

## **Role of the Human Resources Management in Development the Functional Performance for the Jordanian Private Sector Hospitals in Amman City**

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**Abstract:** *This study aims to identify the role of the human resources management policies of the (polarization & appointment, training and development, compensation and incentives system, and performance evaluation) to develop and improve the functional performance for the Jordanian private sector hospitals in Amman city. The study population consisted of all the employees in the human resources management in the Jordanian private hospitals at Amman city, were numbered according to Ministry of Health statistics (37) Hospital. This was chosen with a rate of (30%) from the study population, by using the simple random sample method, and the final study sample was amounted (82) employees. The study results indicated that among respondents have a clear vision of the applicable human resources management policies in the Jordanian private sector hospitals in Amman city, and came these policies ordered as its importance (polarization & appointment, training and development, compensation and incentive system, performance evaluation). Also, study results revealed that the evaluation of the study sample for the functional performance was (high) degree, and that they have a clear perceptions about the functional performance for the Jordanian private sector hospitals in Amman city. The results also showed that there was no statistically significant differences in appreciation of the employees on all the human resources management policies in development of the functional performance in the private hospitals in Amman city, attributable to the variables (sex, age, and educational qualification). While shown that there were statistically significant differences in appreciation of the employees for the policy of the (polarization and appointment), attributable to experience years, and in favor of the employees whom their experience years within the class (10-5) years. The results also showed that there was no statistically significant differences in appreciation of the employees on three policies for the human resources management (training and development, compensation and incentive system, performance evaluation), attributed to experience years, while shown that there were significant differences in appreciation of the employees for the policy of the (polarization and appointment, compensation and incentive system) attributable to the functional position variable. While the results indicated that there were no statistically significant differences in appreciation of the employees about the policies (training and development, and performance evaluation) attributable to the functional position variable.*

**Keywords:** *Human resources management, Training and development, Functional performance, Jordanian private sector hospitals.*

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### **1. INTRODUCTION**

The Human Resources Management considered of the most important management functions to their focus on the most valuable resource used by modern organizations, and the most influential in the production process at all, namely, and working to provide and rehabilitation the intellectual capital able to the distinct of the performance and tender. The human is thinker element and the main in the production and services, which is conscience of the organization and her heart pulsating and the conscious her sense on what is going around it of the events. The manage and its development is a key cornerstone in most of the organizations which aim to enable the companies to polarization and qualify the necessary competencies and are able to keep abreast of the current and future challenges. Because the performance produces that it seeks the organizations, whether it be good or service provided by to the public, or both, it is the focus of the interest in, concentration and measuring to amend its mistakes or maintain its level or to improve it a desire to the compete and differentiate and thus to survive and thrive. And because of the qualified human resources are particularly scarce with

the beginning of the third millennium, which is characterized by the need for creativity and innovation, this is the consequent must do the human resources management in the organizations of its functions form that makes them able to help the organizations in achieving their objectives, which seeks to achieve, as well as assist it in continuing its pursuit to improve and develop the employee performance (Guest, 1997: 263-276). This study came to identify the role of the human resources management policies in development the functional performance in the private sector hospitals in Jordan.

## **2. METHODOLOGY**

### **2.1. The Study Problem & its Questions**

This study considered - to the knowledge of the researcher - a first attempt focused on linking the human resource management practices to improve the functional performance fully and trying to make sure to improve the performance or lack thereof in case adoption of these practices.

In light of the foregoing, the study problem can be summarized in the following questions:

- a. What the roles played by HR management to improve the functional performance of the private hospitals in Amman city, from the perspective their employees?
- b. Are the human resources management policies differ to improve the functional performance of the private hospitals in Amman city, from the perspective employed in the administrations according to the variables (gender, age, qualification, experience years, and functional position)?
- c. What are the suggestions that help to improve the functional performance of the private hospitals in Amman city?

### **2.2. The Study Importance**

The importance of this study kicks off the importance of the human element in business organizations because the main element in its success or failure, whatever possessed the organization of technology, money, and their human resources is not qualified or is unable or unwilling to act, they inevitably accrue to failure, and then disappearing. From here rise the study importance as follows:

- a. Importance of the human resources for the business organizations as the most important supplier and is able to achieve targeted levels of the performance, especially in light of the competition faced by the organizations and environmental changes.
- b. The advancement of the human resources management policies in order to adopt an administrative roles to develop and improve the functional performance.
- c. This study encourages to conduct further studies about the role of the human resources management to develop and improve the functional performance in the various economic sectors.
- d. Conclusions and recommendations that will achieve this study will assist to develop and improve the functional performance in the private and public hospitals, and other sectors.

### **2.3. The Study Objectives**

This study seeks to achieve a number of the objectives are the following:

- a. Identify the role of the human resources management policies of the (polarization & appointment, training and development, compensation and incentives system, and performance evaluation) to develop and improve the functional performance for the Jordanian private sector hospitals in Amman city.
- b. Measure the differences between the study sample responses about the policies carried out by the human resources management to develop and improve the functionality of the private hospitals in Amman city attributed to some personal and functional characteristics of (gender, age, qualification, experience years, and functional position).
- c. Provide a number of recommendations may be useful the HR departments in particular and the various economic sectors in general at the private hospitals in development of the functional performance.

## **2.4. The Study Hypotheses**

To achieve the study objectives, the researcher formulating the following hypothesis, as a null hypothesis ( $H_0$ ) and are as follows:

**$H_0$ :** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to some personal and functional characteristics of (gender, age, qualification, experience years, and functional position).

And emanate from the study hypothesis a number of sub-hypotheses are:

**$H_{01}$ :** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (gender).

**$H_{02}$ :** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (age).

**$H_{03}$ :** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (qualification).

**$H_{04}$ :** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (experience years).

**$H_{05}$ :** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (functional position).

## **3. THEORETICAL FRAMEWORK & LITERATURE REVIEW**

### **3.1. Theoretical Framework**

#### *3.1.1. The Human Resources Management Concept*

The Administration scientists have disagreed in the naming of the administrative unit concerned with the human element in the organization, some of whom named managing people, and from whom named the human resources management, or personnel management (Rbayah, 2003: 19), but matter how different the labels, the focus of the activity of this administration is the human element which factor in the various departments of the organization. From here have varied the human resource management definitions, there are those defined it as: The process of interest in related to the human resources that you need any organization to achieve its objectives, this includes acquisition these resources, and supervising on its use, maintenance and upkeep, and directed it to achieve the organization's objectives, and its develop (Bernouti, 2004: 17). There are those who defined it as: side of the administration that cares about people as individuals or groups, and their relationships within the organization, and also the ways for the contributing individuals to the efficiency of the organization, which include functions of the organizing data analysis, manpower planning, training and development, industrial relations, rewards and compensation the human resources and providing the social and health services, and finally information and records related to the human resources (Abed Al-Baqi, 2007: 21).

Also, (Bouhnah, 2009: 6) defined the human resources as: that the administrative activity who cares about the human element as a resource that should be used optimal use and its development and continue to achieve the organization objectives as efficiently through an integrated system of functions which are: planning, polarization, orientation, training, and development, especially activities about the function include the functions description and career path planning, and wages and salaries, ... etc.

### 3.1.2. *The Human Resources Management Functions*

There is no single model or specific for the functions carried out by the human resources management, so every organization is unique model be applied, the model which applied by a particular organization may not fit to be applied by another organization, in accordance to the different size, organizational structure, and the philosophy of the works nature carried out by that organization, with the following various functions which performance by the human resource management:

**a. Analysis and functions descriptions:** The analysis of the functions means determine the duties and responsibilities of the organization functions, and the specifications and eligibility conditions required for filled by or appoints them (Maher, 2004: 5). So, the analysis of the functions is defined as a procedure from which you can determine the duties of the function, and the characteristics required of the individuals to be appointed to fill (Deisler, 2003: 108).

**b. Workforce Planning:** It means the forecasts systemic needs of the organization of the individuals and identify necessary steps to meet these needs and which consists of the development and implementation of the plans and programs that provide access to these individuals with quantity and type appropriate at the right time and place to fulfill those needs (Kortell, 2012: 117).

**c. Employment:** The employment is based on three basic elements, namely: polarization, selection, and appointment (Denisi & Ricky, 2001: 48).

**d. Training:** The training is defined as: the process of teaching and learning advanced methods to perform the work in order to bring about changes in behavior and habits, knowledge, skills and abilities of the individuals required in the performance of their work in order to achieve their aims and objectives of the organization (Yaghi, 2003: 37). Also (Noe & et al, 2006: 726) defined the training as: effortlessly scheme of the organization to facilitate learning of the employees knowledge, skills and behaviors associated with the function.

**e. Performance Evaluation:** The evaluates of the employees performance defined as: the process that deal with the measurement of the efficiency of the employees and their powers, their achievements, their behavior in their current work to identify the extent of their ability to afford the current responsibilities and their willingness to imitate a higher future positions (Nasrallah, 2002: 169).

**f. Planning and Career Path Development:** The planning and development of the career path is the route being followed by the employee and to help him by management to reach the best functional centers during his career at the organization in the context of need and performance requirements of the organization on the one hand, and the aspirations of the employee on the other hand (Armstrong, 1999: 90).

**g. Compensation (design the wage system):** The compensation refers to all types of wages or revenue obtained by the employee peer-functioned in certain function, and includes two key elements: direct financial payments, which may take the wages and salaries form, incentives and commissions and profits, and indirect financial payments which take the form of a variety of benefits and services benefiting everyone who works in the organization, and represent a kind of indirect incentives granted by the organization for their employees on a voluntary basis or compulsively that imposed by law, such as insurance and paid holidays (Deisler, 2003: 364).

### 3.1.3. *The Functional Performance Concept*

The concept of the functional performance refers to the degree of achievement and completion tasks which constituent of the individual function which reflects how they achieved them, or full capita of the function requirements, as it is considered one of the indicators of the efficiency of the employees and they reach the required achievement level in accordance with the possibilities available (Hasan, 2001: 209). The concept of functional performance expresses for the net impact of the individual efforts that begin with abilities and awareness of the role or tasks, which in turn refers to the degree of achievement and completion the tasks constituent of the individual function (Sultan, 2004: 214), and (Al-Awamleh, 2004: 66) define the function performance as: a set of administrative behaviors expressing the employee to his work, including the quality of performance, and good execution and technical expertise in the job, as well as the communication and interaction with the rest of the organization members, and to comply with administrative bylaws that regulate the its work and seek to respond to them carefully.

Also, the function performance is defined as: study and analysis of the performance of employees for their work and observe their behavior and their actions at work, in order to judge on extent of their success and the level of competence in carrying out the present their work and also to judge on the possibilities of growth and progress of the individual in the future and carry greater responsibilities, or upgrade to another function (Al-Madhoun, 2005: 152).

(Abu Sultan, 2011: 37) is defined the function performance as: the administrative behavior through which the employee implement the tasks entrusted to him in order to achieve the planned target him, succumbed to the capabilities and readiness of the employee for the regulatory environment surrounding it, including those related to support co-workers and the pattern of the supervision and the material conditions of the work and the requirements and challenges of the function as well as the public of the service recipient.

#### *3.1.4. The Functional Performance Types*

The classification performance and determine the types requires selection of the precise and practical standard that can be relied upon to identify these different types, namely:

##### **a. The Inclusiveness Standard:**

The objectives are divided into two types (macro and micro), and the performance classifies by this standard to (Shaheen, 2010: 44):

**1. Macro-performance:** and is embodied through the achievements that have contributed to all elements and functions or the subsystems of the organization to achieve, and can not be attributed its accomplished of any element without contribution the rest elements, and in context of this kind of the performance can we talk about extent and modalities of achieving the organization comprehensive objectives such as continuity, profits, growth, ... etc.

**2. Micro-performance:** this kind achieved on the sub-systems of the organization level, in turn, is divided into several types according to the approved standard for evaluation the organization elements, which can be divided according to functions as performance of the financial function, and performance of the individuals function, ... etc.

##### **b. The Source Standard:**

According to this standard the performance can be divided into two types (internal performance and external performance), as follows (Jalal eddine, 2009: 76):

**1. Internal performance:** this kind of performance called the unit performance, that is, it produces what the institution owned from resources and produces mainly from: the performance of the institution individuals, which could be considered as a strategic resource able to making the value and achieve competitive advantage through their skills, their technical performance, and financial performance, which is represent in the organization's ability to use its investment effectively.

**2. External performance:** this performance resulting from the changes in the external environment, so the institution does not cause its creation, but the external environment is generated, this type generally appears in the good results, which is obtained by the corporation, such as high sales price, and all these changes are reflected on the performance either positively or negatively, and this kind of performance imposes on the institution analyze their results, and this is important when it comes to quantitative variables where that can be measured and determine their impact.

##### **c. The Nature Standard:**

According to this standard the performance classification to an economic, social, political and technical, can not be the organization to achieve its objectives by adopting performance without the other to regard the complementarily between them, for example, the economic performance will not be achieved without the presence of the technological performance (Abu Sultan, 2011: 43).

#### **3.2. Literature Review**

- Study of **Shatat** (2003), this study aimed to identify the role and functions of the human resource management which are the (selection, motivation, training, culture, and leadership) to achieve the functional creation, and concluded that there is a variation between the creative human resource management practices, and the creativity of individuals in the Qatari banks under study. The functions

sequentially emerged in terms of the degree of practice from the high to low according to the practice of the sample individuals responses were as follows (the selection, training, culture, motivation, and leadership).

- Study of **Singh** (2004), this study aimed to identify the impact of the human resource management practices on the organizations' performance in India, and the study arrived to a positive relationship between the number of the human resources management practices which are the (selection, performance evaluation, training, compensation system, and involvement of employees) and the organizations performance. Also, from among these practices it shows that the training and compensation system have had the greatest impact on the organization' performance.

- Study of **Katou** (2008), this study aimed to measure the impact of the human resource management on the organizations' performance at the industrial sector in Greece, and the study showed that there exist impact for the human resource management practices such as (training, performance evaluation, compensation, staff involvement, and selection) on the organization' performance.

- Study of **Shahzad & et al.** (2008), this study aimed to illustrate the relationship between the human resource management practices which are the (compensation, enhance the promoted, and performance evaluation) on the performance of employees from teaching faculty members in Pakistani universities, and the study found there exist a strong positive relationship between the practices of compensation and enhance the promoted with the employee performance evaluation.

- Study of **Khera** (2010), this study aimed to identify the impact of the human resource management practices on the employees' performance at the commercial banks in India. The study included (17) exercise which are the (polarization, appointments, motivation, employee participation, planning, compensation, development and training), and the study showed that there exist impact for the human resource management practices on the employees' performance in terms of the (polarization, appointment, compensation, and training, development).

- Study of **Al-Kalha & et al.** (2010), this study aimed to identify the impact of the human resource policies on the organizational performance at the commercial banks operating in Jordan. The study arrived to there exist statistically significant impact for the human resources management practices on the organizational performance at the commercial banks in Jordan.

## **4. METHOD AND PROCEDURES**

### **4.1. The Study Approach**

The study used the descriptive and analytical approach to accomplish this study, and was used the descriptive method to describe the role of the human resources management policies to develop and improve the functional performance for the Jordanian private sector hospitals in Amman city, also been used as the analytical method to measure the differences between the employees responses about the policies carried out by the human resources management to develop and improve the functionality of the private hospitals in Amman city attributed to some personal and functional characteristics of (gender, age, qualification, experience years, and functional position).

### **4.2. The Study Population and its Sample**

The study population consists of all the employees in the human resources management in the Jordanian private hospitals at Amman city, were numbered according to Ministry of Health statistics (37) Hospital. This was chosen with a rate of (30%) from the study population, by using the simple random sample method, therefore the final study sample was amounted (82) employees. After that the researcher distributed (100) questionnaire on the study sample, were returned (85) questionnaire, where the percentage of questionnaires returned is (85%), and after review and audit questionnaires returned, were excluded (3) questionnaires because lack of the information contained in each, and thus the number of valid questionnaires for the statistical analysis (82) questionnaire.

### **4.3. Data Sources**

To obtain on the required data, the study were adopted the following sources:

**a. Secondary sources:** To configure the study theoretical framework it refer to the references of books, periodicals, scientific research, and theses on the subject of the human resources management, and the performance, as well as its dependence on the Internet.

**b. Primary sources:** Using a special questionnaire for this study was developed for the purpose of collecting the information, and the questionnaire included on a series of questions related to the study variables and its hypotheses.

#### **4.4. The Study Tool**

The researcher reference to the relevant studies and researches, view to designing a questionnaire of study for the purposes of collecting information and data, where the questionnaire consisted of two parts:

**Part (1):** included general information (demographic variables): represented by (gender, age, educational qualification, experience years, and functional position).

**Part (2):** This section includes the items of the study variables (independents and dependent).

The final tool consisted of (43) items distributed on the study variables, after completion of design the study tool was measured the tool sincerity and its reliability, as follows:

##### **a. Tool Sincerity**

Has been verified the Face Validity of the study tool (questionnaire), and through the presentation on three arbitrators with expertise and knowledge from teaching faculty members at Jordanian universities, in the terms of reference of administrative sciences, and was the aim of the arbitration verify the extent of items belonging to the study variables, an appropriate degree of drafting items Linguistically, where been modification reworded drafting some of items.

##### **b. Tool Reliability**

Having been assured of the study tool validity and the readiness of its application, on the study sample of (82) employees, and for the purpose of verifying of the internal consistency of the questionnaire items of the study variables, the researcher used for this purpose (Cronbach's alpha) coefficient to measure the (internal consistency of the questionnaire items), which equals to the total tool (0.952), and this value is very good for the administrative and humanitarian researches. As shown in the following Table (1):

**Table1.** Results of reliability (Internal Consistency of the items)

No.	The Variables	N	Cronbach's Alpha
-	<b>Human resources management policies</b>	<b>33</b>	<b>0.935</b>
1	Polarization & appointment	5	0.605
2	Training and development	9	0.876
3	Compensation and incentives system	8	0.892
4	Performance evaluation	11	0.929
-	<b>Functional performance</b>	<b>10</b>	<b>0.910</b>
-	<b>Overall Tool</b>	<b>43</b>	<b>0.952</b>

In light of the foregoing, the data that were obtained through the application of the study tool, considered valid for the purposes of the statistical analysis and calculation of the statistical indicators for the purpose of answering about the study questions and test its hypotheses.

## **5. RESULTS AND DISCUSSION**

This section devoted to present the results of the statistical analysis of the data subjects' responses of the study sample, which was reached through the use of the Statistical Package for Social Sciences (SPSS), where the researcher use some of the statistical methods:

**a. Means & Standard Deviations.**

**b. Cronbchs' Alpha Coefficient.**

**c. Kruskal- Wallis Test.**

In order to answer the study questions and test the hypotheses as follows:

### 5.1. Results related to the 1<sup>st</sup> question

#### What evaluation level of the HRM policies in the Jordanian private sector hospitals in Amman city from the perspective of there employees?

For the purpose of answering on the study question, were account the means, standard deviations in order to stand on the estimates of employees in the Jordanian private sector hospitals in Amman city about of their evaluation level of the HRM Policies. As shown in Table (2):

**Table2.** Results of Means and Standard Deviations for the HRM Policies

No.	HRM Policies	Mean	Std. Dev.	Rank	'Evaluation level
1	Polarization & appointment	4.12	0.56	1	High
2	Training and development	3.76	0.69	2	High
3	Compensation and incentives	3.65	0.72	3	Median
4	Performance evaluation	3.61	0.77	4	Median
-	<b>General Mean</b>	<b>3.78</b>	<b>0.51</b>	-	<b>High</b>

Evident from the results in Table (2), that the (Polarization & appointment) policy get on the (first) rank in terms of its importance for the study sample, with mean was (4.12) and standard deviation (0.56), and the (Training and development) policy get on the (second) rank, with mean was (3.76) and standard deviation (0.69), while the (Compensation and incentives) policy get on the (third) rank, with mean was (3.65) and standard deviation (0.72), and finally the (Performance evaluation) policy came in the (forth) rank and the last on the ladder of priorities for the employees estimates in the Jordanian private sector hospitals in Amman city, with mean was (3.61) and standard deviation (0.77).

### 5.2. Results related to the 2<sup>nd</sup> question

#### What evaluation level of the functional performance for the Jordanian private sector hospitals in Amman city from the perspective of there employees?

For the purpose of answering on the study question, were account the means, standard deviations in order to stand on the estimates of employees in the Jordanian private sector hospitals in Amman city about of their evaluation level of the functional performance and its items. As shown in the following Table (3):

**Table3.** Results of Means and Standard Deviations for the functional performance and its items

No.	Items	Mean	Std. Dev.	Rank	'Evaluation level
1	Happened improvement of the quality level of the services provided in the hospital during the last three years.	3.61	1.12	10	Median
2	Retaining by the employees is one of the hospital power points.	3.65	1.09	9	Median
3	The patient satisfaction of concern and care of the hospital.	3.71	0.98	7	High
4	Happened improved on market share of the hospital during the last three years.	3.76	1.04	6	High
5	The hospital occupying a better place in the community than it was three years ago.	3.78	1.01	5	High
6	Happened improved on the reputation of the hospital during the last three years.	3.98	1.06	2	High
7	The hospital puts a specific and realistic objectives for the employees are measurable can be achieved.	3.80	1.12	4	High
8	The employees efficiency are in line with the strategic and the operational objectives for the hospital.	4.20	0.81	1	High
9	The senior management in the hospital respects and appreciates the good ideas and opinions for the employees.	3.88	1.12	3	High
10	The hospital saw during the previous three years, a noticeable development in the communication skills.	3.66	1.26	8	Median
-	<b>General Mean</b>	<b>3.80</b>	<b>0.79</b>	-	<b>High</b>



The results in Table (3), indicates to the means of the functional performance items ranged between (3.61- 4.20), and all means larger than the test criteria (3) of (5) on (Likert Scale). These results indicate to possession of the employees at the Jordanian private sector hospitals in Amman city, a clear vision about the importance of these items, which indicates that the evaluation was (positive), and this means that the Jordanian private sector hospitals applying the mentioned items, with (High) degree from the perspective of the employees. Where the item (8) that (the employees efficiency are in line with the strategic and the operational objectives for the hospital.) got on ranked (**first**) in terms of its importance for the employees at the Jordanian private sector hospitals in Amman city, with mean (4.20) and a standard deviation (0.81), and the item (1) that (happened improvement of the quality level of the services provided in the hospital during the last three years.) came at ranked (**tenth**) and the last on ladder of priorities estimates of the employees in the mentioned hospitals, with mean (3.61) and a standard deviation (1.12).

**5.3. Results Related to test the Hypotheses**

**H<sub>0</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to some personal and functional characteristics of (gender, age, educational qualification, experience years, and functional position).

To test validity of the study hypothesis or not validity, was used the **Kruskal- Wallis Test**. And to achieve this, it should make sure validity of the sub-hypotheses emanating from it or not, as follows:

*5.3.1. Results Related to Test the 1<sup>st</sup> Sub-hypothesis*

**H<sub>01</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (**gender**).

In order to test validity of the 1<sup>st</sup> sub-hypothesis or not validity, was used the **Kruskal- Wallis Test**. As shown in the following Table (5):

**Table4.** Results of **Kruskal- Wallis Test**, to measure the differences between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (**gender**)

HRM policies	Gender	N	Ranks Mean	$\chi^2$ value	df.	Sig.
Polarization & appointment	Male	48	21.10	0.004	1	0.947
	Female	34	20.85			
Training and development	Male	48	22.31	0.698	1	0.403
	Female	34	19.15			
Compensation and incentives	Male	48	22.83	1.365	1	0.243
	Female	34	18.41			
Performance evaluation	Male	48	21.00	0.000	1	1.000
	Female	34	21.00			

[Tabulated ( $\chi^2$ ) with df. = 1 at the significance level ( $\alpha = 0.05$ )] = 3.841

Evident from the results listed in Table (4), that there **were no** statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about all the HRM policies which are (polarization & appointment, training and development, compensation and incentives system, and performance evaluation) in the Jordanian private sector hospitals, attributable to the (**gender**), which is supported by the calculated values of ( $\chi^2$ -test) which are (0.004, 0.698, 1.365, 0.000) respectively for the mentioned policies, and all values are less than the tabulated ( $\chi^2$ ) amounted (3.841), also the (Sig.) values for these policies are greater than the significance level ( $\alpha = 0.05$ ). This means that the employees responses about the HRM policies to be equivalents to have regardless of their gender. This means that will be **not rejecting** the null sub-hypothesis (H<sub>01</sub>).

*5.3.2. Results Related to test the 2<sup>nd</sup> Sub-hypothesis*

**H<sub>02</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (**age**).

In order to test validity of the 2<sup>nd</sup> sub-hypothesis or not validity, was used the **Kruskal- Wallis Test**. As shown in the following Table (5):

**Table5.** Results of *Kruskal - Wallis Test*, to measure the differences between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (age)

HRM policies	Age	N	Ranks Mean	$\chi^2$ value	df.	Sig.
Polarization & appointment	> 25 years	26	21.42	7.472	3	0.058
	25 - 35	32	26.03			
	35 - 45	16	15.06			
	45 year >	8	11.38			
Training and development	> 25 years	26	18.54	1.433	3	0.698
	25 - 35	32	21.09			
	35 - 45	16	22.13			
	45 year >	8	26.38			
Compensation and incentives system	> 25 years	26	18.50	1.539	3	0.673
	25 - 35	32	21.19			
	35 - 45	16	21.81			
	45 year >	8	26.75			
Performance evaluation	> 25 years	26	22.12	1.018	3	0.797
	25 - 35	32	18.69			
	35 - 45	16	22.69			
	45 year >	8	23.25			

[Tabulated ( $\chi^2$ ) with df. = 3 at the significance level ( $\alpha = 0.05$ )] = 7.815

Evident from the results listed in Table (5), that there **were no** statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about all the HRM policies which are (polarization & appointment, training and development, compensation and incentives system, and performance evaluation) in the Jordanian private sector hospitals, attributable to the (age), which is supported by the calculated values of ( $\chi^2$ -test) which are (7.472, 1.433, 1.539, 1.018) respectively for the mentioned policies, and all values are less than the tabulated ( $\chi^2$ ) amounted (7.815), also the (Sig.) values for these policies are greater than the significance level ( $\alpha = 0.05$ ). This means that the employees responses about the HRM policies to be equivalents to have regardless of their ages. This means that will be **not rejecting** the null sub-hypothesis ( $H_{02}$ ).

5.3.3. Results Related to test the 3<sup>rd</sup> Sub-hypothesis

**H<sub>03</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (qualification).

In order to test validity of the 3<sup>rd</sup> sub-hypothesis or not validity, was used the **Kruskal- Wallis Test**. As shown in the following Table (6):

**Table6.** Results of *Kruskal- Wallis Test*, to measure the differences between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to (qualification)

HRM policies	Qualification	N	Ranks Mean	$\chi^2$ value	df.	Sig.
Polarization & appointment	Diploma and less	20	21.45	4.279	3	0.233
	Bachelor	44	23.32			
	Master	16	16.25			
	Doctorate	2	35.00			
Training and development	Diploma and less	20	19.85	2.632	3	0.452
	Bachelor	44	21.45			
	Master	16	18.94			
	Doctorate	2	39.00			
Compensation and incentives system	Diploma and less	20	21.35	2.134	3	0.545
	Bachelor	44	20.32			
	Master	16	20.31			
	Doctorate	2	38.00			
Performance evaluation	Diploma and less	20	19.65	1.163	3	0.762
	Bachelor	44	20.52			
	Master	16	22.63			
	Doctorate	2	32.00			

[Tabulated ( $\chi^2$ ) with df. = 3 at the significance level ( $\alpha = 0.05$ )] = 7.815

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It is evident from the results contained in the table (6), that there **were no** statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about all the HRM policies which are (polarization & appointment, training and development, compensation and incentives system, and performance evaluation) in the Jordanian private sector hospitals, attributable to the (**qualification**), which is supported by the calculated values of ( $\chi^2$ -test) which are (4.279, 2.632, 2.134, 1.163) respectively for the mentioned policies, and all values are less than the tabulated ( $\chi^2$ ) amounted (7.815), also the (Sig.) values for these policies are greater than the significance level ( $\alpha = 0.05$ ). This means that the employees responses about the HRM policies to be equivalents to have regardless of their qualification. This means that will be **not rejecting** the null sub-hypothesis ( $H_{03}$ ).

### 5.3.4. Results Related to test the 4<sup>th</sup> Sub-hypothesis

**H<sub>04</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (**experience years**).

In order to test validity of the 4<sup>th</sup> sub-hypothesis or not validity, was used the **Kruskal- Wallis Test**. As shown in the following Table (7):

**Table7.** Results of *Kruskal- Wallis Test*, to measure the differences between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to (**experience years**)

HRM policies	Experience years	N	Ranks Mean	$\chi^2$ value	df.	Sig.
Polarization & appointment	> 5 years	36	23.44	9.803	3	0.020
	5 - 10	18	28.00			
	10 - 15	12	11.83			
	15 year >	16	14.50			
Training and development	> 5 years	36	21.19	2.324	3	0.508
	5 - 10	18	16.39			
	10 - 15	12	25.58			
	15 year >	16	22.31			
Compensation and incentives system	> 5 years	36	19.94	0.935	3	0.817
	5 - 10	18	19.33			
	10 - 15	12	24.17			
	15 year >	16	22.88			
Performance evaluation	> 5 years	36	21.97	3.434	3	0.329
	5 - 10	18	15.72			
	10 - 15	12	27.00			
	15 year >	16	20.25			

[Tabulated ( $\chi^2$ ) with df. = 3 at the significance level ( $\alpha = 0.05$ )] = 7.815

It is evident from the results listed in the Table (7), that:

**a.** There **were no** statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about three policies of the HRM policies which are (training and development, compensation and incentives system, and performance evaluation) in the Jordanian private sector hospitals, attributable to the (**experience years**), which is supported by the calculated values of ( $\chi^2$ -test) which are (2.324, 0.935, 3.434) respectively for the mentioned policies, and all values are less than the tabulated ( $\chi^2$ ) amounted (7.815), also the (Sig.) values for these policies are greater than the significance level ( $\alpha = 0.05$ ). This means that the employees responses about the HRM policies to be equivalents to have regardless of their experience years. This means that will be **not rejecting** the null sub-hypothesis ( $H_{04}$ ) partially.

**b.** There exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about the (polarization & appointment) policy in the Jordanian private sector hospitals, attributable to the (**experience years**), which is supported by the calculated value of ( $\chi^2$ -test) which is (9.803) for the mentioned policy, and this value is greater than the tabulated ( $\chi^2$ ) amounted (7.815), also the (Sig.) value for this policy is less than the significance level ( $\alpha = 0.05$ ). This means that will be **reject** the null sub-hypothesis ( $H_{04}$ ) partially. And these differences was in favor of experience years class (**5 - 10**) years about the mentioned policy in terms of the rank mean (28.00), and the rank mean is greater than the categories ranks mean of the other (experience years) for the mentioned policy.

5.3.5. Results Related to test the 5th Sub-hypothesis

**H<sub>05</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to the (**functional position**).

In order to test validity of the 5<sup>th</sup> sub-hypothesis or not validity, was used the **Kruskal- Wallis Test**. As shown in the following Table (8):

**Table8.** Results of *Kruskal- Wallis Test*, to measure the differences between the employees responses about the HRM policies in the Jordanian private sector hospitals, attributable to (**functional position**)

HRM policies	Functional position	N	Ranks Mean	$\chi^2$ value	df.	Sig.
Polarization & appointment	Manager	8	27.75	8.555	3	0.036
	Head of department	14	16.57			
	Head of division	4	15.75			
	Employee	56	24.38			
Training and development	Manager	8	33.13	4.792	3	0.188
	Head of department	14	21.57			
	Head of division	4	18.25			
	Employee	56	19.32			
Compensation and incentives system	Manager	8	33.75	8.288	3	0.040
	Head of department	14	23.43			
	Head of division	4	31.25			
	Employee	56	17.84			
Performance evaluation	Manager	8	30.13	4.006	3	0.261
	Head of department	14	23.21			
	Head of division	4	26.50			
	Employee	56	18.75			

[Tabulated ( $\chi^2$ ) with df. = 3 at the significance level ( $\alpha = 0.05$ )] = 7.815

It is evident from the results listed in the Table (8), that:

**a.** There were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about two policies of the HRM policies which are (training and development, and performance evaluation) in the Jordanian private sector hospitals, attributable to the (**functional position**), which is supported by the calculated values of ( $\chi^2$ -test) which are (4.792, 4.006) respectively for the mentioned policies, and all values are less than the tabulated ( $\chi^2$ ) amounted (7.815), also the (Sig.) values for these policies are greater than the significance level ( $\alpha = 0.05$ ). This means that the employees responses about two policies of the HRM policies to be equivalents to have regardless of their functional position. This means that will be **not rejecting** the null sub-hypothesis (H<sub>05</sub>) partially.

**b.** There exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about two policies of the HRM policy which are (polarization & appointment, and compensation and incentives system) in the Jordanian private sector hospitals, attributable to the (**functional position**), which are supported by the calculated value of ( $\chi^2$ -test) which are (8.555, 8.288) for the mentioned policies, and these values are greater than the tabulated ( $\chi^2$ ) amounted (7.815), also the (Sig.) values for these policies are less than the significance level ( $\alpha = 0.05$ ). This means that will be **reject** the null sub-hypothesis (H<sub>05</sub>) partially. And these differences was in favor of functional position class (**manager**) about the mentioned two policies in terms of the ranks mean (27.75, 33.75) respectively, and the ranks mean is greater than the categories ranks mean of the other (functional position) for the mentioned policy.

**6. CONCLUSIONS AND RECOMMENDATIONS**

**6.1. Conclusions**

The study concluded a number of conclusions in light of its results, among them the following:

**a.** The results showed that the responses of the study sample individuals about evaluation of the applicable human resources management policies in the Jordanian private sector hospitals in Amman city was (positive), and with (high) degree. These results indicate that the respondents have a clear vision about the applicable human resources management policies in the Jordanian private sector hospitals in Amman city.

**b.** The results of the analysis showed that the (polarization and appointment) policy was in the (first) rank on the ladder of priorities of the study sample, and got the (training and development) policy on the (second) rank, whereas came (compensation and incentive system) policy in the (third) rank, and finally the (performance evaluation) came in the (fourth) rank and last on the ladder of priorities of the study sample in the private hospitals in Amman city.

**c.** The results indicated that the responses of the study sample individuals about evaluation of the functional performance for the Jordanian private sector hospitals in Amman city was (positive), and with (high) degree from their perspective. These results indicate that the respondents have a clear perceptions about the functional performance for the Jordanian private sector hospitals in Amman city.

**d.** There were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about all the HRM policies which are (polarization & appointment, training and development, compensation and incentives system, and performance evaluation) in the Jordanian private sector hospitals, attributable to the (gender, age, and qualification).

**e.** There exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about the HRM policy (polarization & appointment) in the Jordanian private sector hospitals, attributable to the (experience years), and these differences was in favor of experience years class (5 - 10) years. While the results indicated that there were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about three policies of the HRM policies which are (training and development, compensation and incentives system, and performance evaluation) in the Jordanian private sector hospitals, attributable to the (experience years).

**f.** There exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about two policies of the HRM policy which are (polarization & appointment, and compensation and incentives system) in the Jordanian private sector hospitals, attributable to the (functional position), and these differences was in favor of functional position class (manager) about the mentioned two policies. While the results indicated that there were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the employees responses about two policies of the HRM policies which are (training and development, and performance evaluation) in the Jordanian private sector hospitals, attributable to the (functional position).

## **6.2. Recommendations**

The study reached a number of recommendations in light of its results, among them the following:

**a.** Increased the interest by the human element and working to provide appropriate training and that suitable with the work requirements through the study of the training needs continually to evaluate the performance of the trainees after the training sessions.

**b.** Necessity of the adoption of the health sector in general and private hospitals in particular, training activities and activating the role of modern technology in their application, as well as increased support and assist the senior management in this area to improve the performance of the individuals working levels.

**c.** Necessity to depend the training activity in the private hospitals on the strategic approach, which requires taking into consideration all factors in the internal and external environment and respond to these variables, and construction of this activity in an integrated fashion and comprehensive in the light of the Country data of the surrounding environment.

**d.** Work on allocation of independent department concerned with administrative development in order to improve the functional performance of the hospital employees, and necessity to involve the human resources manager at various strategic decisions related to the hospital.

**e.** The advancement of the employees motivation through their support for more than the material incentives, and the moral, and provide the possibilities that help them accomplish the functional tasks, to be incentives to the employees which commensurate with the efforts and linked to excellence in the functional performance.

**f.** Necessity of involving the employees at all the administrative levels in any change that the hospital intends its creation because involve them will lead to positive attitudes will be transformed into concretely practical reality towards improved functional performance and its effectiveness.

**g.** Provide the catalyst psychological climate for work and creativity through notice the employee of its importance and trust in him and including carries of ideas, and an understanding of their problems and work on treated.

**h.** Necessity of doing out periodic surveys to identify the abilities and skills of the employees, and work to transfer the employee to a job that suits him and commensurate with the his abilities and qualifications in order to raise in the level of the work and services which provide.

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