective for the explanation, at different times, of the relationships between HRM and company performance." It researched groups from various industries and across time periods using a set of selected methods for managing human capital (HRMP). The main objective of the study was to study whether there is a time-stable or non-stable difference between HRMPs and employees performance . Two cross-sectional surveys collect the data for this analysis. The companies included in the study were selected by 102 of the 230 designated companies from a sample of organizations of the private and public sectors based on companies listed in the Dun's Guide. The findings were 104 available answers from the 275

companies using an equivalent sampling process and a similar questionnaire. Results for both periods show that various HRMPs lead to improved organizational efficiency. Companies demonstrated higher organizational success in treating their workers as assets and investing in their skills, enhancing their decision-making ability and making the most of them as the key source of employment. It proposed that the cultural background of each country should be considered by researchers and HR managers to export a good HRMP from one country to another. A main functional benefit of the research is that the value of preparation and staff engagement in relation to corporate success has been illustrated.

HRM activities and their effect on employee satisfactions: a case of pharmaceutical companies in Bangladesh, Haquec et al . (2013) research. Haquec, et al. This study explored the effect of HRM activities on satisfaction of employees in Bangladesh's 37 pharmaceutical companies. There has also been a standardized questionnaire among 108 employees of four pharmaceutical firms, while 96 staff have replied correctly. To determine the effect of HRM activities on employee fulfillment, statistical methods such as z test, medium and proportion analyses were used. The study showed that the recruitment and selection as well as the training and development of pharmaceutical companies were satisfactory to the employees of pharmaceutical companies. Employees, on the other hand, are frustrated with human resource planning, working conditions, pay policies, performance management and workplace relations. The study indicates that pharmaceutical companies should develop adequate human resources policies to increase the satisfaction of their workers and create successful human resources. They also emphasize good human resources functions.

Mahmood (2013) report, entitled "Evaluation of the degree of internal marketing of Pakistani universities related to employee satisfaction." The research population consisted of 3 universities with a population of 11411 (academic and non-academic) and 965 sampling students. The report notes that internal marketing is a practice where workers are viewed as internal consumers within organizations. This internal marketing idea focuses on how a corporation represents its workers. Furthermore, internal marketing (IM) has become a tool for increasing company employee

satisfaction. It is because they are more dedicated, cooperative, enthusiastic and happy if workers are regarded as customers. The happiness of employees is a key part of any business. That's because knowing employees' priorities and activities helps them achieve the necessary expectations and develop good customer relationships Employee satisfaction 38 enhances their values which in turn make an important, positive contribution to high quality performance and external customer service. Results from analyses showed that all internal marketing (IM) and employee satisfaction variables have a strong and positive association in three Pakistani targeted universities.

Mostafa (2013) study titled "The connection between high-performance HR-functions and attitudes of staff: the mediating role of motivation and organization for public service." It analyzed the consequences of high-level HR functions on employee attitudes in the Egyptian public sector of job satisfaction, organizational commitment, and abandonment intentions. This research also examines the processes by which high-performance human resources functions influence employee satisfaction by analyzing the mediating outcomes of human resources functions. A group of 671 health and higher education practitioners from Egypt. The study shows that high-performance HR activities are closely linked to employee satisfaction and corporate engagement and have major negative links to stopping intentions. The study suggests that the implementation of high performance HR functions in the public sector not only leads to desirable employees, but also to improved motivation for employees to serve and fit better the public.

Koc et al., (2014) study entitled "Management, Job Content and Engagement for Human Resource Functions." This research analyzed the jobs, work satisfaction and organizational involvement of workers in Turkish private organizations, in human resources management activities (HRM). 200 employees participated in the study. The results show that the HRM (recruitment and selection, training and growth, compensation and incentives, assessment of performance) and employee satisfaction and organizational engagement have a positive connection. The pay and benefits are the key factors impacting employee satisfaction and corporate participation.

The effect of human resource management functions on business performance between private companies in Malaysia, research by Alam, et al., (2015). Destined to impact Malaysian private enterprises' success on human resources management functions. The study found that human resources management practice is associated with business results based on the answers of 153 managers of private companies in Malaysia based in Selangor. Regression findings demonstrated a positive and important impact on the company efficiency, with the exception of compensation / incentives and employee welfare, on training and growth, team-work, reimbursement / incentives, HR preparation and performance evaluation.

2.8.CONCEPTUAL FRAMEWORK

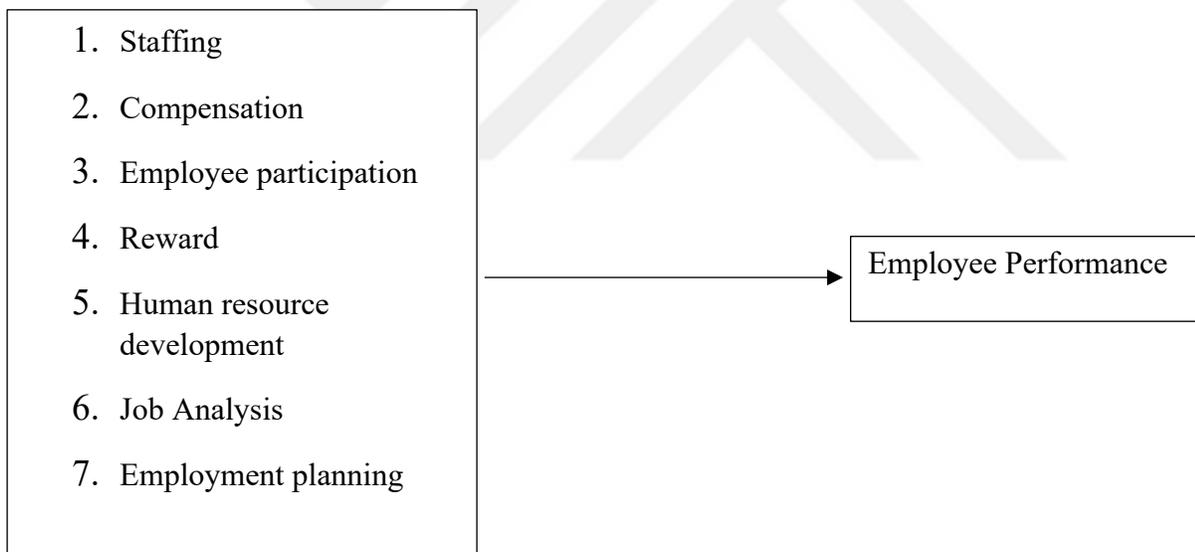


Figure 2. 1: Conceptual Model

3. METHODOLOGY

3.1.INTRODUCTION

This chapter explains the analysis methods used. The adopted methodology for this study uses the following techniques: research methodology details, data sources, population and sample analysis, data collection tool, research design, research procedures and sample characteristics. The thesis follows the descriptive theoretical method by which hypotheses are formed and subsequently tested through the analysis strategy.

3.2.RESEARCH METHODOLOGY

The thesis follows the descriptive theoretical method by which hypotheses are formed and subsequently tested through the analysis strategy. The research approach would try to depict an image of Impact of HR Functions on Employee Performance: Jordan Manufacturing Company employees. Study methodology relies on data analysis, descriptive analysis and main program (SPSS) use.

3.3.SOURCES OF DATA

Secondary data: Secondary tools were used to collect data such as books, articles, research papers and web pages on HR functions and employee performance in Jordan's manufacturing company for any survey, case study paper or topic-related papers.

Primary Data: By circulating research population questionnaires to get their views on Jordan's manufacturing company's operating functions and employee results.



Figure 3. 1: The methodology flowchart

Source: Articulated by the researcher

3.4. RESEARCH POPULATION AND SAMPLE

In current study, probability sampling method was selected for collecting the facts. Bell et al., (2018) and Sekaran & Bougie, (2016) said that probability sampling method has equal chances to be a part of the sample from population. The reason is probably that, in the current study, the target population consists of mid-size firms which are listed in Amman Stock exchange of Jordan which are demographically classified (age, gender, level of education, type of organization, academic position). Total 91 mid-size firms are listed in Amman stock exchange in which companies related

to real estate, transportation, educational services, engineering and construction, mining and extraction industries and tobacco and cigarette etc.

It is very difficult and too expensive to survey whole targeted population for a study. That's why in present study, only those organizations or firms are included in sample frame which is involved in public and private area with the gap of financial institution. So, the target population of 750 male and female workers from HR staff in Jordanian mid-size companies. A random sample of 230 workers has been chosen, which corresponds to 30 percent of the study population. The research sample obtained 230 questionnaires, with 199 questionnaires that correspond to 85% of the study sample.

3.5.DATA COLLECTION TOOL

A cover letter outlining the intent of the study, the response process, the goal of analysis and information security was given to ensure high levels of response. The questionnaire was submitted. Multiple selection questions were included: which were used extensively in the questionnaire. The questionnaire is developed by previous studies. The diversity in those questions is aimed first of all at achieving the research goals and gathering all the data required to support the debate, findings and recommendations. In the frameworks, the aims of this research related to the management functions and their effects on the performance of employees in Jordanian production companies will be tested as follows:

1. First field: 4 questions include training and staffing
2. Second field: Job analysis consist of 4 questions
3. Third field: employee planning consist of 4 questions
4. Forth field: compensation and reward consist of 8 questions
5. Fifth field: Employee participation consist of 5 questions
6. Sixth field: human resource development consist of 4 questions

7. Seventh field: employee performance consists of 5 questions.

3.6.CONSTRUCTS MEASUREMENT

The scales used most commonly for quantifying variables in the investigation are the nominal scale, ordinal scale, interval and ratio scale, according to Osherson and Lane (n.d.). In this research the measurement scales are used for nominal, ordinal and interval scales. For more detail see Annex A.

3.6.1. Staffing

For the measurement of staffing we used the questionnaire source of (Heneman, Judge, & Kammeyer-Mueller 2003) which is consisted on 4 items. We used 5 point likert scale where 1=strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

3.6.2. Job analysis

For the measurement of job analysis we used the questionnaire source of (Rehman, 2009) which is consisted on 4 items. We used 5 point likert scale-

3.6.3. Human resource development

For the measurement of Human resource development we used the questionnaire source of Werner, & DeSimone, (2011) which is consisted on 11 items. We used 5 point likert scale.

3.6.4. Employee participation

For the measurement of Employee participation we used the questionnaire source of (Kirkwood, 1997) which is consisted on 3 items. We used 5 point likert scale.

3.6.5. Compensation and reward

For the measurement of Compensation and reward we used the questionnaire source of (Ramli, 2009) which is consisted on 5 items. We used 5 point likert scale.

3.6.6. Employee planning

For the measurement of employee planning we used the questionnaire source of Morrison, (1975) which is consisted on 4 items. We used 5 point likert scale.

3.6.7. Employee performance

For the measurement of Employee performance we used the questionnaire source of (Brayfield, & Crockett, 1955) which is consisted on 11 items. We used 5 point likert scale.

3.7. Research Procedures

The methods used were as follows:

1. Identification and description of the issues and the purpose of the research study and development plan.
2. The full literature review overview. Claim control literatures have been studied.

3. A field study was carried out with Jordanian manufacturing company HR experience and results.
4. It was revised and updated by the thesis supervisor while developing the questionnaire.
5. A total of six referees with outstanding experience in the field of analysis have been issued with the revised edition.
6. A pilot sample of 35 questionnaires were distributed to help assess the quality and reliability of the questionnaire. The questionnaires are updated based on the feedback of the referees.
7. The final copy was prepared for distribution based on the pilot phase data.
8. The study sample was then distributed with a total of 230 questionnaires. There were, therefore, 199 questionnaires collected (86.5 percent of the total).
9. Performance and interpretation of data will be gathered and recommendations will be made.

3.8.STATISTICAL ANALYSIS TESTS USED

Quantitative methods of measurement will be used in the study. The data analysis (SPSS) is done. The scientist would use the following statistical instruments:

1. Analysis Frequency and Overview
2. Test of the reliability of the questionnaire items Alpha- Cronbach
3. Coefficients of personal correlation for the validity assessment of questionnaire objects. Calculation of the entire field in each paragraph.
4. Spearmanñ Brown Validity Calculation Coefficient.
5. A sample t test calculated if the mean of a paragraph varies substantially from the hypnotic meaning.
6. Independent t-test samples to assess discrepancies between two classes
7. One way of checking the discrepancies between means of three or more classes

3.9.PILOT STUDY

Prior to obtaining the survey data, a pilot study was performed for the questionnaire. It provides a questionnaire trial which involves the testing of question terms, the identification of ambiguous questions, the testing of data collection techniques and the measurement of the effectiveness of standard calls to respondents.

3.10. VALIDITY OF QUESTIONNAIRE

Validity can be characterized as the degree to which the instrument represents the abstract structure that is under consideration. "Validity refers to the extent to which an instrument tests what it should be." The lack of structural mistakes in the measuring instrument is highly true. It really represents the definition it should take to determine whether an instrument is accurate. Good validity involves care in the design and selection of samples.

3.11. RELIABILITY OF THE RESEARCH

Trust of a system is the degree of accuracy with which it tests its attribute. The test is repeated on two occasions with the same group of people and compares the results obtained by measuring a coefficient of reliability. Reliability factor above 0.7 is considered to be sufficient for most purposes. Two weeks to a month between two tests is recommended because of the dynamic situations currently faced by contractors and it was too hard for them to respond to our questionnaire twice within a short timeframe. The statistician clarified that the reliability can be calculated by means of the SPSS program by overcoming twice the distribution of the questionnaire.



4. FINDINGS

The statistical methods used to analyze the data are discussed in this section. It also included several measures such as data processing, reliability and validity of measuring elements and descriptive and inferential statistics.

4.1.VALIDITY TEST

The validity test results of the all variable instruments are in table 1 below: In this study, the number of respondents is 199, for that valid or not a statement item used as a reference as follows:

1. If the loading factor is ≥ 0.60 , the statement is Valid
2. If the loading factor is < 0.60 , the statement is Invalid

Table 4. 1: Employee performance Validity Test Results

Sr#	Items	Factor Loading	Information
1	Employees are keen to achieve the overall goals of the organization	0.765	Valid
2	Work is accomplished in the required time	0.786	Valid
3	There is ability for employee to take responsibility for the daily burden of work	0.976	Valid
4	There is commitment and compliance for the regulations and labor laws between employees	0.776	Valid
5	There is ability for employer to adapt in the event of emergency situations at work	0.879	Valid
6	There is coordination and cooperation with others to perform the work	0.789	Valid
7	Employees have the full knowledge of the requirements of the job performed by them	0.890	Valid
8	Employees have commitment to official working times	0.876	Valid

9	Administration's commitment to performance quality helps to improve the performance of employees	0.678	Valid
10	Employees have the ability to creativity, innovation and job development	0.877	Valid
11	Employees have ability to correct errors resulting from the performance of their work	0.786	Valid

The validity test results of the all statement are seen in table 4.1. The statements of employee Performance are valid because the factor loading value is greater than 0.60 (Hair, et al. 2010). Thus all statement items in the questionnaire can be used in this study.

Table 4. 2: HR functions Validity Test Results

Sr #	Items	Factor Loading	Information
Human resource development			
1	Managers has financial authority to provide incentives for performance to employees	0.743	Valid
2	In this organization , Managers can release the incentives without any delay	0.645	Valid
3	Administration functions display consistency between what they purport to do and what they actually do	0.865	Valid
5	Employees know what Knowledge, skills and abilities (KSAs) are valued in this organization	0.877	Valid
6	Candidate with these KSAs are more likely to be hired for this organization	0.843	Valid
7	The HR functions in this organization do not contribute to employees' motivation	0.723	Valid
8	The HR functions implemented in this organization sound good in theory, but do not function in practice	0.712	Valid
9	The appraisal procedure developed by the HR department, has in practice other effects than the intended effects	0.642	Valid

10	There is a wide gap between intended and actual effects of HR initiatives	0.784	Valid
11	The HR department does not succeed in actively changing employees' behavior (R)	0.912	Valid
Employee participation			
12	In this organization , all HR functions can be jointly followed without any conflict	0.665	Valid
13	Most of the HR functions are in use for a long time	0.754	Valid
14	HR functions do not change frequently (i.e. the functions are stable)	0.675	Valid
Staffing			
15	In-service staffing in the manufacturing earns the employee skills and abilities that help in their performance	0.765	Valid
16	The company uses different tools and techniques for training and staff competencies development to prepare them for better performance	0.832	Valid
17	Training in company helps to change and give positive attitudes towards their performance.	0.932	Valid
18	The employee feels after the training with the ability to adapt to any task.	0.786	Valid
Job analysis			
19	The job demands and the level of eligibility/experience as advertised/announced match	0.755	Valid
20	Considering the time spent, I realize the functions match the job portfolio/position	0.785	Valid
21	I have mastery of the specific skills that I need to successfully perform the tasks related to my present job	0.744	Valid
22	My job performance outcomes are consistent with the goals of the organization	0.750	Valid
Employee planning			

23	I have received recognition for doing my job well.	0..655	Valid
24	My supervisor seems concerned about my welfare.	0.675	Valid
25	The mission of the agency makes me feel like the work I do matters.	0.765	Valid
26	While on the job, my ideas and opinions are taken seriously.	0.865	Valid
Compensation and reward			
27	My salary is equivalent to the work I do	0.857	Valid
28	My salary is above the average employee in a similar company	0.677	Valid
29	I receive other income that is separate from salary	0.852	Valid
30	My salary is suitable for my job	0.672	Valid
31	My salary is competitive, reasonable and has been reviewed	0.685	Valid

The validity test results of the all statement are seen in table 4.2. The statements of HR functions are valid because the factor loading value is greater than 0.60 (Hair, et al. 2010). Thus all statement items in the questionnaire can be used in this study.

4.2.INTERNAL RELIABILITY TEST

The findings are shown in Table 4.1 and have been verified for its reliability. In this analysis there are a total of 30 objects. For different objects, every variable is assessed. On the basis of that, Human resource development has hit an Alpha value of 0.898 in Cronbach and the Alpha value of 0.700 for reward management. Staffing ($\alpha = 0.827$) and Human resource development ($\alpha = 0.898$) are considered quite high (DeVellis, 1991; Hair et al., 2003) reliable. Their robust alpha value of Cronbach has reached 0.7 (Hair et al., 2003), meanwhile the Employee participation ($\alpha = 0.760$); compensation ($\alpha = 0.757$), reward management ($\alpha = 0.700$) and employment planning ($\alpha = 0.778$) are considered as well.

Table 4. 3: Reliability test

Variable	Constructs	Cronbach's Alpha	Alpha No. of Items	Information
IV1	Human resource development	0.898	11	Reliable
IV2	Staffing	0.827	4	Reliable
IV3	Compensation	0.757	6	Reliable
IV4	Job analysis	0.765	4	Reliable
IV5	Employee participation	0.760	7	Reliable
IV6	Reward management	0.700	6	Reliable
IV7	Employment planning	0.778	4	Reliable
DV	Employee performance	0.754	11	Reliable

4.3.RESPOND RATE OF PARTICIPANTS

A random sample of 230 workers has been chosen, which corresponds to 30 percent of the study population. The research sample obtained 230 questionnaires, with 199 questionnaires that correspond to 86.5% of the study sample.

Table 4. 4: Respond rate of Participants

Description	No.	Percentage
Total Questionnaire	230	100%
Not Returned Questionnaire	31	13.5%
Total Realized Questionnaire	199	86.5%
Total Response Rate	199 out of 230	86.5%

4.4.DEMOGRAPHIC VARIABLES

This part summarizes the summary statistics of the answers gathered from participants.

Table 4. 5: Table shows the Demographic Variables

Sr#	Demographic Variables
1	Gender
2	Age
3	Educational Background

Q1: What is your gender?

Variable	Sub-category	Frequency	Percentage
Gender	Male	84	42.2
	Female	115	57.8
	Total	199	100.0

Table 4.5 1: Table shows the gender of participants

The descriptive gender statistics for participants are provided in Table 4.5.1. Approximately 1 99 respondents took part in this research. Of the 199 participants, 57.8% of respondents (n=115) are female and 42.2% (n=84) are male.

Q2: What's your age?

Variable	Sub-category	Frequency	Percentage
Age	18-25	42	21.1
	26-35	64	32.2
	36-45	39	19.6
	46-55	54	27.1
	Total	199	100.0

Table 4.5 2: Table shows the Age of participants

It is found at participants that 21.1% (n=42) of the respondents were from 18-25; 32.2% (n=64) were from 26-35; 19.6% (n+39) were from 36-45 years; and 27.1% (n=54) were from 46-55 years; and 27.1% (n=54) were among the respondents.

Q3: What is your educational Background?

Variable	Sub-category	Frequency	Percentage
Educational Background	Graduate	6	3.0
	Master	107	53.8
	M. Phil	64	32.2
	PHD	22	11.1

	Total	199	100.0
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Table 4.5 3: Table shows the Education level of participants

Table 4.5.3 represents the level of academic qualification of the participants. The statistics of the participants illustrates that 3% ($n = 6$) participants are Graduate, 53.8% ($n = 107$) are Master, 32.2% ($n = 64$) are M.Phil while, 11.1% ($n = 22$) participants are PHD qualified.

4.5.DESRIPTIVE STATISTICS

The mean and default variance were determined for each variable and the results are shown in Table 4.6 below. For each variable the average was determined in first place by measuring the total value of all objects for a given build or metric. The average was then determined by dividing the total values of all products. The word "maximum, minimum, average and standard deviation" is the max. and minimum value provided by the participants in answering questions about a specific construct as shown in Table 4.6 below. In the table below, therefore, there are eight constructs with a minimum, max, mean and standard deviation. For all the constructs, the minimum value is 1 and the maximum value is 5. Another noteworthy finding is the average score of all HR constructs (between $M=2.37$ and $M=2.12$) and employee results. Similarly, with a standard deviation, the maximum and minimum scores would be 1.18 and 0.72.

Table 4. 6: Descriptive Statistics

	N	Minimu m	Maximu m	Mean	Std. Deviation
Employee performance	199	1.00	5.00	2.3705	.80579
Staffing	199	1.00	5.00	2.6834	1.13219
Job analysis	199	1.00	5.00	2.6935	.77664

HRD	199	1.00	5.00	2.3189	.72358
Employee participation	199	1.00	5.00	2.7119	1.18524
Compensation	199	1.00	5.00	2.7487	.72356
Reward	199	1.00	5.00	2.4657	.85137
Employee planning	199	1.00	5.00	2.1269	.91937
Valid N (list wise)	199				

4.6.CORRELATION

Table 4.7 displays the effects of the association between variables. Theoretically, the relation between two and more variables is a measure of the relationship. Correlations between -1.00 and +1.00 will differ. The -1.00 value is a completely negative correlation, while the +1.00 is perfectly positive. If the one increases the other increase, it implies a positive correlation between two variables. In the other side, if one increases, the other decreases, then a negative correlation. There is no connection with a value of 0.00.

Table 4. 7: Correlation

		E- perfor mance	Staffing	Job analys is	HRD	Emplo yee partici pation	Com pens ation	Reward	E- planning
E- performa nce	Pearson Correlation	1	.684**	.693**	.905**	.665**	.427*	.765**	.891**
	Sig. (2- tailed)		p>0.00 1	p>0.00 1	p>0.00 1	p>0.00 1	p>0. 001	p>0.00 1	p>0.001
	N	199	199	199	199	199	199	199	199
Staffing	Pearson Correlation	.684**	1	.518**	.588**	.978**	.388*	.481**	.587**
	Sig. (2- tailed)	p>0.00 1		p>0.00 1	p>0.00 1	p>0.00 1	p>0. 001	p>0.00 1	p>0.001
	N	199	199	199	199	199	199	199	199

Job_ analysis	Pearson Correlation	.693**	.518**	1	.654**	.512**	.694*	.483**	.709**
	Sig. (2-tailed)	p>0.001	p>0.001		p>0.001	p>0.001	p>0.001	p>0.001	p>0.001
	N	199	199	199	199	199	199	199	199
HRD	Pearson Correlation	.905**	.588**	.654**	1	.567**	.437*	.760**	.878**
	Sig. (2-tailed)	p>0.001	p>0.001	p>0.001		p>0.001	p>0.001	p>0.001	p>0.001
	N	199	199	199	199	199	199	199	199
Decision_ making	Pearson Correlation	.665**	.978**	.512**	.567**	1	.378*	.476**	.539**
	Sig. (2-tailed)	p>0.001	p>0.001	p>0.001	p>0.001		p>0.001	p>0.001	p>0.001
	N	199	199	199	199	199	199	199	199
Compensation	Pearson Correlation	.427**	.388**	.694**	.437**	.378**	1	.366**	.430**
	Sig. (2-tailed)	p>0.001	p>0.001	p>0.001	p>0.001	p>0.001		p>0.001	p>0.001
	N	199	199	199	199	199	199	199	199
Reward	Pearson Correlation	.765**	.481**	.483**	.760**	.476**	.366*	1	.577**
	Sig. (2-tailed)	p>0.001	p>0.001	p>0.001	p>0.001	p>0.001	p>0.001		p>0.001
	N	199	199	199	199	199	199	199	199
Employee planning	Pearson Correlation	.891**	.587**	.709**	.878**	.539**	.430*	.577**	1
	Sig. (2-tailed)	p>0.001	p>0.001	p>0.001	p>0.001	p>0.001	p>0.001	p>0.001	
	N	199	199	199	199	199	199	199	199

** . Correlation is significant at the 0.01 level (2-tailed)

The highest correlation between staffing and Employee participation is based on the correlation matrix ($r=0.978$). This is required because the workers need to concentrate on making decisions both internally and externally. The second highest correlation is between human resources development and performance of employees ($r=.905$). Both reward and compensation for the smallest correlation is ($r=0.366$). In summary there is clearly a strong multi-collinearity, by looking at the bivariate association between independent and dependent variables. In this study the correlation coefficients between dependent and separate variables ranged from 0.978 to 0.366.

This illustrates the fact that businesses that perform well in their HR functions appear to be well performing in general.

Table 4. 8: Pearson Correlation and Decision

Sr #	Relationship	Pearson Correlation	Decision
1	Staffing* Employee performance	.684**	Moderate
2	Job analysis* Employee performance	.693**	Moderate
3	HRD* Employee performance	.905**	Strong
4	Employee participation * Employee performance	.665**	Moderate
5	Compensation* Employee performance	.427**	Weak
6	Reward* Employee performance	.765**	Moderate
7	Employee planning* Employee performance	.891**	Strong

The above table shows the correlation among the variable, so the correlation between staffing, job analysis, and employee participation and reward management with employee performance is 0.684, 0.693, 0.665, and 0.765 respectively which shows the moderate level of correlation. So, if these HR functions in production companies perform well it means the performance of employee also good. While the human resource development and employee planning has strong correlation with employee performance which means these two function has strong effect on the employee performance of production companies. On the other hand, compensation has week correlation with employee performance which means if the compensation is low, the performance of employee also low.

4.7. REGRESSION ANALYSIS

In order to ensure that the data can be analyzed via multiple regressions, one part of the process is used before multiple regressions is used. It is important to do so since multiple regressions only needs to be used if five assumptions are "passed" that are necessary to generate a valid result for multiple regressions.

Assumption 1: A linear relationship must be formed between (a) the dependent variable and each of the independent variables and (b) the dependent and the independent. Although there are many ways in which these linear relationships can be tested, SPSS statistics are used to construct scatter plots and partial regression plots. These dispersions and partial regression plots were thus visually analyzed to detect linearity. The relationship in the dispersion plots and partial regression plots is therefore linear. Therefore, multiple regressions can be carried out.

Assumption 2: The data revealed homoscedasticity, where variances on the best fit line remain identical to those on the line.

Assumption 3: The data must not be multicollinear if two or more in distinguished variables are highly correlated. This leads to challenges in interpreting the independent variable as well as technical issues in estimating a multiple regression model. The variance described in the dependent variable. Therefore, the data did not show multi-collinearity through a correlation coefficient inspection and VIF / Tolerance values.

Assumption 4: No major outlier, high leverage or highly influential points are available. Furthermore, control and points of influence are various words used to describe in something odd findings in a data set. A multiple regression analysis may therefore be done.

Assumption 5: Residual (errors) have finally been tracked. This improved multiple regression was shown that the residual (errors) were normally distributed. A histogram (with a normal superimposed curve) and a normal P-P plot were used to verify the statement.

On a separate stage, multivariate analysis was carried out to HR functions (x) the employee performance (y). In order to evaluate the strength of the relationship between the independent and dependent variables, 0.05 was used. To test the hypotheses, a multiple regression analysis was conducted to analyze the relationship between HR functions and employee performance. The results presented in the regression analysis below the tables determine how the benefit and fit of the regression model are.

Table 4. 9: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.958 ^a	.918	.915	.23542	1.791
a. Predictors: (Constant), Employee planning, Compensation, Employee participation , Reward, Job analysis, HRD, Staffing					
b. Dependent Variable: Employee performance					

As indicated in table 4.9 the model summary that describes the performance of employees according to HR functions: staffing, human resource development, job analysis, compensation, reward, employee planning and Employee participation. The standard of employee performance prediction can be calculated by the multiple correlation coefficient (R). A high degree of prediction is shown in the study sample by the value (R=0.958). In addition, the resolution coefficient (R²) (DV) indicates the variance ratio (IV). The value of (R² = 0.918) reveals, according to Anova table, that HR functions account for the percentage of employee performance variance. This indicates that the model used for multiple regressions is considered satisfactory. The table above indicates the statistical data of Durbin Watson (DW). This is a test of autocorrelation by linear regression analysis in the residuals. The figures for Durbin-Watson typically range from 0 to 4. A 2.0 value means that the sample does not show autocorrelation. Values between 0 and less than 2 display positive autocorrelations and values between 2 and 4 show a negative autocorrelation. The table above indicates the positive self-relation as 1.791.

Table 4. 10: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.975	7	16.854	304.082	.000 ^b
	Residual	10.586	191	.055		
	Total	128.561	198			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Employee planning, Compensation, Employee participation , Reward, Job analysis, HRD, Staffing						

As shown in Table 4.10, the ANOVA model test sets out the employee performance in compliance with HR functions: staffing, human resource development, job analysis, compensation, reward, employee planning and Employee participation . The overall goodness of fit of the model is told by ANOVA. F-statistics of the model are 304.082 and this is pretty nice and the column Sig indicates in the table of Coefficients which variables are significant.

Table 4. 11: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations		
	B	Std. Error				Beta	Lower Bound	Upper Bound	Zero order	Partial
1 (Constant)	.110	.077		1.416	.158	-.043	.262			
Staffing	-.088	.078	-.124	-1.138	.257	-.241	.065	.684	-.082	-.024
Job analysis	.073	.040	.071	1.852	.066	-.005	.151	.693	.133	.038
HRD	.180	.065	.162	2.784	.006	.052	.308	.905	.197	.058
Employee participation	.198	.072	.292	2.746	.007	.056	.341	.665	.195	.057
Compensation	-.070	.033	-.063	-2.141	.034	-.135	-.006	.427	-.153	-.044
Reward	.257	.032	.272	8.042	.000	.194	.320	.765	.503	.167

Employee planning	.425	.047	.485	9.136	.000	.333	.517	.891	.551	.190
a. Dependent Variable: Employee performance										

Table 4.11 demonstrates the outcomes of the model in which the employee performance has been addressed by staffing, human resource development, job analysis, compensation, reward, employee planning and Employee participation. In that respect, all variables, except staffing results, have a positive and significant relationship. Unlike those mentioned in the regression study above, 0,006, 0, 0,066, 0,034, 0,000, 0,000 and 0,007 were important in terms of human resource development, job analysis, compensation, reward, employee planning and Employee participation. In general, as discussed above, all research questions were answered. H2 to H7 which verified the effect on employee performance of creation of human resource development, job analysis, compensation, reward, employee planning and Employee participation.

5. Discussion and Conclusion

5.1.INTRODUCTION

After summarizing the processes of entire research, this final chapter outlines the main findings and the conclusion of the research. Accordingly, the chapter provides an overview of the study, re-stating the main research questions and highlighting the methodology used to investigate them. The chapter also presents a summary of the main findings, followed by limitations of the research. Finally, it provides some implications for policy makers, and some implications for future research.

5.2.SUMMARY

The point of this examination was to explore the connection between HR functions and employee performance in Jordan association. The outcomes affirmed the presence of a relationship among the seven HR functions and added to past research by watching a solid positive connection between HR functions and employee performance. The affirmation of Hypothesis H1 shows that when HR functions as Staffing are used, employees perform better - a finding that is reliable with both hypothesis and past writing (Sutanto and Kurniawan, 2016; Rafii and Andri, 2015; Sinaga, & Nawangsari, 2019) but the results if this study there is a positive but significant relation between staffing and employees performance. Hypothesis H2 inspected the impact of compensation on employee performance, recommending a positive relationship (Onuorah, Okeke, Ibekwe, 2019). The outcomes indicated that compensation present better levels, affirming Hypothesis H2. H3 is Job analysis is positively associated with Employee Performance is also accepted as previously studies like Emam et al. (2019), Akbari and Maniei (2017) showed there is relationship between Job analysis and employees' performance in tourism and hospitality organizations. H4 which shows the relationship of Employee participation and employees performance is also accepted as the evidence provided by Kurniawati & MeilianaIntani 2016; Hedin & Zander, 2019. H5 shows that Employment Planning is positively associated with Employee Performance. The results of this study shows that employment planning has significant effect on employees performance (Ali and Mehreen 2019; Patidar et al. 2016). H6 shows Human resource development is positively associated with employee performance and the results accepted this hypotheses (Kareem, & Hussein, 2019). The last hypothesis is H7 which shows Reward is positively associated with

Employee performance is also accepted (Otieno, 2006; CHUKWUEMEKA, EUGENE, JUSTINA, 2020).

The results of this investigation have critical down to earth suggestions concerning the significant role of HR functions in the associations. Mulling over that the utilization of such functions appears to upgrade employee performance, associations are encouraged to put resources into enrollment and choice functions as a method for overseeing human capital. Furthermore, the beneficial outcome of training, competency and work condition on employee performance adds to the excusal of the overall generalization with respect to more seasoned and more youthful employees (Posthuma and Campion, 2009). HRM experts need to comprehend that employees are important resources and that they are not less beneficial as they get more established. HRM professionals need to understand that employees are valuable assets and that they are not less productive as they get older. Therefore, the fascination, the choice and the maintenance of employees, can impact the association emphatically and it bodes well. In synopsis, this exploration shows that the adequacy of HR functions everywhere is clear for every single segment portion yet practically speaking, it turns out to be progressively pivotal for the number of inhabitants in employees, for whom - contrasted with more established employees-such functions have all the functions of being increasingly successful at expanding performance. Human resources provide the basis for the company to achieve a competitive advantage that is sustainable. It is a challenge for any company to recruit and maintain professional workers. This research has shown that a large number of factors which are never discuss together affect the Employee performance.

5.3.RECOMMENDATIONS

The researcher recommends, on the basis of the results of the study:

1. As a significant variable contributing to employee work efficiency, Jordanian manufacturing companies should give particular attention to all elements and specifications of the HRM.
2. The training and growth of Jordanian manufacturing companies should be a very helpful strategy for workers to improve their skills and capabilities to conduct their jobs in the correct manner and help promote the analysis process.
3. Can Jordanian manufacturers concentrate on organizational structures, work design, so that production processes, including task analysis, and skills and transfer of knowledge are made more versatile and able to strengthen??
4. Employment design and the organization of work (including job materials, processes and relations) are structured to meet technical, organizational and employees ' personal needs.
5. The management of Jordanian manufacturing companies should improve the way they work to ensure that the work force is able to function effectively and efficiently and encourage workers to use modern HR functions such as job analysis, without the renovation of existing jobs.
6. In scheduling and control of analysis, Jordanian manufacturing companies should participate. This means that Jordan's manufacturing firms should be very concerned with the design of workers and strive to design jobs by evaluating how the work can be accomplished, how the activities and tasks can be achieved, the complexity of the roles, the methods used in arts and performance and the essence of work relationships, working conditions and the shape of the environment.
7. The skills, technological competence and leadership of employees should be recognized by Jordanian production companies because one of the methods and techniques of professional development and organizational change is modern management.

5.4.LIMITATIONS AND FUTURE RESEARCH

This examination has some potential limitations, which future research ought to consider. To start with, employee performance was estimated with the utilization of a subjective, self-rating

employee performance inquire about instrument. We consider the utilization of role based employee performance to be an advantage of the present investigation, as it permits to gauge performance in all the jobs that employees receive in their working environments. Be that as it may, coupling subjective evaluations with objective or other-based emotional employee performance assessments (for instance, manager examination appraisals) would build the unwavering quality of the estimation.

Further, employee staffing was additionally surveyed with a self-report measure. This was the aftereffect of our push to perceive how emotional employee discernment influences the results of HR. We suggest that perceptual measures be combined with progressively target ones, for example, reports by HRM divisions, in future examinations. Besides, information assortment was constrained to Jordan. Stretching out the examination to different nations would permit the generalizability of the discoveries.

At long last, the investigation concentrated on one HRM capacity and its results on the performance of employees old enough. It would be generally valuable to look at how other HRM work impact employee performance of various age gatherings. For instance, as of now proposed (Wright and Geroy, 2001), training is a basic HRM work, particularly for employees, who experience an 'aptitude devaluation' because of the quick mechanical headways.

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