

## The Role of Organizational Culture in Enhancing Human Resource Performance

**Samah Abdel Wahab Hussein Alhajran**

The Greater Karak Municipality  
Jordan

### Abstract

*This study aims to identify the role of organizational culture in enhancing the performance of human resources and identifying the prevailing culture in organizations due to the vital and sensitive role of culture in the success of organizations, present, and future.*

*The study reached results and recommendations, as the study confirmed that the collective organizational culture patterns (power culture, role culture, task culture, individual culture) have a role in enhancing the performance of human resources, considering that organizational culture is a set of values, rules, standards, and behaviors that guide individuals' efforts to achieve common goals. In the end, achieve the overall objectives of the organization. The study recommended the need to strengthen the organizational culture of the employees of the Arab Potash Company to become an internal behavior practiced by the employee spontaneously and daily.*

**Keywords:** HR performance. Organizational culture

### Introduction

The study of the evaluation of the role of organizational culture in enhancing the performance of human resources has been of great importance in the administrative process and among its topics. Human resources management is how administrative organs work energetically and actively, where presidents follow the duties and responsibilities of their subordinates on an ongoing basis, and push subordinates to work effectively, and also show the importance of this means when looking at areas where performance evaluation results are used, the most important of which are: Improving and developing the performance of the staff member, adopting this calendar as a means of determining periodic bonuses and bonuses, a tool for detecting training needs, a means of judging the integrity of selection, appointment and training policies, and an objective basis for the development of such policies. (Abu Sheikha, 2010,332).

The outcome of contemporary management thinkers highlights that management is human resources management. Management focuses on human resources management rather than managing things, and successful management is concerned with human resources from the right choice. The proper choice of human resources is the starting point in an effective management system, so management is interested in selecting individuals with mental skills, creativity skills, and social skills as well as individuals whose culture is consistent with the organization's culture, through training, as there must be intensive training for staff. At the beginning of recruitment, forcing all staff to join training each year and allocating a training budget, through motivation, the provision of a working climate and a proper evaluation of performance, development in the conditions and environment of workers can lead to the need to develop the human resources structure by adding new individuals with new skills and abilities or eliminating some individuals or working to change and develop the skills, trends, and behaviors of the individuals in the organization under the new roles required of them.

Job satisfaction data are a sense of happiness. An individual who is satisfied with their job accepts it in a job and activity and is happy, increasing productive efficiency. Still, dissatisfaction with the profession results from poor adjustment and shows a lot of boredom, resentment, and frustration. The term "job satisfaction" relates to the attitude of the individual towards their work. A person who is satisfied with work has positive attitudes towards work, while a person who is not satisfied with their work carries negative attitudes towards work. When people talk about the attitudes of workers, they often mean job satisfaction. Al-Attayah2003,103)

**The problem of the study:** The problem of the study lies in studying the role of organizational culture in enhancing the performance of human resources, considering that the organization that fosters human resources is influenced by the prevailing social structure, which consists within the framework of the surrounding environment where the social composition is influenced by the prevailing beliefs and values, where the cultural characteristics resulting from the social composition of the count constitute an essential role in shaping the behaviors of individuals within the organization, which affects the performance of human resources within the organization.

**The importance of the study: Highlights the importance of the study from the interaction of the elements of the study in an integrated way the role of organizational culture in enhancing the performance of human resources and the most prominent effects of the social structure surrounding the behaviors of individuals within the organization and the impact of these behaviors on the performance of human resources within the organization**

**Study objectives:** Through the study, the following goals were identified

- 1- Demonstrate the importance of human resources performance and elements
- 2- See the stages of the human resources performance assessment process.

**Study questions:** Through the study, the following questions were answered:

- 1- How important is the performance of human resources and their elements?
- 2- What are the stages of the human resources performance assessment process?

### **Study terms**

**Human resources performance:** are a comprehensive critical analysis of operational plans, objectives, and methods of operation and the use of human and material resources to verify the efficiency and economy of resources and use the best and most efficiently so that this leads to the achievement of the objectives and plans set for them.

**Organizational culture:** is a system of meanings, symbols, beliefs, rituals, and practices that have evolved and stabilized over time in the Arab potash company and have become a particular feature of the company so that it creates a general understanding among the members of the organization about what organization and behavior is expected of

### **The first topic: the importance of the performance of human resources concept and elements**

**First: The concept of human resources performance:** reflects the net impact of the individual's efforts that begin with abilities and awareness of the role or tasks that indicate the degree of achievement and completion of the tasks that make up a job, and the concept of performance reflects the impact of the efforts of the individual that begins with abilities, awareness of the role, and tasks, and therefore the concept of performance indicates the degree of achievement and completion of the tasks that make up the individuals function. (Sultan, 2004: 211)

Economic performance is one of the most essential topics that determine the degree of development and organization of the economy, through which the material pillars of society are formed, which provide a start towards civilization and social well-being, which is based primarily on the material and financial accumulations achieved by countries and which are directly reflected in the development of national income.

Is to examine a comprehensive critical analysis of the plans, objectives, and methods of operation and the use of human and material resources to verify the efficiency and economic resources and use the best and most efficiently so that this leads to the achievement of the objectives and plans set for them. (Aqeel, 1999:190)

The process of evaluating the tool is necessary. One of the functions of the employment department is to eliminate unqualified workers, promotions and promotions for qualified persons, and announcements of existing **vacancies**. The evaluation process can be divided into two types, as reported by Zweisev, Qaryuti, 1984:144).

- 1- Evaluation of effectiveness: by assessing the compatibility of the employee's behavior with the company's objectives through his ability to solve problems and perform tasks, as well as his relationship with customers or members of the public with his colleagues in the field of work, as well as his possibilities to learn and progress in the job.
- 2- Personal behavior assessment: This includes intelligence, behavior, ability to initiate, and self-confidence. Evaluating this category of factors usually takes the form of: excellent, good, medium, or weak.

The study highlights that performance is the result of the results and outcomes achieved by the individual as a result of the effort exerted through the individual's tasks, duties, and responsibilities assigned to him.

### **Second: Human resources performance elements**

The performance consists of elements, the most essential areas you see (Bernoti 2001: 385).

**1. Knowledge of job requirements:** Includes general Knowledge, technical, professional skills, and general background on the job and related areas.

**2. The quality of the work:** the extent to which the individual realizes about his work, his desire, skills and ingenuity, and the ability to organize and carry out work without making mistakes.

**1. Amount of work done:** the amount of work that an employee can do under normal conditions and how quickly this achievement is done.

**2. Perseverance:** Includes seriousness, dedication to work, the ability of the employee to take responsibility for work and carry out work on time, and the extent to which this employee needs guidance and guidance from **supervisors**.

**Figure (4)**  
**Performance level determination elements**

Work and production include:	
How much production.	Quality of production and errors.
Speed.	Familiarity and mastery.
Attendance, including:	
Commitment to official working times and times.	Relationship with presidents.
How to enjoy the holidays due.	
Cooperation and relationships, including:	
Cooperation with colleagues.	Relationship with presidents.
Relationship with customers and the public.	
Mental decisions, including:	
wits.	Abilities to learn and develop oneself.
The ability to solve problems.	Creative abilities.
Personality traits and psychological preparations, including:	
Seriousness and care.	The way to behave in difficult situations.
The ability to change and adapt	willingness to take responsibility.

**Source Bernoti, Suad (2001).Human Resources Department Dar Al-Raed, Wael Publishing House Amman, Jordan.**

Despite the diversity of elements of productivity importance, individual performance of the work is the fundamental determinant, assigning an unqualified worker to operate an expensive machine that may cause damage and reduced efficiency. A worker who does not feel willing to work or has a sincere sense of improvement in his work cannot expect a high-efficiency level.

The importance of the human element and its consideration as the central pillar of the success of institutions and achieving their objectives must be taken care of and used effectively, such as giving a job they wish and treating them as necessary in their position of work.

**Third: Performance** elements are concerned with managing in organizations to increase [production efficiency](#) and improve performance; they are the dynamic engine of the production process, meaning that they are the source of energy that controls the performance of the various elements produced.

On the other hand, [productivity efficiency](#) continues to depend on the way individuals do their jobs, as they use machines or carry out the stages of production can affect the efficiency of equipment, and therefore on productivity, which has become mainly dependent on increasing the ability to work, as well as desire, and thus achieving [job satisfaction](#) related to good performance within the organization and there are a set of essential elements that will raise efficiency and improve the level of performance as he sees it (Al-Shanti) 2006.

**1- Ability to work:** is the first element of performance, and acquires the ability to work with education and practical experience, and the excellent utilization of the qualifications, skills, and abilities of the human element enables him to reach the goals of the institution with the highest effectiveness and maximum efficiency possible.

**2. Desire to work:** The second element of performance is the willingness to work for the individual in the job, as the administration is beginning to recognize the importance of this subject, so identifying the determinants of the motives of the work as a means of influencing that desire is necessary to raise efficiency.

**3- Job satisfaction:** Management can raise the level of production efficiency by identifying the types of work required to achieve its objectives, such as identifying the human skills and competencies necessary to perform those jobs and functions, so it can be confirmed that everyone is doing the right job for him, as it has become necessary to take care of the human element and use it effectively to improve his level of satisfaction, he is not obliged to take a job that he does not satisfy.

#### **Fourth: The importance of determining the performance of human resources**

Most organizations seek to determine the quality and quantity of their workers' performance and determine the better capabilities and possibilities that each individual has and the extent to which they need to develop. Given the importance of staff in organizations, a system is required to determine the performance of this precious resource. The importance of determining the level of performance of workers in the following points as seen by al-Taie et al., 2006: 225-228).

1. The process is one of the most important human resources management activities, which is an ongoing organizational process through which human resources performance is measured.
2. By determining the performance of its human resources, the organization can identify strengths and weaknesses and their negative and positive implications for the productivity of the individual and the organization's effectiveness.
3. Raising the morale of employees, as providing an atmosphere of understanding and relationships flows between employees and management when employees feel that their efforts and energies in doing their jobs are appreciated by management and that the main objective of determining the level of human resources performance is to address weaknesses in their performance in the light of the performance results of the evaluation.
4. Contributes to the disclosure of the potential untapped competencies of employees, contributes to the adjustment of performance standards and increases the performance of employees, and contributes to the development, training, and incentives of the organization's workforce plan and the development, training, and incentives it requires for employees.
5. They provide opportunities for workers to make up for their mistakes, avoid them, develop their skills, achieve their promotion and climb the career ladder, receive rewards and rewards, and use the performance of workers mainly and as a measure in nominating workers for higher positions. 2008: 223).

Torrington et al. 2008: 302) assert that determining the performance level of employees is used to judge the validity of new workers who undergo a test period on the effect of which they continue to hold or do away with their jobs. Evaluation by direct bosses or supervisors at a given or specific time is often once or twice per year periodically. Informal measurement and evaluation are prepared by direct chairs or supervisors when needed at non-specified times for formal evaluation.

Determining the level of performance of human resources is the basis for qualitative transport. This assessment may reveal the inability of some individuals to fulfill their duties, which requires their transfer to jobs more in line with their actual abilities or trends (Dessler, 2008: 218).

Foot & Hook, 2008: 187) points out that determining the level of human resources performance stimulates competition among workers, leading to increased individual productivity and overall productivity at the organization level and resulting from the realization by workers that higher career levels are aware of their respective efficiency and weaknesses, which gives rise to pride among competent individuals and arouses the desire of the least competent to improve their performance to change the negative impression of management about them.

Patterson et al. 1997) refers to several factors in determining the performance of working individuals:

1. Factors for determining the performance of working personnel related to work include the amount of production and the quality. In addition to observing professional safety rules and instructions, which ensure that individuals working in the rules and instructions of professional safety are adhered to and not subjected to various degrees of injury, observe work schedules and take care of the organization's funds and property—initiatives by workers and finally the degree of Knowledge of the steps and procedures of the work.
2. Factors for determining the level of performance related to personal qualities and behavior, including cooperation with others, honesty, objectivity, honesty, how the organization's clients are treated, and the proper use of established rights.

#### **Fifth: Reasons for determining the level of performance of human resources:**

DeNisi & et al.2001:298 confirms that there are fundamental reasons for determining the level of performance:

1. Determining the level of performance provides information that makes many transfer and promotion decisions.
2. Determining the level of performance provides an opportunity to review and review the behavior of subordinates.
3. Determining the level of performance provides a solid and reliable basis for improving and developing the organization's performance levels.

The importance of measuring the performance of the human element can be demonstrated by measuring the performance of the human element from the objectives it seeks to achieve by measuring performance, which can be summarized as seen by Shawish, 1996:87).

- 1- Promotion and Transfers, where performance measurement reveals employees' capabilities, thus promoting them to higher positions than their jobs, helps to transfer and place each individual in the job that suits their abilities.
- 2- Evaluation of Supervisor and Managers by supervisors and managers where performance measurement helps determine the effectiveness of supervisors and managers in the development and development of team members working under their supervision and guidance.
- 3- Adjustments in wages and wage adjustments as performance measurement contributes to the proposal of appropriate financial rewards for employees; in the light of the information obtained from the performance measurement, employees' salaries and wages can be increased or reduced, and a specific incentive system can be proposed for them.

- 4- Yardsticks or Criteria, as performance measurement can be considered an acceptable standard or measure, in evaluating the policies of other applications in the field of individuals, such as judging the effectiveness of training in the organization, as well as about reports
- 5- Research that can be prepared. Counseling advice is a tool to assess the vulnerability of employees and propose a measure to improve their performance. Improvement may take training inside and outside the organization and is considered an incentive and a measure of personal development.
- 6- Requiring Knowledge is a requirement for personal Knowledge. Performance measurement encourages supervisors to contact their subordinates during the measurement process, resulting in the supervisors' Knowledge of these subordinates, as the resident must know a lot about who resides.
- 7- Discovering Training Needs is a critical factor in detecting training needs and identifying the training and development programs needed.

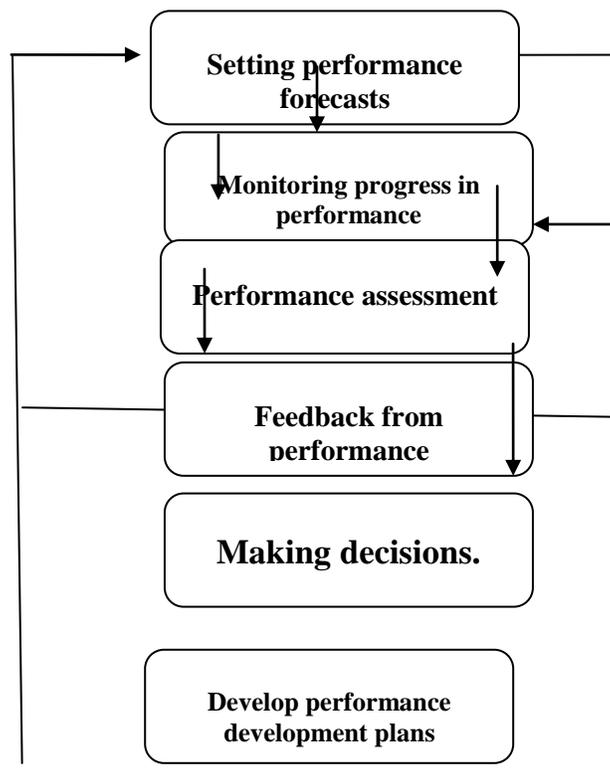
Dessler explains, (2003: 323) The role of the supervisor in the process of determining the level as the level of performance is considered one of the fundamental supervisory skills, the supervisor evaluates the actual performance of his subordinates, and the supervisor must be fair in the evaluation process, so his subordinates do not evaluate at rates of performance higher or less than necessary because in this case they are avoided, so the evaluation helps to inform them of the shortcomings in their performance, allowing them to avoid them in the future, it is a means of ensuring fair treatment among workers within the institution without prejudice. Or discrimination. (Morning, 1998, p. 298).

**The second topic: the stages of the process of evaluating the performance of human resources.**

**First: Stages of the human resources performance assessment process**

The performance evaluation process is difficult and complex, requiring those who implement it properly and based on logical foundations with sequential steps to achieve the organization's objectives. (Hiti,2003,206).

Figure 5 shows the stages of the job performance evaluation process



Source: Al-Hiti, Khalid, Human Resources Department: Strategic Entry. Amman: Wael Publishing House,2003: 206

**Second: Ways to assess human resources performance**

These methods, which depend on the personal estimates of the presidents on the performance of their subordinates and are not based on objective factors, differ from each other in determining the types of provisions specified in them, and these methods are as seen (Bacall,1999: 161-173).

**1- Method of systems evaluating grades (using metrics):**

Workplace report cards are very similar to those used by elementary school teachers with their students and consist of two parts: one: a list of qualities, aspects, behaviors to be evaluated, and the second part: the rate of grades, any other means, to determine the level of performance for each item.

**2- The method of mattress evaluation systems (making comparisons):**

Systems that evaluate ranks involve comparing people with each other and determining whether an employee is better than their colleagues or at the same level or worse than them at some other levels, through a set of criteria (such as total sales or administrative ability) that mattress systems, primarily related to financial rewards, generate motivation among employees, and the desire for their peers to work at a lower level. Although the evaluation of the mattresses may be based on objective measures, they are often largely subjective.

**3- An estimate by ends and metrics:**

You may have realized at this point that we believe that the best way to assess or estimate performance is to resort to setting goals, metrics, and goals.

While grading systems often adopt vague criteria, and rank evaluation systems compare someone's performance to others, the estimate by ends measures that person's performance, depending on a set of metrics or objectives, discussed individually with each employee.

The agreed targets and standards are codified during performance planning meetings so that they are objectively measurable and are developed individually to give way to a measure of flexibility, reflecting the development and capabilities of each employee.

If there were only one way to evaluate performance without flaws, our lives would have been much easier, but no one came up with a way to create a way that was characterized by that, even though the attempts were continuing. (Ribaba, 2005:95-93)

**Third: Human resources performance requirements:**

The process of determining the level of performance cannot be conducted in isolation from other administrative activities and functions, and its effectiveness is linked to the availability of several capabilities or requirements, including (Azzawi, Jawad, 2009: 369-370)

- 1- An analysis of the various functions that all sections and units of the organization end up with since a precise and integrated description of jobs and businesses is the basis for identifying the main requirements or tasks for the completion of this or that work, defining the contents of the post from duties, responsibilities and working conditions. Other activities required by completing the required jobs and work are the central pillar to measure and evaluate performance.
2. Setting the necessary standards for measuring and evaluating performance, which indicates that management has derived evaluation criteria based on information that can be obtained from the results of job analysis and job characterization, so good evaluation criteria are those that focus on the findings of the employee or worker, i.e., the standard must answer many questions that can be expressed in what? And how much? And when? These standards must also be written, accessible to all staff of the organization, and realistic, in line with the capabilities and capabilities of the staff.

**Fourth: Criteria for evaluating the performance of human resources**

**Performance Standards mean** the basis to which an individual is attributed and therefore compared to them to judge him or the levels at which performance is considered excellent and satisfactory, and that set these standards is essential for the success of a performance evaluation process, as it helps to inform employees of what is required of them in terms of achieving the organization's objectives, and directing managers to things that should be taken into account for performance development. These standards must be formulated with participation, which helps raise the level of their work performance and their dedication to the organization. (Hiti,2003: 204)

**The standard, however qualitative, is required to be accurate in expressing performance for the purpose of measuring it, and the standard shall be so if the following characteristics characterize it:**

1. **Validity**, i.e., factors in the scale, must reflect those characteristics required by performing the work without increasing or decreasing.
2. **Reliability stability:** This means that the results of an individual's work through the scale are constant when their performance is constant, but when the measurement results vary according to their grades **or** performance levels, this is not a defect but a natural state.

**3-Discrimination: Discrimination**, by which we mean the degree of sensitivity of the scale by showing differences in performance levels, however straightforward, distinguishes between the performance of the individual or a group of individuals.

**4. Ease of use of easiness scale:** We mean the clarity of the scale and the possibility of being used by bosses at work.

#### **The outstanding performance of individuals and organizations**

The organization's structural outlook focuses on how the structure develops in response to the organization's missions and environment. The human resources framework adds dimension, i.e., the interaction between organizations and individuals, and individuals' skills, insight, ideas, energies, and commitment are among the organization's most essential resources. (Abbas,2004: 94).

**To assess performance has two main dimensions: the first is related to the economic dimension. It includes the actual results of the establishment and its success in achieving its objectives and policy, which are closely linked directly to the objectives and policy of the State within the framework of the general economy of the State.**

The second relates to the executive dimension and includes evaluating performance at the functional level, i.e., the evaluation of each of the organization's activities. (Abdul Mohsen,2002, p. 13).

#### **Fifth: Modern trends in the process of evaluating the performance of human resources**

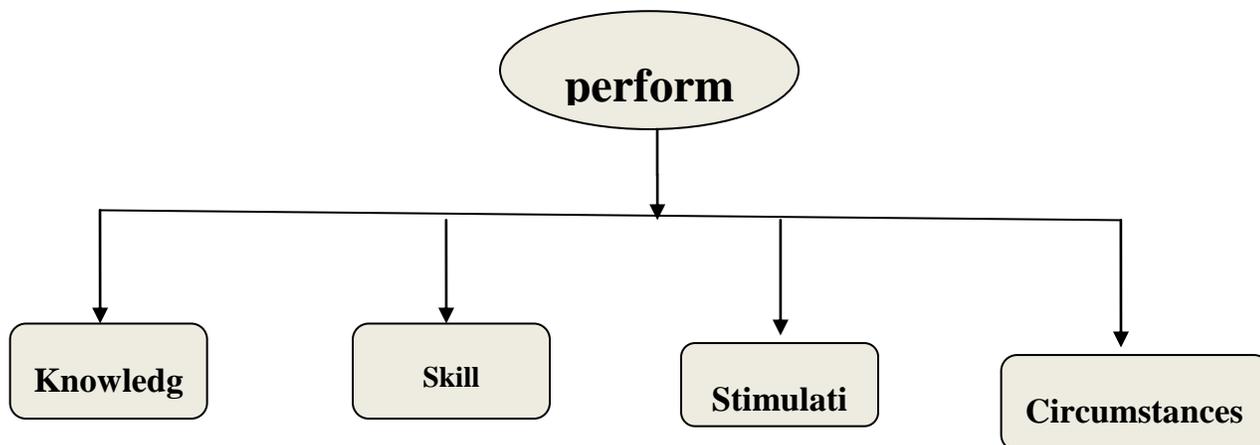
**Some recent trends in evaluating workers' performance nowadays can be summarized as seen (Al-Qaryuti,2006: 256).**

- 1- The tendency to use fewer evaluation subject qualities while expanding and deepening the meanings used.
- 2- The tendency to use simple and easy-to-use methods of monitoring estimates and to extract general results.
- 3- The tendency is not to calculate an overall value for the worker's efficiency and to be content with partial estimates of the different aspects of the person.
- 4- Increased cooperation and interaction between different administrative levels in the evaluation process, i.e., not limited to the direct supervisor only.

#### **Sixth: The impact of culture on the evaluation of human resources performance**

##### **Key factors affecting an individual's performance**

**Figure 6 .Explains the main factors that affect an individual's performance**



**Source (Nigel Harrison, How to Improve the Performance of Your Employees, 2001:18) Wael Publishing and Distribution House.**

#### **The impact of organizational culture on human resources behavior and performance**

Organizational culture is one of the most critical influences on the behavior and performance of human resources in the organization. It is the basis for understanding, understanding, and motivating individuals' attitudes and guiding them in the face of environmental pressures and changes.

- 1- There is an excellent understanding among researchers that solid culture has a crucial role in raising the productivity of workers as well as their job satisfaction and raising morale for them and facilitates the process of communication between them and results in all of this a level of cooperation, commitment, and homogeneity, as all of them work within a single cultural framework that pushes them to the trend towards achieving their desired goals as well as focus on excellence and achieving outstanding performance and there are many experiences and studies conducted on many companies confirmed the strong interdependence

Between the beliefs and values that individuals believe in within organizations, from these studies, we find that Eal and Kennedy studied performance for a company and found that the most successful companies are companies that have strong cultures and are the T-enjoys as seen (Sultan, 2003: 433)

- 2- The organization must believe in the philosophy of management by participating extensively.
- 3- To pay close attention to individuals and to consider them as the natural source of organizational success.
- 4- We are encouraging collective rituals, rituals, ceremonies, and events for the organization and the fundamental qualities of the method of joint evaluation as seen (Shawish, 1999: 108).
- 1- The participation of presidents, subordinates, and colleagues in the evaluation process.
- 2- Secret ballot.
- 3- The evaluators select the attributes assessed.
- 4- Inform each participant in the evaluation process of its results.
- 5- Monitoring of evaluation participants on the purposes for which evaluation results are used.

### **The conclusion of the study**

The conclusion of the study was the outcome of the results representing the answer to the questions of the study; in addition to making a set of recommendations, the study addressed the role of organizational culture in enhancing the performance of human resources and highlighted the importance of spreading organizational culture among employees to achieve its goals, and after the culture of the individual ranked first, which means the keenness of organizations to work for the benefit of their employees and involve them in work responsibilities and promote the principle of teamwork to improve a good level of work. The culture of the task and this may be due to the focus of organizations on work and achievement and their keenness to be able to positively influence workers and achieve justice among them through the incentive systems adopted in the company

The study also concluded that there are clear responsibilities for employees that are ultimately reflected in the level of individual and institutional performance and that senior management of organizations ensures that staff complies with orders, rules, and instructions as they focus primarily on other management policies (including incentive, wage, compensation, teamwork and staff involvement in decision-making policies) that ensure that the work is best performed.

The recruitment of the human resource has and make the most of the capabilities and skills of its employees, and after the amount of work done ranked first where the company is keen to complete the work on time because it is committed to multiple agreements, and that the organizational culture as it is a set of values, rules, standards and behaviors that guide the efforts of individuals to achieve common goals achieve in the end the overall objectives of the organization.

### **Study results**

- 1- The study confirmed that the patterns of organizational culture combined (culture of power, culture of role, culture of mission, culture of the individual) play a role in enhancing the performance of human resources, considering that organizational culture is a set of values, rules, standards, and behaviors that guide the efforts of individuals to achieve common goals that ultimately achieve the overall objectives of the organization.
- 2- The study showed that organizational culture helps its employees, contributes to their involvement in work responsibilities, and promotes teamwork to improve a good level of work.
- 3- The study confirmed that organizational culture patterns play a role in adopting creative and innovative ideas among employees where they stimulate their enthusiasm and activity to perform the work as well as help to provide career development opportunities for their employees by providing training and educational programs to ensure the provision of a human resource capable of performing the tasks of work professionally and professionally and for the benefit and benefit.
- 4- The study showed that the prevailing organizational culture increased the level of awareness of some individuals for the work they do, and organizations were able to benefit from their skills and abilities to carry out the work without making mistakes.
- 5- The study proved that the dissemination of organizational culture in the organization motivates employees to perform to achieve the goals set and planned so that they can be competitive and stay in the market

### **Recommendations**

- 1- The study recommended the need to strengthen the organizational culture of the Arab potash company employees to become internal behavior practiced by the employee spontaneously and daily.

- 2- The study recommended the need to hold training courses for employees to increase the effectiveness of the organizational expectations of employees in organizations to increase the effectiveness of the employee's production with the company.
- 3- Organizations and companies should reward the performance of distinguished workers appropriately and fairly, especially employees, by applying the organizational culture permanently in their work

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