

# The Role of Human Resource Management in Improving Employee Performance According to Management by Objectives in Zain Telecom Group in Jordan

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## Abstract

The study aimed at identifying the role of human resource management in improving employee performance according to management by objectives in Zain Telecom Group in Jordan. It also aimed to reveal the performance level of Zain telecom employees from the respondents' point of view. The study followed the descriptive analytical approach, which is limited to collecting, classifying and tabulating data and facts. The study population consisted of employees of Zain Telecom Company in Jordan. An intentional sample of (88) workers was selected. To achieve the objectives of the study, the researcher prepared a questionnaire that included a set of items that measured the role of human resources management in improving the performance of employees according to management by objectives in Zain Telecom Group in Jordan. The questionnaire consisted of (16) items. The study came to the conclusion that the arithmetic mean of the responses of the sample members about the items of the role of human resources management in improving the performance of employees reached (2.22) and it is located in the medium level, which means that Zain Telecom company is not at the required level in relation to the application of human resources management in the company and linking it to management by objectives to achieve outstanding performance for employees.

**Keywords:** human resources, performance, management by objectives, Zain Communications Group.

## Introduction

It has become known today that the science of management has imposed on companies to keep pace and adopt effective and distinguished management strategies and methods, and this is because modern management is characterized by multiple types of activities and the recruitment of productive human resources with high efficiency in implementing plans and designing procedures for carrying out new work in order to increase the effectiveness of administrative work.

It should be noted that management methods differ from one organization to another, including management by objectives, which is concerned with the participation between superiors and subordinates in setting goals to reach common goals through cooperation and consultation. However, this method can only succeed if the senior management leadership adopts and is convinced of it, in addition to its proper application (Al-Ajmi, 2018). From this angle, management by objectives is represented in a set of processes in which the human resources department participates, as these processes include the formulation of clear and flexible objectives during their participation in setting the company's objectives (Jamei and Bosida, 2017).

It is worth noting that attention and care for productive human resources is one of the effective administrative methods that allow companies to employ and benefit from all available resources (Salwachi, 2017). Productive human resources gives a common direction of efforts towards the vision to be achieved, creating a team spirit and aligning the goals of the individual with the common and general interest of the company (Khader and Ridha, 2021).

Al-Mutairi (2019) indicated that management by objectives is an effective system for planning, control and development, as it gives the employee the opportunity to participate in decision-making as long as the employee has been properly selected and trained on the basis

that he will be responsible for achieving the desired results in the organization. Also, management by objectives is one of the most prominent methods that address routine in organizations, as it focuses on developing plans and strategies and exchanging them to obtain experiences in administrative work (Singh, 2015).

On the other hand, performance is one of the main factors on which the success of any company depends, and that the effectiveness of the performance of individuals in companies is characterized by dynamism due to its adaptation to the surrounding environment and the prevailing working conditions (Imam, 2019). In the same context, performance evaluations is one of the main tasks carried out by the Human Resources Department. The aim of these evaluations is to achieve complete satisfaction among the workers, their psychological stability, their confidence in the administration and their eagerness to achieve its objectives (Abdallah & Elhoss, 2019).

Hence, the importance of human resources as a tool to improve the performance of employees emerges. Given that performance is the result of a real investment by companies in the capabilities, skills, knowledge and motivation of workers inside and outside the organization (Butora, 2020). In this regard, Khadraoui (2019) indicated that the level of performance of both employees and the organization represents a true measure of the extent of the success of the organization's human resources management and the validity of its programs used towards achieving a strong and solid competitive advantage based on innovation and creativity in performance.

On the other hand, telecom companies focus their role in raising the level of their performance by focusing on human resources, and accordingly telecom companies are the most important sectors to be relied upon in the process of economic and social development (Darao, 2017). It should be noted in this regard that telecom companies should focus on organization in their work, in addition to the quality in providing their services in order to be able to achieve a high competitive advantage. However, in the event that telecom companies neglect these organizational principles and neglect working within an integrated human resources management, this will put them behind the competitors, and thus the company will turn into a losing competitor (Al-Salami, 2017).

As a result of international and regional developments in the field of telecommunications, the telecommunications sector in Jordan began to keep pace with these developments in terms of organization and management in human resources (Al-Shura, 2018). From this point of view, Zain considers that the errors that lead to the customer's transfer to another company, whether they are technical, such as poor coverage, the quality of Internet services or technical problems, are a marketing opportunity that Zain always seeks to overcome in order to retain its customers, and also an opportunity to increase its market share. Thus, achieving a high competitive advantage (Al Shaarat, 2014).

Based on the foregoing, the search for identifying the role of human resources management in improving the performance of employees according to management by objectives in Zain Telecom Company in Jordan has its justifications, in accordance with international standards adopted by international companies, and the progress and development on the technology scene in the quality of services provided by Telecom companies to achieve a competitive advantage, and one of these justifications is also to know the level of performance of employees of the Zain telecom company in Jordan.

### **Problem of the Study**

Change is considered a vital requirement sought by organizations at all levels, including communication companies in particular, and management by objectives represents the best entrance to achieving change in performance levels (Sadiya, 2019), as organizations apply the use of modern administrative methods for continuity, survival and excellence. So David (2017) pointed out that it is beneficial to adopt management by objectives in order to obtain excellent performance for employees.

Accordingly, performance constitutes an essential axis around which the efforts of those in charge of supervisory responsibilities focus as an indicator of the degree of achievement and completion of the tasks assigned to the employee (Qawal and Awaj, 2021). Accordingly, Al-Wakeel (2018) indicated that the level of performance is determined by identifying weaknesses and strengths to predict developments to improve competencies through planning and setting goals. Here, Suleiman (2016) indicated that the management by objectives method leads to improving the level of employee performance.

Jamei and Bosida (2017) conducted a study that aimed to demonstrate the role of applying management by objectives in improving the performance of human resources. The study used the sample survey method and a management by objectives scale was used. The results of the study concluded that there is an impact of the management by objectives method in improving the performance of human resources in the organization. Performance criteria are determined through the elements that are used as pillars of evaluation. Performance criteria represent the level of performance required to be achieved by human resources in their assigned work, on the basis of which we judge whether their performance is as required or not (Obeid, 2016).

Moreover, Al-Shawabkeh study (2016) came to reveal the impact of applying the human resources strategy in achieving competitive advantage in the Jordanian telecommunications sector, and concluded in its results that the human resources management strategy exerts a significant impact in achieving competitive advantage. Fu, et al (2016) also emphasized the importance of intellectual capital and regulated prowess in Chinese and Irish service firms.

In this context, it has become imperative for Zain Communications Company to employ management by objectives in addition to paying attention to human resources in accordance with modern management methods to develop and achieve a high level of performance for employees. Hence, the above called the researcher to look at the mechanisms of management by objectives and their impact on improving the performance of employees in Zain Company, and within the framework of diagnosing and understanding the current context related

to management by goals and its relationship to the work of human resources in Zain Communication Company, and accordingly the main study question is the following:

**What is the role of human resources management in improving the performance of employees according to management by objectives in Zain Telecom Group in Jordan?**

### **Objectives**

1. Identifying the role of human resources management in improving the performance of employees in accordance with management by objectives in Zain Telecom Company.
2. Identifying the performance level of employees in the Zain Telecom Company from the respondents' point of view.

### **Significance of the Study**

The importance of the study stems from the fact that it studies an important aspect of management, which is human resources, as it is one of the important topics in organizations in the public and private sectors. The importance of the study is highlighted by the following:

1. It deals with the subject of management by objectives, which is one of the important topics as it is one of the main entrances to the administration.
2. Linking the variables of management with objectives and the level of employee performance improvement in Zain Telecom Company.
3. Shedding light on the nature of human resources in Zain Telecom Company.
4. Attempting to reveal the level of employee performance through the mechanisms and steps of applying management by objectives.
5. The researcher hopes that this study will be a future reference pointing out the positive and negative changes about the mechanisms of management with goals and their relationship to performance evaluation.

### **Terms of the Study**

**Human resources:** They are activities and events to motivate employees to obtain the highest level of productivity and increase the efficiency and effectiveness of production and employee skills. It is based on planning, organizing, leading, collecting and emphasizing the work between the company and the employee to achieve the goals that the company is interested in achieving by increasing and maintaining the company's market share (Amr, 2015).

**Management by objectives:** It is defined as a management philosophy that aims to increase the internal motivation of individuals through the involvement of employees in setting goals and decision-making, and it is represented in the results that the organization seeks to achieve, making the best use of time, material and human resources (Al-Rashidi, 2014).

**Performance:** It is defined as the process by which the employee's commitment to the standards and work behaviors required of him is measured and the results achieved by adhering to these standards. Performance is linked to speed, accuracy in achievement, volume and quality of work (Obeid, 2016).

**Zain Communications Company:** A Jordanian mobile communications company, established in 2005, the number of Zain subscribers has reached more than 2.4 million mobile phone users, with a market share of 31%. (Al-Sharat, 2014).

### **Delimitations of the Study**

Spatial and human delimitations: The current study was limited to employees at Zain Telecom Company in Jordan.

Time delimitations: The study was applied during the year 2021.

Objective delimitations: The study was limited to identifying the role of human resources management in improving the performance of employees according to management by objectives in the Zain Telecom Group in Jordan.

### **Field Study**

The field study procedures included defining the method, describing the study community, the instrument that was used in it, the validity and reliability indications for it, and the way in which that information was analyzed. Below is an explanation for that.

### **Methodology of the Study**

The study followed the descriptive-analytical approach, which is limited to collecting, classifying and tabulating data and facts. The descriptive approach is defined as the approach that studies a phenomenon with the intention of describing it and collecting accurate

information about it, as it is concerned with the study of reality and is concerned with describing it accurately, and expressed in qualitative or quantitative terms (Obeidat et al., 2014).

### Sample of the Study

The study population consisted of employees of Zain Telecom Company in Jordan. An intentional sample of (88) factors was selected, and the following table shows the distribution of the study sample.

**Table (1) Sample Distribution**

| Variables                         | Percentage  | Frequency |
|-----------------------------------|-------------|-----------|
| Job title                         |             |           |
| Director of the Department        | % 12.5      | 11        |
| Head of the Department            | % 29.6      | 26        |
| Employees                         | % 57.9      | 51        |
| Job Department                    |             |           |
| Information Technology Department | % 56.8      | 41        |
| Human resources department        | % 30.7      | 27        |
| Quality Management Department     | % 12.5      | 11        |
| <b>Total</b>                      | <b>%100</b> | <b>88</b> |

### Instrument of the Study

To achieve the objectives of the study, the researcher prepared a questionnaire that included a set of items that measured the role of human resources management in improving the performance of employees according to management by objectives in the Zain Telecom Group in Jordan. The questionnaire consisted of (16) items.

### Validity of the Questionnaire

The validity of the questionnaire was verified by calculating the correlation coefficients between the questionnaire items, and the following table shows the procedures for calculating the internal consistency validity.

**Table (2) Pearson Correlation coefficients**

| dimension  | correlation coefficients | Sig.(2- tailed) |
|--|--------------------------|-----------------|
| The role of human resources management in improving the performance of employees | 0.739**                  | 0.000           |

Table (2) shows that the correlation coefficient is high, and it is statistically significant at the level of significance (0.000), and this indicates that the study scale has internal consistency sincerity.

### Reliability

To verify the reliability of the scale, the researcher followed the Cronbach's Alpha method, and the following table shows the reliability coefficients of the questionnaire.

**Table (3) Cronbach's Alpha**

| dimension  | Cronbach's Alpha |
|--|------------------|
| The role of human resources management in improving the performance of employees | 0.838            |
| Total reliability Coefficient  | 0.924            |

Table (3) shows that Cronbach's alpha coefficient of the totalreliability of the questionnaire was (0.862), which is a high coefficient of reliability.

### Results and Discussion

**The Main Question: What is the role of human resources management in improving the performance of employees according to management by objectives in Zain Telecom Group in Jordan?**

To answer this question, the arithmetic means and standard deviations of the responses of the sample members were calculated for each item of the role of human resources management in improving the performance of employees according to management by objectives, in descending order, and the following table illustrates this.

**Table (4) Arithmetic averages and standard deviations of the items of the role of human resources management in improving the performance of employees**

| No.           | Items  | Mean | Standard deviation | Rank | Role   |
|---------------|--|------|--------------------|------|--------|
| 8             | The Human Resources Department at Zain Company is studying the extent of the correct and appropriate achievement of its activities | 3.22 | 1.763              | 1    | High   |
| 5             | Zain company evaluates the performance of employees on a permanent and continuous basis  | 3.18 | 1.962              | 2    | High   |
| 6             | Zain's training programs aim to prevent mistakes by obtaining a high level of performance  | 3.09 | 1.683              | 3    | High   |
| 4             | Zain's management encourages cooperation between employees at various levels in order to achieve an effective tool                 | 2.58 | 0.625              | 4    | High   |
| 10            | Zain has a human resource management review body   | 2.31 | 0.821              | 5    | Medium |
| 3             | Zain company allocates a portion of the budget to attract qualified human resources.   | 2.19 | 0.735              | 6    | Medium |
| 7             | Zain employees contribute to providing their opinions and suggestions about the activities that need to be changed                 | 2.11 | 0.905              | 7    | Medium |
| 1             | Zain periodically changes its human resource training methods and standards to ensure quality and effective training               | 2.09 | 1.523              | 8    | Medium |
| 9             | Zain hires experts to implement its training programs  | 2.01 | 1.852              | 9    | Medium |
| 2             | Zain applies a fair and equal compensation system according to pre-defined criteria.   | 2.00 | 1.606              | 10   | Medium |
| 15            | The incentives provided by Zain contribute to strengthening the bonds and cooperation between management and employees             | 1.97 | 0.752              | 11   | Medium |
| 16            | Zain provides an incentive system in recognition of the efforts of its employees   | 1.88 | 0.873              | 12   | Low    |
| 13            | Zain considers the quality of work as one of the indicators to evaluate performance  | 1.81 | 0.725              | 13   | Low    |
| 14            | Zain focuses on high quality work performance  | 1.73 | 0.804              | 14   | Low    |
| 11            | Zain is keen to follow the changes in the quality of work in the field of communications   | 1.67 | 1.821              | 15   | Low    |
| 12            | Zain adopts a flexible system in measuring and improving the quality of performance  | 1.62 | 1.704              | 16   | Low    |
| Weighted Mean |  | 2.22 | 0.789              | -    | Medium |

From a review of Table (4), it is clear that the arithmetic mean of the responses of the sample members to the items of the role of human resources management in improving the performance of employees reached (2.22), which is located in the average level. This result, according to the researcher's opinion, and based on the responses of the study sample, indicates that Zain Company is reviewing the human resources management that affects performance through training processes. Employees' access to training gives them more ability to work, and thus employees have many opportunities to improve their performance, which positively affects their productivity within the company. Zain also reviews the management of human resources through motivation processes, which makes employees work harder. This helps the company achieve its goals. The company also emphasizes communication and interaction processes, but to a medium degree, and thus affects the increase in the performance of employees. This result is also due to the fact that Zain does not adopt the method of management by objectives as required to achieve improvement in performance, especially regulations, laws, procedures and rules, in order to encourage harmony of teamwork. This is considered one of the priorities of management by objectives that contribute to making sound decisions, especially higher decisions through discussion, employee participation and interaction between the various levels of administration.

## Recommendations

1. Zain must pay attention to the audit process in the company, because it is one of the means that raises the performance of employees, thus increasing their productivity and achieving the company's goals.
2. Zain Company should run training programs for employees in order to raise their professional level and to be keener on achieving the company's goals.
3. The necessity of reorganizing the audit function of human resources management in the company.
4. Focusing on management by objectives and linking them to the requirements of human resources in the company.
5. Continuing the strategic direction of implementing human resources policies and completing their multiple aspects, which leads the company to competition and differentiation in light of the current globalization of communications.
6. The necessity of paying attention to the design of the specialized work in the company and its requirements in order to be consistent with the indicators of actual need and meet the requirements of global competition in this field.
7. The necessity of adopting an integrated and equal incentive system that includes material and moral incentives, with the continuity of working with it within specific and close dates commensurate with the performance required of employees.

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