

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**JOB EVALUATION AND ITS RELATIONSHIP TO THE PERFORMANCE
OF EMPLOYEES WITHIN AN ORGANIZATION: “A STUDY ON
BAGHDAD UNIVERSITY”**

MASTER'S THESIS

Khudhair Abbas ALOMARI

Business Administration

Business Administration in English Program

NOVEMBER 2021

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Thesis Advisor: Prof. Dr. Enver Alper GÜVEL

NOVEMBER 20211



T.C.
İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

Yüksek Lisans Tez Onay Belgesi

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DECLARATION

I am, Khudhair Abbas Alomari, as a result of this declare that this thesis titled “job evaluation and its relationship to the performance employees within the organization “a study Baghdad university” is original work I accomplished for the honor of the graduate degree in the workforce of Business administration. I additionally announce that this proposal or any piece of it has not been submitted and introduced for some other degree or exploration paper in some other college or establishment.
(25/11/2021)

Khudhair Abbas ALOMARI



DEDICATION

I dedicated this work to my parents, particularly to my father, Allah blessed his soul.
& My mother Allah Protect Her.



FOREWORD

Many accept that assessment is a pointless action that produces a great deal of information that is both pent-up and useless, and that it is a highly unique and complex process, carried out by experts, and that it needs complex terms, i.e. implementation, and this is a mistaken belief. Performance evaluation is therefore an important topic that takes a great deal of space for officials, especially decision makers and decision makers.

The performance appraisal process is an important process of management at all levels of the association, from senior administration to staff in the creation units, and all together for the interaction to accomplish its goals, it should be taken care of efficiently and precisely, with the support of all gatherings that can profit from the outcomes.

The process must be kept in line with the circumstances created by changes in the content and performance of the work, changes in the knowledge and skill characteristics of the staff, and changes in the natural factors that are reflected in the nature of the work of the organizations. Performance appraisal therefore requires a comprehensive vision, careful understanding and a deep awareness among the various actors, since the overall performance of the Organization is the integral outcome of its work in the light of its interaction with the elements of its internal and external environment. The performance of individuals in their organizational unit. Performance of organizational units within the policy framework of the Organization. Performance of the institution within the economic, social and cultural environment.

PREFACE

All thanks be to Allah Almighty for His Guidance that allowed me to complete my thesis. To those who drove me to complete my Masters' Thesis, I salute you all. My professors, and my family, and my friends, who have been a constant source of support during all my endeavors, their inspiration is what made me not give up during this arduous period.

To Prof. Dr. Enver Alper GÜVEL for her constant support and encouragement, thank you for your constant inspiration and willingness to help no matter how many times I would ask you for your assistance. I could not have asked for a better supervisor than you. Thank you.

November 2021

Khudhair Abbas ALOMARI

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ABSTRACT

The study is about job evaluation and how it relates to employee performance at The Organization. The study used the University of Baghdad as a case study. The purpose of this research is to look at the relationship between job evaluation and employee performance at the University of Baghdad. The study's approach was a questionnaire, and the research design was descriptive research.

Methodology – The study's sample was drawn from a random sample of employees at the University of Baghdad, who completed a questionnaire. A total of 170 people responded to the survey. The analysis of data was used. Spss to analyze study data, respondent frequencies, normality test analysis, reliability analysis, correlation analysis, and regression analysis were all in line with the study's goal.

Findings - The study found that there is a positive and substantial association between job evaluation and employee performance. This result was discovered by correlation and regression, which validated the relationship between job evaluation and employee performance.

Recommendation - this study recommend Work to apply present-day strategies and means in assessing the degree of work altogether areas and establishments working in the University of Baghdad. Providing preparing projects and courses to build the capacity of employees in university of Baghdad to utilize progressed present day innovation, which adds to improving execution levels.

Keywords: *Job evaluation, Employee performance, Organization*

İŞ DEĞERLENDİRMESİ VE ÇALIŞANLARIN KURULUŞ PERFORMANSI İLE İLİŞKİSİ: “BAGDAD ÜNİVERSİTESİ ÜZERİNE BİR ARAŞTIRMA”

ÖZET

Çalışma, iş değerlendirmesi ve bunun organizasyondaki çalışan performansı ile nasıl bir ilişkisi olduğu hakkındadır. Çalışma, bir vaka çalışması olarak Bağdat Üniversitesi'ni yapmıştır. Bu araştırmanın amacı, Bağdat Üniversitesi'nde iş değerlendirmesi ile çalışan performansı arasındaki ilişkiye bakmaktır. Çalışmanın yaklaşımı bir anketti ve araştırma tasarımı tanımlayıcı araştırmaydı.

Metodoloji: Çalışmanın örnekleme, Bağdat Üniversitesi'nde bir anketi tamamlayan rastgele bir çalışan örneklemeden alınmıştır. Ankete toplam 170 kişi yanıt verdi. Verilerin analizi kullanıldı. Çalışma verilerini analiz etmek için Spss, yanıtlayan frekansları, normallik testi analizi, güvenilirlik analizi, korelasyon analizi ve regresyon analizi, çalışmanın amacı ile uyumluydu.

Bulgular: Çalışma, iş değerlendirmesi ile çalışan performansı arasında pozitif ve önemli bir ilişki olduğunu bulmuştur. Bu sonuç, iş değerlendirmesi ve çalışan performansı arasındaki ilişkiyi doğrulayan korelasyon ve regresyon tarafından keşfedildi.

Öneri: bu çalışma, Bağdat Üniversitesi'nde çalışan tüm alanların ve kuruluşların çalışma derecesini değerlendirmede günümüz stratejilerini ve araçlarını uygulamak için Çalışma'yı önerir. Yürütme seviyelerinin iyileştirilmesine katkıda bulunan, Bağdat Üniversitesi'ndeki çalışanların gelişmiş günümüz inovasyonunu kullanma kapasitesini geliştirmek için projeler ve kurslar hazırlamak.

Anahtar Kelimeler: *İş değerlendirmesi, Çalışan performansı, Organizasyon*

1. INTRODUCTION

The performance evaluation process must be a development, improvement, education and quality tool (not a penalty and accounting tool, I think) All levels, administrative, managerial and executive stages, and working hard to change the prevailing idea of the concept of evaluation, which is a culture of the organization, management and staff, are a tool linked to authority that subordinates can be drawn into a tool of communication, sharing, collaboration, dialog, and clarity of functional tasks and standards that the president and heads treat as a tool used to develop and improve performance. The Parties and their Service stakeholders, through the use of clear curricula, methods and methods for all those actors, cooperation and interaction with each other in order to determine the extent to which the strategic objectives and detailed objectives of the Organization and its components are achieved, and the level of commitment to the application of internal regulations, policies, procedures and directives at various levels and stages of work; Add to the size and achievements of the organization's plans by identifying weaknesses, strengths in work and planning, how well the method of delivery and the level of deviations (if any), identifying how successful the efforts are, comparing costs to achievements, and gathering new information (For use in programming, planning, studying and analyzing the services and activities provided, their results and impact, studying and analyzing human and material resources, and also studying and analyzing changes in the target environment, emphasizing the important role of formal and informal feedback and preparing trained staff to do this task (Wahab, 6, 2009).

1.1 Background of the Study

Job evaluation's primary objective is to urge an organization to make the greatest possible use of its human capital in order to accomplish its strategic goals. Businesses that do not place a high premium on job evaluation miss out on greater efficiency, product quality, innovation, and market and client responsiveness (Braton

& Gold, 2007). Job assessment is a benchmarking indication that, as a result of this observation, adds to an organization's performance and growth.

Human resource appraisal, according to Hayton (2005), is the most critical and critical area of action for a company's future performance. He observes that in today's corporate climate, human resource management is increasingly under pressure to demonstrate its worth to the organization and its stakeholders. With the rise in business demand, evaluating human resource management has become a crucial procedure for defining company aims and internal capacity to pursue, achieve, and exceed those targets. As a result, businesses should conduct job evaluations to determine whether or not their staff are capable of providing the services that clients require.

Job evaluation is also deemed beneficial if it is carried out on a regular basis. The importance of the rater conducting regular observations, monitoring, coaching, counseling, providing comments, and maintaining records cannot be emphasized. As a result, performance issues are discovered early and resolved before they cause tardiness and inefficiency. If you want to notice a change in an employee's performance or to ensure that they continue to perform at a high level of excellence, you should offer them with job assessment findings on a frequent basis.

The quantity of output, the quality of output, the timeliness of output, the employee's presence/attendance on the job, the efficiency and effectiveness of completed work" are all elements that affect performance (Mathis & Jackson 2009).

Employee performance is defined as the successful completion of tasks by a selected individual or group of individuals according to predefined acceptable criteria, as defined and measured by a supervisor or organization, while utilizing available resources efficiently and effectively in a changing environment. "Performance does not include the outcomes of an employee's activity, but rather the behaviors themselves," Aguinis (2009). Performance refers to an employee's behavior or actions, not to the products or outcomes of their labor." Employee perceptions of their own performance are indicative of an employee's overall assessment of his or her own behavior and contribution to the organization's success. Three perspectives can be used to examine employee performance: "declarative knowledge," "procedural knowledge," and "motivation" (McCloy et al., 1994). Human resource management methods have a positive effect on individual performance.

According to Carlson et al., five human asset the executives moves toward that influence execution is setting cutthroat remuneration levels, preparing and advancement, execution evaluation, selecting bundle, and keeping up with spirit. Tessema and Soeters (2006) inspected the connection between eight human asset practices and worker impression of execution, including enrolling and choice practices, position works on, preparing, pay, representative execution assessment, advancement, complaint system, and benefits or social security. As a result, it is concluded that these human resource management practices have a beneficial and significant effect on employee views of performance.

1.2 Statement of the Problem

In the public sector the employment evaluation is used to determine the employee's capacity for the performance of the function (SRC, 2014). The demand for services by the general public has outpaced public institutions' capability, yet the government employs a high number of persons, emphasizing human resource efficiency. As demand for services grows, the government should develop efficiency-enhancement techniques to meet both internal and external customers. The usefulness of the workforce, the effectiveness of the delivery of services and the resulting payroll bill should all be reconsidered, given the huge staff of the government.

Once structured, a job evolution program may not be helpful in the future. Job evaluation results may or may not correspond with social evaluations, resulting in employee discontent. Once constructed, a jobs evolution programmer may not be beneficial in the future. Workers may not respond identically to jobs of equivalent content or grade. In the University of Baghdad, the study will look into the relationship between job evaluation and employee performance, as well as the importance of job evaluation in the public sector, such as universities. The key concern is how job evaluation affects employee performance and what is the relationship between job evaluation and employee performance?

1.3 The Importance Stems from the Benefits of Applying This Approach

- Develop a deeper understanding of what is going on, why, how, its effects, and what needs to be done

- Building well-regulated and planning capacities at various levels, especially Decision makers
- Increase opportunities for learning and development
- To provide the best service to beneficiaries, communities and people
- Strength the role of feedback and accountability to demonstrate this to different beneficiaries, including management
- Highlight and guide the step-by-step process of the start-up process Work,

1.4 Purpose and Importance of Study

The new role of performance appraisal plays a major and indispensable role, and the problem has thus begun to be one of maintaining, evaluating, and rewarding the human component's efforts, achieving functional satisfaction, knowing the performance of individuals within the organization, and learning to assess the performance associated with it by the efforts of the staff.

The study is a very important and modern subject study that highlights management related to the functions and policies of the public administration of the institution, where the human component is an important and very important element in enriching institutional work. Human resources have been selected and balanced performance achieved to improve and develop it.

2. LITERATURE REVIEW

2.1 The Concept of Performance and Its Determinants

Performance has been a highly studied topic in general and within the field of human resources in particular, since its importance on the individual and organizational levels and its interrelationship with other disciplines have caused the topic to be of great interest. The definitions of performance that researchers have proposed include the one given by Nicholas W. Nickols, who said that performance is the product of activity, which is performed by humans, and the outcomes of the activity are the results (Dorra, 15, 2003).

Gilbert Thomas stated that it is unacceptable to conflate behavior and achievement and performance, "because behavior refers to what individuals do while performing organizational tasks such as holding meetings, designing models, and conducting inspections, whereas achievement refers to the effects or outcomes of people's work after they stop working." Naturally, behavioral outcomes and accomplishment should be quantifiable (Dorra, 26,2003).

According to the Dictionary of Social Terms, performance from an administrative point of view refers to the process of a worker carrying out his or her job duties and responsibilities. In order to accurately gauge the level of productivity, the person must first perform a performance test, which examines the amount of time and effort it takes to establish a fair relationship between the employee and his or her trainer (Badawi, 310, 1992).

Additionally, performance is described as "the way an individual contributes to an organization's fulfillment of its goals, provided that this behavior is supported and promoted by the organization's management and carried out in a manner that ensures quality and quality through training" (El-Khanag, 2005).

Using the preceding definitions of performance, one can state that job performance is the extent to which an individual accomplishes and completes the various tasks and responsibilities that comprise the job that the individual holds in order to contribute

to the organization's goals through continuous improvement of the individual's quality and quantitative performance. Efficiency and effectiveness are critical performance metrics, as efficiency refers to the relationship between inputs and outputs, while effectiveness describes how work is properly conducted using the most effective techniques and possibilities. Effectiveness is defined as the relationship between accomplished and intended outcomes that demonstrates a person's capacity to accomplish goals effectively (Martory, 160, 2002) when completed performance is compared to necessary performance (2008) (Al-Salami, p. 267).

2.1.1 Performance of employees

Performance reflects the outputs or goals that the university administrations seek to achieve during a specific period of time, and performance reflects the extent to which the goals that the university seeks to achieve, whether those related to goals related to profitability, sales growth or market share, or those related to mental impressions related to satisfaction, loyalty and awareness.

There are four elements of performance which are as follows:

1. Knowledge of job requirements: This includes professional skill, technical knowledge and general background in job requirements and related fields.
2. The quality of work, which includes accuracy, order, mastery, ingenuity, technical mastery, ability to organize and implement work, and freedom from errors.
3. Quantity of work, including work performed under normal conditions and speed of completion.
4. Perseverance and trust, which includes dedication and seriousness in work, the ability to take responsibility and complete work on time, and the extent of the need for supervision and guidance.

The performance of the employees must be objective and scientific, on the basis of justice and equality that achieve the goal of the university, and then meet the needs of society in order to advance for the better. Given the importance of the performance of personnel and human resources at the University of Baghdad, It is vital to develop a method for monitoring this priceless resource's performance. As

the significance of determining a worker's level of performance is reflected in: (Krattenmaker, 4: 2009)

1. The process represents one of the main activities of the personnel performance management, which is a continuous organizational process through which the employees' performance observations are measured.
2. By assessing its employees' performance, the university may ascertain their strengths and shortcomings, as well as the negative and positive effects they have on the individual's productivity and the institution's efficacy.
3. Boost employee morale by cultivating an environment of mutual respect and positive relationships between employees and management. When employees think that management values their efforts and energies in executing their jobs and that the major objective of establishing an employee's performance level is to fix performance deficiencies,
4. Contributes to revealing the untapped latent competencies of the employees, contributes to modifying performance standards and increasing the performance of employees, and contributes to drawing up the workforce plan for the university and what it requires of development, training and provision of rewards and incentives for employees.
5. Form opportunities for workers to rectify their mistakes, work to avoid them, develop their skills, achieve what they aspire to in terms of upgrading the career ladder and obtain rewarding rewards and compensation (Sharkey, et.al: 28: 2005).

2.1.2 Job evaluation

The performance of the employees is mainly used to nominate workers to occupy the higher positions, as the conditions for filling the positions are not sufficient in themselves to fill them if a large number of those who meet these conditions compete for them, as they must be compared according to the assessment of their efficiency through the evaluation process (Redman & Wilkinson ,223 2008).

And (Torrington, et al., 302, 2008) confirms that employee performance appraisal is used to judge the validity of new workers who are subject to a probationary period after which it is decided that they will continue to occupy their jobs or be laid off.

Most specialists and writers agree that there are two types of performance appraisal: formal evaluation, Informal performance appraisal, which means formal performance appraisal: This is the appraisal carried out by superiors or direct supervisors at a specific or specified time, often once or twice a year on a regular basis.

As for informal evaluation: that evaluation prepared by superiors or direct supervisors when needed at times other than the formal evaluation, for example, if the performance of one of the employees at the university always reaches the level of objective standards, or exceeds them, this fact needs to be established Through informal performance appraisal.

While formal assessment is mostly utilized for performance appraisal purposes, informal evaluation is used for feedback purposes. It is worth emphasizing that while the organization must use objective standards to evaluate employee performance, the fact that they are numerical eliminates prejudice and protects the university's fairness, this does not mean that the university should abandon personal or non-numerical standards entirely. Because activities cannot be represented in numerical terms, the institution is compelled to use non-numerical standards. In this instance, the university and those responsible for the evaluation process must guard against incapacity, maintain objectivity, and avoid being swayed by personal wants and whims while evaluating the performance of employees or subordinates. The process of performance appraisal cannot be undertaken independently of administrative operations and duties. Its effectiveness is contingent upon the presence of a number of competencies or prerequisites, including the following:

1. The existence of an analysis of the work and a description of the various functions that all the departments and units of the organization end up with, as the presence of an accurate and integrated description of the functions and works is the basis from which to determine the main requirements or the task necessary to complete this work or that job, specifying the contents of the job from duties, responsibilities and circumstances Work, and other activities required to complete the required jobs and works are the main pillar upon which the performance appraisal depends.
2. Establishing necessary performance evaluation criteria, which refers to the administration's creation of evaluation criteria based on the outcomes of work analysis and job descriptions. Effective assessment criteria are those that place a premium on the outcomes achieved by the employee or worker. That is, the criterion

must provide a response to a series of queries denoted by what? and how much? When will this occur? Additionally, These criteria must be published, easily accessible to all organization personnel, and applicable to workers' talents and capabilities.

It reinforces (Anthony, et.al, 383, 1999) that there are two types of methods, the first focuses on investigation behavior, while the second type focuses on results, in other words determining the extent to which the employee is able to achieve and accomplish the work assigned to him. The following is an explanation of behavioral performance appraisal methods.

1. Checklist: A checklist is a collection of paragraphs or words pertaining to an employee's performance. The evaluation officer highlights the paragraphs or phrases that pertain to the employee's attributes and qualities. Each paragraph in this list makes a specific reference to a characteristic or to a characteristic of the positive or negative qualities that may characterize an employee's performance. After the evaluator has concluded marking this list, the positive visas in favor of the employee are gathered, together with the negative visas in the opposite direction, and the total number of positive and negative points is compared. If the total number of positive points exceeds the entire number of negative points, the performance was positive; conversely, if the total number of negative points exceeded the total number of positive points, the performance was negative.

2. Grading method: which is assigning a numerical value or (weight) to each paragraph or phrase in this list characterizing the employee's conduct or performance, with the goal of obtaining an acceptable degree of impartiality and accuracy in the employee's performance. The employee is subordinate to the organization and the fulfillment of the work entrusted to him in general in terms of importance and worth.

3. The Important Facts Method: This method is based on supervisors focusing on the essential or critical events or facts that contribute to the employee's success or failure in performing his or her duties and responsibilities, and it requires the supervisor to keep track of a number of significant events or facts. The employee, whether during planned periodic evaluations or during additional evaluations for the purpose of promotion, transfer, promotion, or any other purpose.

While the direct supervisor is responsible for evaluating his subordinates, he organizes them into a hierarchy according to their level of competence, with the most efficient at the top and the least efficient at the bottom. a minimum. Another option to carry out this strategy is for the line manager to establish two lists, one of qualified individuals categorized by level of competency and another of incompetent employees.

One of the advantages of this procedure is that it is straightforward and does not require the rectifier to expend much work or time. One of its limitations is that it prevents the assessor from placing multiple employees in the same category when their levels of efficiency are comparable, as he is required to arrange them in descending or ascending order, with each person occupying a certain rank or degree.

(DeNisi & Griffin, 298, 2001) asserts that there are four main reasons behind performance appraisal, which are:

1. The performance appraisal provides information on the basis of which many transfer and promotion decisions are taken.
2. The performance appraisal process gives an opportunity to analyze and reconsider subordinates' behavior.
3. Performance appraisal is an integral aspect of an important organizational process that allows for the review of work plans and processes.
4. Performance evaluation establishes a solid foundation for enhancing and developing the organization's performance levels. (Dessler 2003: 323) outlines the supervisor's responsibility in the performance appraisal process, which is one of the fundamental supervisory competencies. Because he avoids them in this case, he must perform this task to the fullest extent possible, which can only be accomplished by having a thorough understanding of performance evaluation methods and identifying and attempting to resolve any group of problems that may arise during the evaluation, as one of the studies on human resources departments found. It turns out that around 80% of the volume is covered, but it leaves the ultimate evaluation choice to the heads of operations divisions.

And (Foot & Hook, 2008, 187) indicates that evaluating employee performance fosters a competitive spirit among Palmin, resulting in an increase in individual productivity and total productivity at the organizational level. of them, which

increases the sense of pride in competent individuals and increases the desire of less efficient individuals to improve their performance with the goal of.

(Patterson, et.al,1997) indicates that there are many factors evaluating the performance of working individuals, which are:

1. The factors that are used to evaluate the performance of working individuals are those that are directly related to the work, such as the amount and quality of output. Additionally to adhering to occupational safety rules and instructions, which guarantees that personnel adhere to occupational safety rules and instructions and are not exposed to varying degrees of injury. Taking into account the organization's working hours and safeguarding its funds and property. Employee initiatives, and ultimately, the degree of familiarity with work stages and procedures.
2. Personal characteristics and behavior are considered when evaluating performance, including cooperation with others, impartiality, honesty, the manner in which the organization deals with its clients, and the proper use of established rights.

2.1.3 Organization institute

2.1.3.1 Performance and organization

1. Identify the underlying cause of an employee's poor performance. Is she conscious of her role? Is she efficiently collaborating with the team or does she appear out of place? Take an objective look at the issue. Rather than asking, "What is wrong with that employee?" ask, "How is that employee having problems performing her job?" This keeps the focus on the situation rather than on the individual.
2. Address an employee's unsatisfactory performance quickly. Conduct the debate in privacy, using data or proof to support the topic, to avoid misunderstandings and emotional outbursts.
3. Ascertain the employee's perspective on the situation. That way, you'll know he's cognizant of his errors. He may then investigate strategies for refocusing his concentration and enhancing his performance. The meeting should be succinct, uncomplicated, and unthreatening.
4. Listen to your best performers' criticisms and suggestions. Engage them in motivating and supporting underperforming coworkers. In a perfect world, you'd

educate and rehabilitate tough employees before resorting to more harsh measures like demotion or replacement.

5. Compare staff performance using a rating system or benchmark study. Whichever method you use, be certain that the written review covers the following areas: work quality and quantity, individual successes, working relationships, and job knowledge. In a perfect world, ratings would motivate employees to perform better, not worse.

6. Recognize and reward exceptional work through verbal acknowledgement, monetary compensation, benefits, or a simple gesture of gratitude.

On the other hand, if your leadership talents are causing one or more employees to perform inadequately, do not despair – act. What are your alternatives? To begin with:

1. Conduct a company health check; Is your organization providing appropriate training, resources, and support to new employees? Beginning a new work may be intimidating, made even more so when employees lack clear standards. If you've been utilizing the same training materials since your doors first opened, it may be time to review and update them.

2. Inquire about feedback. Are you regularly communicating with employees to discover their perceptions of their progress and to ascertain if they have any questions or concerns? New hires may be apprehensive to contact you for fear of appearing inadequate or being judged. By approaching them with true openness and a willingness to assist, you may contribute to their success and, consequently, to your firm's success. The first year of employment is critical for an employee's development; check in frequently, watch for progress, and listen for indications that something is wrong.

3. Pay attention to detail, attention to detail, attention to detail. As much as you want your employees to follow your work-related directives and criteria, you must also follow theirs. They may not approach you directly, but train your ear to detect frustrations, low team morale, and workgroup issues.

Whatever the cause of an employee's poor performance, do not adopt a wait-and-see attitude. The sooner you identify the underlying cause of a worker's poor performance, the sooner you may correct the situation and reclaim business and morale. Performance that falls short of the ideal can infiltrate any business, including

yours. In an ideal world, you'll recognize possible issues and take advantage of the opportunity to improve your interviewing, training, and coaching approaches. In the ideal scenario, you will continue to work with the offending employee while she attempts to change; however, if this is not possible, it may be time to shift her to a more appropriate function or part ways. (Newton & Findlay, 1996, pp. 42–100)

2.1.3.2 Performance determinants

As previously said, work performance refers to the accomplishment of the numerous activities and tasks that comprise the job, and it is the consequence of the interaction of several factors that might affect this performance negatively or positively. (Hassan, 2000, p. 210). These components are referred to as performance determinants. These determinants are as follows:

Effort is the effort expended by an individual to get support (motivation) for the physical and mental efforts expended to execute his activity.

Capabilities: refers to the human attributes necessary for job performance.

The individual's perspective of his role or task refers to the direction he believes his efforts at work should be directed, as well as the behaviors and behavior he believes are necessary for successful task performance. While some define the role, others improve perceptions of the role or task (the pattern of performance) and the effort expended, as well as the effort's quality. Which refers to the degree of precision and quality, as well as the extent to which the exerted effort meets the specifications of a particular quality (Ashour, 50, 1986). As the preceding two definitions demonstrate, they confine performance components to those that are unique to the occupied employee (effort, capabilities and talents, and performance style), all of which are elements. Equipped with While the employee has some control over certain elements or determinants, the most critical are as follows:

Job descriptions (requirements for work) detail the tasks, tools, and expectations of the employee, as well as the methods, processes, tools, and equipment used.

The job (internal organizational environment): or the organizational qualities in which the job is performed. Among these characteristics are work climate, supervision, resource availability, administrative systems, organizational structure,

communication system, authority, leadership style, incentive system, reward and punishment system, and administrative systems.

Along with the aforementioned attributes, an employee's performance may be influenced by the external environment in which they operate (Weiss, 78, 2003), which may include external competition and economic difficulties. For example, a commercial dealer's results are influenced by the customer's capabilities (job knowledge) and efforts, as well as the commercial area or products in which the dealer operates (the organization), as well as the competition and economic challenges posed by the dealer's external environment.

2.1.3.3 The concept and objectives of performance appraisal

Before entering into the concept of performance appraisal, the following three terms are defined: measurement, evaluation, and appraisal, to avoid any misunderstandings that may arise when these three terms are used to describe the performance appraisal process.

The initial precondition is as follows: The terms evaluation, measurement, and evaluation are defined in light of the widespread use of performance measurement and assessment in human resource management. The difficulty of referring to the identical operation (performance evaluation) as "evaluation" or "measuring" arose as a result of the literal translation of foreign languages into Arabic. Examining the three preceding words in depth reveals that measuring and evaluating performance is a complicated process comprised of three sub-processes: (Tahiti,198, 2003)

- 1- The term "measurement" refers to the process of comparing actual performance to predefined standards.
- 2- Determining the degree of performance achieved, whether satisfactory or inadequate, through the process of giving a value to performance, referred to as assessment or evaluation.
- 3- Evaluation, which is the process of reiterating strengths or fixing faults in the established performance.

Thus, the integrated performance appraisal process must encompass the measurement, evaluation, and evaluation of performance. It is what the French phrase (appreciation) and the English word (appraisal) mean when they say that this process must involve the responsibility of identifying, assessing, and controlling the

performance of employees in the business. It consists of three essential components: (Abbas, 138, 2003)

- Efficacy of organizational performance is impacted by performance.
- Determining the degree of quality of actual performance in comparison to planned performance.
- Comparing actual performance to authorized standards and initiating corrective actions to enhance and develop performance.

As a result, the term "evaluation" is employed in this research to refer to the complete process. (Measurement, assessment, assessment)

2.1.3.4 The concept of performance appraisal

The following definitions are studied to familiarize oneself with all facets of the appraisal process: The first is as follows: "Performance evaluation is the study and analysis of employees' performance at work, as well as their behavior and behavior at work, in order to ascertain their level of success and competence in their current employment, as well as to make judgments." On the individual's potential for future growth and advancement, as well as his acceptance of more responsibility or promotion to another position (Abdel-Baqi, 257, 2002).

1. From this definition, the evaluation method derives the following two qualities:

That the evaluation is focused on the individual's performance or job outcomes on the one hand, and on his conduct and activities on the other.

2. That the assessment considers both the individual's accomplishments in his current position (at the time) and the extent to which he may achieve future success and promotion.

According to it, workers' efforts are fairly and justly evaluated in order for them to be compensated for the quantity of work they perform and produce, using rates against which their performance is compared (Nazmi, 75, 2000) to ascertain their level of efficiency in the work for which they perform.

Two characteristics are emphasized in this definition. The following is the evaluation procedure ;

1. The evaluation process is time-consuming. How to objectively evaluate the efforts

of employees and hence compensate them fairly for what they accomplish and generate.

2. Performance standards and comparative data serve as a guidance for the evaluation process

The third definition is as follows: "The evaluation process is a periodic meeting between the line manager and his subordinates during which the line manager and his subordinates discuss and analyze the incumbent's accomplishments, as well as the incumbent's personal and professional development" (Ballout, 360, 2003). According to this definition, the following characteristics are highlighted

The assessment process is cyclical in nature, occurring around once a year on average, though it may occur less frequently or more frequently depending on the institution and employment.

This strategy is founded on a comparison of the employee's job performance to the line manager's previously set objectives. Assistants to (the assessor) (subject to the evaluation process).

The evaluation process does not end with an examination of the individual's past; it continues with an examination of the individual's future potential, whether personal or professional (training, promotion, career development).

The assessment process is built on communication and interaction between the line manager and his subordinates, which results in a mutual sense of trust. Fourth definition: "Evaluation is the formal or formal feature that expresses an individual's strengths and (Ballout, 360, 2003) deficiencies." For the tasks and responsibilities delegated to them. It demonstrates two traits, according to this definition:

1. Evaluation is a systematic and controlled administrative procedure

2- It is a positive one that is concerned with the strengths acquired by an individual as a result of his performance, which enables the individual to perform his work effectively in the future, naturally contributing to the fulfillment of both the individual's and the organization's interests concurrently. According to the preceding definitions, performance measurement and evaluation is an organized and continuous administrative process for assessing, judging, and evaluating the outcomes of achieving employee performance goals in accordance with job-related performance

and behavior standards, the employee's historical and current performance, and the employee's capacity for performance improvement. When the definitions above are compared, it is obvious that they all agree that the evaluation process (al-Tawil, 8, 2000) is intended to address the following issues:

- What is the level of performance and behavior of the individual at work?
- Is your behavior or performance a strength or a weakness? What about the individual?
- Can the same performance and conduct be repeated in the future?
- What effect does that conduct and performance have on the organization's effectiveness?

The third section discusses the performance review process's objectives.

As is evident from the preceding, evaluating employee performance is a critical activity that the human resources department of the business performs, and when the institution conducts the assessment process, it seeks to accomplish the following goals:

Organizational objectives

Among the aims sought by management are the following: The following human resources are gathered through the organizational evaluation process: - The purpose of the performance assessment process is to connect and complement the organizational objectives (strategy) with the behaviors and characteristics of employees that are required for the organization's strategy to be implemented as represented in pre-defined outputs. The performance appraisal system is adaptive and develops as the organization's strategy evolves (Abbas, 139, 2003).

- Improving the work environment's social environment: as the performance evaluation process aids in defining and improving the organization's coexistence and work relationships. One may argue that performance review is a tool for fostering and enhancing harmony and interdependence between individuals and organizations, which is usually difficult to accomplish in organizations with traditional (rigid), authoritarian, and bureaucratic cultures (Horttes, 111, 1992).

- A system for evaluating human resources objectively aids in the development of an effective control policy. To guarantee that the president reviews his subordinates

fairly, he must retain organized data on employee performance, as well as their strengths and weaknesses, which helps the organization's control process run more smoothly.

- Determining the costs of humanitarian work and conducting a revenue-cost analysis to determine the possibility of optimizing production and employment methods.

- Developing objective performance standards for work based on an analysis of the assignment and its requirements (Salem, 2000, p. 105).

- Evaluating human resource management programs and methodologies, as the performance evaluation function is responsible for analyzing and monitoring the other human resource management functions, as the performance evaluation function is the glue that holds all human resource activities together (training, incentives, promotion, and manpower planning, for example). (Noferi, 1987, p. 63).

- Maintain proper documentation of administrative decisions and the rationales behind them.

- Assist in determining the efficiency of production.

Employee-level objectives

- Fostering a sense of responsibility by convincing people that the efforts they make to accomplish the organization's goals are subject to evaluation, motivating employees to work hard to earn rewards and avoid penalties.

A metric for evaluating their performance: “Because this objective is deemed the most justified by numerous assessment methods in use throughout many organizations, it is used to compare employees' performance to specific standards (related to job definition, ongoing tasks, and annual goals) or to general characteristics. In the case of evaluation, a pure point is used (Horttes, 111, 1992)).

- Managing and developing their abilities and skills, as the evaluation process enables employers to better invest in the future skills and capabilities of employees, particularly now that "the concept of skills has become central to the problem of value creation in organizations, requiring a more directional approach to human resource management." It is more politically motivated in terms of managing its members' competences and talents. ” (Martin, 23 April 2004)

- Provide them with comments on their performance in comparison to the standard.

- The evaluation process aids in the development of a set of relevant tools and ways for continuously improving worker behavior and workplace environment using scientific approaches.

Managerial objectives

- Developing managers' talents in the areas of supervision, counseling, and sound judgment in dealing with employees

- Assisting direct supervisors in comprehending and communicating with the employees under their supervision, which contributes to the strengthening of relationships and cooperation between the two parties in order to boost productivity on the one hand and personal development on the other (Sultan, 295, 2003).

- Gain an understanding of the employee's objective and scientific performance. In general, the evaluation process is used to acquire information about the effectiveness of employees' performance and functional behavior and to make numerous administrative decisions based on the results; also, it is viewed as a monitoring tool that is not restricted to employee performance. It encompasses the performance of senior managers and supervisors, as well as the organization's overall performance. As a result of this process's critical nature, it is usually used to accomplish the following core objectives (Illhiti, 202, 2000):

- Attract qualified human resources to the organization; this is equivalent to the quality of the product in manufacturing management and the advertising and promotion strategy in marketing management.
- Employees are more motivated to do better when the review process is conducted objectively and accurately.
- Preserving human capital through retaining the skills, knowledge, capabilities, and competences desired by the organization.

2.2 Evolution of the Performance Appraisal Process

The history of the employee performance evaluation process demonstrates that it is an ancient practice that was understood by ancient civilizations, that it has been studied by numerous schools of thought, and that it continues to pique the interest of researchers, administrative thinkers, and businessmen to this day; it will be addressed

on this basis. The most significant contributions of management theories to the issue of performance evaluation, as well as the most significant contemporary methodologies of performance evaluation, will be discussed.

The first criterion is based on appraisals of prior civilizations' performance. Performance appraisal grew more prevalent as ancient civilizations developed, since texts suggest that the ancient Sumerians in Mesopotamia civilization in Iraq performed public administration arts and adhered to the foundations and principles guiding administrative procedures in general and performance appraisal processes in particular. The Nile Valley civilization also made extensive use of this process and adopted it as an administrative control activity, with the goal of monitoring the performance of the civilization's provincial administrations, particularly in the area of implementing central administration instructions, which involved heads of public interests and Provincia. To achieve a high level of centralization and efficiency, strict adherence to administrative procedures such as planning, organization, leadership, and control was required, which demanded the employment of highly accurate selection and appointment processes (Illhiti, 197, 2000).

The second is evaluation of performance in accordance with administrative theories.

Numerous graduate schools of administration have performed research on the subject of performance evaluation. The following section summarizes the contributions of significant managerial theories to the field of performance evaluation, as well as its underlying assumptions.

2.2.1 The school of scientific management

“This institution has taken a scientific approach to management and organization, focusing on job creation that needs the least time and effort on the part of employees, as well as hiring, training, and financially incentivizing staff” (al-Tawil, 81, 2000). Scientific management has used these approaches to rationalize and rationalize employee performance, and it is through this lens that the School of Scientific Management revolutionized the subject of performance and its determinants, as the school's primary emphasis was on the objectivity of performance and the evaluation techniques used. These are the evaluation criteria. “The job evaluation system was created to validate this school's objective viewpoint, which is engrained in its tradition. As a result, it has established the job's criteria and is seeking to objectively

develop it, and these requirements and conditions have been converted into performance-related behaviors (Pigeyre, 310, 2002). Thus, the school established performance and competency standards, and through the performance evaluation process, the School of Scientific Management reimagined jobs and improved the application of scientific methods in performance.

2.2.2 The school of human relations

This school placed a premium on human capital, viewing it as a critical component of management. Additionally, it stressed the need of motivation, leadership, training, and communication as a foundation for developing human interactions that result in increased efficiency for both the individual and the unit for which he or she works. As a result, performance measurement and assessment have been centered on the evaluation interview, which evolved from motivation theory and focuses on the individual's need for appreciation, as well as his want to obtain recognition and performance, which improves his motivation and desire. The interview was conducted at an appropriate time to listen and communicate, alleviating many of the daily upheavals in the institution's daily life (Pigeyre, 310, 2002), and the evaluation interview was emphasized because it is the source that demonstrates the organization's principle of solidarity relations and communication. Thus, the school of human relations placed a secondary value on performance objectivity, whereas the school of scientific administration placed a premium on it; that is, subjectivity can be avoided by effectively preparing for the supervisors of the evaluation process. Along with emphasizing the evaluation interview as a motivating tool, this school emphasized the critical nature of objective and behavioral norms being consistent. (Illhiti, 198, 2000).

Changes in decision-making in human resource management This institution concentrated its research on administrative decisions, upon which this theory is built. On the accurate identification of each individual's obligations and burdens, as well as the decision-making objectives. "With regards to the theoretical approach to human resource management in the context of decision-making advancements, it presents a significant question concerning the significance of the evaluation process in making human resource-related decisions. Concerning pay, appointment, and training, surveys indicate that salary decisions are unrelated to assessment results, whereas appointment decisions are influenced by social relationships and are inconsistent

with the recommendations (Pigeyre, 312, 2002) provided during the evaluation interview. This results in the formulation of a query. On the impact of performance appraisal on human resource management decisions and on casting doubt on the appraiser's authority to make these judgments, that is, does the person who conducts the evaluation process have any weight in making human resource management decisions, and on the extent to which evaluation-related decisions are taken into account when making these decisions, and in what manner. The following is the third prerequisite: In recent years, the field of performance appraisal has seen the birth of a variety of models, the most famous of which are as follows:

1- A goal-oriented management style, as well as the evaluation technique “ Management by objectives is a holistic management style based on quantifiable goals defined by collaboration and involvement at all administrative levels with the purpose of increasing subordinates' involvement in defining and achieving their own goals. It is used to quantify and assess performance, and the extent to which performance is evaluated varies according to the way by which "predetermined" goals are accomplished and the degree to which they are attained (Nasrallah, 109, 2000). The administration is distinguished by its objectives in that it places a premium on the individual's future performance, aiming to strengthen the individual's capacity to define his or her own goals, devise strategies for achieving them, analyze his or her capabilities, and evaluate his or her performance; additionally, it focuses on specific accomplishments or aspects of behavior in individual work.

2- Management of performance Performance management is a two-way street that involves both the employee and immediate supervisor (Bacall, 26 1999), and it seeks to set clear expectations and understanding surrounding the following: - The employee's primary employment responsibilities.

- The contribution of the work Employee contribution to the organization's achievement of its objectives.

- More precisely, what constitutes mastery of labor.

- How the employee and supervisor will collaborate to maintain, develop, and enhance the employee's present performance.

- The standards used to evaluate a worker's performance.

What performance impediments exist and how may they be overcome? Thus,

performance management is a collection of overlapping and interconnected procedures designed to achieve certain performance outcomes and advance the organization's goals. This is accomplished by establishing the target level of performance, determining the actual level of performance, computing the difference between the two, and striving to close the gap.

2.2.3 Standards and methods of performance evaluation

2.2.3.1 Types of performance standards

Employee performance is evaluated against specific criteria in order to determine the validity of their behaviour and performance abilities. These criteria are classified into two categories: A - Constituents: these are the necessary qualities. To perform their tasks successfully and efficiently, individuals must demonstrate specific characteristics in their work and behavior, such as loyalty, perseverance, and cooperation (Ashour, 248, 1986). This definition makes it plainly clear that the elements are classified into two groups: - Personality-related characteristics of an individual, such as aptitude, aptitude, skills, values, abilities, and interests, which are difficult to quantify and evaluate due to their qualitative nature. Untraceable, invisible, and imperceptible.

A. Observable and quantitative features of an individual's job performance, such as decision-making ability, adherence to defined work schedules, ability to solve problems, delegation, planning, interpersonal relationships, leadership, attendance, prioritization, and managerial abilities. These aspects are chosen and selected in accordance with the job description and analysis process, which details the duties and responsibilities of each position while also describing the characteristics and performance of an efficient worker who exhibits sound behavior. Thus, it acts as a yardstick for measuring and evaluating an employee's efficiency and behavior at work.

B. Performance rates (results): The performance ratings are tied to an individual's job performance, which is evaluated using four elements (Thabet, 98, 2001):

- Quantity: the extent to which what has been accomplished exceeds expectations.

- Time: the worker's timely completion of the work required of him, and if there is a delay in completion, the reason for the delay is determined; is the delay due to a factor attributable to the worker, or is it due to a planning or management error?
- Cost: assessing the expenses associated with achieving objectives, as well as the discrepancy between actual and intended costs.

It should be emphasized that performance rates were originally utilized in production and sales operations, where they were expressed as a desired production quantity or a desired sales volume. However, performance rates have been applied to administrative and supervisory duties over time, where they are defined as a desired level of production or a specified sales volume. The emphasis has switched to performance outcomes; for example, the manager's success is now measured in terms of the outcomes he achieves at the organizational level, i.e., the institution's market share, profitability, market reputation, and employee morale. The most trustworthy evaluation results are those that concentrate on observable variables such as employee behavior and output. Personality qualities can be crucial and vital to an employee's effectiveness, particularly in interpersonal relationships. Due to the difficulty of objectively analyzing these criteria, they should be used sparingly and with caution.

Conditions necessary for the effectiveness of performance measurements

Regardless of their quality, performance standards must be precise in their description of the performance to be evaluated and scored. As a result, performance metrics designers must consider a variety of aspects and scenarios. These standards are defined in such a way that the information provided by these measurements is accurate and effective, and these considerations include the following (Abbas, 143, 2003):

- Strategic alignment refers to the extent to which the performance appraisal system is capable of eliciting or differentiating work performance specified by the organization's plans, goals, and objectives. For instance, if an organization's culture or strategy places a premium on customer service, its evaluation system must reflect employees' effectiveness and efficiency in providing customer service.

- Validity is sometimes referred to as "content validity." It refers to the extent to which a performance measure can evaluate all qualities related with work performance. Additionally, for a performance measure to be legitimate, it must be devoid of errors or corruption, which implies that it must accurately reflect actual job performance, which includes all of the attributes associated with job success.
- Consistency: Stability refers to the stability and consistency of findings achieved when performance is evaluated at various times or by various individuals, implying that the results are comparable across time and between individuals.
- Discrimination: By enabling decision makers to make educated judgements about motivation, training, and development, the scale's ability to discriminate clearly between effort and performance enables them to make informed decisions about motivation, training, and development.
- Acceptance: An acceptable standard reflects an individual's actual performance fairly and accurately.

The fifth section discusses the factors that influence the performance review process as well as potential roadblocks.

The first group encompasses variables that have an effect on the process of performance evaluation.

Indeed, there are numerous assessment systems that differ per organization, and this is due to a variety of elements that combine to define the evaluation system employed in an organization in line with the organization's structure and, if relevant, strategy, including the following:

1-the organization's history and culture have an impact on the evaluation system it uses, because the organization's history is intrinsically linked to its culture, performance is inextricably linked to the organization's culture, and an evaluation system that ignores the organization's culture and history is ineffective. It is a system that is harmed by the members' lack of comprehension, resistance, and response (Hortes, 103, 1992).

2- the institution's size and sector: these two factors are considered more objective than previous workers because they directly affect the organization's evaluation system, whereas the largest institutions in the most competitive sectors pioneered performance measurement and evaluation systems in order to spread the concept of performance throughout the industry. However, the significance of these two factors has diminished in recent years, as the majority of institutions, regardless of size (large, medium, or small) or sector of operation, seek the most effective methods and procedures for evaluating their members' performance.

3- strategic directions: it is critical for modern businesses to stay abreast of emerging strategic trends in all sectors, whether economic, technological, or human. In recent years, organizations have tended to operate their human resources in directions and at rates consistent with accomplishing their objectives; this is the responsibility of strategic human resource management, which focuses on the "planned distribution of human resources and (Hassan, 159, 2002) their activities consistent with enabling the organization to accomplish its objectives."

4- The organization's existing human resource management system: the assessment system is governed by the organization's overall human resource management system. Individual energies, for example, are excluded from performance evaluations in businesses without a career path management system, as they are not a practicable variable. In human resource management. As a result, coordination between performance evaluation and other human resource management systems is critical when selecting an evaluation system (Hortes, 105, 1992).

5- The evaluation process's framing approach is crucial to its application, as it has a substantial impact on the applied assessment system's character. This technique comprises a series of administrative procedures intended at establishing the institution's policy about the development and implementation of this system, as well as training and structuring individuals to comprehend and accept the system as a process participant. Thus, the institutional evaluation system's structure and content are influenced by the prevalent management style (Ibid, 104, 2000).

6- The social relations' nature: These interactions are represented in the institution's relationships with employee representatives, as these relationships may contribute to the formation of the assessment system. As an institution develops, the value of the

applied assessment system (Ibid, 104, 2000) increases or decreases, as does the importance of communication efforts among the organization's members.

2.3 Human Resources Management

The human element is critical to business organizations because it acts as the primary engine for all organized activities and provides critical resources for their effectiveness, particularly when defined in terms of the quality of skills, knowledge, capabilities, and abilities compatible with the organization's line of business, as well as a source of significant Businesses felt the implications in their operating environments, compelling them to evaluate their mix of skilled and cognitive human resources, as well as their growth capacity. This evolution requires the organization's attention in addition to its actions in the areas of recruiting, choosing, appointing, receiving, managing, and monitoring human resources with the goal of actively training them. Continuing to develop her present skills and knowledge or obtaining new ones in response to current job requirements.

2.3.1 The emergence and development of human resources

Management experts argued the best term for the administrative unit inside an organization that is responsible for the human element, and thus for the unit's operations. Some called it human resource management; others called it people management, manpower management, or personnel management. Historically, human resource and manpower management were conceptualized in such a way that each manager was accountable for the individuals who worked in his or her area of responsibility without the need for a separate department. However, the notion has matured to the point where it requires the development of a dedicated department to handle all routine personnel matters, such as record keeping. Apart from enforcing standards and norms controlling appointment, promotion, remuneration, and leave, this notion has developed to encompass staff recruitment, preparation, training, maintenance, motivation, and monitoring in all social and humanitarian aspects. (Rabaya, 2005: p. 23)

2.3.2 Definitions of human resources

Human resources are defined in a variety of ways. Some of the more common ones are as follows:

(Abd al-Rahman, 2010: p. 15) described it as the administration's belief that individuals working at different levels are its the most valuable assets and that it is capable of providing them with all means necessary to perform their jobs in the administration's interest, as well as monitoring and constantly monitoring them to ensure their success and the public interest's success.

Al-Ziyadi (2006) defined it as the process of monitoring an employee's life from the time they enter the service until they retire, which includes job definition, job appraisal, workforce planning, selection, appointment, training, transportation, and promotion. To maintain a stable workforce, to promote employee job satisfaction, and hence to increase production. Their efforts will be focused on resolving the organization's human resource difficulties.

The researcher can deduce several critical components of human resources from the actuality of historical definitions, including the following:

The presence of goals, as well as the goals that strive to accomplish them

It is the result of a series of collaborative initiatives.

It takes place within a social environment characterized by the interactions that shape and are shaped by it.

It is performed through the performance of a number of complimentary fundamental functions, including planning, organizing, directing, coordinating, and administering. The conceptualization and editing processes.

2.3.3 Human resources goals

Numerous human resource management objectives can be set in any organization, including the following:

A. Humanitarian objectives: These are the objectives of working individuals, since human resource management tries to satisfy the wishes and expectations of workers as the primary factor in the production process. (2000), p. (2002) (Muhammad).

B. Organizational objectives: specifically, that the human resource department collaborates with other organizational units and provides advice and direction on personnel matters; as a result, the human resource department works to assist the institution's upper management in accomplishing its objectives. Organizing with the assistance of labor unions. 540) (2005) (Armstrong).

C. Functional objectives: It is to provide advisory and executive services to the firm's employees through the human resources department.

D. Social objectives: It is to advance society's objectives by employing individuals in accordance with their talents and in accordance with applicable laws and regulations, as well as by protecting them from dangers. (2003) (Al-Haythay, p. 34).

2.3.4 Functions of human resources management

The researcher examined the concept of human resources management in order to approximate its specialized functions, such as employee training, because what requires analysis and description is the mobilization of sufficient manpower in an adequate quantity and quality to efficiently accomplish the organization's work. Identifying the appropriate level of staffing, procuring it, and recruiting it to work for the firm via selection and appointment procedures. (2003) (Rabiah, p. 52): The human resources department is tasked with two key functions:

1. An administrative function is one that involves the administration of resources. Administrative functions such as planning, organizing, directing, and controlling in collaboration with other administrative units demonstrate the organization's humanity, as each department, regardless of its activity, must develop plans and practice organizing its efforts, leading, directing, and controlling in order to accomplish its goals.

2. Specialist position: supervise specific human resource tasks, with a particular emphasis on the organization's staff, as stated in Among them are the following:

- A. Workforce preparation: this refers to the workforce constraint in terms of quantity and quality required to efficiently carry out the organization's work, which can only be accomplished through the analysis and description of these tasks, the determination of the required workforce size, and the identification of internal and external sources of supply.

B. Human Resources Growth and Training: This role is responsible for enhancing employee productivity and development through training, as well as doing any related responsibilities, such as analyzing training needs, establishing appropriate training curricula, and evaluating training activities.

C. Integration of the workforce: this pertains to the mutual benefit of management and employees, or to the attainment of alignment between departmental and organizational objectives.

D. Recognize and reward employees: It is intended to compensate and reward employees for the work they perform for the business, and as such, it necessitates a process of performance evaluation, work analysis, incentive system development, and determining the extent to which employees adhere to work standards.

By examining previous jobs, we discover that in order for organizations to obtain human resources for their functions, employees must be prepared and the hiring process facilitated by the organization, as the organization must perform these activities in order to fulfill its mission, and must take all necessary precautions and procedures to protect employees from workplace hazards.

2.3.5 Manpower planning

Is aware of it 132 (Shawish, 2005): It is a collection of integrated employment policies and procedures that aims to define and provide the workforce necessary to perform specific tasks at specific times and at an appropriate cost of work, whether for an existing project, one that is currently being studied, or one that is currently under construction, while taking into account the project's productive objectives and budget. (Zoelef 2003,83): It is a comparison of the amount of labor required and the amount of labor available inside the organization, indicating the presence of a surplus if the comparison suggests one. It must be disposed of in the normal course of business, but must be provided if the outcome is a shortage. The following are the aims of human resource planning: We can construct the following objectives for manpower planning using the prior concept of personnel planning:

1. Clearly characterize the workforce's existing situation. Extensive data that enables the estimate of actual labor force metrics.
2. Identifying, studying, and assessing workforce resources with the purpose of

determining the most efficient method of utilizing them in terms of quantity and kind in the execution of the manpower plan.

3. Plan operations within the facility over an appropriate time period in the future, taking into account the workforce required to replace and expand various activities during the given timeframe.

4. Defining the criteria for recruitment and training techniques and programs that are necessary to maintain the facility's economic viability. (Shawish, 132,2005).

2.3.6 Factors affecting forecasting manpower needs

There is little doubt that various elements influence the process of forecasting an organization's workforce requirements, including the following: (Decler, 149, 2003).

The estimated size of the market for the product or service is examined. The product or service is critical in deciding the required personnel, and thus the organization must forecast the anticipated volume of sales and, subsequently, the number of employees required to produce that level of sales. As a result of employees departing the organization for a number of causes, including resignation, service termination, retirement, or any other reason.

2. Determinants of product quality evolution: It is well established that growing product quality involves an increase in effort and time investment, which has an effect on the kind and size of the individual. Employees in the organization are educated, their performance is boosted, and the workforce is extended to solve this issue.

3. Technological variables: As a result of the rapid evolution of technology, organizations want to acquire this technology Logistical in order to increase their competitiveness, which may necessitate an increase in the organization's size and composition of staff.

4. Financial resources available: Financial resources accessible to a company are a critical aspect in its output. It cannot carry out its operation without financial resources sufficient to meet its expenses, which include human activities. For this work, including wages and compensation, as well as bonuses for newly recruited individuals. (Decler, p. 150 2003).

The effect of manpower planning on the organization's and employees' compatibility:

1. Manpower planning enables the provision of unrestricted engagements in the production line and during the project's implementation. Because it assists in identifying workforce gaps and surpluses, which allows for the implementation of appropriate actions such as dispensing, transportation, promotion, and training.
2. Manpower planning enables the elimination of surplus and the filling of deficits, thereby rationalizing the use of human resources and lowering labor costs to a lesser extent.
3. Manpower planning assists employees in organizing their career paths by determining training, transportation, and promotion activities.
4. Analyzing the available workforce enables the identification of reasons for departing or spending time in service, as well as the extent to which employees are satisfied with their jobs.
5. The analysis of the available workforce enables the development of work relationships, the planning of workers' career paths and investments, and the drawing of connections between the pay system and its effect on workers, as these critical axes are characterized as follows:
 - A. Labor relations development: This position is responsible for fostering an atmosphere of trust and understanding among employees by investigating union demands and grievances and providing a framework for studying and resolving worker issues. (Abu Sheikah, p. 25 2000).
 - B. Career path planning: This is the path chosen by the employee, and the administration assists him in advancing his career within the organization through promotion, transfer, and training that is aligned with his or her skills and talents. (Dessler et al 2003: p. 150)
 - C. Compensation System: This phrase refers to the sum total of the benefits received by employees in exchange for their work and services. These benefits are classified as direct financial compensation, which includes a monthly salary and overtime pay, and indirect financial compensation, which includes health insurance and paid vacations. Retirement, compensation for work-related injuries, and non-monetary compensation, such as job perks. (Mondy, p313, 2005)

D. Improving personnel selection: This is accomplished via the establishment of clear criteria and the specification of the gap that must be filled. The selecting technique is crucial, as stated above. Responsibilities of the Human Resources Department.

2.4 Job Description

A proper job description is the bedrock of any human resources department's work; as such, its preparation is critical, even though the analysis and description process is time consuming and complicated; however, its preparation represents a significant investment due to the benefits it provides for all critical human resource management systems, as it aids in their design in a standardized manner.

2.4.1 Types of job descriptions

Job descriptions serve as the foundation for manpower planning: manpower planning entails defining the sorts of personnel required to do specific tasks inside the business, as well as the required quantities of each quality, which we receive via job description cards. The job's responsibilities and obligations, the work environment, and the important components that contribute to performance success.

The job description serves as the foundation for recruitment and selection: the clarity of the requirements for job incumbents contributes to the recruitment process's efficiency by directing management efforts toward the most likely sources; for example, if university employees are required, recruitment efforts are directed toward the community of recent university graduates. Individuals having practical experience, regardless of their university degree, are critical. The recruitment process has evolved in response to the rising availability of this type of work on the labor market.

Job descriptions form the basis for promotion procedures: Promotion is essentially the act of elevating an employee by transferring him to a higher position with increased responsibilities and powers, but only if the requirements of the higher position are met, at which point the job description card defines the occupant's characteristics, which serves as a baseline for comparing candidates for promotion. Where jobs are awarded to individuals who fulfill these criteria more closely, or where these applicants are denied promotion because no one among them meets the

requisite job requirements, attempts are undertaken to find someone who meets the required work specifications from outside the organization. (Al-Salami, 2008, p. 145).

The job description serves as the foundation for performance evaluation: Efficiency evaluation is a critical component of the performance appraisal process, and hence the judgment's integrity demands the availability of objective criteria based on measurement and comparison. The phrase "standards" refers to the requirements listed in a job description for the position's activities and responsibilities, as well as the procedures for performing those duties and obligations. As a result, the job description card is used to create performance assessment forms that include evaluation elements derived from the role's and its requirements information.

2.4.2 The functions of the description process

Establishing wage and incentive systems: The description serves as the basis for assessing the value of compensation for each critical job within the organization, assisting in the design of wage and incentive systems that are compatible with the job's inherent worth.

Developing promotion, promotion, transfer, and disciplinary systems: These changes occur in reaction to job descriptions, such that the higher position to which a person is promoted must contain more responsibilities in addition to needing promotionees to hold particular qualifications.

Creating a framework for assessing employee performance: A performance assessment system is a method for reviewing an employee's performance in order to ensure that he or she is properly carrying out their tasks. It is vital to modify the job description and identify the tasks and obligations that will be evaluated following the installation of this system.

Development and training are intended to prepare individuals for current or future employment and to ensure that they meet the requirements of the role they have.

Facilitating the process of preparing new employees for work: the job description assists new employees in becoming familiar with their assigned tasks and responsibilities, as a critical step in the process of preparing new employees for work, which is the delivery of a job description to the new employee in order for him

to identify the tasks assigned to him and the issues raised. (Al-Najjar,2007, pp. 44-45).

2.4.3 Elements of a job description

It comprises the title and organizational level of the work, the department and sector to which it is assigned (i.e., the job's position within the organizational structure), the job's limited compensation level or range, and the author of the description.

The following is a succinct description of the position: It is two to three lines in length and describes the job's concept, purpose, nature, and performance requirements.

Responsibilities and responsibilities: It is a statement of the job's responsibilities and obligations, defining the tasks and activities performed inside the job, as well as the methodologies utilized to perform them. The performance materials and machinery, as well as organizational levels and other occupations supervised by the task.

Employment conditions and working environment: The natural or physical conditions under which the work is performed and to which the job holder is exposed are established. This includes noise, heat, dust, and fumes, as well as other characteristics of the workplace. Job requirements: these include educational qualifications, years of experience, talents, and the ability to pass particular examinations.(Al-Najjar, 48,2007).

Analyses of jobs (workforce) This step entails identifying required employees and forecasting required human resources in terms of quantity, quality, and efficiency; this is not an easy task, and as a result, numerous factors and methods are used, but integrated, in order to forecast required human resources in terms of quantity, quality, and efficiency in a clear and accurate manner.

2.4.4 Objectives of work analysis

As we will show, complete information on the job's tasks and responsibilities, as well as the job's occupants, is crucial for the successful performance of the majority of human resource management jobs:

1. Design: it establishes a beginning and conclusion, a distinct identity, promotes accountability, and enables specialization and job division.

2. The test: The job analysis identifies the ideal traits of the incumbent, which the organization should seek in prospective candidates.
3. Job evaluation: Position analysis is used to determine the relative importance (or value) of each job within the business, and compensation is utilized to express this significance or value.
4. Evaluating employee performance: the work analysis identifies the employer's burdens, tasks, and responsibilities, and the extent to which he fulfills them determines the value of his performance and efficiency; the immediate superior observes the extent to which his subordinates fulfill their job-related burdens, tasks, and responsibilities.
5. Determination of employment requirements: The number of workers required for each job is determined by the size of the workload completed by one assistant, as determined completely by the work analysis; the total size of the workload is divided by the amount completed by one assistant, and the required number of workers is determined.
6. Simplifying work: by comparing the work analysis data to the actual work performed within the task, it was discovered that certain tasks should be avoided and thus eliminated, resulting in work simplification (Al-Najjar, 61 2007).

2.4.5 Steps of work analysis

The analysis of work is divided into four basic stages, which are as follows:

- Data collecting is the beginning stage. This information is provided through the nature of the organization, its products or services, its organizational structure, the functions of departments and subordinate departments, the nature of business, and the relationships between departments and subordinate departments.
- The second stage entails a representative sample of vocations being tested. If the business has been in existence for a long amount of time and we need to evaluate its jobs, we will test a similar sample for various sorts of ideal professions and compare the other occupations to the sample's comparable jobs.

- Data collecting is the third step. Collecting as much information as possible assists with the task analysis. This step is involved with determining the data's quality, the data collection technique, and the data validation procedure. (Nasser, 2010)
- The fourth step is to do a work analysis. Following the collection of significant data regarding employment, job components are defined in terms of work method, performance and responsibilities, interpersonal interactions, work circumstances, and the numerous necessities required to do the job. The following strategies assist the organization in conducting an examination of its labor supply:

A. Human capital: Also known as the employee list, it contains vital information on an organization's workers, as it details the job structure of the organization (which includes the categories of positions, their titles and degrees, the number of employees in each job, and the analysis). This graph is constructed using data on gender, educational attainment, age, and marital status, as well as additional characteristics deemed relevant for evaluating the labor market and impacting human resource strategy in terms of recruitment, promotion, and training (Abu Sheikah, 2010: p. 49)

B. Flow chart of labor: Everybody requires An institution should conduct an enterprise-level analysis of labor flow to ascertain the degree of balance, or imbalance, in the amount of employment induced by this movement. The same analysis can be undertaken at the functional sector or department level, provided that each sector is linked to the same enterprise. An organization that regulates itself.

C. Time series: this technique is advantageous for firms with a large number of employees, and the Markov chain is one of the most well-known time series in this area.

D. Skills inventor: A talents inventory can be thought of as an information system that compiles a list of an organization's employees' names, qualities, and skills. This technology efficiently conveys this information while complying to the institution's criteria. E. Promotion and replacement maps: When a management or specialist leaves a crucial and important job, work becomes muddled, and this muddle persists until the institution replaces the manager or specialist, which may be an erroneous replacement decision.

2.5 Planning Human Resource Needs

The following procedures are used to identify and resolve employment surpluses or shortages: The planning process is centered on striking a balance between available labor and labor required for work, and during this stage, the employment problem is identified via an interview between available labor and labor required for work, as well as the extent, type, and location of the defect, as well as the methods required to remedy it and achieve the desired result.

Calculating the employment surplus or shortfall and formulating a strategy for resolving it: This step is calculated by adding offered labor to the required number and subtracting it from the required number of workers (that is, by determining the required number of workers and the available (offered) workers within the organization, and determining whether the offering exists when the output of the offering is positive. A labor shortage created by an increase in the required amount of available labor (supply), but if the offering's output is negative, it suggests a labor surplus caused by an increase in the supply of workers over the required level.

2.6 Improving Institutional Performance

Quite possibly the main ideas of the current time is that strong rivalry and inventiveness don't result from the utilization of present day and progressed machines and gadgets and an endeavor to lessen costs, however by utilizing the main source by any means, which is: individuals, representatives, and laborers, and the accomplishment of any organization is decided by the degree of its advantage in the abilities and skills of its workers, and the great presentation of their work . The most effective method to contribute human resources. (Don, 2009)

2.6.1 Focus on performance

The way toward improving performance requires an all-encompassing perspective that begins from the roots, and this is plainly obvious since, in such a case that you treat the marvels of the issue and its outside strips, they will show up once more. Regardless of the significance of instruction and preparing to build profitability, it remains a piece of what is required, in light of the fact that the image is finished when we center around all potential assets to improve execution, and the way toward

improving performance itself is sort of nonstop training, and afterward giving a load of expert abilities in the association. (Edward, 2010)

2.6.2 Manifestations of poor performance

Helpless efficiency and bad in its details (Eliyahu, 1999):

- Failure to complete work on schedule.
- The steady conflict among the executives and representatives, particularly the new ones.
- Inconsistency with the predominant corporate culture.
- Loss of inspiration and an increment in the condition of disregard among laborers.
- Avoidance and loss of danger and postponement in deciding.
- Lack of want for vocation development and advancement.

2.6.3 Performance improvement measure steps

There are numerous means which are (Pierre, 2005):

- ❖ The initial step: performance analysis

There are two ideas identified with the performance analysis measure in the workplace examination:

- Desired circumstance: It depicts the capacities and abilities accessible in the workplace, which are important to accomplish the technique and objectives of the organization.
 - Current/Actual Situation: Describes the degree of business execution, abilities and capacities accessible as they are really present.
 - These two ideas bring about a consciousness of the presentation hole, through which it is feasible to see issues identified with execution, work to discover answers for them, and attempt to expect issues that may happen later on. So the point of performance examination is to attempt to close this hole or if nothing else lessen it to the least level utilizing the most reduced expenses.
- ❖ The second step: discover the underlying foundations of the causes:

While examining any issue, we should begin at the root. Here we start by inquiring as to for what reason does this hole in performance exist? We start by gathering the conceivable data to recognize and characterize the reason for terrible showing prior to picking a treatment strategy, and we ought not be embarrassed about standing up to and being blunt with ourselves or the individuals who cause terrible showing.

One of the accompanying components can be considered among the reasons for horrible showing: (Edward, 2010)

- Lack of performance criticism.
- Weak inspiration.
- Lack of information and abilities.
- Insufficient or improper gear and supplies for work.
- Impaired center around the personality and encompassing local area.
- ❖ The third step: picking the technique for mediation or treatment.
- ❖ The fourth step: applying the treatment technique or strategy.
- ❖ Fifth step: Performance observing and assessment.

2.6.4 Performance boundaries

They are the deterrents present and encompassing in the climate in which the work happens, and that influence the work or performance in a pessimistic manner or in a way that keeps the worker from utilizing his greatest limit underway, the most significant of which is the representative's very own snags, and the absence of enthusiasm for the time esteem. The means expected to improve performance at the individual and group level follow the accompanying fundamental advances: (James, 2016)

- Identify the performance improvement focuses and holes to be tended to utilizing the analysis.
- Develop an arrangement to address the issues and holes you have distinguished.
- Work to set up the ideal method to accomplish the work.
- Join preparing projects to improve your abilities.

- Measure the advancement of your abilities after the activities taken.
- You should tell your supervisor how your manager is getting along and give him input on your activities.
- Now survey every method that you performed and assess its outcomes.
- Always attempt to have plans for constant improvement and improvement

2.6.5 Work groups and performance improvement

Work groups: One of the compelling approaches to improve execution is a little gathering that incorporates various people with various however coordinated specializations. They are needed to perform explicit undertakings and objectives at a particular time and they are liable for their performance. Typically their number reaches somewhere in the range of 5 and 10. (Jan, 2003)

These groups are valuable in trading the vital ability and abilities, gathering data, shaping other options and assessing them, making suitable choices and moves, opening incredible skylines for tackling issues, and saving time. Nonetheless, care should be taken while picking the work group with the goal that it is homogeneous, since, in such a case that it isn't homogeneous and inconsistent, the outcomes will be negative. There are organizations that perform (utilitarian pivot), which so, implies that each worker, in the wake of demonstrating his expertise in his specialty and his work, moves between divisions in brief periods to find out about the idea of crafted by different offices, so the interaction that the foundation goes through is completely present before him.

2.6.6 Performance improvement plan

The performance improvement plan is intended to encourage helpful conversation between the representative and their directors, and to explain the parts of execution that should be improved. It is carried out, at the carefulness of the boss, when it gets important to assist the worker with improving his presentation. Where the director, with the help of the concerned representative, builds up an improvement plan in which the objective of the exercises included inside is to help the worker arrive at the ideal degree of execution.

An performance improvement plan varies from the presentation advancement

arranging measure regarding amount and nature of detail. How about we accept that a representative is now partaking in the expansive execution improvement arranging measure, the configuration of the presentation improvement plan and the normal outcomes from it should empower the director and the worker to impart all the more obviously about the assumptions set. As a rule, individuals who take care of their job viably and meet the assumptions for the performance improvement arranging interaction won't have to partake in the presentation improvement plan. On the whole cases, it is better for the administrator's manager and the Human Resources Department to audit the arrangement. This will guarantee consistency and reasonable treatment of workers in the organization. The administrator will screen the worker and furnish him with input on his presentation in the performance improvement plan and may allot him extra disciplinary measures, if necessary, through the reformist control measure in the association. (Jesse, 2001)

The boss should audit the accompanying six components with the representative while utilizing the record: (John, 1996)

- Determine what parts of execution ought to be improved, and settle on your decision explicit with models.
- Determine the normal degree of execution and that it ought to be acted in a reliable way.
- Define and characterize the assets you will give to help the representative.
- Clarify your arrangement to give representative criticism. Decide meeting times, with whom it will be, and how frequently. Decide the measurements you will consider while assessing your advancement.
- Identify likely results if execution rules are not met.
- Provide hotspots for extra data like a worker handbook.
- You are currently officially dedicated to assisting your worker with improving their presentation. If it's not too much trouble, utilize the accompanying structure to archive this responsibility.

2.6.7 For job satisfaction and performance improvement

Job satisfaction implies that the association gives the fundamental prerequisites

important to the performance of the work, and every one of the material and good methods essential for the presentation of the work. There are various examinations connecting position fulfillment with great execution, and simultaneously there are different analysis that show that work fulfillment doesn't really prompt great execution because of the obstruction of numerous variables. Notwithstanding the distinction in feelings and translations, the foundation has an obligation towards its representatives to the degree needed to give the suitable climate to work, monetarily and ethically, and afterward the duty regarding execution is on the worker. (Judith, 1998)

2.6.8 Conduct alteration and performance improvement

Conduct change is one of the way to improve execution in light of the fact that through it we attempt to dispose of or decrease the negative conduct and increment the positive conduct. We start with positive methods and we may wind up utilizing correctional methods, and that relies upon the worker's reaction and the encompassing conditions, and the representative can be committed to compose an every day report on his work, since he will understand that on the off chance that he doesn't chip away at this day, he won't discover what he composes, and this doesn't imply that the work is Completed a lot, it might require a few days to finish the work.

Performance Improvement Plan Template

There are a few things ought to be in the arrangement format like: (Malcolm, 2005)

- Employee Name
- Title
- Section
- Date
- Performance that needs improvement: (List the objectives and exercises that the worker will start to improve his performance. These exercises incorporate building up the abilities and changes expected to meet occupation execution assumptions).
- Expected date for accomplishing the improvement
- Expected results - list measurements, if appropriate

- Date of progress survey by representative and manager
- Progress made as of survey date
- employee signature
- supervisor signature
- Date

2.6.9 Types of areas in which you can improve

- Quality Management - Ensure that your services are of the desired quality.
- Product Approval - Check the safety and reliability of your product.
- Customer Satisfaction - Don't just hope to retain your customers, make sure to increase them.
- IT Service Management - You depend on them, so you make sure that the IT services are genuinely reliable.
- Project Management - Learn how to get things done on time and within budget (Marshall, 2002).

2.6.10 Objectives of improving and developing human performance

The general goals for improving and developing human performance are summarized as follows: (John, 2005)

- Actually identifying development and training needs.
- Contribute to career planning.
- Plan and implement promotions, transfers, rotations and bonuses.
- Helping the employee to know his level compared to expectations and to have a participatory role in the achievements and the morale that follows.
- Continuous development and development of human resources to achieve goals, strategies and strategic vision.
- Reducing employee turnover rates by creating a stimulating work environment that encourages workers to engage in work while they are

willing, as a person can accept to work more when the conditions for that are available.

- Preserving the distinguished workforce by designing a set of programs directed to these distinguished workers in order to encourage and persuade them to continue working for the benefit of the organization and not to leave it.
- Achieving better performance rates (quantity and quality) while achieving customer satisfaction.

2.6.11 Human performance analysis

The human performance analysis process includes a set of coordinated steps through which it is possible to identify the effectiveness of human performance. And the extent to which the human component will achieve the performance goals as planned in advance, where the analysis is carried out according to the following steps: (Robert, 1996)

- Setting performance measurement standards, which are set by the nature of the work and the surrounding work conditions, as well as the real and realistic expectations of the work environment, for example (time - quality - quantity - cost).
- Measuring actual performance and comparing it with objective standards to identify deviations through a set of methods and means that are easy to use, such as (observation - periodic reports - meetings - management by results - management by objectives ...).
- Determine the causes of deviations from the actual performance from the established standards, as they may be causes beyond control or causes resulting from negligence, lack of good time planning, or other reasons.
- Correcting deviations and developing action plans necessary to correct deviations and continuous improvement and development.

2.6.12 How do you improve performance at work?

Improving work performance entails doing more and producing superior results in comparison to earlier accomplishments. Additionally, it can refer to obtaining the

same outcome in less time. While your employer may provide some direction and motivation to help you enhance your job performance, keep in mind that you are ultimately accountable for carrying out the tasks and obligations allocated to you by virtue of your employment and performing them well and flawlessly (Pierre, 2005).

- Change

If you want to increase the quality of your work and alter your approach, take a different perspective. Investigate more efficient or less time-consuming methods of accomplishing the same task. Additionally, you must alter your attitude. You cannot continue to be slothful, uninterested, and inexperienced.

- Define your career goals

In addition to the mission and vision of the company, define your career goals. Remind yourself of the end result of your objective. This will assist you with conquering sluggishness and dial back working. Imagine how you felt and what your circumstance was the point at which you accomplished your objectives. Contemplate the recognition, appreciation, fulfillment and monetary prizes you will receive.

- Be on time

One of the ways of further developing efficiency at work is to come on schedule. Managers consider the quantity of delays when evaluating or reviewing performance. Discipline leads to accuracy in work and in required deadlines.

- Set your plan of action and set your priorities

This is an important point to improve business performance. Manage your time and create your own action plan before starting your day. Without preparation, you can easily become distracted and feel overwhelmed and tense with the feeling that the work is not done. Defining your priorities so that you can manage your time at work effectively, and completing your task on time will reduce your feeling of work stress and making mistakes as a result.

- Identify your strengths and weaknesses:

Absence of information, interest or abilities are a portion of the purposes behind not finishing or creating what you need to do in an agreeable way. Distinguish your shortcomings with the goal that you can observe an answer and take suitable choices to further develop them and accordingly work on your exhibition at work. At the

point when you learn about your capabilities and strengths, focus on them and use them to your advantage.

- Pay attention to the details

Pay attention to detail in everything you do. Strive for excellence instead of mediocrity. When you write a letter or memo, check for grammatical errors, and avoid spelling and linguistic errors as much as possible. If you make a mistake in doing anything you learn from it, correct it, and most importantly, do not repeat it again.

- Be organized

The clutter around you shows that you are disorganized. A clean office and a tidy archive make your head clear and improve your productivity at work. When you put everything in its place cleanly, it will be easy for you to find it when needed, saving you time and effort.

- Improve your skills

Learn how to improve interpersonal skills, leadership and communication skills. These skills help you improve your performance in your work, get the cooperation of your colleagues and deliver your message to your colleagues, superiors or subordinates, which prevents misunderstandings and problems in the workplace.

- Be creative

Study your job and try to find ways to improve your performance at work. Don't stick to the same old ways of getting things done. Take the initiative to do something more or new in what you are doing. Learn new technologies that can help you make your job easier.

- Become a member of the team:

Being part of a team improves your sense of camaraderie and helps you bond with the team emotionally. You will gain a sense of belonging and feel happy, which improves your communication and social skills.

- Ask

Ask when you do not know or do not understand something. It does not make you look stupid. It shows that you are interested and ready to learn.

- Problems solving and decisions making

Show your skills in problem-solving and decision-making. Your colleagues and supervisors will see that you have leadership skills. Your ability to solve problems will bring your colleagues around you for help, which makes you feel important and confident in yourself.

- Take care of your health

If you are physically, mentally and emotionally exhausted or weak, you cannot achieve peak performance in everything you do. Follow a healthy lifestyle and take care of your health. Eat balanced meals, exercise regularly, and work to achieve a balance between work, family and personal life. Ensure that you get enough rest, sleep and entertainment outside of work so that you can avoid tiredness or burnout and increase your focus on your career.

- Love what you do

This is the most important element to improve work performance. I love your work. If you do not like your job, you will not feel any motivation to work. You will waste your working hours on unproductive things like surfing the Internet, reading emails, talking to colleagues or gossiping. Don't blame the employer. Instead, blame yourself, and find out why you hate your job and behave this way. When you get the answers, change yourself or change your job.

3. RESEARCH METHODOLOGY

3.1 Research Model

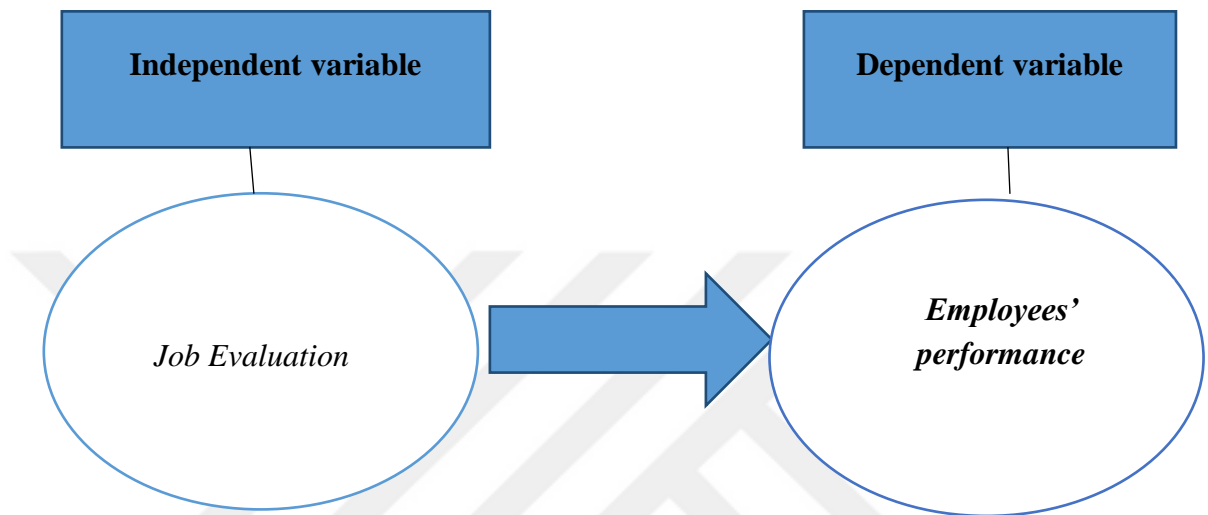


Figure 3.1: Figure Research Model

3.2 Research Design

The research employed a descriptive survey research design. The design of the study showed the variables of the study by providing answers to who, what and how questions. The results were connected with the determination of the frequency in which things occur or the relationship between the variables. The ideal approach helps the attainment of detailed relationship between the variables in the study. Hence the use of the identification of the variables is hypothetical in constructs. The importance in the use of the design is at glance and could facilitate the attainment of knowledge in the whole populations based on the nature of the information for the resources that are available.

3.3 Sampling Technique

Simple random sampling was used to select 170 employees who are works at Baghdad University. there was an equal chance (probability) of selecting each unit

from within the population when creating the sample while purposive sampling will be employed in the selection of the staff of the university. Purposive sampling was employed to attain information from the staff of the university, only those perceived to have appropriate and sufficient information for the purpose of the study were asked to provide information for the study.

Employees performance was evaluated by a scale which developed by Gathee, B. (2018). To measure employees performance, nine items by rating them on a 5-point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree).

Job Evaluation was evaluated by a scale which developed by Dorcas Kamarkor Akuto, B. (2016). To measure Job Evaluation, nine items by rating them on a 5-point Likert scale (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree).

3.4 Data Analysis

The data collected was edited, coded and later analyzed using Statistical Package for the Social Sciences (SPSS) version 25.0 Quantitative data was presented in form of descriptive statistics using frequency, percentages, means and standard deviations for each of the variables used in the study. Quantitative data was presented by using graphs, and tables. The correlation analysis was used to establish the nature and strength of the relationship between the variables. Correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two, numerically measured, continuous variables. Pearson correlation analysis was used to determine the relationship between Job evaluation and Employee performance.

In conducting the study, the researcher based the study on the following ethical compliances provided as below.

The respondents were be forced in giving the information considered as sensitive, in case they don't feel like. The questions had an option for neutrality to enable a respondent take a neutral ground if so wishes.

The research ensured compliance to ethical procedures aimed at protecting the rights of the research participants supporting them to getting involved in the voluntary participation in the study without any form or amount of force provided.

Confidentiality and anonymity was enhanced were the information got from the participants without providing the information to the public or not be made known to colleagues, subordinates and superiors. The study information for the participation is treated as confidential and participation is anonymous. The cover letter was enabled the respondents in the provision of confidential and anonymity for the study.



4. PRESENTATION AND ANALYSIS OF RESULTS

4.1 Demographic Frequencies

In the table below, some demographic data of the research participant are compiled

Table 4.1: Table of Gender of Respondents

Gender of respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	75	44.1	44.1	44.1
	Male	95	55.9	55.9	100.0
Total		170	100.0	100.0	

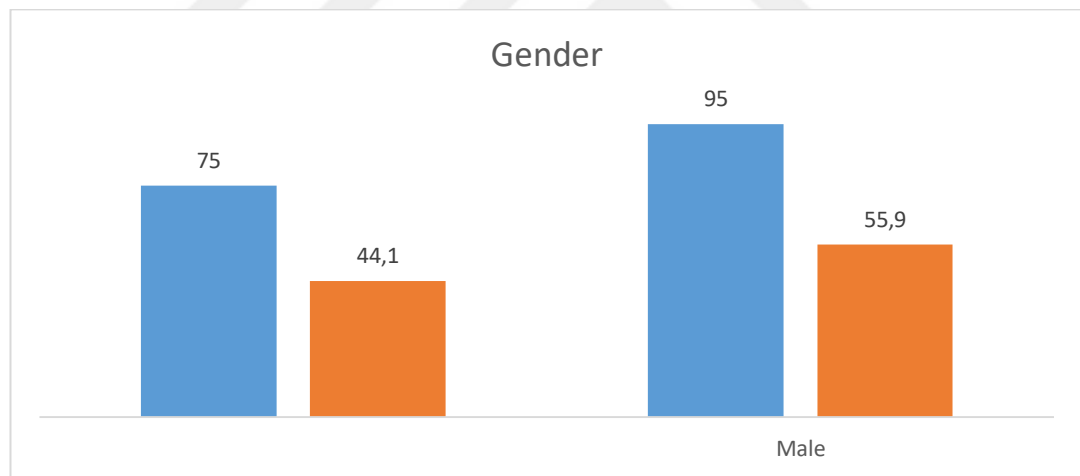


Figure 4.1: Figure Gender of Respondents

The table and figure above showed Gender of respondents for the study reveals that the majority were males with 55.9 % and female with 44.1 % of the respondents. Results show that the data was attained across the gender, it can't be challenged on gender grounds.

Table 4.2: Table of Age of the Respondents

What is your age?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A) 24 or under	19	11.2	11.2	11.2
	B) 25-35	82	48.2	48.2	59.4
	C) 36-45	46	27.1	27.1	86.5
	D) 46-55	21	12.4	12.4	98.8
	E) 56 and more	2	1.2	1.2	100.0
	Total	170	100.0	100.0	

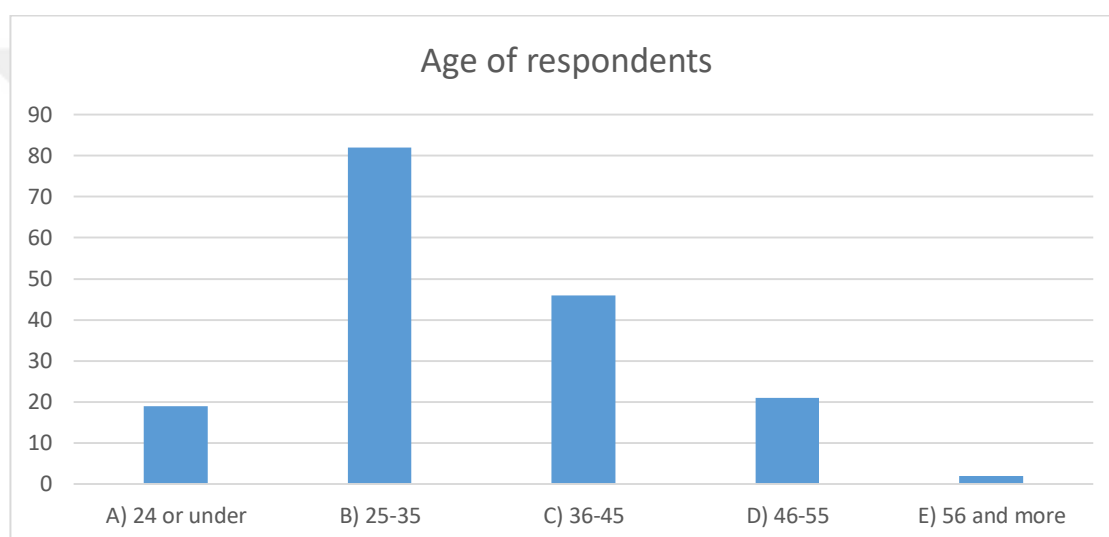


Figure 4.2: Figure of Age of the Respondents

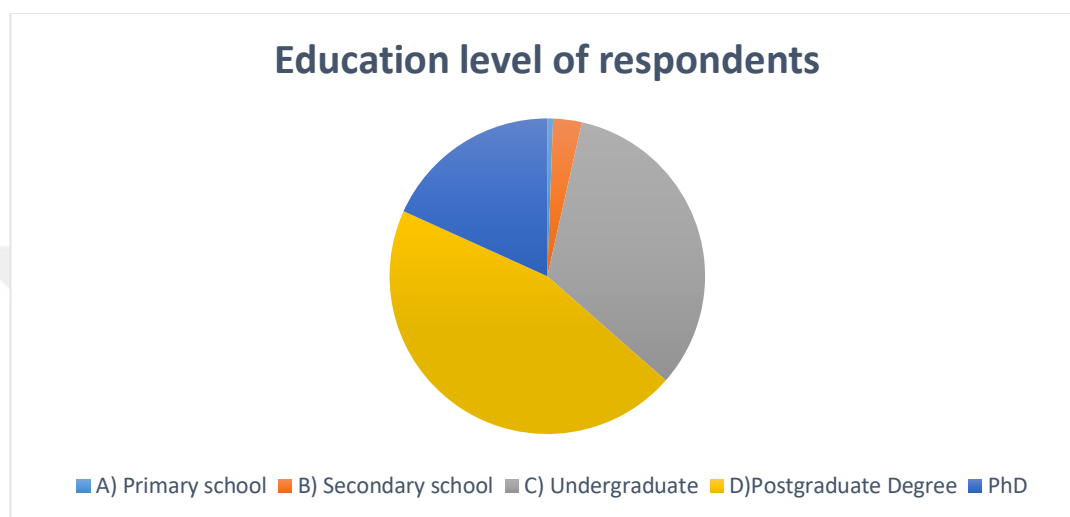
Results show that majority respondents were in the age of 24 or under with 11.2% of the respondents while those of 25-35 were 48.2%, 36-45 is 27.1% and 46-55 is 12.4% finally those of 56 and more were 1.2%. The results show that data was attained from responses with mature age, it's hence an attainment from reliable and undoubtable sources

Table 4.3: Table of Education Level of Respondents

What is your education level?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A) Primary school	1	.6	.6	.6
	B) Secondary school	5	2.9	2.9	3.5
	C) Undergraduate	56	32.9	32.9	36.5

Table 4.3: (Cont.) Table of Education Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D)Postgraduate Degree	77	45.3	45.3	81.8
	PhD	31	18.2	18.2	100.0
	Total	170	100.0	100.0	

**Figure 4.3:** Figure of Education Level of Respondents

Results from the study show that majority of the respondents were degree 45.3% of the respondents is Postgraduate Degree. The study further is followed by Primary school respondents who were 1.6%, then 2.9% for Secondary school while Undergraduate were with 32.9% and finally PhD 18.2%. The results show that majority respondents are educated, information attained is necessary for decision making enhancements.

Table 4.4: Table of Work Experience of Respondents

How long have been work?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	79	46.5	46.5	46.5
	6 to 10 years	28	16.5	16.5	62.9
	11 – 15 years	36	21.2	21.2	84.1
	16 20 years	16	9.4	9.4	93.5
	21 years or more	11	6.5	6.5	100.0
	Total	170	100.0	100.0	

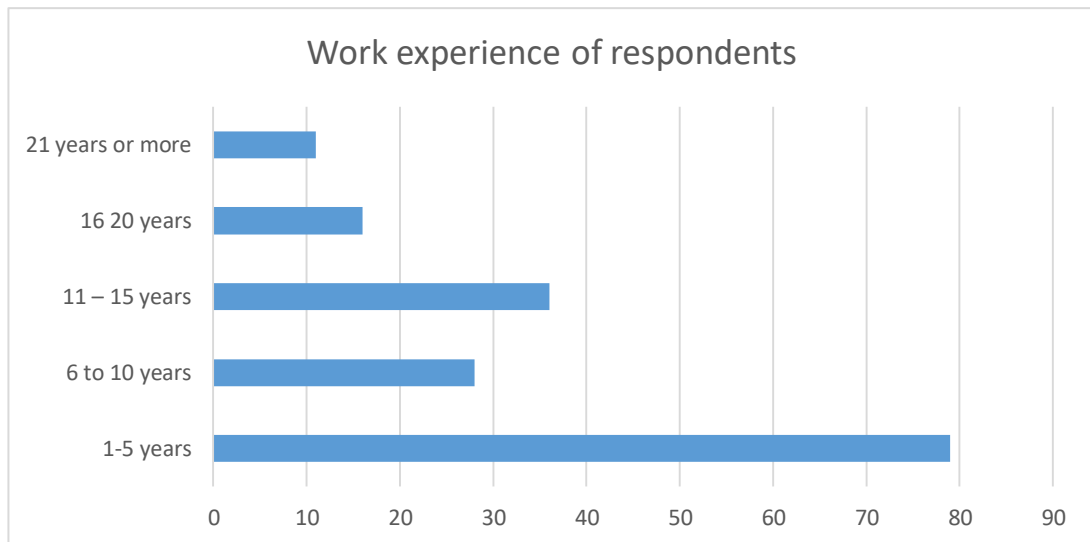


Figure 4.4: Work Experience of Respondents

Results show that majority respondents were in the experience 1-5 years is 46.5% of the respondents while those of 6 - 10 years were 16.5%, those with 11 – 15 years and from 16 - 20 years is 9.4% finally those of 21 years or more were 6.5%. The results show that data was attained from responses with mature experience, it's hence an attainment from reliable and undoubtable sources.

4.2 Normality Test

A determination of the normality of data is required for many statistical tests, as normal data is a premise of parametric testing. If continuous data follows a normal distribution, the mean value is used to represent the data. Additionally, this mean value is utilized to compare groups and to establish the significance level (P value). If our data are not normally distributed, the resulting mean does not represent the data. A poor choice of the representative value for a data set and subsequent calculation of the significance level based on this representative value may result in incorrect interpretation. A. Indrayan, et al., 1999. That is why we first determine the data's normalcy and then determine if the mean is a representative value of the data or not. If applicable, means are compared using parametric tests; otherwise, nonparametric approaches are employed to compare groups.

Table 4.5: Table of Normality Test

	Tests of Normality					
	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job evaluation	0.116	170	0.000	0.959	170	0.000
Employee performance	0.201	170	0.000	0.833	170	0.000
a. Lilliefors Significance Correction						

Table 4.6: Table of Descriptive Statistics of Normality Test

Scales	Skewness	Stand. Error	Kurtosis	Stand. Deviation
Employees performance	-0.727	0.27078	6.594	3.53050
Employee performance	-0.758	0.484	0.647	6.304

In cases where the chi-square test cannot be performed, the Kolmogorov-Smirnov test can be examined. It is also possible to do cases where the sample volume is small. According to the normality examination, indicate that the data were normally distributed. Another test was the normality in the table "Shapiro-Wilk". Scale. Shapiro- Wilk sig here. Since their values were greater than 0.01, the data was considered to be normally distributed.

4.3 Descriptive statistics

Descriptive statistics are a critical component of biomedical research since they are used to characterize the fundamental characteristics of the data in the study. They summarize the sample and the measures in a straightforward manner. Quantitative data are described using measures of central tendency and dispersion. For continuous data, determining the measures of central tendency and statistical procedures for data analysis is critical.

Table 4.7: Table of Descriptive Statistics of Job Evaluation Scale

	Mean	Std. Deviation	Variance
Job evaluation ensured that the titles corresponds to the functions and task of the job	3.45	1.131	1.279
Job evaluation found out that the distribution of staff in PCK matches with work load.	3.49	1.173	1.376
Job evaluation ensured that Staff Upward mobility in PCK follows career paths	3.49	1.132	1.281
Job evaluation ensured Jobs at PCK are aligned to specific functions	3.50	1.089	1.186
Job evaluation revealed that reporting system is in accordance with the grades and tasks performed	3.51	1.073	1.151
Job evaluation constructed grading of salary structures that corresponds to the task and functions of the jobs	3.58	1.058	1.120
Job evaluation placed PCK to Appoint / Promotes staff based on job requirement	3.56	1.125	1.266
Job evaluation ensured that Job classification is done according to functions.	3.63	1.019	1.039
Job evaluation ensured that Staff are placed / deployed according to the requirements and skills.	3.75	1.077	1.160
Valid N (listwise) 170			

The table shows the average responses of the participants to the judgments. Judgments with high averages show that people's participation in those judgments is high. According to this; job evaluation, has become the most significant role in the Job evaluation placed PCK to Appoint / Promotes staff based on job requirement, and judgments of participation responses indicate with lower judgments is fosters trust, Job evaluation ensured that Job classification is done according to functions.

Table 4.8: Table of Descriptive Analysis of Employees Performance Scale

	Mean	Std. Deviation	Variance
I consistently score high in my performance evaluation	4.65	.757	.573
My individual ability and motivation goes hand in hand with my performance goals	3.45	.979	.959
My organization has increased my motivation and drive to perform at optimum levels	4.60	.795	.632
My organization has increased my motivation and drive to perform at optimum levels	4.45	.799	.639
I have common goals with my organization that facilitates my performance	4.28	.986	.973
I perform well because I feel valued by my organization	4.66	.737	.544
Valid N (listwise)	170		

The table shows the average responses of the participants to the judgments. Judgments with high averages show that people's participation in those judgments is high. According to this; employees performance, I have common goals with my organization that facilitates my performance, and judgments of participation responses indicate with lower judgments is fosters trust, I perform well because I feel valued by my organization

4.4 Reliability analysis

For reliability analysis, the Cronbach alpha coefficient is often used when measuring internal consistency, which is considered to be one of the reliable indicators. Although the Cronbach alpha coefficient is often used in questionnaires to measure the internal consistency of questions or to choose an answer with more than 2 answer choices, it has 2 answer choices, namely right and wrong, gender (male, Female), marital status (married, single) can also be used in the scales with two-way response options (Nunley, JC 1994)).

The Cronbach alpha coefficient, which is a measure of the internal consistency of items, makes it possible to explain or question the homogeneous structure of the items on the scale. Scale elements with a high Cronbach alpha coefficient are interpreted as elements that are consistent with each other and measure the same

characteristic. Frequently used Cronbach alpha Likert scales. Cronbach's alpha is expressed as follows (Nartgün Zekeriya; (2015):

If $0 < R^2 < 0.40$ it is not reliable

If $0.40 < R^2 < 0.60$ it is low reliability

If $0.60 < R^2 < 0.80$ it is quite reliable

If $0.80 < R^2 < 1.00$ it is high reliability

The following table shows the reliability values of the scales and their sub-dimensions.

Table 4.9: Table of Reliability Analysis of Scale

Cronbach's Alpha		N of Items
Job evaluation	0.916	9
Employee performance	0.853	6

The Cronbach's alpha value calculated for the job evaluation in the table above is 0.916 and the scale is high reliability. The value for the employee performance is 0.853, which is quite reliable for research. Reliability values for the variables of the scales were around 0.90 and the suitability of the calculated cronbach alpha values was determined.

4.5 Correlation Analysis

Correlation analysis is a statistical analysis that determines whether there is a relationship between two or more variables and, if so, the strength of that relationship. Although the correlation coefficient varies from -1 to +1 (-1 r +1), a value between 0.00 and 0.25 is "very low" and a value between 0.26 and 0.49 means "means that a value between 0.50-0.69 is "medium", a value between 0.70 and 0.89 is "high", and a value between 0.90 and 1.00 is "extremely high" . A positive correlation coefficient indicates a linear relationship between variables, while a negative correlation coefficient indicates an inverse relationship. Correlation values between variables are given in the tables below.

Table 4.10: Table of Correlations Analysis

		Job evaluation	Employee performance
Job evaluation	Pearson	1	0.329**
	Correlation		
	Sig. (2-tailed)		.000
	N	170	170
Employee performance	Pearson	0.329**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	170	170

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

Correlation values between all variables were calculated and compiled in the table above. When the correlation values between variables are examined, it is seen that cronbach's alpha value between job evaluation and employee performance is 0.329** it is statistically significant. There is a positive and significant relationship between these two variables.

4.6 Regression analysis

The primary objective of regression analysis is for two fundamentally distinct goals. To begin, regression analysis is frequently used for prediction and forecasting, and its application overlaps significantly with that of machine learning. Second, regression analysis can be used to infer causal links between independent and dependent variables in specific circumstances. Notably, regressions demonstrate correlations between a dependent variable and a collection of independent variables contained inside a defined dataset. (2009) (David A., et al.). To utilize regressions for prediction or to infer causal linkages, a researcher must carefully argue why existing relationships have predictive value in a new context or why a relationship between two variables has a causal meaning, respectively. The latter is particularly critical when attempting to infer causal linkages from observational data. (1982, R. Dennis Cook, ed.).

Table 4.11: Table of Model Summary Job Evaluation

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.329 ^a	.108	.103		5.971

a. Predictors: (Constant), Employee performance

Table 4.12: Linear Regression Model Job Evaluation and Employee Performance

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.410	3.042		5.066	.000
	Employee performance	.587	.130	.329	4.513	.000

a. Dependent Variable: compute job evaluation

Table 4.13: Table of ANOVA of Job Evaluation Scale

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	726.258	1	726.258	20.368	.000 ^b
	Residual	5990.491	168	35.658		
	Total	6716.749	169			

a. Dependent Variable: job evaluation

b. Predictors: (Constant), Employee performance

As seen the tables above shown, the F value of the model is 20.368 and the corresponding sig. the value of 0.000 < 0.05 means that the model parameters are statistically significant. The explanation ratio of the model is 0.108 the coefficient of the independent variable is 0.329 And its corresponding sign. Since the value is 0.000 > 0.05, the effect of this coefficient on the dependent variable was found to be statistically significant. In this case, the H1 hypothesis is accepted.

Table 4.14: Linear Regression Model Employee Performance and Job Evaluation

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.775	1.210		14.690	.000
	job evaluation	.184	.041	.329	4.513	.000

a. Dependent Variable: compute Employee performance

Table 4.15: Table of Model Summary Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.329 ^a	.108	.103	3.34408

a. Predictors: (Constant), compute job evaluation

Table 4.16: Table of ANOVA of Employee Performance Scale

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	227.767	1	227.767	20.368	.000 ^b
	Residual	1878.721	168	11.183		
	Total	2106.488	169			

a. Dependent Variable: Employee performance
b. Predictors: (Constant), job evaluation

As seen the tables above shown, the F value of the model is 20.368 and the corresponding sig. the value of 0.000 < 0.05 means that the model parameters are statistically significant. The explanation ratio of the model is 0.108 the coefficient of the independent variable is 0.329 And its corresponding sign. Since the value is 0.000 > 0.05, the effect of this coefficient on the dependent variable was found to be statistically significant. In this case, the H2 hypothesis is accepted.

Table 4.17: Table of Hypothesis Analysis

Hypothesis Analysis	
1. There is a positive relationship between job evaluation and employee performance	Accepted
2. There is a positive relationship between employee performance and job evaluation	Accepted

5. CONCLUSION AND RECOMMENDATION

This section summarizes the findings and draws conclusions based on the study's aims. It contains recommendations and suggestions for how job assessment might be used to improve performance.

5.1 Discussion

The study shows there is relationship between job evaluation and employee performance, in the test of correlation found the strong relationship between these variables and regression analysis confirmed that relationship between the job evaluation and employee performance is exist, the first hypothesis of this study is related to that relationship between job evaluation and employee performance, this study found there is a positive and significant relationship between those variables, and there is other scholar who found similar results in their study. According to (Abraham, el, 2009) The study discovered that the Department of Immigration's employment evaluation method is aligned with employee expectations. Thus, the job evaluation process creates an environment in which employees feel valued based on their abilities and performance, job demand, technological knowledge, assessment of position-specific characteristics, and overall organization objectives.

The second hypothesis of this study is that there is a positive and substantial association between employee performance and job assessment. This relationship was discovered using correlation analysis and also confirmed by regression analysis. Thus, this is a significant finding, as similar findings were discovered by other experts in their research. The research findings corroborate Bernadin and Russell's (2003) advise that after an evaluation system is installed in an organization, it should be assessed to ensure that it is effectively meeting its intended aims. A thorough review necessitates the gathering of a variety of data kinds, including user reactions, inferential validity, technical awareness, discriminating power, and potential detrimental effects.

5.2 Job Evaluation and Employee performance

The study shows that the employment evaluation process at Baghdad University is consistent with employee expectations. Thus, the job evaluation process creates an environment in which employees feel valued based on their abilities and performance, job demand, technological knowledge, assessment of position-specific characteristics, and overall organization objectives.

5.3 Recommendation

The Baghdad university's research on job assessment and employee performance gives some recommendations for ensuring that job evaluation adds to employee performance in an organization. To begin, a program of staff sensitization regarding job appraisal and performance should be implemented. This would allow employees to submit feedback on the most critical information for a pending job appraisal. As a result of the job evaluation input, the employee would take ownership of and project for increased production while performing their activities and responsibilities. As a result, employees should confer with their line supervisors and be suitably guided regarding the manner in which job evaluations will be done and the desired degree of individual performance.

To accomplish desired job assessment results, the program should be constructed in such a way that it informs employees about their capacity and experience for reaching corporate goals and individual productivity. Job assessments should then be completed within a fair time frame to allow employees to adjust to the evaluation period's goals and objectives. This would help employees to be more creative in their output generation on both a physical and psychological level.

And we also recommended to:

- Work to apply present-day strategies and means in assessing the degree of work altogether areas and establishments working in the university of Baghdad

- Providing preparing projects and courses to build the capacity of employees in university of Baghdad to utilize progressed present day innovation, which adds to improving execution levels
- Working to stay informed concerning ongoing advancements in the field of improving the workplace and giving a suitable environment that permits employees to show every one of their capacities and abilities.

5.4 Suggestions for Further Studies

Job evaluation and its relationship to employee performance within a university were explored in this study. A similar study might be conducted in other departments to gain a more complete picture of job evaluation's effect on employee performance at Baghdad University. In the future, comparative study on job evaluation and its effect on productivity could be done. Additionally, research on the workforces of other government departments might be done to ascertain how they handle staff training and its impact on productivity.

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APPENDIX

Appendix (A): Questionnaire

My name is **Khudhair Abbas Alomari** . I am a candidate of a student currently doing a graduation thesis on Master degree of Istanbul Gedik University in Institute of Science and Art, Business Department, Business Administration Program. As partial fulfilment of the degree, the purpose of this Questionnaire is to discover. **Job Evaluation and its relationship to the performance employees within The Organizational Institution.** You are kindly invited to participate in this survey, by sharing your knowledge and experience purpose of this questionnaire is aimed and designed to gather information about it. The result of this survey questionnaire will only be used for academic purpose and your opinion will be treated confidentially. Your attitude to this subject matter is extremely important for this study.

Section A: Demographic Part

Please provide the following information about yourself by placing a circle on one of the choices to assist me in analyzing the responses.

1. Gender:

A) Male B) Female

2. What is your age group?

A) 24 or under B) 25-35 C) 36-45 D) 46-55 E) 56 and more

3. Education

A) Primary school B) Secondary school C) Undergraduate D) Postgraduate Degree E) Ph.D.

4- How long have you been work?

1. 1-5 years 2) 6 to 10 years 3) 11 – 15 years 4) 16 20 years 5) 21 years or more

Section B: Job Evaluation

Please pick one option

(1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree).

Job Evaluation	strongly disagree	disagree	neither agree nor disagree	agree	strongly agree
1. Job evaluation ensured that the titles corresponds to the functions and task of the job					
2. Job evaluation found out that the distribution of staff in PCK matches with work load.					
3. Job evaluation ensured that Staff Upward mobility in PCK follows career paths					
4. Job evaluation ensured Jobs at PCK are aligned to specific functions					
5. Job evaluation revealed that reporting system is in accordance with the grades and tasks performed					
6. Job evaluation constructed grading of salary structures that corresponds to the task and functions of the jobs					
7. Job evaluation placed PCK to Appoint / Promotes staff based on job requirement					
8. Job evaluation ensured that Job classification is done according to functions.					

9. Job evaluation ensured that Staff are placed / deployed according to the requirements and skills.					
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Section C: Employees performance

Please pick one option

(1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4=agree, 5= strongly agree).

Employees performance	strongly disagree	disagree	neither agree nor disagree	agree	strongly agree
1.I consistently score high in my performance evaluation					
2.My individual ability and motivation goes hand in hand with my performance goals					
3.My organization has increased my motivation and drive to perform at optimum levels					
4.My organization has increased my motivation and drive to perform at optimum levels					
5.I have common goals with my organization that facilitates my performance					
6.I perform well because I feel valued by my organization					

RESUME

QUALIFICATIONS:

- Diploma, Accounting Department. Al-Furat Al-Awsat Technical University
- B.Sc. Administration and Economy of the Accounting Department - Al-Qadisiyah University College of Administration and Economics

COURSES AND CERTIFICATES HELD:

- Course in English Language in British Institute.
- holds a certificate from the International Commission for Human Development Scholars in crisis management

COMPUTER PROGRAMS EXPERINCES:

- Microsoft Office.
- Al-Ameen Accounting Program

EXPERIENCE:

- I worked as an accountant at Al Asdeqaa Aluminum Trading Company
- I worked as an auditor at the Islamic Cooperation Bank for Investment