

The Impact of performance management on improving human resources management's elements at Al Hikmah Pharmaceutical Company (Public shareholding)

Mahmoud Hussein Abu Joma

Assistant Professor of Business Administration
Amman Arab University, Jordan
Abujoma@aau.edu.jo

Received: 2/1/2021

Revised: 1/2/2021

Accepted: 9/2/2021

DOI: <https://doi.org/10.31559/GJEB2021.10.2.11>



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Abstract: The study aimed to identify the impact of Performance management's dimensions (Task performance & Contextual performance) on improving human resources management's elements in Al Hikmah Pharmaceutical Company. The study sample consisted of the employees working of Al Hikmah Pharmaceutical Company where 302 questionnaires were distributed to the employees working in in the company in Jordan; (12) questionnaires were excluded because they were not valid for analysis. The study used the descriptive analytical method. The study data was collected through a specially designed questionnaire for this purpose. The results of the study showed that the performance management factors (Task performance & Contextual performance) factors in Al Hikmah pharmaceutical company, the values of their arithmetic averages ranged between (3.675- 4.149) and according to the adopted scale, all these values are (high), which confirms the presence of a high impact of both performance management factors on all factors of human resources management in Al hikmah company. The study also showed that there is a discrepancy in the amount of the impact of performance management factors on the stages of human resources management's elements, as follows: 1-The training and development. factor came first, 2-The organizational culture. factor came second, 3-The evaluate performance factor came third. Human resources management's elements have been influenced to a lesser extent by the performance management factors. Based on the study results, researcher recommended the necessity of adapting Performance management by administration's leaders so as to develop the human resources department's elements in the company because this contributes to raise productivity of it, which also means bigger market share, better revenues, best quality, then driving organization to achieve its goals.

Keywords: *performance management; human resources management's elements; Al Hikmah Pharmaceutical Company.*

1. Introduction

Improving human Resources and their elements of management are becoming to have a great attention in our world today due to the relative importance of these resources compared to other resources, in addition to their impactful role in all production, sales, and administrative, financial and other processes. The rapid improvement in the industrial field, services and technology have led to tangible changes in organizational structure design of companies and subsequently in their Human Resources needs (Judeh, 2014).

Performance management which is identified as the process of identifying, measuring, managing and developing the performance of human resources in organizations. Therefore, all organization specially those who are seeking for excellency, quality, and extended, to gain competitive advantage over other companies, must concentrate on implementing Performance management, so as to raise human resources performance to achieve productivity improvement which leads organization towered achieving its goals and to gain or to maintain competitive advantage over other companies operating in the same activity.

Quality study of Human Resources that is owned by the country or the Institution comparing with other entities, and experts coddle this result on the vast differences levels of productivity between two countries although they being use the same level of technology, machinery, equipment and raw materials, where Human Resources has an extremely importance in both micro and macro-economic levels 'studies. (Ahmed 2014).

Technological development , amalgamation in the global economy, comprising new concepts and methods of management and production based on computers, expansion of business , increase of specializations , multiplicity of experiences and the increase in the intensity of competition, are the elements that make the greatest importance in Human Resources management appears in the continuous and qualitative activation of human expertise and capabilities which leads to rationalization in planning Manpower and linking it to the needs of the institution, reducing absenteeism and turnover rates, increasing job satisfaction, increasing the impact of training programs and reducing work accidents, which lead to improving productivity and achieving corporate goals in general. Where the Human Resources department contributes to improve the productivity of companies through the implementation of a set of practices that aim to rationalize the exploitation of labor elements and improve the performance of available Human Resources and the scientific methods used in the company (Fatima, 2015).

2. Problem Formulations

Improving performance management of employees is the higher aim and the challenge facing companies of different activities in their quest to gain a competitive advantage over other companies operating in the same activity.

Human Resources are considered one of the most important resources in the institutions, wherein the company's goals cannot be achieved without impactful and efficient Human Resources, as the efficiency of the company depends on the good level of investment of its resources, especially Human Resources, which control the rest of the resources and the way they are using. The company is striving to develop its human resources practices to increase its productivity, therefore, highlighting the important of consternation on performance management and its impact on human resources, became a priority to be implemented by organizations and to be studied by researchers.

Accordingly, the problem of this study centers on answering the following main question:

Is there an impact of Performance management (Task performance & Contextual performance) on improving human resources management's elements (Organizational Culture, Training and development, Staff performance Evaluation) of Al Hikmah, as Pharmaceutical Company?

3. Purpose of the study

Identify the impact of Performance management, via its two dimensions (Task performance & Contextual performance) on improving human resources management's elements of Al Hikmah Pharmaceutical Company, which is represented in the following:

- Knowing the impact of implementing both dimensions of the performance management on employees working for Al Hikmah pharmaceutical company, on human resources management's elements (organizational culture, training and development, evaluate performance) in Al Hikmah pharmaceutical company.
- Knowing the impact of implementing both dimensions of the performance management, on (organizational culture element) in Al Hikmah pharmaceutical company.
- Knowing the impact of implementing the performance management via its two dimensions on (training and development element) in Al Hikmah pharmaceutical company.
- Knowing the impact of implementing the performance management via its two dimensions, on (evaluating the performance element) for Al Hikmah pharmaceutical company.

4. Study Hypotheses

Based on the importance, objectives and questions of the study, the following hypotheses were formulated: Main hypothesis H0: There is no statistically significant impact at the function level ($\alpha = 0.05$) of the performance management via its two dimensions (Task performance & Contextual performance) on human resources management's elements (organizational culture, training and development, evaluate performance) of employees working for Al Hikmah pharmaceutical company operating in Jordan, and a set of the following sub-hypotheses stems from it:

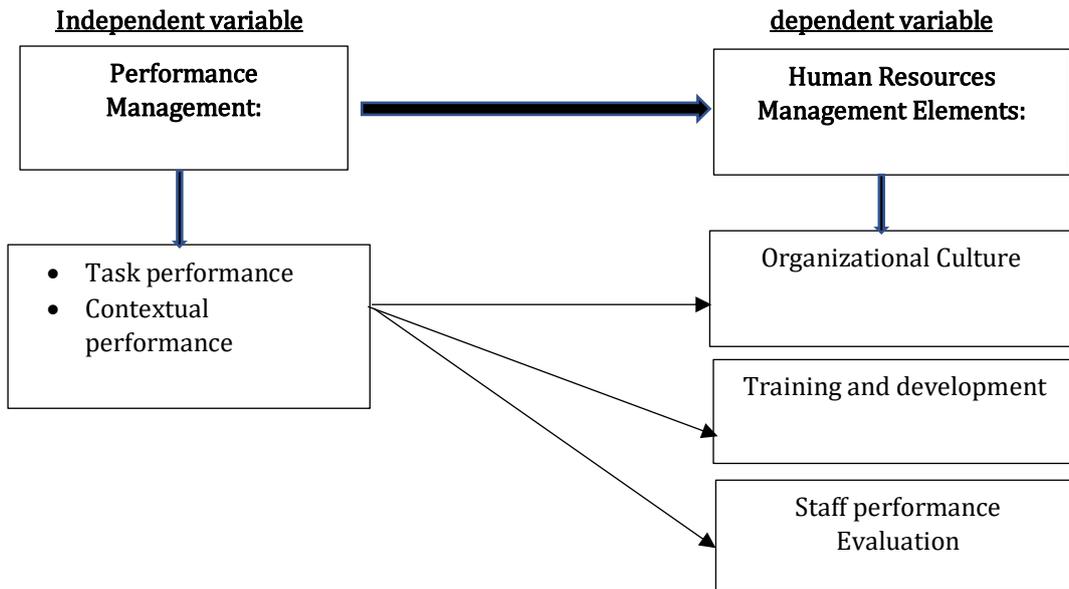
Sub-Hypotheses:

H0.1: There is no statistically significant impact at the significance level ($\alpha=0.05$) of the performance management via its two dimensions on the organizational, in Al Hikmah pharmaceutical company.

H0.2: There is no statistically significant impact at the significance level ($\alpha=0.05$) of the performance management via its two dimensions on training and development, in Al Hikmah pharmaceutical company.

H0.3: There is no statistically significant impact at the significance level ($\alpha=0.05$) of the performance management via its two dimensions on evaluate employee performance in Al Hikmah pharmaceutical company.

5. Study Model



6. Theoretical framework

performance management: is identified as the process of identifying, measuring, managing and developing the performance of human resources in organizations, due to this research, it has two dimensions, first is task performance which means associated behavior in building a business plan and using planning, coordination and follow-up skills to achieve the required performance for the organization. Second one is Contextual performance: General implied performance or what is called organizational citizenship behavior such as organizational loyalty, enthusiasm, and volunteering other workers to perform their tasks in organization (Abdelalah,2019). In Economists it defined as the true source of economic growth, social welfare, and improving the standard of living in any country, whatever the type of economic activity in it. Also, by which market share and productivity become higher, that productivity is considered the best indicator of performance delivery, as its growth rates and analysis of its elements reveal weaknesses and strengths in economic activities, and it is the main source of economic growth and the achievement of economic and social welfare in any country. (Naima, 2015).

There are differences between Performance management and Performance evaluation, Performance management is what was mentioned in previous paragraph, in addition, it includes a process of measuring, managing and developing organization’s HR, also it is the independent variable in this study, while Performance evaluation is one of the elements for dependent variable of this study, which can be defined as the continuous process of evaluating employees. But from the researcher’s point of view, Performance management and Performance evaluation lead to improve and increase organization’s HR’s productivity.

7. The importance of productivity improvement

Productivity is considered a major variable and attribute of real economic growth and social progress, it includes also improving the standard of living of any country and productivity determines largely to what extent the state’s products enjoy competitiveness, whether at the local or international level. The productivity of a country decreases relative to the productivity of other countries, which produce the same commodity.

Some countries that are unable to achieve a satisfactory level of productivity in relation to their competitors are trying to reduce the value of their customers, but this measure reduces the real income of these countries and leads to a high cost of imported goods and increases the level of inflation and imbalances in the balance of payments in addition to the deterioration of growth rates and high levels of unemployment in that Countries (Naima, 2015).

As the importance of productivity stems from the fact that it affects the speed of economic growth, helps in raising living standards, it also leads to improvements in the balance of payments, and helps control inflation. As the increase in productivity leads to a reduction in the cost per unit of production, which is reflected in the competitiveness of enterprises in the local and global markets (Haniyeh, 2005).

Human Resources Management:

HRM (Human Resources Management) is the administrative activities associated with HR planning, recruitment, selection, mentoring, training, evaluation, motivation as well as jobs within a company that focuses on individuals. It is also a group of individuals who compose the work force of a company. The Human Resources Department included activities designed to provide and coordinate all human elements within a company. Thus, the enterprise must prioritize the development of the human element to maximize the talent, skills and ability that will be automatically reflected in the profit of a company (Okoye & Ezejiolor, 2013).

Dimensions of Performance management: (Abdelalah, 2019) in this research, researcher chose two dimensions, first is -Task performance, which means associated behavior in building a business plan and using planning, coordination and follow-up skills to achieve the required performance in Al Hikmah pharmaceutical company, second dimension is - Contextual performance: General implied performance or what is called organizational citizenship behavior such as organizational loyalty, enthusiasm, and volunteering other workers to perform their tasks in Al Hikmah pharmaceutical company.

• Elements of Human Resources Management

1. Organizational culture:

Organizational culture is one of the important topics in contemporary companies and it represents the cultural dimension of the organization as it includes a set of values, beliefs, norms and organizational trends in which individuals depend on it to determine the types of behaviors; either acceptable or unacceptable in a company it helps in Provide a common understanding method for a company's goals and messages, pattern of organizational behavior, administrative procedures, and company performance standards for individual trends, help achieve goals, and raise levels of job performance.

Organizational culture also helps to provide a clear picture of the nature of social relationships and patterns of communication between individuals (Kaari, 2017).

Where the human resource management system plays a big role in shaping the organizational culture, the organizational culture is all the values and standards adopted by a company, its vision, customs, and beliefs, and therefore it determines acceptable behaviors in the workplace, which differ from one company to another (Hammoud, 2017).

2. Training and development:

The training and development function in modern companies is one of the most important elements of development that these companies adopt in building a human resource capable in the present and the future to meet the humanitarian and technical pressures and challenges, which are directly related to the individual being a human being on the one hand and the primary driver of all elements of production On the other hand, and its efficiency depends on the efficiency of the organizational performance in facing all the changes that affect this performance.

3. Evaluating employees' performance:

The evaluation of employees' performance is very important as it plays an important role in the Human Resources Management Department, in order to control workers, employees and managers, and verify their performance, through various methods and techniques that can be done monthly, quarterly and annually, if there are any inadequacies, different strategies are applied to obtain better results in the future.

8. Previous Studies

- (Pirzada et al., 2013) study titled "The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance": This study aimed to demonstrate on the impact of Human Resources management practices on the turnover, productivity and financial performance of companies. This study examined comprehensively the links between high-performance business practices and company performance. Results that were based on a national sample of nearly a thousand companies indicate that these practices have a significant economic and statistical impact on both intermediate results (trading volume and productivity) and short and long-term measures of corporate financial performance. Results were supported through the impact of high-performance business practices was dependent in part on their mutual relationships and linkages with the competitive strategy.
- (Ahmad, 2014) study titled "Human Resources Management and its Role in Improving Productivity in the Economic Institutions": This study aimed to identify human resource management and its role in improving productivity in the economic institutions. As the sample size reached 35 employees for the study population, which consists of 110 employees, with regard to the type of sample, it is a simple random sample. The results showed that there is a high level of productivity for employees in the organization, as it was found that the institution gives incentives to employees, but only slightly, and the results showed that human resources do not significantly affect the productivity of employees in the institution. The

productivity of the institution's employees is not affected by the following personal data (seniority, educational level, age).

- **(Gamage, 2015) study titled "The Role of HRM in Improving Labor Productivity: An Analysis of Manufacturing SMEs in Japan"**: This study attempts to examine the relationship between human resource management practices and labor productivity in manufacturing for SMEs in Japan. Moreover, it aims to study the intermediate relationship of human resource outcomes between human resource management practices and work productivity. An organized questionnaire was developed and sent to 436 small and medium-sized companies in Aichi -Japan, and 144 companies answered the questionnaire, resulting in a response rate of 32 %. Based on data analysis, it was found that there is a strong positive relationship between HRM practices and work productivity that is mediated by HR results in SME manufacturing in Japan.
- **(Fatima, 2015) study titled "The role of human resources management in improving enterprise productivity"**: This study aimed to demonstrate the role of human resources management in improving enterprise productivity. Where the size of the study sample was determined in advance before distributing or publishing the questionnaire, 60 forms were distributed and what was valid for analysis was 45 forms ready for analysis. The results showed that human resources management contributes impact to improving productivity through its integrated and interrelated activities that aim to rationalize and exploit the human resources available in a company through the impact of its various functions on the performance, satisfaction, and behavior of individuals who are affected. These components improve productivity. (Chadwick & Li, 2018) study titled "HR systems, HR departments, and perceived establishment labor productivity"

This study aimed to identify human resource management and perceived labor productivity. As this study examined how the human resources department can adjust the impact of high-performance work systems on the perceived performance of the facility. Using a representative sample of 125 small and medium-sized enterprises from the National Companies Survey of 2002, its results indicate a positive interaction between high performance work systems and the presence of the human resources department in the organization with regard to the productivity of the enterprise's perceived labor productivity. The implications of future HRM strategic research are discussed.

9. Study Methodology, Approach, Population and Sample

9.1. Methodology

This chapter includes the study methodology population, and sample. This chapter will also include a description of the study tool (questionnaire), how it is designed, data collection methods and statistical treatment used to reach the results.

9.2. Study and Sample Unit

The study population consists of the employees working in Hikmah Pharmaceutical Company (public shareholding), where "302" sample unit selected from "1400" employees. a questionnaire was distributed to the employees working in in the company center; (12) questionnaires were excluded because they were not valid for analysis. Through the analysis and study, researcher notes that the characteristics of the study sample were compatible with the requirements of the study and can be relied upon.

9.3. Study Tool

The study tool is the questionnaire. The study tool will consist of two sections, one that includes general variables for respondents, and a section that includes a paragraph to measure the variables of human resource and productivity management in Hikmah Pharmaceutical Company. The researcher designed the questionnaire by drawing on previous studies related to the subject of the study, which have a relationship in the elements of human resources management and productivity.

9.4. Tool Stability

The researcher hauled out "Cronbach Alpha" factor to ensure the stability of the instrument, as it reached (0.91). Whereby it is an acceptable stability factor for the purposes of accepting the study results, as it is considered acceptable if the result exceeds (0.70).

9.5. Statistical processing used

The researcher used (SPSS) to extract the results of the study such as:

The Twentieth Edition - SPSS V.20 - and the researcher, through the previous statistical programs, applied the following methods:

- Frequencies & Percent for the purpose of determining the measurement indicators adopted in the study and analyzing the characteristics of the sampling unit and demographic analysis.
- Mean to determine the level of response of the members of the sampling unit and the analysis to its variables.
- Standard Deviation to measure the degree of divergence of the responses of members of the sampling and analysis unit from its arithmetic mean.
- Cronbach Alpha to measure the reliability of the study instrument (the resolution) and its internal consistency, And the degree of reliability of the answers to the statements of the questionnaire.
- A one sample T-test to verify the significance of the items of the prepared questionnaire compared to the hypothetical mean.
- Variance Inflation Factor and Tolerance test to ensure that there is no multicollinearity between the independent variables.
- A multiple regression analysis to verify the impact of a group of independent variables on one dependent variable.
- A t-test for two independent samples to test the differences according to the job position.

9.6. Validity and Reliability of the Study Instrument

The concept of honesty refers to the link between the measuring tool and its purposes, with the ability to achieve the goal for which it was set. The questionnaire was presented to professors from universities with experience and knowledge in the field of study, with the intention of benefiting from their experience in their specializations, which made the scale more accurate and objective in measurement. As a result of what was mentioned, the opinion has settled on the scale after making an amendment to its statements.

As for the reliability of the study tool, which is one of the indicators for verifying its accuracy and consistency between its parts, the researchers conducted a test of the internal consistency of the scale statements. The Kronbach test was applied so that the results appeared as shown in Table (2), as shown in Table (2). The reliability values of the main study variables ranged between (0.789) for the dimension of human resources elements as a minimum, and (0.899) for performance management as a maximum. The above Cronbach Alpha indicators indicate that the study tool generally has a high reliability factor and its ability to achieve the study objectives according to (Sekaran, 2003).

- The five-point Likert scale was used to determine the degree of agreement of the study sample with the statements of the questionnaire.

10. Study Results

10.1. Characteristics of the study sample Unit

The sample unit of the study consisted of (290) employees from Al-Hikmah Pharmaceutical Company, a public shareholding company, randomly selected from the study population of 1400 employees at the center of the company in Amman.

10.2. Results related to the answers of the Study Sample Unit:

Table (1): shows the Likert scale

Strongly agree	Agree	Neutral	Dissagree	Strongly dissagree
5	4	3	2	1

The scale shown in Table (1) was applied in calculating and classifying the level of arithmetic means of the study sample responses to the questionnaire.

Table (2): shows the degrees of classification of the arithmetic averages

Mean	Level of agreement
1-2.33	Low
2.34-3.66	Medieum
3.67-5	High

10.2. Description and Analysis of Performance Management (independent variable):

To describe the performance management factors in Al hikmah company operating in Jordan, the researcher resorted to the use of arithmetic averages, standard deviations, and the “t” test to verify the significance of the paragraph and the importance of the paragraph, as shown in tables (2), for the level of performance management factors in Al hikmah company, as the averages ranged Its arithmetic ranged between (3,675 - 4,149). As for the general arithmetic average of the critical success factors level in Al hikmah company, it was (3,823), with a high level of importance on the five Likert scale. The task performance factor ranked first, with a mean (4.077) and a

standard deviation (0.481), with a high level of importance. While the job experience factor came last, with an arithmetic mean (3.675) and a standard deviation (0.466), and it got a high level of importance as well.

Table (3): shows the arithmetic averages, the standard deviation, the calculated "T" values, the significance level, the order of importance, and the level

No	Performance management factors (independent variable)	Mean	S.D	T value	sig	Rank	level
1	Task performance	4.077	0.481	24.934	0.000	1	High
2	Contextual performance	3.675	0.466	15.223	0.000	2	High
General mean		3.823					High

• The tabular (t) value at ($\alpha = 0.05$) is (1.657).

In general, it appears that the level of importance of the performance management factors for Al Hikmah company under study from the viewpoint of the study sample was high.

Description and analysis of the human resources elements in Al Hikmah company operating in Jordan (dependent variable):

To describe the human resources elements in Al Hikmah company operating in Jordan, researcher resorted to the use of arithmetic averages and standard deviations, and the T-test to verify the significance of the organizational distinction factors, as shown in tables (4).

Table (4): shows the arithmetic means, the standard deviation, the calculated "T" values, the significance level, the order of importance, and the level

Dependent variable	Mean	S.D	Sig	Rank	Level
Organizational excellence					
Organizational culture	4.215	0.398	0.000	2	High
Training and development	4.305	0.368	0.000	1	High
Evaluate performance	3.561	0.327	0.000	3	Medium
The arithmetic means and general standard deviation	4.038	0.372	-----	-----	High

• The tabular (t) value at the $\alpha = 0.05$ level is (1.657).

To describe the factors of organizational distinction in Al Hikmah Company, the researcher resorted to the use of arithmetic averages and standard deviations, and the "t" test to verify the significance of the paragraph and the importance of the paragraph, as shown in tables (3) for the level of human resources elements in Al Hikmah company, as the averages ranged Its arithmetic ranges between (3.561 - 4.305). As for the general arithmetic average of the level of human resources elements in Al Hikmah company, it was (4.038) and with a high level of importance on the five Likert scale. Training and development factor came first, with an arithmetic mean (4.305) and a standard deviation (0.368), with a high level of importance. While the evaluate performance, element came in the last place, with an arithmetic mean (3.561) and a standard deviation (0.327), and it obtained a medium importance level.

10.3. Study Form Fit Test (VIF)

In order to ensure the data, fit the assumptions of the regression analysis, as it was confirmed that there is no high correlation between the independent variables, the Variance Inflation Factor (VIF) and the Tolerance test for each of the study variables, taking into account not to exceed the permissible variance amplification factor (VIF) for (10). And that the Tolerance value is greater than (0.05), by applying the test it was found that all the values of the independent variable were less than (5), which confirms the validity of the elements of the independent variable. Table No. (5) shows these values:

Table (5): shows the values of the VIF test

No	Elements of the independent variable	(VIF)	Tolerance	Skewness
1	Task performance	2.252	0.444	- 0.081
2	Contextual performance	2.358	0.316	-0.482

It is evident from the results in Table (4) that there is no multicollinearity between the dimensions of the independent variable (critical success factors). This is confirmed by the values of the VIF test for the dimensions represented by (Task performance, Contextual performance), and the amount (2,252, 2,358), respectively, and less than (10). It was also evident that the Tolerance test values ranged between (.4440, 0.316), which is less than (0.05), and this is an indication of an acceptable correlation between the independent variables. The data of the study

variables are subject to a normal distribution, so it has become possible to test the hypotheses of the study in Al Hikmah company.

10.4. Hypothesis Testing

Decision rule used in hypothesis testing: accept the null hypothesis if the computed value is less than the tabular value, and the significant value (SIG) is greater than (0.05) and we reject the null hypothesis if the computed value is greater than the tabular value, and the significant value (SIG) is less than (0.05) in this case It rejects the null hypothesis (H₀) and accepts the alternative (H_a).

Main hypothesis H₀: There is no statistically significant impact at the function level ($\alpha=0.05$) of the performance management via its two dimensions (Task performance & Contextual performance) on human resources management's elements (organizational culture, training and development, evaluate performance) of employees working for Al Hikmah pharmaceutical company operating in Jordan.

Table (6): showsthe results of testing the main hypothesis

F	Sig	R	R ²	Result
61.25	0.000	0.811	0.657	Rejected

By referring to the main hypothesis test of the study and according to what is shown in Table (5), we find that the value of the Pearson correlation coefficient test is (0.811) at a significant level (0.05), which is a high value for the correlation coefficient, and that the calculated F value is (61.25) at a significant level (0.05), and based on the application of the hypothesis testing rule, it rejects the hypothesis, which confirms the existence of an impact of performance factors (Task performance & Contextual performance) on human resources management's elements (organizational culture, training and development, evaluate performance) of employees working for Al Hikmah pharmaceutical company operating in Jordan.

10.5. Testing Sub-Hypothesis:

Table (7): shows the results of the sub-hypothesis tests

Sub hypothesis number	F	Sig	R	R ²	Result
The first sub hypothesis	52.34	0.000	0.789	0.655	Rejected
The second sub hypothesis	48.69	0.000	0.736	0.657	Rejected
The third sub-hypothesis	49.66	0.000	0.801	0.659	Rejected

By analyzing Table No (7) for testing the sub-hypotheses, we find that the Pearson Correlation Coefficient Test values ranged between (0.736 - 0.801) and that all these values were high for the correlation coefficient at a significant level (0.05). Based on the application of the hypothesis testing rule, it rejects all sub-hypotheses, and this confirms that the performance management factors (Task performance & Contextual performance) have an impact on human resources management's elements (organizational culture, training and development, evaluate performance) of employees working for Al Hikmah pharmaceutical company operating in Jordan.

11. Results

After performing the necessary statistical treatments on the study data, the following results appeared:

First: Results of the study questions test:

- The study showed that the performance management factors (Task performance & Contextual performance) factors in Al Hikmah pharmaceutical company, the values of their arithmetic averages ranged between (3.675 - 4.149) and according to the adopted scale, all these values are (high), which confirms the presence of a high impact of both performance management factors on all factors of human resources management in Al hikmah company.
- The study also showed that there is a discrepancy in the amount of the impact of performance management factors on the stages of human resources management's elements in Al hikmah company, as follows:
 1. The training and development. factor came first.
 2. The organizational culture. factor came second.
 3. The evaluate performance factor came third.
- human resources management's elements have been influenced to a lesser extent by the performance management factors.

Second: The results related to testing the hypotheses of the study:

- The presence of a statistically significant impact at the function level ($\alpha=0.05$) of performance management factors (Task performance & Contextual performance) on human resources management's elements (organizational culture, training and development, evaluate performance) in Al Hikmah pharmaceutical company.
- The presence of a statistically significant impact at the function level ($\alpha=0.05$) of performance management factors (Task performance & Contextual performance) on human resources management's element (training and development) in Al Hikmah pharmaceutical company.
- The presence of a statistically significant impact at the function level ($\alpha=0.05$) for the combined performance management factors (Task performance & Contextual performance) on human resources management's element (organizational culture) in Al Hikmah pharmaceutical company.
- The presence of a statistically significant impact at the function level ($\alpha=0.05$) for the combined performance management factors (Task performance & Contextual performance) on human resources management's element (evaluate performance) in Al Hikmah pharmaceutical company.

12. Discuss the Results

- Discussing the results related to the first hypothesis: There is no statistically significant impact at the level of significance ($\alpha=0.05$) of the Performance management's dimensions (Task performance & Contextual performance) on organizational culture of employees working in Al Hikmah Pharmaceutical Company (public shareholding). The results showed that there was a statistically significant impact at the level of significance ($\alpha=0.05$) of the Performance management's dimensions (Task performance & Contextual performance) on organizational culture of employees working in the Al Hikmah pharmaceutical company from the viewpoint of the individuals in the study sample. The results also showed that the company should encourage the values of discipline in work, respect and appreciation, and encourage the values of loyalty, commitment and mutual trust on the basis of relationships within the company, and the company also focused on a culture of high achievement. Where (Qari, 2017) indicated that organizational culture is one of the important topics in companies and it represents the cultural dimension of the organization as it includes a set of values, beliefs, norms and organizational trends. Organizational culture also helps to provide a clear picture of the nature of social relations and patterns of communication between individuals. Also, investing the organizational culture in raising and improving the performance of human resources supports the companies' ability to achieve high levels of productivity and product quality, which guarantees them to stay and compete and keep pace with the rapid technological developments. And that participation in decision-making makes subordinates feel their importance and positive role in the affairs of the company and their responsibility towards the group and the direction of the decision taken, and facilitates the communication process (Hammoud, 2017).
- Discussing the results related to the second hypothesis: There is no statistically significant impact at the level of significance ($\alpha=0.05$) of Performance management's dimensions (Task performance & Contextual performance) on training and development of employees working in the Al Hikmah pharmaceutical company. The results showed that there was a statistically significant impact at the level of significance ($\alpha=0.05$) for the Performance management's dimensions (Task performance & Contextual performance) on training and development employees working in Hikmah Drugs Company, from the viewpoint of the study sample individuals. Where training contributes to raising the morale of employees in the company by providing adequate financial support for the training process and by setting up various training programs for its employees. The training and development function in modern companies is one of the most important elements of development that these companies adopt in building a device capable, now and in the future, to face human pressures and challenges, technical, productive and administrative, which are directly related to the individual being a human being on the one hand and the primary driver of all elements of production. According to (Delo, 2007) and (Gouda, 2014), and (Cross, R., & Baird, L. (2000). the design of a training program plan in order to increase the employees' knowledge and raise their skills, it is necessary to know the job specifications they perform. As for (Naima, 2011), training was considered one of the entry points for human resources development in companies, and the training should be linked to a general philosophy that includes all the entries in the company.
- Discussing the results related to the third hypothesis: There is no statistically significant impact at the significance level ($\alpha=0.05$) of Performance management's dimensions (Task performance & Contextual performance) on evaluate the performance of employees of employees working in Al Hikmah pharmaceutical company. The results showed that there was a statistically significant impact at the level of significance ($\alpha = 0.05$) of Performance management's dimensions (Task performance & Contextual performance) on evaluate performance of employees working in Hikmah Drug Company, from the viewpoint of the individuals in the study sample. As the results showed that the company uses a form for the employee's performance evaluation process, employees are also informed of the required performance standards within the company, and the

management method is used with goals to evaluate the performance of employees in the company. (Quality, 2014) stated that the evaluation of employee performance is very important as it plays an important role in the Human Resources Management Department, in order to control workers, employees and managers, and verify their performance. The process of evaluating performance depends on the job load, which is based on the criteria for evaluating the performance of individuals in companies. As the organization has many resources to improve performance levels, this is because the performance is a key indicator to judge the impactiveness of users in the organization (Sabrina, 2015).

Hence, the enterprise must prioritize the development of the human resources management's element to achieve the maximum talent, skills and ability that will be automatically reflected in the company's profit. Where the results of the study revealed that there is a statistically significant impact between Performance management's dimensions (Task performance & Contextual performance) on the human resources department with its three dimensions (organizational culture, training, development and performance evaluation) in Al Hikmah Drug Company, where this result was consistent with the results of some previous studies such as a study (Abdel Hadi and Abu Sen, 2012, Ahmed, 2014, Fatima, 2015) and a study of (Okoye & Ezejiofor, 2013, Pirzada et al., 2013, Gamage, 2015, Chadwick & Li, 2018) that revealed a positive relationship between human resource management and productivity depending on performance management, and at the company level In order to achieve a competitive advantage, human resource management and development is one of the most important issues facing contemporary companies, and this includes preparing quality training programs, training programs in general, improvement programs, communication systems, proposals, performance evaluation systems and opinion polls, and there is no better than HR experts to deal with Those issues where they know the company's mission well and can improve the development programs and practices that suit the company's goals in addition to their expertise in the field of human resources, and they can thus ensure that the new programs are designed in a way that suits improvement of existing systems, although HRM must be actively involved in organizational efforts to improve between Performance management's dimensions (Task performance & Contextual performance) and vice versa. Through previous studies, the researcher sees the necessity of the administration's interest in developing the human resources department's practices in the company because this contributes to raising productivity in it.

13. Conclusion

The decision to choose the strategy that is most appropriate to be depended on by organization to improving human resources elements, is a critical success factor that often determines whether an organization remains in the market or not. According to this study, researcher can state that the gap that exists between theory and practice in the field of organizational performance management and improving human resources elements become narrower. The most important conclusion is that organizational performance management has a significant and influential role in determining the company's human resources elements. Its dimensions referred to in this study.

Based on the study results, researcher recommends the necessity of adapting Performance management by administration's leaders so as to develop the human resources department's elements in the company because this contributes to raise productivity of it, which also means bigger market share, better revenues, best quality, then driving organization to achieve its goals.

Acknowledgement: Author would like to thank the anonymous referees for constructive comments on earlier version of this paper.

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