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Department of Business and Administration Management

The Reality of Performance and Organizational Behavior in the Algerian Public Institutions: A Case Study in the National Electronic Industries Company – ENIE – in Sidi Bel Abbas

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Management of Organizations and Human Resources

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Dedication

I dedicate this dissertation:

To my dear mother and father, who have never stopped praying for me and supporting me in achieving my goals

To my dear Abdelkrim, who helped and supported me during difficult times, offering moral support and valuable advice throughout my studies

To my dear sisters, Bouchra and Imane, and their husbands, Djamel and Azzedine, and their children, Adjwan, Mohamed, and Oussaid

To my dear brother, Abdou

To my dear friends, Ikram, Hind, Amira, and Zahera

To all my family

To all my other friends

To all those I love and those who love me

Without forgetting my beloved cat, Blacky.





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Abstract

The present work, entitled “The Reality of Performance and Organizational Behavior in Algerian Public Institutions”, discusses the fundamental role of the organization in the administration, with emphasis on defining and consolidating activities, establishing relations between authority and responsibility, and creating a structure to achieve organizational goals. Regulation involves arranging resources such as people, materials, machines, and money to effectively achieve the organization's goals. It leads to the identification of responsibilities, relationships and the establishment of an organizational structure that unites individuals based on their roles and activities. The efficiency and effectiveness of an institution are closely linked to the human element, highlighting the importance of addressing human needs and problems to ensure progress and achieve desired results. The study of organizational behavior is crucial in understanding human behavior within institutions, influencing performance, decision-making, job satisfaction, and organizational culture. This study aims to explore the impact of organizational performance and behavior on the effectiveness of HR management, with hypotheses focusing on performance as a measure of organizational behavior and the importance of organizational behavior in enhancing the effectiveness of HR management. The data collection and analysis method were quantitative, analyzing the performance and organizational behavior of 38 workers at ENIE in Sidi Bel Abbès, revealing the average level of performance and organizational behavior among staff members.

الملخص

المذكورة المعنونة، "واقع الأداء والسلوك التنظيمي في المؤسسات العامة الجزائرية"، تناقش الدور الأساسي للمنظمة في الإدارة، مع التركيز على عملية تعريف وتوحيد الأنشطة، وإقامة العلاقات بين السلطة والمسؤولية، وإنشاء هيكل لتحقيق الأهداف التنظيمية. تشمل التنظيم ترتيب الموارد مثل الأفراد، المواد، الآلات، والمال لتحقيق أهداف المنظمة بفعالية. يؤدي ذلك إلى تحديد المسؤوليات والعلاقات وإقامة هيكل تنظيمي يجمع بين الأفراد بناءً على أدوارهم وأنشطتهم. ترتبط كفاءة وفعالية المؤسسة بشكل وثيق بالعنصر البشري، مما يبرز أهمية معالجة احتياجات ومشاكل الأفراد لضمان التقدم والنتائج المرجوة. يعد دراسة السلوك التنظيمي أمراً بالغ الأهمية في فهم السلوك البشري داخل المؤسسات، مما يؤثر على الأداء، واتخاذ القرارات، ورضا الوظائف، وثقافة المنظمة. تهدف هذه الدراسة إلى استكشاف تأثير الأداء التنظيمي والسلوك على فعالية إدارة الموارد البشرية، مع فرضيات تركز على الأداء كمعيار للسلوك التنظيمي وأهمية السلوك التنظيمي في تعزيز فعالية إدارة الموارد البشرية. طريقة جمع وتحليل البيانات في هذه الدراسة كانت كمية، حيث تم تحليل الأداء والسلوك التنظيمي لـ 38 عاملاً في **ENIE** بسببدي بلعباس، مما كشف عن المستوى المتوسط من الأداء والسلوك التنظيمي بين الموظفين.

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List Abbreviations

OB	Organizational Behavior
HRM	Human Resource Management
HR	Human Resource
ROI	Return on Investment
KPI	Key performance indicators
ENIE	The National Electronic Industries Company

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General Introduction

General Introduction

Introduction:

Organizations are found in all walks of life: government offices, banks, schools, colleges, hospitals, factories, shops, institutes, political parties, and so on. This is necessary to conduct activities in each of these spheres. Organizing is a fundamental function of management. It refers to the process involving the identification and grouping of activities to be performed, as well as defining and establishing the authority-responsibility relationship. This enables people to work most effectively together in achieving the organizational objectives.

In general, organizing consists of determining and arranging the men, materials, machines, and money required by an enterprise to attain its goals. In its operational sense, the term organizing means defining the responsibilities of the employed people and the manner in which their activities are related. The final result of organizing is the creation of a structure of duties and responsibilities for individuals in different organizational positions, grouping them according to similarity, behavior, and the interrelated nature of activities. In brief, the organizing process results in the creation of an 'organization,' consisting of a group of people working together to achieve one or more common objectives.

Performance is considered the central focus around which all institutions direct their efforts, constituting their most significant goals. Institutions expect to execute their functions efficiently and effectively. This efficiency and effectiveness within any institution are closely tied to the efficacy of the human element and its capacity and willingness to work, as it represents the influential and effective component in utilizing available material resources. Upon closer examination of this element, it becomes apparent that it forms the fundamental cornerstone of any successful enterprise, necessitating attention to its needs, resolution of its challenges, and provision of necessary support to ensure workflow progression and desired outcomes. Achieving optimal performance is regarded as the primary factor of production, surpassing the importance of other production factors.

Additionally, individuals have been endowed with cognitive abilities and skills granted by the Almighty God enabling individuals to think, reason, and utilize available information, and empowering them to act and achieve their goals, thereby contributing to the objectives of the institution in which they operate. Moreover, their emotions, sentiments, and activities influence their inclinations towards contribution and achievement or towards hindrance and destruction.

Hence, the importance of studying organizational behavior. Exploring the determinants and dimensions of human behavior within institutions contributes to achieving a range of goals,

General Introduction

whether for institutions or individuals, shaping management styles. Factors such as prevalence, job satisfaction or dissatisfaction, and employees' opinions regarding promotion policies and incentives play crucial roles in this regard.

The study of organizational behavior involves interpreting and managing individual behaviors within organizations, encompassing performance, decision-making, cooperation, coordination, commitment to work goals, organizational culture, absenteeism, innovation, and other aspects. Organizational behavior focuses on organized actions within organizations, contrasting with psychology and sociology, which study human behavior more broadly.

Organizational behavior views the human element in the organization as an integrated social entity. This element is crucial, as organizations cannot efficiently achieve their goals without a profound understanding of employee behavior, highlighting the decisive role played by employees.

The science of organizational behavior aims to assist organizations in achieving their goals, survival, growth, development, and adaptation to environmental changes by focusing on human behavior. Studies in developed societies have demonstrated that qualified human resources and their behavior in the workplace are essential for creativity, development, improvement, and positive competition. This has led to increased interest in studying human behavior among administrators, academics, and researchers, shifting institutions' perspectives towards individuals and their relationships within the organizational and broader social environments.

2 - Problem Statement:

Investigating the impact of performance and organizational behavior on the effectiveness of human resources management.

3 - Hypotheses:

H1: Performance serves as a measure of organizational behavior.

H2: Organizational behavior significantly enhances the effectiveness of human resources management.

4 - Data Collection and Analysis Method:

Methodology: Quantitative.

General Introduction

To assess whether the performance and organizational behavior of employees at the ENIE foundation meet the required standards, theoretical insights on performance and organizational behavior were presented, followed by an analysis of data collected from a sample of 38 workers at the ENIE company in Sidi Bel Abbas. The study concluded that the employees of the institution exhibit an average level of performance and organizational behavior.

Chapter I:

Organizational Behavior and its Influence on HR Effectiveness

Introduction

Organizational behavior (OB) plays a pivotal role in the effectiveness of human resource management (HRM) within organizations. By understanding how individuals, groups, and structures interact in the workplace, HR professionals can create a positive work environment that fosters employee engagement, productivity, and job satisfaction. This chapter explores the influence of organizational behavior on HR effectiveness, highlighting the importance of understanding individual differences, group dynamics, and organizational culture in achieving strategic objectives.

Section 1: The Nature of Organizational Behavior

Organizational behavior (OB) is an interdisciplinary field that studies the behavior of individuals and groups within organizations. It examines how people interact with each other, with their work environment, and with the organization as a whole. OB seeks to understand the factors that influence employee behavior and to develop effective strategies for improving individual and organizational performance.

1.1. Definition of organizational behavior

Before we describe what the field of organizational behavior studies, take a moment to ponder this question: Who was the single worst coworker you have ever had? Picture fellow students who collaborated with you on class projects; colleagues from part-time or summer jobs; or peers, subordinates, or supervisors working in your current organization. What did this coworker do to earn "worst coworker" status? Was it some of the behaviors shown in the right column of Table 01 (or perhaps all of them)?

Now take a moment to consider the single best coworker you have ever had. Again, what did this coworker do to earn "best coworker" status-some or most of the behaviors shown in the left column of Table 01.

If you found yourself working alongside the two people profiled in the table, two questions would be foremost on your mind: "Why does the worst coworker act that way?" and "Why does the best coworker act that way?" Once you understand why the two coworkers act so differently, you might be able to figure out ways to interact with the worst coworker more effectively (thereby making your working life a bit more pleasant). If you happen to be a manager, you might formulate plans for how to improve attitudes and behaviors in the unit. Such plans could include how to screen applicants, train and socialize new organizational members, manage evaluations and rewards for performance, and deal with conflicts that arise between and among employees. Without understanding why employees act the way they do, it is extremely hard to find a way to change their attitudes and behaviors at work.

Figure .1: Organizational Behaviors

THE BEST	THE WORST
<i>Have you ever had a coworker who usually acted this way?</i>	<i>Have you ever had a coworker who usually acted this way?</i>
Got the job done, without having to be managed or reminded	Did not got the job done, even with a great deal of hand-holding
Adapted when something needed to be changed or done differently	Was resistant to any and every form of change, even when changes were beneficial
Was always a "good sport," even when bad things happened at work	Whined and complained, no matter what was happening
Attended optional meetings or functions to support colleagues	Optional meetings? Was too lazy to make it to some required meetings and functions!
Helped new coworkers or people who seemed to need a hand	Made fun of new coworkers or people who seemed to need a hand
Felt an attachment and obligation to the employer for the long haul	Seemed to always be looking for something else, even if it wasn't better
Was first to arrive, last to leave	Was first to leave for lunch, last to return
The Million-Dollar Question: <i>Why do these two employees act so differently?</i>	

Source: (Levering & Moskowitz, January 22,2007, p. 95)

In management departments of universities, and among scientists in business organizations, research on organizational behavior (OB) is conducted. The findings from those research studies are then applied by managers or consultants to see whether they help meet "real-world" challenges. OB can be contrasted with two other courses commonly offered in management departments: human resource management and strategic management. Human resource management takes the theories and principles studied in OB and explores the practical applications of those principles in organizations. An OB study might explore the relationship between learning and job performance, whereas a human resource management study might examine the best ways to structure training programs to promote employee learning. Strategic management focuses on the product choices and industry characteristics that affect an organization's profitability. A strategic management study might examine the relationship between firm diversification (when a firm expands into a new product segment) and firm profitability.

The theories and concepts found in organizational behavior (OB) are actually drawn from a wide variety of disciplines. For example, research on job performance and individual characteristics draws primarily from studies in industrial and organizational psychology. Research on satisfaction, emotions, and team processes draw heavily from social psychology.

Sociology research is vital to researching team characteristics and organizational structure, while anthropology research helps inform the study of organizational culture. Finally, models from economics are used to understand motivation, learning, and decision making. This diversity brings a unique quality to the study of OB, as most students will be able to find a particular topic that is intrinsically interesting and thought-provoking to them.

Organizational behavior (OB) as defined by Brooks (2009) is the study of human behavior in organizational contexts, focusing on individual and group processes and actions. From the definition, it is evident that man's behavior when acting alone may differ when in a group. Supporting this same view is Mullins and Christy (2010). They opined that organizational behavior is concerned with studying the behavior of people within a corporate setting. Simultaneously, Nelson and Quick (2019) analyzed individual behavior and group dynamics in organizations. Furthermore, McShane and Von Glinow (2018) said OB is the findings into what people think, feel, and do in and around organizations. However, the said organizational behavior is limited to the corporate setting as it may differ outside the organization.

The action is employment related to absenteeism, productivity, employment turnover, work, human performance, and so on (Robbins & Timothy, 2016). The duo further argued that OB has to do with what the people do and how it affects the outcome of the organization and of such, it should be studied in relative to Interpersonal communication, group structure and process, change processes, Motivation, Leaders' behavior, attitude development and perception, conflict and negotiation, work design and the likes. Meanwhile, a proper understanding of OB will help an individual or group to work well with others, accomplish both organizational and personal goals, satisfy curiosity, predict future events, reduce anxiety, correct false common sense and adopt more accurate personal theories (McShane & Von Glinow, 2018).

The definitions provided vary depending on the different viewpoints of the researchers. The following are listed below:

Organizational behavior is defined as "the study of the behavior and performance of employees, considering that the organization's environment has a significant impact on the behavior and hence productivity of workers" (Hallaq, 2020, p. 34).

Organizational behavior is also defined as the interaction of the human element with other elements of the organization, which include the technique used in the organization, organizational structure and organizational and social environment outside the organization." (Bashry & all, 2017, p. 3).

Deniz sees the term organizational behavior as the interaction of the human element through all organizations such as business and government that come together to achieve certain goals (Al-Maghrabi, 2016, p. 11).

Organizational behavior is defined as that field which examines the behavior, attitudes and views of the workers in the organizations, the influence of formal and informal organizations on the perception, feelings and performance of the workers and the impact of the environment on the organization, its human forces and its goals” (Awad, 2007, p. 7).

Kast Rosen Zwing argues that organizational behavior includes the identification of both manifestations of behavior in organizational organizations and groupings through the systematic study of individuals and groups in the organization (Al-Qadi, 1988, p. 17).

From the above-mentioned definitions, it can be concluded that the study of organizational behavior is concerned with the study of the impact of psychological and environmental elements on the behavior of workers within the organization through a systematic and rigorous study of the trends and performance of individuals and groups in the organization.

We also conclude that organizational behavior is the study and understanding of workers' behavior, including their way of thinking, personalities, perceptions, motivations, attitudes, practices and values as individuals or groups within the organization, with the objective of achieving the goals of both the workers and the organization.

1.2. Importance:

Organizational Behavior (OB) is a study involving the impact of individuals, group and structure or behavior within the organization. This study is useful for the effective functioning of an organization. It examines what people do within an organization and how their behavior influences the performance of an organization.

Organizational Behavior (OB) concerns employment related matters such as job, work, leaves, turnover, productivity, human performance and management. It encompasses core topics such as motivation, leader behavior and power, interpersonal communication, group structure and process, learning attitude, perception, conflicts, work design and work stress.

Organizational Behavior (OB) introduces you to a comprehensive set of concepts and theories, challenging commonly accepted ‘facts’ about human behavior and organizations like “you can teach an old dog new tricks”. “Two heads are better than one”. Hence, one primary objective of OB is to challenge and replace these popularly held notions which are not necessarily true.

Organizational behavior (OB) presents challenges and opportunities for managers by offering ways to improve productivity, minimize absenteeism, and enhance employee job satisfaction. It can guide managers in creating an ethical work climate, ultimately improving behavior prediction.

Organizational behavior (OB) is an applied behavioral science that integrates contribution from various behavioral disciplines like psychology, sociology, social psychology, anthropology and political science. Understanding OB is increasingly crucial for managers due to global competition and the need for employees to adapt to rapid changes.

Organizations are no longer limited by national borders, as demonstrated by Burger King being owned by a British firm, and McDonald's selling hamburgers in Moscow. Exaction Mobile, an American company receives 75% of its revenue from sales outside US. All the major automobile manufactures build their cars outside their border, for example, Honda builds cars in Ohio, USA, Ford in Brazil and Mercedes and BMW in South Africa. This shows that the world has become a small village. Hence, managers need to face the new challenges due to the diversification of the workforce, characterized by heterogeneity in terms of gender, race and ethnicity.

Effective management of diversity can increase creativity, innovation and decision-making in organizations. Quality management, driven by the pursuit of customer satisfaction through continuous improvement, focuses on organizational processes such as productivity, absenteeism, turnover, job satisfaction and recently added a fifth dependent variable which is organizational citizenship.

1.3.Organizational behavior goals:

According to Awed (2007, p. 26) the goals of organizational behavior vary from the perspective of being considered, whether it is an organization, an individual or an environment.

1.3.1. At the organizational level:

Through organizational behavior, the organization can achieve the following objectives:

- Understanding and interpreting the behavior, practices, initiatives, and reactions of workers by understanding the nature of their motivations, perceptions, values, pressures, communication methods, and the preferred mode of leadership.
- Conducting management and targeting through positive reinforcement of desired behavior, building incentive systems and appropriate reinforcement, as well as choosing the appropriate communication mode and leadership styles and creating a

stress-relieving work environment to contribute to the achievement of the organization's objectives.

- Identifying which incentives (both moral and material) can have the greatest impact at each administrative level.
- Determining the best methods to guide behavior and meet employee needs.
- Managing competition and internal conflicts and utilizing them to serve organizational objectives.
- Answering many questions about individual and collective behavior within organizations and identifying sources of influence in order to steer behavior towards better outcomes.
- Shaping a more attractive and influential work environment for employees.
- Learning how to take advantage of the positive effects informal organizations have on workers.
- Understanding the reasons behind the success of the organizations, achieve their goals, and uncovering some of their secrets.
- Developing a future strategy for the growth and development of individual and group behavior, as well as strategies for overall organizational development.

It is worth noting that there have been successful experiences indicating that other strategies in production and marketing, it was built around the human resources strategy of the organization.

1.3.2. At the individual level

At the individual level, organizational behavior can be described as follows:

Knowledge of the individual shall be achieved with the following goals:

- Reinforcing the chances of adhering to the right behavior.
- Avoiding factors that lead to misperceptions of situations that distort communication, cause unhealthy levels of stress or inactivity, and provoke incorrect response to colleagues and management.
- Understanding the causes of the tension and anxiety that affect workers and trying to alleviate its occurrence and negative consequences.
- Identifying the true reasons why individuals differ in their reactions to stimuli.
- Capitalizing on the positive aspects of conflict to focus on innovation, identification, change and development, which are essential for the organization's survival.

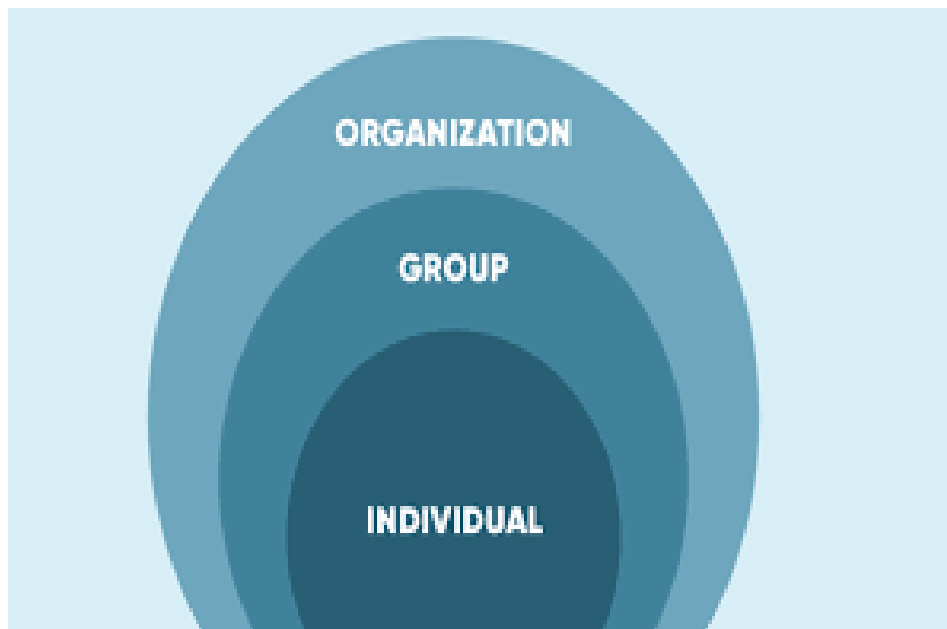
- Understanding employee attitudes, predicting behavior, and directing that behavior in the best interest of the organization.
- Promoting targeted behavior of the individual, also known as the principle of positive behavior.

1.3.3. At the environmental level:

By achieving the following objectives:

- Studying of organizational behavior contributes to a more accurate and informative understanding of the surrounding environment, helping to strengthen positive interaction by responding to demands that align with the organization's interests.
- Contributing to the avoidance of direct or indirect harmful effects on the surrounding environment.
- Gaining deeper insights into the demands of the environment, its impacts on the organization, the opportunities it offers and the constraints it places.
- Identifying environmental factors that influence employee behavior and productivity.
- Enhancing the organization's negotiating capacity through improved understanding of organizational behavior.

Figure 2: Levels of Organizational Behavior



1.4.Characteristics of organizational behavior

Organizational behavior has a number of characteristics, most notably (Omar, July, 2014, p. 127):

1. Organizational behavior is generally a way of thinking and in particular can be seen as a locus of knowledge covering a specific number of fundamental organizational subjects.

2. Staff members' organizational behavior affects the efficiency of the organization as a whole and the achievement of organizational objectives. Therefore, knowledge and study of the behavior, attitudes and performance of individuals and groups are essential.
3. Organizational behavior is linked to concepts of performance, encompassing efficiency, satisfaction, productivity, and all factors that contribute to achieving organizational goals.
4. There is agreement on the main subjects forming the core of organizational behavior (i.e. motives, incentives, leadership, strength, confidence, negotiation, trends, perception, learning, group dynamics, conflict management, change and organizational development). However, there is still much debate on which subjects should receive greater prominence.
5. The non-compassionate organization and its environment significantly influence workers' behavior and performance. Hence, the relationship between informal organizational components and the environment must be a focus of research and study.
6. Understanding the various aspects of organizational behavior engenders an urgent need for research in the behavioral sciences and the use of scientific research methods to study the variables in this evolving field.

In addition to these characteristics, there are other general attributes related to interactions with physical indicators and the characteristics of contemporary organizations. These attributes highlight that the organization does not focus solely on human behaviors but considers them at different levels.

1.5.Factors affecting organizational behavior

Several overlapping factors affect the behavior of workers within an organization including: the individual, the environment and the organization.

1.5.1. An individual

Considered to be the nucleus of an organization, the individual is a fundamental to organizational behavior as an element necessary for the performance of the tasks and activities of the organization, serving as a cornerstone for task performance and organizational activities. Understanding the individual offers numerous advantages, foremost among them being the reinforcement of opportunities for adhering to correct behavior. It also helps in avoiding factors that distort communication, such as inappropriate stress levels or lack of interaction, leading to incorrect responses to colleagues. When the needs of the individual clash with organizational requirements, it often results in frustration and conflicts with others. Therefore, organizations must cultivate environments that encourage action and cater to individual needs to achieve organizational goals effectively.

1.5.2. Regulation:

Regulation can affect behavior by:

- Understanding and interpreting workers' behavior, practices, initiatives and reactions including the motives and values governing behavior. Additionally, understanding the nature of stressors, matches, means of communication and preferred leadership style is crucial too.
- Developing future strategies for individual development and various organizational development strategies.

It's noteworthy that successful experiences have shown that other organizational strategies in production and marketing have been aligned with the organization's human resources strategy. This includes conducting management and targeting through positive reinforcement of desired behavior, constructing incentive systems, selecting appropriate communication modes and leadership styles, and creating conducive work environments that alleviate stress and contribute to organizational objectives.

Environment:

The organization operates within a dynamic external environment that influences it across it several aspects: economic, cultural, social, political, scientific, technical and technological. Besides, the organization has an impact on its environment through the departmental efforts aimed at seizing opportunities and addressing constraints and threats. These efforts involve the following elements (Al-Baghdadi & Hashim Fawzi, 2010, pp. 156-157):

- Cultivating the skill of active listening to others by avoiding the dominance of presuppositions.
- Understanding the origins of arguments and utilizing them positively to enhance the negotiation process, as well as comprehending the implications of diverse origins and cultures.
- Avoiding defensive techniques, fault justification, or refusal to admit mistakes.
- Resisting the temptation to retreat into the self and fear constructive confrontation with others.
- Giving priority to negotiation and assessing the relative importance of each variable element.
- Continuously evaluating the negotiating position to identify and adapt to developments occurring during the negotiation process.

- Identifying the origins of arguments and utilizing positively for the benefit of the negotiation process and an understanding of the nature and significance of these different assets and cultures.

Section2: The Nature of Performance

Performance is a multifaceted concept that encompasses various aspects of human behavior and activity. It is often associated with the ability to achieve desired outcomes effectively and efficiently. While performance can be measured and evaluated in various ways, its underlying nature remains complex and multifaceted.

2.1. Definition of performance

There is no radical difference between performance and job performance because the latter falls into the former category. Researchers have made many contributions to define the concept of performance; hence, we will try to provide several definitions to clarify this concept:

Performance is defined as: "The work and activities of the employee or manager related to a particular job, which differs from one job to another, if there is a common factor between them" (Darwish & Mustafa, 2018, p. 71).

It is also defined as: "A record of the results achieved that embodies practical behavior leading to a degree of efficient and effective achievement of the planned goals by the individual or team" (Al-Degheri, 2020, p. 456)

It is also defined as: "How an activity is accomplished or achieved, and the manner in which it has been carried out, in the sense that it refers to the adequacy of the organization in achieving its goals and how it uses its resources in the light of efficiency and effectiveness criteria, i.e., functional performance involves actions to achieve a specific outcome of a given work." (Rahmoon, 2014, p. 65).

Job performance is also defined as a set of management behaviors that reflect a staff members member's job performance, including quality of performance, performance and professional expertise, communication and interaction with other members of the organization, adherence to administrative regulations governing the work, and careful response to these regulations (Bahr &Mayassa Said Mohammed, July 2013, pp. 178-213).

Another view is that functional performance is "an activity that enables the individual to successfully accomplish the task or goal assigned to him or her, depending upon the normal

limitations of the reasonable use of available resources” (Samaili, Amara, & Naim Bin Amara, December 2019, pp. 106-133).

In another definition of functional performance, it is defined as: "The final results in terms of quantity, type and cost of the actual practice of the various activities over a specified period of time" (Horum, 2008, p. 28).

From these definitions, we conclude that job performance is the effective execution of the individual worker in carrying out the work assigned to him/her in a way that ensures the organization's overall goal achievement.

2.2. The importance of job performance

They are as follows (Al-Shami, 2010, p. 64):

- Functional performance is important within an organization that aims to achieve success and progress as the end product of all the activities of the individual or organization. If this output is high, it indicates success, stability and effectiveness.
- Performance is linked to the life cycle of the organization at its various stages, with its transition from one stage to another advancing depending on its performance levels.
- The importance of performance at the level of the organization extends beyond the organization itself to the success of the country's economic and social development plans.
- Additionally, job performance is the primary determinant of the efficiency and effectiveness of both individuals and the organization. It influences the development the rewards and incentives system within the organization.

2.3. The Elements and Determinants of Performance

2.3.1. The elements of performance:

A variety of elements, which together constitute functional performance, are as follows (Yusuf, 2016, pp. 28-29):

- **Knowledge of work requirements:** this includes technical skills and knowledge, and the general background of the job and related fields, i.e., the expertise of the individual in the work they perform.
- **The amount of work done:** this refers to the quantity of work a worker can accomplish under normal working conditions, and the speed at which it is done. It reflects the mental, physical and psychological energy of the individual in their work position during a certain period of time.

- **Quality of work:** this encompasses accuracy, system, mastery and technical proficiency, and the ability to organize and execute work and detect errors.

- **Perseverance and confidence:** this involve dedication, seriousness at work, the ability to take responsibility, timely completion of tasks, and the need for minimal supervision to evaluate their work results.

In addition to these elements, two more can be added (Arves, 2017, p. 52):

- **Time:** The importance of time stems from it being a finite and irreplaceable resource. It should be optimally utilized at every moment, as it constantly diminishes and cannot be regained, making it invaluable.

- **Cost:** This refers to the cost of achieving results and goals, comparing the actual cost with the expected cost to determine any discrepancies.

Some view the elements of performance as encompassing both desire and ability.

2.4 Determinants of job performance

As it has already been explained, job performance is "the net effect of individual efforts that begin with abilities and the perception of role and tasks". Therefore, the determinants of functional performance are as follows (Bushrash, 2016, pp. 87-88):

- A. **Effort:** This refers to the physical and mental energy which an individual exerts in the course of their duties or job to reach the highest rates of contribution in their field of work.
- B. **Abilities:** These are personal characteristics of the individual that they use to perform their function.
- C. **Role perception:** This refers to where the individual believes they should focus their efforts at work and how important they think their performance is.

Fayez Abd Al-Rahman Farrukh, on the other hand, believes that the determinants of functional performance are as follows (Al-Farroukh, 2010, p. 45):

- a- **Individual motivation:** Everyone must have the motivation to work, which may vary in strength.
- b- **Working environment:** The working environment must be conducive at the level of organization, management, department or all levels. It should satisfy the individual's needs, reflecting the effect of motivation on work.
- c- **The ability to perform the particular work:** The individual must have the capacity to perform the work assigned to him/her.

2.5 Factors affecting performance

Performance is affected by a combination of factors, including (Shukri & Hassan, 2016, p. 44):

a. Administrative Management Factors:

These include conflicts between the staff members member and their supervisor or colleagues due to undefined job roles, inadequate supervision, lack of training and material resources or tardiness.

b. External environmental factors:

These encompass conflicts between employee values and societal norms, as well as the conditions of the labor market, economic conditions, government regulations, trade union policies and political instability.

These factors are often the same as those affecting organizations as a whole.

c. Factors related to employee:

These involve a lack of motivation, weak personality traits and mental abilities, frequent absenteeism and family problems.

Rawya Hassan noted that there are some factors that are beyond an individual's control which can affect his performance. Although some of these factors may seem like excuses, they must be taken into consideration because they are real and impactful.

Indeed, these environmental factors must be viewed as influences on effort, capacity, direction, and overall performance as illustrated below (Hassan, 2001, p. 211).

Figure 3: Factors Affecting Performance (created by the author)



2.6The Relationship between Job Performance and Job Behavior

1- The concept of improved functional performance

The concept of functional performance improvement is illustrated by our review of the set of definitions as follows:

Performance improvement is defined as "an organized and comprehensive way of coping with the problems of an organization, a structured process that begins by comparing the current situation and the desired state of individual and institutional performance and trying to identify the performance gap" (Darwish & Mustafa, 2018, p. 99).

It is defined as: "Use all available resources to improve output and process productivity, and integrate the right technology that optimizes capital 2.

It is also defined as the treatment of failure or deviation in actual performance from the target performance that may be due to any. An element of performance, and the result of which is the treatment of deficiency in or combination of the inputs, processes, or outputs of a performance system.

There are those who argue that PI is to use all available resources to improve output and process productivity, and to integrate the right technology that optimizes capital utilization.

2.7 Relating organizational behavior to firm performance:

Organizational behavior, encompassing human behavior within the workspace, predicts how groups and individuals interpret events, behave, and react within the organization (Griffin et al., 2020). However, (Griffin et al., 2020; Margie Parikh, 2010) affirms that this behavior can be influenced by factors like organizational structure, system, roles, design, culture and process. This means individual and group behavior within the organization can be shaped by factors that influence the organization's performance. Mullins & Christy (2010) further suggested that nature and purpose of establishment also influence organizational behavior. Although, human behavior is complex, logical, irrational and often difficult, it can still be controlled by the organizational reward system, leadership, communication, information flow and recognition for a better outcome (Nelson & Quick, 2019).

Peterson, n.d. finds out that there are conflicting identities as a result of organizational behavior based on the different structural components closely linked to the formal institutions and diverse cultures, especially in the multinational organization. The distinctive qualities of organizational behavior in the multinationals come from the multiple institutions and cultures, with physical and social distances resulting in organizational characteristics that distinguish these organizations from single nation organizations. This means there could be several typical behaviors in the same organization due to cultural diversity, the organizational structure and more.

Ashkanasy (n.d.) argued that past studies in organizational behavior tended to ignore the relationship between the physical workspace and employees' attitudes, behaviors, and outcomes. However, they established that physical work environmental features, especially in high-density open-plan workspaces, form critical organizational variables capable of affecting behavior, attitudes, and ultimately performance. The working environment's physical setting impacts employee behavior, which in turn affects overall organizational output.

Chen & Yang (2012) found that leadership, especially when approached from a spiritual angle, positively impacts employees' behavior within the organization, promoting better performance and creating a conducive working atmosphere. Similarly, Demirtas & Akdogan (2015) established that managers are vital to an organization's success or failure, and their behavior significantly influences employees' actions and attitudes, thereby affecting

organizational performance. Chiaburu & Lim (2008) suggested that leaders' or managers' trustworthiness is a good predictor of positive employee behavior within the organization. (Chiaburu & Lim, 2008) said, leaders' or managers', trustworthiness is a good predictor to good employee behavior within the organization.

Chiaburu & Lim (2008) also found a positive relationship between workers' perceptions of organizational learning capability and their ethical behavior. They presented empirical evidence showing a positive relationship between employees' self-perceived employability levels and ethical conduct, leading to greater commitment to the organization and better organizational performance. Lai (n.d.) concluded that organizational citizenship behavior significantly influences individual and team performance ratings.

Popescu (2019), in a study carried out at PwC in Romania, agreed that values, motivations, attitudes, and beliefs influence behavior. However, he emphasized that the social context, i.e., the workplace, can alter these factors and change individual behavior, thereby affecting organizational performance. An eco-friendly work environment can increase workers' motivation and feelings of organizational support, transforming habitual behavior to pro-ecological behavior for the benefit of organizational performance.

Malik et al. (2016) found a strong relationship between leadership styles and organizational behavior in telecom firms in Pakistan. They discovered that democratic leadership fosters good citizenship conduct among employees more effectively than laissez-faire leadership, thus positively influencing organizational performance. In contrast, autocratic leadership, being task-oriented, lacks the support needed to foster helping behaviors, negatively impacting performance. Peterson (n.d.) also found that innovative behavior, crucial for firm survival, is best promoted through transformational leadership rather than transactional leadership.

Pundt et al. (2010) established that workers' innovative behavior can be explained through social exchange with the organization, producing better outcomes. In Norway, Espedal et al. (2012) found a strong positive relationship between cooperative leadership behavior and organizational performance. Collective action within the firm fosters excellent corporate performance, and the absence of such behavior leads to poorer performance.

In Lagos, Nigeria, ethical behavior positively affects organizational performance, with empirical evidence showing that organizational citizenship behavior significantly enhances

organizational effectiveness and performance (Kehinde, 2010; Podsakoff & MacKenzie, 1997; Emami et al., 2012). Organizational citizenship behaviors, while not directly rewarded, are beneficial to organizations.

Conclusion

Findings show that organizational behavior has a direct and significant impact on organizational performance. Whether the outcome of this behavior is positive or negative depends on the behavioral patterns of individuals or groups within the organization.

Chapter II:

The Role of HRM in Optimizing Performance and Organizational Behavior

Introduction

The role of Human Resource Management (HRM) in optimizing performance and organizational behavior is pivotal. HRM acts as the catalyst that aligns organizational goals with employee skills, motivation, and engagement. It encompasses various functions such as recruitment, training, performance management, and fostering a positive work culture. By strategically managing human resources, HRM ensures that employees are motivated, productive, and contribute effectively to the organization's success while also nurturing a harmonious and conducive work environment.

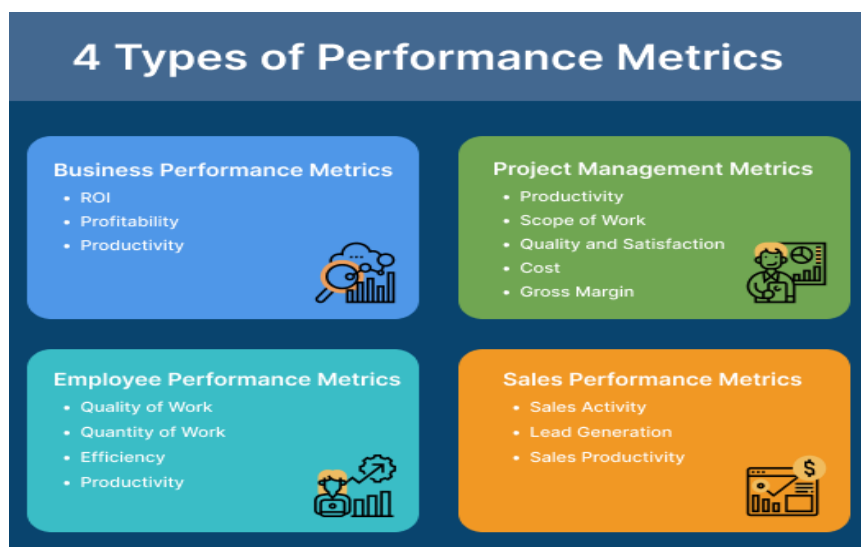
Section1: Understanding performance metrics and indicators

Understanding performance metrics and indicators is crucial for organizations to measure and evaluate their progress. Performance metrics are quantifiable measures used to track performance, while performance indicators provide information about the current state of performance. Effective metrics should be aligned with the organization's objectives and be SMART (Specific, Measurable, Achievable, Relevant, Time-bound). Examples include revenue growth and customer satisfaction. Monitoring and analyzing performance enables organizations to make data-driven decisions, allocate resources effectively, and identify areas for improvement. This information can be used to set targets and benchmark performance. By understanding and using performance metrics and indicators, organizations can enhance their overall performance and achieve their objectives.

1.1.Performance metrics

Organizations utilize performance management strategies by tracking metrics that measure areas such as sales, project management, employee productivity and overall business processes. Different metrics measure important aspects of these business success areas. One type of business success tool that tracks data on sales is the sales indicator. Most companies monitor a group of performance numbers to assess their performance and meet their goals. Effective performance measures provide actionable information that can help achieve business objectives. Below are some important measures that companies use to track their performance in each area, as illustrated in Figure 6.

Figure 4: Types of Performance Metrics (created by the author)



1.1.1. Business performance metrics

Metrics for measuring business success monitor and evaluate specific business processes, such as sales, marketing, and revenue generation. This allows for the comparison of data against pre-set goals or targets. Tracking these success metrics provides businesses with insights needed to determine the adjustments required to achieve their objectives. Three critical metrics to monitor during business growth are:

- **ROI¹ indicators:** Monitoring ROI indicators is crucial because they reveal whether an investment is profitable. Tracking ROI helps companies decide which investments are worthwhile. For instance, an investment with a projected 20% return is more attractive than one with a 10% return.
- **Profitability:** This metric tracks a company's profit ratio and compares it to its goals, helping to identify necessary changes to achieve these goals. Businesses can use profitability measures by comparing their current profit margin to their target profit margin, enabling adjustments in sales strategies to increase revenue.
- **Productivity:** Productivity metrics measure the amount of work completed relative to the resources used. For example, an assembly line worker who produces 100 items per hour is more productive than one who produces only 50 items per hour.

1.1.2. Sales performance metrics

Sales performance metrics track how effectively an individual or team sells a company's goods and services. Common ways to measure sales success are through sales activity, lead generation and retention, as well as KPI² like total income and customer reach.

When a company sets sales goals, it compares these activities to those goals to monitor sales data. Tracking each area provides valuable insights into the effectiveness of its sales strategies. Important measures of sales success include:

- **Activity:** Activity metrics track daily actions performed by the company's sales force. Sales managers can set daily goals or minimum requirements for activities such as

¹Return on Investment is a financial and is an approximate measure of an investment's profitability.

²Key performance indicators KPIs are ways to measure how well an organization or an action it does is doing. It evaluates the success of an organization or of a particular activity in which it engages.

phone calls, emails, and proposals sent to leads, making it easier to monitor sales activity.

- **Lead generation:** Monitoring lead generation data is essential for understanding progress in acquiring new customers. Key lead generation metrics include the average lead response time and follow-up rate.
- **Sales productivity:** Sales productivity metrics measure how quickly a salesperson or team achieves customer goals. Increased productivity in sales is indicated by faster goal attainment. Metrics for sales productivity include the time spent on selling activities and the average number of sales tools utilized during that time.

1.1.3. Project management performance metrics

Performance metrics in project management are used to evaluate the efficiency and profitability of a project. Every stage of a project is measured and compared to goals and objectives from the initial task brief to completion. This information helps determine the steps needed to successfully finish the job. Typically, a project manager tracks success data in the following areas:

Productivity: Tracking productivity provides a project manager with information on the resources used to complete the project and the amount of work done within the project's constraints.

- **Scope of work:** Metrics that measure the scope of a project provide information on the project's duration and cost, helping to estimate the time and financial resources required.
- **Quality and customer satisfaction:** These metrics include data on the quality of the project's final product and customer satisfaction levels, indicating how well the project meets expectations and requirements.

One of the most critical success measures in project management is cost management, which involves anticipating potential issues that could arise during the project's timeline.

- **Gross margin:** The gross margin is the difference between the project's cost and the revenue it generates for the business. It is a crucial success measure usually established at the project's start to ensure alignment with the income goal.

1.1.4. Employee performance metrics

Measures of employee success assess how productive and efficient workers are in meeting goals that contribute to the overall growth of the business. By tracking employee performance data, managers can make necessary changes or improvements to help workers achieve their work goals. Businesses often monitor the following employee performance metrics:

- **Quality:** Metrics for work quality are used to rate how well employees do their tasks. Subjective evaluation is the most well-known way to rate the quality of work because it breaks down bigger business goals into smaller goals that each employee can reach with management support.
- **Quantity:** This metric assesses the volume of work completed by employees. It is easier to measure than quality and often involves metrics such as the number of sales made or items produced.
- **Efficiency:** Efficiency metrics combine data on both the quantity and quality of work to track the resources used to produce an outcome. One example of an efficiency metric is the time or cost required to produce a product.
- **Productivity:** Tracking employee productivity is crucial for businesses as it can help them adjust their processes and behaviors to meet their goals.
- **Performance indicators:** Key performance indicators (KPIs) are metrics that reflect how well a business is achieving its long-term objectives. KPIs assess performance in terms of strategic, financial, and operational goals, often in comparison with other companies in the same industry. Sometimes referred to as key success indicators (KSIs), KPIs vary by company and industry based on performance factors. For instance, a software company aiming for rapid growth might use year-over-year (YOY) sales growth as its primary success measure, while a retail chain might consider same-store sales as its best KPI for measuring growth. KPIs involve collecting, storing, cleaning, and assembling data, which can be financial or otherwise and sourced from any part of the business. They are designed to provide management with quick insights into results, enabling better strategic decisions

1.2.Key performance indicator categories

The primary performance indicator (KPIs) are typically the strategic ones. While they offer a broad overview of what the company is achieving, they may lack detailed insights. Strategic KPIs are commonly utilized by executives and include metrics like Return on Investment (ROI), profit margin, and total company income.

On the other hand, operational key performance indicators provide a more granular view of business operations. These KPIs assess different processes, industries, or locations, offering insights into how the business operates over shorter time frames, such as from one month to the next or even from one day to the next. They provide clarity on the data being analyzed and whether it indicates future or past events.

1.2.1. Financial Metrics and KPIs

Financial metrics and key performance indicators (KPIs) typically revolve around revenue and profit margins. Net profit, a fundamental profit-based measurement, represents the remaining revenue after accounting for all expenses, taxes, and interest payments for a given period.

These metrics may be derived from a company's financial statements. However, internal management may find it more beneficial to analyze specific numbers tailored to the company's specific problems or aspects. Examples of financial KPIs include:

- **Liquidity ratios:** Such as the current ratio, which assesses a company's ability to manage short-term debt obligations based on its current assets.
- **Profitability ratios:** Such as net profit margin, which measures a company's efficiency in generating sales while minimizing expenses.
- **Solvency ratios:** Like the total debt-to-total-assets ratio, which evaluates a company's long-term financial health by assessing its ability to pay long-term debt.
- **Turnover ratios:** Such as inventory turnover, which measures how quickly a company can convert inventory into sales. Increasing turnover aims to generate faster cash flow through revenue.

1.2.2. Customer Experience Metrics and KPI

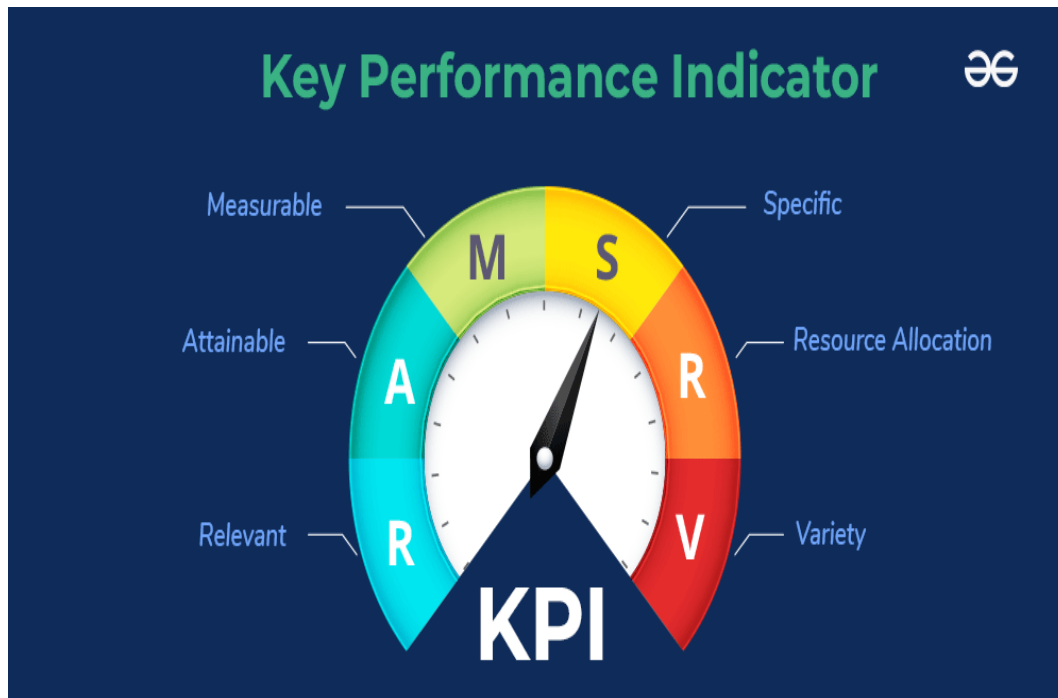
Customer-centric KPIs focus on per-customer efficiency, satisfaction, and retention. These metrics provide insight into the quality of service customers receive and are utilized by customer service teams. Examples include:

- **Number of new ticket requests:** Measures the volume of customer service requests to gauge the frequency of new issues customers encounter.
- **Number of resolved tickets:** Indicates the successful resolution of customer requests, enabling assessment of the company's response effectiveness.
- **Average resolution time:** This KPI is the average amount of time needed to help a customer with an issue. Companies may choose to segment average resolution time across different requests (i.e., technical issue requests vs. new account requests).
- **Average response time:** This KPI is the average amount of time needed for a customer service agent to first connect with a customer after the customer has submitted a request. Though the initial agent may not have the knowledge or expertise to provide a solution, a company may value decreasing the time that a customer is waiting for any help.
- **Top customer service agent:** Identifies top-performing agents based on metrics such as response time and issue resolution rate.
- **Type of request:** This KPI tracks the variety of customer issues to identify recurring problems requiring resolution.
- **Customer satisfaction rating:** This KPI Provides feedback on the overall customer experience through surveys or post-interaction questionnaires.

1.2.3. The smart framework:

SMART refers to the five requirements necessary for effective KPIs. It is an acronym for **S**pecific, **M**easure, **A**ttainable, **R**elevant, and **T**imeframe as shown in figure 5.

Figure 5: Key Performance Indicators



Source:GeeksforGeeks. (2024). What is a KPI? GeeksforGeeks.
<https://www.geeksforgeeks.org/what-is-a-kpi-key-performance-indicator/>

To use the SMART framework, companies need to respond to the following questions

- Is your objective **specific**? The KPI should have a clear and well-defined focus area. It should directly address a specific aspect of an operation, like sales, customer satisfaction, or website traffic.
- Can you **measure** progress toward your goal? The KPI should be quantifiable using objective data, like percentages.
- Is the goal realistically **attainable**? The KPI must represent a target that is achievable within a given timeframe. Avoid setting unrealistic targets that are beyond reach.
- How **relevant** is the goal to your organization? The KPI should directly align with your business objectives and reflect an area that is critical to your success.
- What is the **timeframe** for achieving this goal? Is it for the month, quarter, or year? Setting a timeframe for your KPI can help you do comparisons between periods, which allow you to track your performance and growth.

Chapter II: The Role of HRM in Optimizing Performance & Organizational Behavior

If companies wish to enhance the SMART framework, they can make it SMARTER by incorporating "evaluate" and "re-evaluate" into their measurement process. KPIs should not be considered once and then forgotten; they should be continuously evaluated to ensure they remain achievable and aligned with objectives.

1.3. The role of performance appraisal in HRM

Performance appraisal is indeed crucial for organizations to identify both top performers and those who may need support to improve. The HR department plays a central role in designing and implementing performance appraisal systems to ensure fairness and effectiveness throughout the organization.

1.3.1. The role of HR in performance appraisal

Performance appraisals are used by companies to know more about their workforce. These evaluations enable managers to learn about each employee's skills and limitations so that they can best utilize them in the workplace and improve their future performance. Companies can also use performance management software to evaluate which employees require additional training and which ones are capable of taking on new responsibilities in the workplace.

1.3.2. Benefits of performance appraisals

Companies can keep their staff members interested and encouraged to work more by conducting performance appraisals on a routine basis. Some of its advantages may include:

1.3.3. Career growth opportunities

Performance evaluations help employees identify areas for improvement and develop professional development plans to advance within the organization.

1.3.4. Improved employee performance

Feedback encourages employees to perform better. When a manager gives positive feedback, employees are motivated to perform in a better way. Because performance reviews are frequently used to evaluate how incentives are distributed, they can help motivate and recognize employees for their efforts.

1.3.5. Enhanced employee engagement

Employee engagement and retention can be increased by incorporating them in the performance appraisal process on a routine basis. Employees will be more likely to perform well when they can see how their actions influence the organization as a whole. Incorporating employees in the appraisal process increases engagement and fosters a sense of belonging and commitment to the organization.

1.3.6. Identification of training needs

Performance appraisals help identify employees who may require additional training, enabling organizations to address skill gaps effectively. If several employees are struggling to achieve a daily target, for example, an employer may offer a seminar on how to work more productively or consider cutting down the target.

1.3.7. Establishment of clear expectations

Managers use performance appraisals to clarify expectations, ensuring employees understand their roles and responsibilities.

1.3.8. Improved team communication

Scheduled performance reviews facilitate open communication between managers and employees, fostering collaboration and productivity. Managers can offer coaching to employees, providing them with tips on how to enhance their productivity. Additionally, employees are encouraged to ask questions and address any concerns they may have.

1.3.9. Goal-setting

Performance evaluations provide an opportunity to set and review goals, ensuring alignment with organizational objectives. Creating a goal management system that is updated regularly ensures that staff members is progressing and contributing to the organization's goal.

1.3.10. Highlighting areas for improvement

Employers who regularly conduct performance reviews can identify areas needing improvement before they negatively impact the firm or become deep-rooted issues. They often provide suggestions and actionable steps for employees to enhance their performance. This ongoing feedback helps employees to continually develop and strive for excellence.

1.3.11. Team bonding

Managers and staff members can use performance appraisals to synchronize their goals and brainstorm together. Meetings regularly might help to strengthen ties and make the boss appear more accessible. Peer reviews allow employees to know how much their colleagues value them.

1.3.12. Communicate the company vision

Employees frequently overlook why they are working or how their actions contribute to the company's daily operations. Employees can recall why their efforts matter by obtaining feedback on tasks they have done. Managers can use performance appraisals to reinforce the organization's values and the goals that employees are striving toward. The role of an HR manager is not just confined to recruitment. They are responsible to:

- Ensure that the employees are motivated to work at their optimum productivity.
- Evaluate the performance of the employees.

1.4. The impact of performance on HR effectiveness

HR effectiveness is directly linked to the performance of the organization's employees. Here's how strong employee performance can significantly impact HR's effectiveness:

1.4.1. Talent management:

High-performing staff members often attract other talented individuals and contribute positively to the organization's talent pool. The role of HR management in identifying, developing, and retaining such talent is critical to maintain a competitive company.

1.4.2. Engagement:

Performance can affect employee engagement levels. Engaged employees are more productive, creative, and committed to organization goals. It plays a critical role in designing and implementing strategies to increase functional engagement, which enhances overall performance.

1.4.3. Training and development:

Performance evaluations help identify areas where staff members may need additional training or development. Human Resources can use this data to create personal development plans that enhance performance and contribute to an organization's success.

1.4.4. Succession planning:

High-performing staff members are often considered candidates for key leadership positions in succession planning. Human resources management should identify and develop potential successors to ensure a smooth transition and continuity in leadership roles.

1.4.5. Performance culture:

A strong culture of performance can be fostered through HR initiatives, with staff members being recognized and rewarded for their contributions. This can increase motivation, morale and overall performance of the organization.

1.4.6. Cost management

Poor performance can lead to increased costs due to inefficiency, errors or conversion. HR management plays a crucial role in addressing performance problems through mentoring, feedback, or corrective action to improve cost management and resource utilization.

1.4.7. Innovation and continuous improvement

Through understanding staff performance and analyzing relevant data, HR can encourage innovation and continuous improvement. For example, performance data can be used to identify areas that need improvement and develop customized training programs that address the needs of employees and the organization.

1.4.8. Analysis and decision-making

Staff performance analysis provides valuable insights into organizational management, helping it to make strategic, data-driven decisions. This depends on the effective collection and analysis of performance data to improve processes and operational and operational decisions.

1.4.9. Balance between performance and well-being

The importance of maintaining a balance between staff members performance and well-being cannot be ignored. HR must work to provide a healthy and supportive work environment that encourages excellence while promoting the personal and professional well-being of employees.

In short, performance directly affects the effectiveness of human resources management in guiding staff members performance, thereby influencing organizational success, productivity and competitiveness.

Section2: Linking Individual and Organizational Performance

Values are fundamental and enduring aspects of both people and organizations. Because values are central to both organizational culture and individual personality, they serve as a linkage between individuals and their organizations. Organizations do not possess values apart from the values of their members. An organizational value system (or culture) is said to exist when three conditions are met: first, individuals acknowledge the collective support for specific beliefs; second, a majority of active members share this agreement; and third, the core values are deeply ingrained throughout the organization.

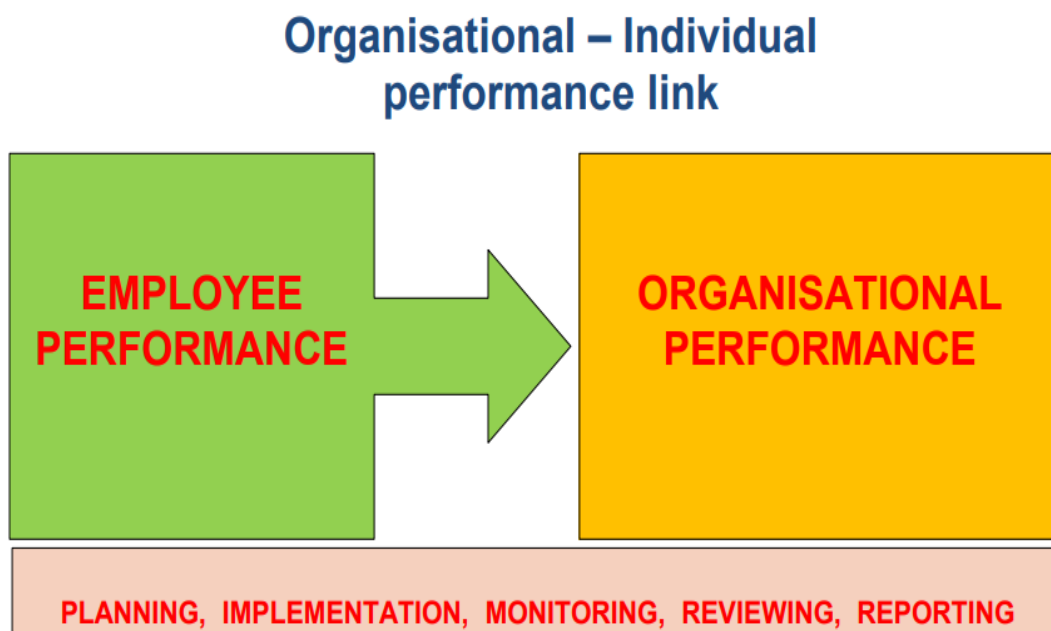
In many organizations, managers and employees are often unaware of the values they possess and tend to misjudge the values of others. Understanding individual and organizational values can help managers select employees whose values and beliefs match those of the organization and configure ways to strengthen that match. Thus, research exploring the intersection of individual and organizational values may provide legitimate insight into enhancing compatibility and retaining employees over the long term. Particularly in the construction industry, which is known for high levels of employee turnover, this information could be invaluable.

Many believe that organizations should have values that both reflect the collective values of all employees and align with individual values (Sawhney, 2002; Peat, 2003; Jaffe and Scott, 1998). However, there persists considerable confusion about how organizational values should be developed. While many organizations have values statements, most have been generated by those in a leadership position, and they often fail to relate to the employees' personal values. As a result, these lofty values may prove challenging to actualize and sustain.

2.1. Linking Individual and Organizational Performance

Linking individual and organizational performance is crucial for achieving success in any company. When employees perform well, the entire organization benefits. This interconnection can be demonstrated as follows

Figure 6. Connecting Individual and Organizational Performance



Source: https://www.researchgate.net/figure/The-links-between-leadership-style-organizational-culture-and-organizational-performance_fig1_228769789

2.1.1. Alignment of Goals:

Effective goal alignment is essential for ensuring that both individual and organizational objectives are met. Here's how alignment can be achieved:

- **Individual goals:** Employees should have clear individual goals that align with their roles and responsibilities. These goals should be challenging yet achievable.
- **Organizational goals:** The organization's overall goals should be communicated effectively to each team and employee. This ensures that everyone understands how their tasks contribute to the larger organizational goals.

2.1.2. Performance management:

Effective performance management is crucial for fostering employee growth and achieving organizational success. Here are key components:

- **Regular Feedback:** Providing frequent and constructive feedback allow employees to understand their strengths and weaknesses, and how to improve their performance.
- **Performance Reviews:** Formal performance reviews can assess progress towards individual goals and identify areas where training or development is needed.

2.1.3. Development and training:

Investing in development and training is essential for enhancing employee capabilities and organizational performance. Key aspects include:

- **Up skilling and reskilling:** Investing in employee development programs equips them with the skills and knowledge needed to excel in their roles and contribute more effectively to organizational goals.
- **Leadership development:** Strong leadership fosters a positive work environment that motivates employees and helps them reach their full potential.

2.1.4. Recognition and rewards:

Recognition and rewards play a vital role in fostering employee morale and driving performance. Here is how they contribute:

- **Appreciation:** Recognizing and rewarding employees for their achievements strengthen their motivation and reinforce desired behaviors that contributes to overall performance.
- **Performance-based incentives:** Linking rewards and recognition to individual and team performance goals incentivize employees to strive for excellence.

2.2. Benefits of Linking Individual and Organizational Performance:

Linking individual and organizational performance bring to company many advantages, such as:

- **Increased Productivity:** Employees who feel valued and understand the connection between their work and organizational success are more likely to be productive and engaged.
- **Improved Efficiency:** Aligning individual goals with organizational objectives streamlines processes and eliminates inefficiencies.
- **Enhanced Innovation:** Employees who feel empowered and have a comprehensive understanding of the broader context are more likely to engage in creative thinking and offer innovative contributions.
- **Reduced Turnover:** Satisfied and motivated employees are less likely to leave the organization, leading to lower turnover costs.
- **Stronger Employer Brand:** A reputation for fostering a culture of performance and development attracts top talent, further strengthening the organization.

In conclusion, by effectively linking individual and organizational performance, companies can create a win-win situation for both employees and the organization as a whole as demonstrated in of the OKR framework.

Figure 7: Objective Key Results Framework



Source : <http://www.talentalign.com/hr-unleash-the-superpowers-of-okr-framework/>

Objective and Key Results (OKR) is a framework that may appear simple, but, when implemented correctly, is remarkably impactful. OKR framework involves:

- Getting the right tasks done.
- Setting and communicating the right goals.
- Understanding the methods to achieve these goals.
- Enhancing team management for improved efficiency.
- Fostering a sense of achievement.

▪ Impact of performance feedback mechanisms

Performance feedback is a structured process of providing employees with constructive information about their job performance, highlighting strengths, identifying areas for improvement, and setting clear expectations. It serves as a two-way communication channel between employers and employees, promoting growth, enhancing skills, and aligning individual goals with organizational objectives.

2.3. Importance of employee performance feedback

Recognizing the importance of employee performance is pivotal for thriving in today's competitive landscape. High-performing individuals are the driving force behind innovation, productivity, and organizational success.

By cultivating a culture that values and actively supports employee performance, businesses and educational institutions can foster engagement, keep top talent, and achieve remarkable outcomes that positively impact their bottom line and academic reputation.

Performance feedback is most effective when it is timely, specific, and delivered in a constructive manner, fostering growth and improvement.

2.4. The Relationship between feedback and employee performance

Now we will explore the complex connection between feedback and employee performance, highlighting the key areas where feedback becomes a catalyst for growth and success.

2.4.1. Feedback as a Motivator:

Feedback is a powerful motivator that boosts employee performance by recognizing their achievements, providing guidance, and fostering a positive work environment that fuels growth and success.

2.4.2. Feedback and Goal Setting:

Feedback plays a crucial role in effective goal setting. It helps align employee aspirations with organizational objectives, provides clarity on expectations, and empowers individuals to strive for excellence.

2.4.3. Feedback and Skill Development:

Feedback acts as a catalyst for skill development, enabling employees to identify areas for improvement and get new competencies. It promotes a culture of continuous learning, enhancing individual and organizational capabilities.

2.4.4. Feedback and Performance Improvement:

Feedback is instrumental in driving performance improvement. It highlights strengths and areas requiring enhancement, guiding employees towards optimal performance and fostering a culture of excellence.

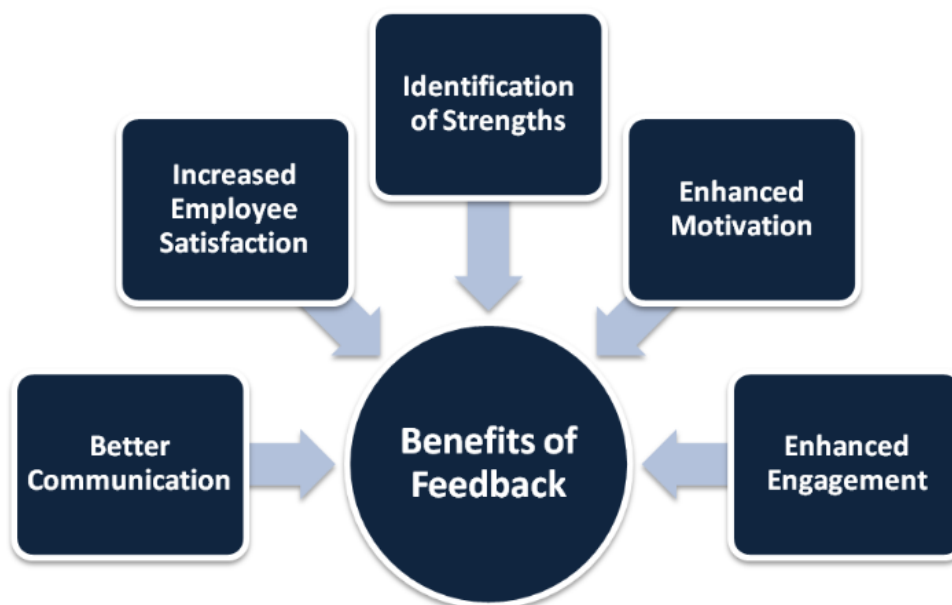
2.4.5. Feedback and Employee Engagement:

Feedback nurtures employee engagement by demonstrating that their contributions are valued. It creates a feedback loop, fostering open communication, trust, and commitment, resulting in increased productivity and satisfaction.

2.5. Benefits of feedback on employee performance

In this fast-paced corporate landscape, the United States stands at the forefront, embracing the immense benefits of feedback-driven growth. Let us delve into the benefits that feedback can bring to the workplace (see figure 8).

Figure 08: Benefits of Feedback



Source: <https://fastercapital.com/topics/the-benefits-of-feedback.html/3>

2.5.1. Improved Communication and Understanding:

By fostering a culture of feedback, you pave the way for open and honest communication. Through regular dialogue, both parties gain a deeper understanding of expectations, objectives, and how to collaborate. This minimizes miscommunication and facilitates smoother teamwork.

2.5.2. Enhanced Motivation and Engagement:

Feedback acts as a powerful motivator, sparking intrinsic motivation in individuals. By providing constructive input, you recognize their efforts, making them feel valued and empowered. Motivated employees are more engaged, leading to increased productivity and success.

2.5.3. Identification of Strengths and Areas for Improvement:

Feedback acts as a mirror, reflecting employees' strengths, talents, and areas needing growth. Recognizing their strengths allows companies to leverage their full potential while identifying areas for improvement and guiding them toward professional development. It is a win-win situation! And it increases employee satisfaction and retention. Thus, feedback plays a crucial role in creating such an environment, resulting in greater job satisfaction. Moreover, satisfied employees are more likely to stay committed to your organization, reducing turnover and fostering continuity.

2.6. Types of employee feedback mechanism:

There are many different types of employee feedback mechanisms that organizations can use to gather data and improve their operations

Here are some of the most common types of employee feedback mechanisms:

2.6.1. Surveys:

Surveys are one of the most popular methods for gathering employee feedback. They can be used to collect data on a variety of topics, from job satisfaction to overall engagement

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levels. Surveys provide organizations with valuable insights that can be used to improve the workplace and make employees happier.

2.6.2. Performance reviews:

Performance reviews are typically conducted once per year. During a performance review, an employer will sit down with employees and discuss their performance over the past year. The employer will also give the employee feedback on their performance. Performance reviews give organizations the chance to identify areas where employees need improvement and offer appreciation.

2.6.3. One-on-one meetings:

One-on-one meetings between managers and employees are another great way to collect feedback. These meetings provide an opportunity to employees to share their thoughts openly as it builds trust. One-on-one meetings also give managers the chance to get to know their employees better and build strong relationships.

2.6.4. Group discussions:

Group discussions are another effective way to gather employee feedback. This technique allows employees to share their thoughts and feelings about their work in a collaborative form. This technique can be used in a variety of settings, such as team meetings, departmental meetings, or all-hands meetings. These discussions can be used to collect data on a variety of topics, from team dynamics to overall job satisfaction levels. Group discussions also provide employees with an opportunity to share their thoughts and ideas with each other,

2.6.5. Exit interviews:

They are conducted when an employee leaves the organization, either voluntarily or involuntarily. During an exit interview, the departing employee is asked for feedback on their experience in the organization. This type of feedback can be very valuable because it can help employers identify problems or factors within the organization that could be one of the causes of their departure.

2.6.6. The 360-degree evaluation:

A 360-degree evaluation is conducted by collecting feedback from multiple sources, including the employee's supervisor, coworkers, and subordinates. Such type of evaluation technique can help to get a better-rounded picture of an employee's performance.

There are several advantages to using a 360-degree evaluation process. For one, it can provide a more objective assessment of an employee since it relies on feedback from multiple sources. Additionally, 360-degree evaluations can help to assess training and development needs within an organization. By understanding the areas where employees need improvement, businesses can accordingly provide guidance or training to their employees.

2.7. Improving feedback mechanisms in the workplace

In order to ensure that employee feedback mechanisms are effective, organizations should consider the following six factors:

- *Timing:* feedback should be given in a timely manner so that employees can address any issues immediately.
- *Frequency:* feedback should be given on a regular basis so that employees are kept up-to-date on their performance. This helps in lowering down the employee turnover in organizations.
- *Method:* feedback should be given using a method that is most effective for the individual employee. For example, some employees may prefer verbal feedback while others may prefer written feedback.
- *Specificity feedback:* feedback should be specific and objective so that employees can understand exactly what they need to work on.
- *Tone:* feedback should be delivered positively and constructively so that employees feel motivated to improve their performance.
- *Mentoring:* feedback can be further enhanced using the mentoring process. This is because by having someone to talk to about their feedback experiences, employees can learn how to better handle both positive and negative feedback.

Employees who take part in the program have more chances (about five times) to get a salary hike or pay grade than those not in the program.

Section3: HRM Strategies for Performance Enhancement

Strategic human resource management is the process of linking the human resource functions with the strategic objectives of the organization in order to improve performance. It has also been defined as; a set of distinct but interrelated practices, policies, and philosophies with the goal of enabling the organization to achieve its strategy. By involving HR in discussions of strategic policies, an organization has a better chance of being effective in the implementation of those policies.

The various approaches to linking HRM strategies are the corporate strategy that leads to the HR strategy, the HR competencies that lead to the business strategy and the interrelationship of the HR strategy and the corporate strategy.

It is the planned pattern of human resource deployment and activities intended to enable the organization to meet organizational goals and objectives (Noe et al. 2007). In other words, the definition of SHRM cited by the author shows that it is the degree of participation in core decision-making and partnership undertaken by HRM departments, and the specificity and formality that HRM departments require in planning and implementing, all of that, to ensure that firm human capital contributes to achieving firm's business goals.

3.1. Background and Concepts of SHRM

Strategic HR management involves integrating HR unit practices to corporate strategy. It started with the era of person-job-fit characterized by vertical integration, efficiency and productivity, focus on administrative functions, division of labor and work standardization. The present and future of strategic HR management are marked by knowledge-based competition, innovation and change, a learning culture, uniqueness, agility and development of intellectual capital.

Strategic human resource management implies a managerial orientation that ensures human resources are employed in a manner conducive to the attainment of organizational goals and mission.

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The concept of Strategic Human Resource Management evolved in the 1990s with an increased emphasis on a proactive, integrated and value-driven approach to human resource management.

Strategic HRM focuses on several issues, including the alignment between human resource management practices and organizational strategic goals, the integration of human resource management in the organizational strategic management, the involvement of human resource function in senior management teams, the development of human resource practices to line managers and strategic approach to employee selection, compensation, performance appraisal and the value that is added to the organizational performance by HRM.

SHRM has also been defined as the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals. The latter definition highlights the two important dimensions that distinguish SHRM from traditional HRM. It links HR practices with the strategic management process of the firm vertically and horizontally, it emphasizes that HR practices are integrated and support each other.

The fundamental aim of strategic HRM is to generate a perspective on the way in which critical issues relating to people can be addressed. It enables strategic decisions to be made that have a major and long-term impact on the behavior and success of the organization by ensuring that the organization has the skilled, committed and well-motivated employees, which are essential for achieving sustained competitive advantage. The rationale behind SHRM is the benefit of having an agreed and understood basis for developing approaches to people management, providing a sense of direction in an often-turbulent environment.

3.2. Perspectives of Strategic HRM

Different academic fields tend to gravitate to specific perspectives. For example, industrial relations and labour economics scholars generally adhere to a universalist and configurational perspective in explaining how systems of human resource management practices are related to organizational performance. Those from the field of business policy and strategic management generally take a contingency perspective. Scholars in the fields of comparative and international human resources, sociology, and political economics are a disparate group, although they tend to adopt a contextualist perspective. Details on their differing views are discussed in the next section.

3.2.1. Universalist:

The universalist is a mode of theorizing in the early strategic human resource literature. Developing universalistic predictions requires two steps. First, important strategic HR practices must be identified. Second, arguments that relate the individual practices to organizational performance must be presented. According to this perspective, the relationship between HRM practice and organizational performance occurs regardless of the context in which an organization operates, which distinguishes this mode of theorizing in SHRM from the others.

3.2.2. Configurational:

The second SHRM theoretical framework, the configurational perspective, explains how systems, clusters, or bundles of human resource management practices interact with each other to have synergistic outcomes at the organizational level. Researchers focusing on this perspective have used a variety of terms such as "**horizontal fit**," "**internal fit**," "**complementarity**," or "**bundling**" (Baird & Mesboulam, 1988; Delery & Doty, 1996; Wright & McMahan, 1992) to emphasize the alignment among multiple HRM practices.

This perspective suggests that a configuration of a set of internally aligned HRM practices will have a much greater ability to explain variation in organizational performance than single HRM practices taken in isolation.

3.2.3. Contingency:

The third SHRM theoretical framework is based on classical contingency theory. The choice of HRM practices and the relationship these practices have with organizational performance depends on external environmental factors as well as organizational factors, primarily the strategies the organization formulates and deploys to successfully adapt to a changing external environment.

3.2.4. Contextualist Perspective

The fourth SHRM theoretical mode of theorizing is the contextualist perspective. Unlike the other three modes, this perspective encompasses the particularities of geographic and industrial contexts and macroeconomic and social factors such as business systems, varieties

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of capitalism, historical path dependence, and institutional environments. International SHRM scholars applying this theoretical framework identify and describe how these various macro-social factors affect the relationship between HRM practice and organizational performance. This theoretical perspective has had limited application in U.S. strategic human resource management scholarship to date.

3.3. Features and Principles of Strategic HRM

Based on its conceptual framework and distinct departure from traditional HRM, strategic HRM is characterized by the following features and principles as outlined by Armstrong (2008):

3.3.1. Features

The main features of strategic human resource management are:

- Strategic human resource management is closely associated with goal-setting, policy formulation and allocation of resources, it performs at top management levels.
- Strategic human resource management aims at fulfilling the long-term HR requirements of the organization and, thus, focuses on the expansion of process capabilities (process refers to HR policies and procedures that produce efficiency).
- It is interrelated with business strategies. For instance, it provides critical inputs to the formulation of business strategy, and specific HR strategies (like recruitment, training and performance appraisal) are in turn shaped by overall business strategies.

3.3.2. Principles

Strategic HRM supplies a perspective on the way in which critical issues or success factors related to people can be addressed and strategic decisions are made that have a major and long-term impact on the behavior and success of the organization. It is not just concerned with mirroring current conditions or past practices (Smith, 1982).

As a means of developing integrated HR strategies, strategic HRM is facilitated to the extent to which the following seven principles set out by Ondrack and Nininger (1984) and Armstrong, (2008) are followed:

- The organization has a clear overall purpose, with evident human resource dimensions aligned with that purpose.
- There is an established and well-understood process for developing strategy within the organization, explicitly considering human resource aspects.

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- Effective and ongoing linkages ensure the integration of human resource considerations with the organizational decision-making process.
- The office of the chief executive actively integrates human resource considerations to meet business needs.
- Responsibility and accountability for human resource management are established at all organizational levels.
- Human resource management initiatives are relevant to business needs, including the responsibility to identify and engage with the social, political, technological, and economic environments in which the organization operates and will operate.

Conclusion:

HRM is instrumental in optimizing performance and organizational behavior by strategically managing the work force, fostering employee engagement and development, promoting a positive work culture, and addressing issues that impact performance and behavior within the organization.

Chapter III:

Empirical Study

1.Introduction to the National Institute of Electronic Industries (ENIE)

In this section, we will discuss the definition of the National Institution for Electronic Industries, its establishment, stages of development, and organizational structure.

1.1.Origin:

In 1969, the National Company for Electrical and Electronic Industries (SNEEP) was established in Sidi Bel Abbes in accordance with Decree No. 68/86 of 21 October 1969, and named SONELEC. Its establishment was part of the development strategy adopted since 1965, with a financial envelope of 1,520 million. Its mission included:

- Electronic wiring.
- Manufacture and installation of telephone devices.
- The making and installation of household appliances.
- Making electronic motors.
- Production of batteries and their compounds.
- Manufacture of lamps.
- Production of electromechanical tools.
- Manufacture of solar panels.

The main objective during this period was the development of the Algerian electronic industry, and by June 08, 1980, by a decision of the General Administration of SONELEC, it branched out into other structures, including:

- The Wire Section.
- The Department of Home Electricity is Tizi Ouzou.
- Sidi Bel Abbès Electronics Department.
- The Department of Engineering and Product Placement Sidi Bel Abbes

1.2. Stages of development of the organization

SONELEC underwent restructuring in accordance with Decree No. 80/242 of 04 October 1980. At the end of 1982, a number of institutions were created, including the National Institute of Electronic Industries (ENIE), which was established by Decree No. 320/82 of 23 October 1982. And this is where we will focus this work.

The purpose of the restructuring was to be enhance in management efficiency, by creating smaller, specialized units with specific functions. Due to poor competitiveness, there were many funding problems, and the information system was neglected. This led to the

adoption of a new management method, called the independence of the institutions, resulting in its transformation since March 1989 into a public institution with public shares based in the industrial area, located 3 km from the center of Sidi Abbas city. Its capital is estimated at 8.322 billion dinars, as it employs 1,202 workers in various fields of activity.

Table 01: Evolution of the ENIE Census for the Years (2020-2021-2022).

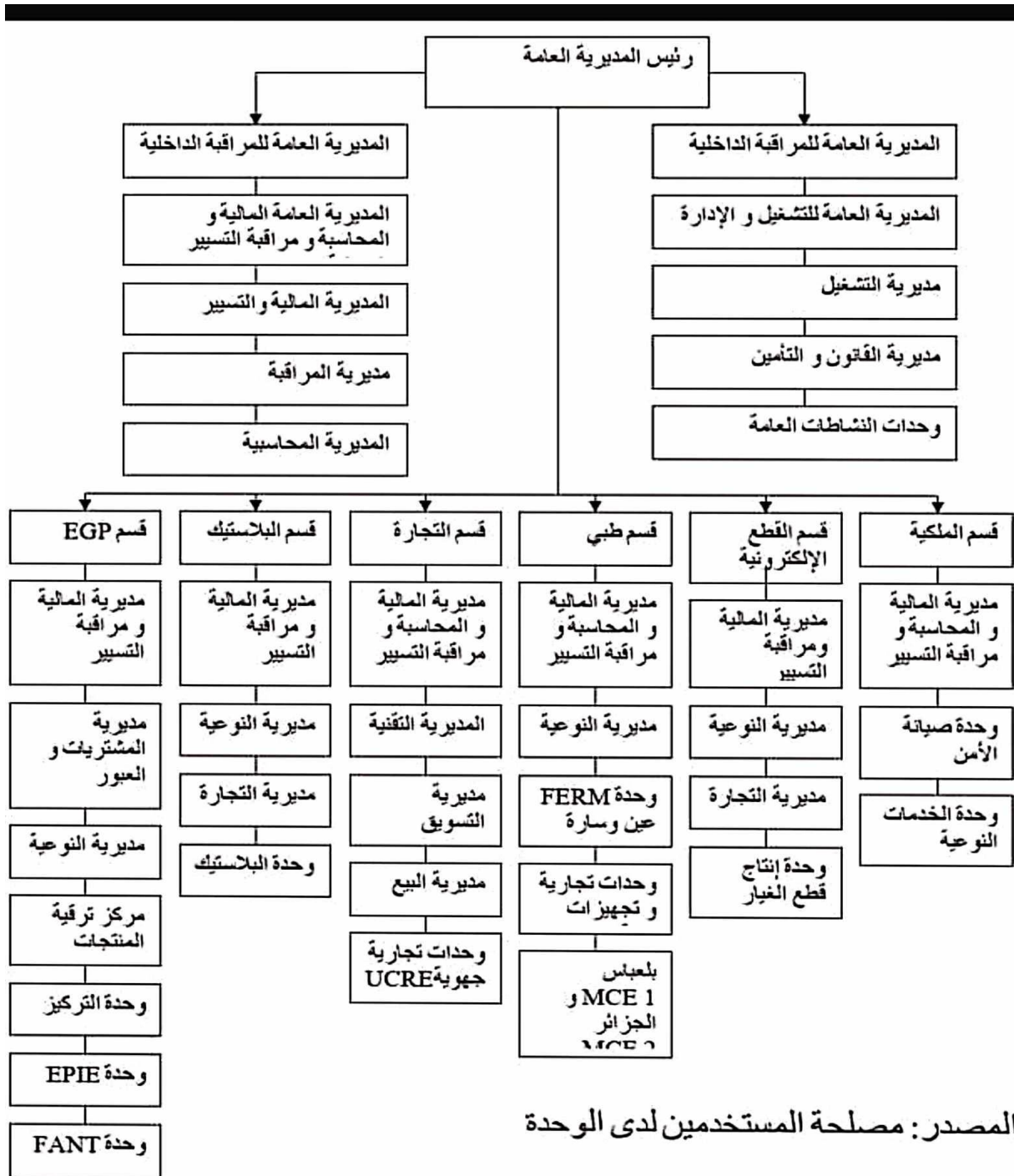
Socio-professional categories	Enumerate in 13/12/2020	Enumerate in 13/12/2021	Enumerate in 13/12/2022
Semitic tires	93	121	99
Frames	287	285	280
Control agents	182	246	241
Implementation Aides	432	341	339
Temporary Workers	229	239	237
Total	1223	1232	1196

Source: Prepared by the two applicants, based on the organization's human resources department documents

1.3 ENIE Organization Regulatory Structure

The structure below depicts an organizational chart illustrating the hierarchical structure and various departments within the company.

Figure 09: The Organization's Organizational Structure



2. Methodological procedures for the study

Through this section, the methods, tools and the study's community and sample used in the applied study will be reviewed.

2.1. Method of study

The study method shows the various steps a researcher relies on in preparing the research in to reach established results and objectives. The method can be considered the approach followed by a researcher in studying a phenomenon or a specific topic to identify its causes and provide solutions. In order to achieve the desired objectives of the research, the method relies on:

- **Analytical meta-approach:** It allows us to collect data and information on the phenomenon under study and to describe, analyze and facilitate the results achieved.
- **Investigative Approach:** To exploit field data by designing a form that includes a set of questions related to the topic of research.
- **Statistical approach:** This enables us to use statistical methods and tools in analyzing data.

2.2. Tools adopted in study analysis

In order to achieve the study objectives, we employed a descriptive and analytical method that attempts to describe the phenomenon under investigation, termed as "the reality of performance and organizational behavior in Algerian public institutions".

❖ Tools used in compilation:

a/ Sources of data collection:

- **Secondary sources:**

Data were obtained from previous studies, relevant books, and research on various websites.

- **Primary sources:**

A survey was conducted among ENIE workers using a questionnaire designed for this purpose. The study tool was divided into three themes:

- Theme I: Personal and functional variables
- Theme II: Performance consisting of (14) paragraphs.
- Theme III: Organizational behavior, consisting of (20) paragraphs.

b/ Statistical tools used in data analysis:

The Likert Five Scale was utilized to measure the responses of the sample members. The scale categories are defined as follows:

Table 02 Answer Areas on the Likert Scale

Grade	1	2	3	4	5
Answer	Totally OK	OK	Neutral	Not OK	Not exactly OK

Source: Prepared by the Student

The length of each category is determined by the range, which is calculated as the difference between the largest and lowest values in the scale. For the Likert Five Scale, the range is 4, hence each category's length is 0.8.

The categories of the measure are defined and their direction determined as shown in Table 03

Table 03: Likert Five Scale Trend Setting Standard

weighted average	Direction
1.00 to 1.79	Very low
1.80 to 2.59	Low
2.60 to 3.39	Medium
3.40 to 4.19	High
4.20 to 5.00	Very high

Source: Prepared by the Student

2.3. Reliability testing of the study tool

The stability of the questionnaire ensures consistent results under similar conditions, meaning that the questionnaire will give the same results when redistributed multiple times under the same conditions.

2.4. Study Community and Study Sample

- The research community comprises all individuals relevant to the study problem, represented by the workers of ENIE.
- A questionnaire was distributed randomly among 38 workers, all of whom responded, resulting in a 100% response rate.

Table 04: The Distribution of the Questionnaire on the Sample of the Study

Resolution	Distributed	Retrieved	Unrecovered	Not valid for analysis	Valid for analysis
Number	38	38	00	00	38
Rate	100%	100%	00%	00%	100%

Source: Prepared by the student

2.5. Reliability and stability of resolution

Once the questionnaire was prepared, it was necessary to ensure its accuracy and consistency through:

a. Validity of the study tool

Validity of the study tool that its statements accurately measure what the researcher intends to measure. To ensure this, the questionnaire was reviewed by the supervising professor to test its suitability for data collection. Subsequently, it was presented to a panel of professors specializing in management, organization, and human resources at the Institute of Applied Sciences and Techniques in Oran¹ University. Their feedback was incorporated, leading to necessary modifications and deletions. The finalized questionnaire was then distributed to employees at the ENIE institution.

b. Stability of resolution

A consistent study tool accurately measures investigator information, behavior, and trends. To verify this, the questionnaire was repeatedly distributed to the same sample under identical conditions. The stability of the tool was assessed based on the Cronbach's alpha coefficient, with an acceptance level set at 0.60 or above. If the coefficient falls below this threshold, the measure is deemed unreliable.

Table 05: Cronbach alpha stability coefficient for resolution axes

Study axes	Number of paragraphs	Alpha Cronbach's stability coefficient
Axis I: Performance	14	0,840
Axis II: Organizational behavior	20	0,676

Source: Prepared by student based on SPSS output

Fiability Statistics	
Alpha Cronbach	Number of elements
0.840	14

Fiability Statistics	
Alpha Cronbach	Number of elements
0.676	20

It is noted from the table that the stability coefficient Alfa Cronbach for the study ranges from 0.676 to 0.840. Compared to the minimum acceptance level of 0.60, this indicates a favorable ratio, affirming that the resolution can be relied upon as a tool for data and information collection related to the study.

3. Presentation and Discussion of Results and Hypothesis Testing

This research presents the results obtained using the study tools and their analysis, describing the study's sample and variables, testing and discussing hypotheses, and exploring "the reality of performance and organizational behavior in Algerian public institutions" and associated strategies.

3.1. Presentation and discussion of the study results

Through this research, we aim to gain insight into the personal and functional characteristics of the study sample members, including sex, age, marital status, educational qualifications, legal contract nature, job location, and professional experience.

Axis 1: Personal Data

Table 06: Distribution of the Sample by Sex

Variant	Category and Attributes	Frequencies	Rate
Sex	Male	24	63.2
	Female	14	36.8
	Total	38	100%

Source: Prepared by student based on SPSS output

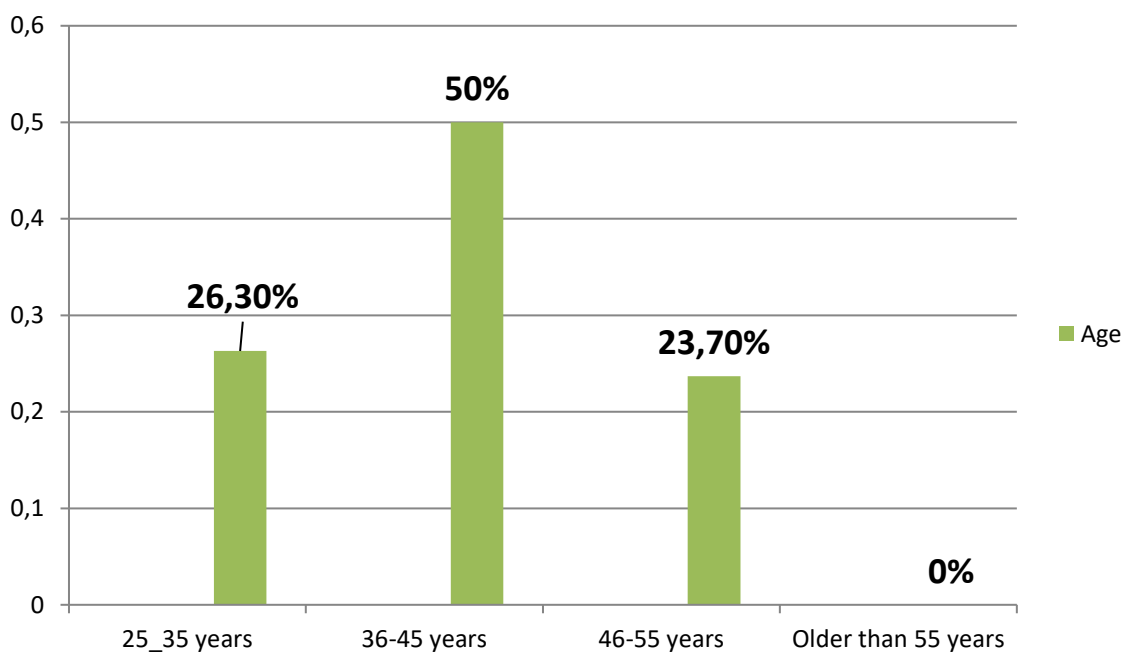
Comment:

The table illustrates that the percentage of males is higher than that of females, comprising 63.2% and 36.8% respectively.

Table 07: Distribution of the Sample by Age

Variant	Category and Attributes	Frequencies	Rate
Age	25_35 years	10	26.3
	36-45 years	19	50
	46-55 years	09	23,7
	Older than 55 years	00	00
	Total	38	%100

Source: Prepared by student based on SPSS output

Figure 10: Distribution of Sample Members by Age**Comment:**

The figure above reveals that within the organization, the highest proportion of individuals, constituting 50%, falls within the second category, aged 36-45 years. This is followed by 26.3% in the 25-35 age bracket, and 23.7% in the third category, aged 46-55 years. These statistics indicate a robust human resource capacity within the institution, enabling it to adapt to developments and effectively navigate challenges leveraging accumulated knowledge. Such stability is integral to organizational success.

Table 08: Distribution of the Sample by Family Situation

Variant	Category and Attributes	Frequencies	Rate
Family situation	Single	09	23,7
	Married	29	76,3
	Widower	00	00
	Total	38	%100

Source: Prepared by student based on SPSS output

Comment:

The largest segment of individuals in the study were married, comprising 76.3% of the sample, followed by single individuals at 23.7%. This trend may be attributed to the functional stability experienced by married individuals, prompting them to establish families. Additionally, assuming responsibility, which often accompanies marriage, may contribute to improved performance through discipline and adherence to the organization's legal systems, reflecting a sense of responsibility among individuals.

Table 09: Distribution of the Sample by Education Qualification

Variant	Category and Attributes	Frequencies	Rate
Education Qualification	Primary	03	7,9
	Middle	00	00
	Secondary	14	36,8
	University	21	55,3
	Total	38	%100

Source: Prepared by student based on SPSS output

Comment:

The level of qualification is a significant determinant of the importance and accuracy of the information collected through this questionnaire. As indicated in the table above, university degree-holders represent the largest proportion at 55.3%, followed by secondary education holders at 36.8%, and primary education recipients at 7.9%. This distribution highlights the diversity in educational levels among members of the study-sample community, reflecting their respective functional backgrounds.

Table 10: Distribution of the Sample by Legal Contract of Employment

Variant	Category and Attributes	Frequencies	Rate
Legal Contract of Employment	Permanent	13	34,2
	Temporary	25	65,8
	Total	38	100%

Source: Prepared by student based on SPSS output

Comment:

We observe that the largest group of individuals in the study sample belongs to the category of temporary workers with 65.8%, followed by the category of permanent workers with 34.2%. This his distribution likely reflects the institution's employment policies, which prioritize temporary contracts, possibly to fulfill specific short-term needs, while also providing job stability through legal frameworks.

Table 11: Distribution of the Sample by Job Positions

Variant	Category and Attributes	Frequencies	Rate
Job Positions	Chief Section	11	28,9
	Ordinary Workers	27	71,1
	Total	38	100%

Source: Prepared by student based on SPSS output

Comment:

We observe that the largest group of individuals in the study sample are ordinary workers, commonly referred to as 'agents of implementation,' constituting 71.1% of the sample. This group is followed by department heads, representing 28.9%. This diversity in job roles within the institution, reflecting its commercial and economic character, encompasses various levels of responsibility, including high-level and executive positions. Such diversity enhances the collection of research information, facilitating a comprehensive understanding of risk management practices within the organization.

Table 12: Distribution of the Sample by Professional Experience

Variant	Category and Attributes	Frequencies	Rate
Professional experience	Under 05	10	26,3
	6-12 years	07	18,4
	13-20 years	15	39,5
	More than 20 years	06	15,8
	Total	38	%100

Source: Prepared by student based on SPSS output

Comment:

The table above illustrates the career experience within the institution, with the highest percentage found in the 13-20-year category, accounting for 39.5%. This indicates the institution's robust human capacity, capable of adapting to developments and overcoming challenges by leveraging accumulated knowledge. The second-highest category is less than 5 years, at 26.3%, followed by the 6-12-year category at 18.4%, and finally, the category with over 20 years of experience at 15.8%. This variety in years of service reflects the positive aspect of having a variety of years of service within the organization.

3.2.Meta-analysis of study variables:

In this section, we conduct a statistical analysis of the results obtained from the responses of the study sample members. We utilize various statistical measures including percentages, arithmetic mean, and standard deviation to analyze the variables identified in the study. The first axis comprises 14 expressions, as detailed in the following tables:

- **The first axis: performance**

Table 13: What Type of Work Do you Have?

Number	What type of work do you have?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Whole	27	71,1	1,28	0,459
2	Partial	11	28,9		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The results obtained present an average arithmetic score of 1.28 with a standard deviation of 0.459. This indicates that the majority of individuals in the sample, approximately 71.1%, are full-time members of the institution under study, while the remaining 28.9% are part-time members. This suggests that the organization employs additional workers on a part-time basis as needed to ensure optimal performance.

Table 14: Observing Timing Requirements for Duty and Task Performance

Number	Do you observe the timing required to perform your duties and tasks?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	32	84,2	1,15	0,369
2	No	06	15,8		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

Results shown above indicate an arithmetic average of 1.15 with a standard deviation of 0.369%. This suggests that the majority of sample members within the institution adhere to general discipline and respect work timings, accounting for 84.2% of respondents. Conversely, 15.8% of respondents indicate a lack of interest in maintaining such discipline. This element significantly contributes to the stability and performance of the institution.

Table 15: Does the administration's job performance evaluation system reflect the level of performance it performs?

Number	Does the administration's job performance evaluation system reflect the level of performance it performs?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	23	60,5	1,39	0,495
2	No	15	39,5		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

From the table data, the study sample found that the functional assessment system reflected the performance of the workers with an arithmetic average of 1.39 and a standard deviation of 0.495, indicating a ratio of 60.5%. The second category, comprising 15%, viewed the performance appraisal system as necessary in the organization to correct inefficiencies and to evaluate performance towards the set goals.

Table 16: Assessing the Suitability of the Work Atmosphere Provided by the Organization

Number	Do you think that the organization provides you with a suitable atmosphere at work?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	28	73,7	1,26	0,446
2	No	10	26,3		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

From the table data, the arithmetic average is 1.26 with a standard deviation of 0.446. The study sample indicates that 73.7% believe provides good conditions and support for work. The second category, representing 26.3%, believes there are no suitable working conditions. Providing both material and moral support, as well as a healthy environment, greatly helps in motivating workers to perform better.

Table 17: Distinguishing Individual Work Performance Behaviors from Other Employees

Number	Do you follow a behavior that distinguishes you from other employees in your work performance?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	28	73,7	1,26	0,446
2	No	10	26,3		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The sample suggests that 73.7% of workers always seek to improve performance by excelling in their tasks, while the second category, representing 26.3%, views their performance as normal and natural.

Table 18: Impact of Additional Rewards on Performance Improvement

Number	If you were given additional rewards, would your performance improve?	Frequencies	Percentage	Arithmetic mean	Standard deviation
1	Yes	30	78,9	1,21	0,413
2	No	08	21,1		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

With an arithmetic average of 1.21 and a standard deviation of 0.413, results suggest that bonuses, compensation, and grants improve performance by encouraging more effort, as indicated by 78.9% of the sample. The second category, comprising 21.1%, saw bonuses as not driving their performance. Overall, incentives were considered the primary driver of individual motivation and behavior, contributing to institutional stability.

Table 19: Possibilities for Adequate Organizational Support to Enhance Worker Performance Levels

Number	Are there possibilities for adequate support for the worker to improve his level of performance within the organization?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	20	52,6	1,47	0,506
2	No	18	47,4		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

From the table data, with an arithmetic average of 1.47 and a standard deviation of 0.506, the workers' responses were mixed regarding the enterprise's provision of adequate payment to improve labor efficiency. 52.6% believed that adequate payment was provided, while 47.4% saw the opposite. This is an acceptable ratio, indicating that the sample members had differing opinions about this element.

Table 20: The Nature of Relationships with Coworkers

Number	How is your relationship with your coworkers?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Good	13	34,2	1,81	0,691
2	Normal	19	50		
3	Bad	06	15,8		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

With an average arithmetic of 1.81 and a standard deviation of 0.691, results showed that workers' responses were mixed in the relationships regarding relationships between colleagues at work: 50% saw it as normal, while 34.2% viewed it as good. However, 15.8% perceived the relationships as bad. These relationships facilitate communication for better task performance, aiding coordination and information exchange between different functional levels.

Table 21: Influence of Relationships with Workers and Management on Individual Performance

Number	Does your relationship between workers and management have an impact on your performance?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	28	73,7	1,26	0,446
2	No	10	26,3		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

With an arithmetic average of 1.26 and a standard deviation of 0.446., the workers' responses regarding the effect of the relationship between management and workers on performance were as follows: 73.7% believed there was an effect, while 26.3% saw no effect. Consequently, we conclude that relations between management and workers play a major role in improving overall performance by assigning tasks and understanding each worker's requirements.

Table 22: Readiness to Improve Organizational Performance Levels

Number	Are you keen to improve the level of performance within your organization?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	30	78,9	1,21	0,413
2	No	08	21,1		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

With has an arithmetic average of 1.21 and a standard deviation of 0.413, the majority of workers (78.9%) seek performance improvement (PI), while 21.1% do not. Hence,we observe that periodic PI is necessary for organizational stability and to adapt to environmental changes and globalization.

Table 23: Primary Concerns of Management at ENIE

Number	At ENIE, what is management primarily concerned with?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Improving working conditions	19	50	1,60	0,679
2	Achieving effectiveness in performance	15	39,5		
3	Wage increases for workers	04	10,5		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The responses of the sample members varied regarding corporate governance: 50% emphasized improvement in working conditions, 39.5% focused on efficiency, and 10.5% prioritized wage increases. Then, we suggest that the institution should pay more attention to increasing wages to improve performance.

Table 24: Challenges Encountered in the Workplace

Number	Have you encountered problems in your work?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	34	89,5	1,10	0,311
2	No	04	10,5		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

Findings suggest that the majority of respondents, 89.5%, face problems and difficulties in their work, indicating a significant issue. Therefore, the institution must address these challenges for progress and organizational stability. Only 10.5% of respondents reported working without facing problems

Table 25: Experiencing Managerial Pressure During Work Performance

Number	Are you exposed to pressure from management while performing your work?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	21	55,3	1,44	0,503
2	No	17	44,7		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

With an average of 1.44 arithmetic and a standard deviation of 0.503, respondents in the sample perceive pressure from the administration while performing their tasks at 55.3%, followed by 44.7% who work without any pressure. It is concluded that human resources need more attention than management, with an emphasis on good communication, listening to professional and social concerns, and reducing pressure to invest in their abilities and competencies.

Table 26: Perceived Elements or Tools Contributing to Performance Enhancement

Number	In your opinion, what are the elements or tools that contribute to raising performance?	Frequencies	Percentage	arithmetic mean	standard deviation
1	material support for workers	16	42,1	1,78	0,776
2	Improving working conditions	14	36,8		
3	Ongoing worker training	08	21,1		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The sample sees other factors contributing to the increase in job performance, including material support for workers at 42.1%, improved working conditions at 36.8%, and continuous training of workers at 21.1%. It is concluded that the human element needs to be motivated towards good performance through fundamental factors affecting behavior within the organization.

Axis II: Organizational behavior

It consists of (20) statements as shown in the following tables:

Table 27: The Impact of Training Quality on Employee Behavior

Number	Does the quality of training affect the behavior of employees?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	30	78,9	1,21	0,413
2	No	08	21,1		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

With an average arithmetic of 1.21 and a standard deviation of 0.413, The sample considers that the quality of training affects the behavior of workers at 78.9%, while the second category sees the opposite at 21.1%. It is concluded that the quality of training programs contributes to workers' behavior through their effectiveness and quality.

Table 28: Impact of Training Duration on Desired Outcomes

Number	Does the duration of training affect the desired results?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	28	73,7	1,26	0,446
2	No	10	26,3		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

From the table data, we note that this paragraph came with an arithmetic average of 1.26 and a standard deviation of 0.446. The sample perceives that the length of training time affects the desired results, with 73.7% agreeing, while 26.3% seeing the opposite. It is concluded that both the quality and duration of training programs directly influence workers' behaviour.

Table 29: Aligning Organizational Goals and Employee Goals Through Training

Number	Does training seek to achieve integration between the organization's goals and employee goals?	Frequencies	Percentage	Arithmetic mean	Standard deviation
1	Yes	34	89,5	1,10	0,311
2	No	04	10,5		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The sample perceives the goals of training as creating a balance in goals, with 89.5% agreeing, while the second category sees the opposite at 10.5%. It is concluded that the goal of training is shared by both the organization and the workers in an influential and mutually reinforcing relationship.

Table 30: Viewing Mistakes as Training Opportunities

Number	Are mistakes training opportunities?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	21	55,3	1,44	0,503
2	No	17	44,7		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

With an arithmetic average of 1.44 and a standard deviation of 0.503, there is variation in the responses of the sample members regarding errors as opportunities for training. The percentage of respondents in favor was 55.3%, while the second category accounted for 44.7%. However, considering errors solely as permanent training opportunities may impact the organization's strategy due to increased expenses, decreased task performance, and the potential for repeated errors.

Table 31: Increase in Efficiency and Productivity after Special Training

Number	Is there an increase in the efficiency and productivity of workers after providing them special training ?	Frequencies	Percentage	Arithmetic mean	Standard deviation
1	Yes	34	89,5	1,10	0,311
2	No	04	10,5		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

With an arithmetic average of 1.10 and a standard deviation of 0.311, there is a significant agreement among respondents that training increases productivity and efficiency, with 89.5% in favor, while the opposing category represents only 10.5%. This underscores the importance of training in enhancing workplace performance.

Table 32: The efficiency and productivity of workers

Number	Is there an increase in the efficiency and productivity of workers?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	32	84,2	1,16	0,370
2	No	06	15,8		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

There is a significant agreement among respondents that training increases productivity and efficiency, with 84.2% in favor, while the opposing category represents only 15.8%. This underscores the importance of training in enhancing workplace performance.

Table 33: Influence of Trainer Personality on Training Outcomes

Number	Does the personality of trainers affect the results of training?	Frequencies	Percentage	Arithmetic mean	Standard deviation
1	Yes	17	44.7	1,44	0,503
2	No	21	55.3		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

This data indicates that 44.7% of respondents agree that the personality of trainers affects the results of training, while 55.3% do not.

Table 34: Influence of Prevailing Organizational Culture on Training Outcomes

Number	Does the prevailing organizational culture at the time of training affect the results obtained?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	30	78,9	1,21	0,413
2	No	08	21,1		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

From the table, we can see that 78.9% of the respondents believe that the prevailing organizational culture at the time of training affects the results obtained, with an arithmetic mean of 1.21 and a standard deviation of 0.413. Conversely, 21.1% of the respondents do not believe that the organizational culture has an effect on the training results. This indicates a significant difference in opinion among the sample members.

Table 35: Role of Physical Stimulation in Improving Organizational Behavior

Number	Do you think that physical stimulation	Frequencies	Percentage	arithmetic mean	standard deviation
--------	--	-------------	------------	-----------------	--------------------

	contributes to improving your behavior inside the organization?				
1	Yes	19	50	1,50	0,506
2	No	19	50		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The sample views are divided on this element. With an arithmetic mean of 1.50 and a standard deviation of 0.506, results show that 50% believe that physical stimulation contributes to improving behavior within the organization, while the other 50% do not. This indicates that physical stimulation has two differing impacts within the organization: it affects one group positively while having no effect on another.

Table 36: Promotion as a Motivator for Increased Employee Productivity

Number	Do you think that promotion motivates you to increase productivity?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	34	89,5	1,10	0,311
2	No	04	10,5		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

According to the results, 89.5% of the respondents believe that promotion motivates them to increase productivity, while 10.5% expressed disagreement with this idea. Overall, motivation through promotion is seen as one of the main factors that drive performance in the organization, improve it, maintain human resources, and reduce employee turnover.

Table 37: Management Encouragement of Non-Conforming Ideas and Opinions

Number	Does management encourage you to submit ideas and opinions, even if they are different?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	23	60,5	1,39	0,495
2	No	15	39,5		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

There is an agreement that management encourages capabilities and innovation according to 60.5% of the sample. Meanwhile, 39.5% opposed this idea, suggesting that the institution does not open the door for labor initiatives to present ideas and proposals. However, in general, the institution seeks to hear all initiatives that serve the public interest.

Table 38: The Role of Incentives in Boosting Workplace Productivity

Number	Do you believe that the leaves provided as an incentive contribute to increasing productivity the job?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	36	94,7	1,05	0,226
2	No	02	5,3		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

There is significant agreement on the leave element as a motivator for workers to increase productivity-related performance, with 94.7% in favor. The corresponding category, which expressed 5.3% against this idea, represents a small percentage of the studied sample members. Leaves, including rest days and legal holidays, are important as they provide workers an opportunity to renew and build physical strength, helping them concentrate on their tasks and reduce interruptions and frequent absences, which affect the smooth flow of production.

Table 39: The Relationship between Career Incentives and Job Performance Improvement

Number	Did the incentives you receive during your career improved your job performance?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	26	68,4	1,31	0,471
2	No	12	31,6		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The individuals in the study sample agreed that the motivating factor, the length of the professional path of the workers, contributes to the improvement of productivity, with 68.4% of the respondents supporting this idea. The corresponding category, which expressed 31.6% against this idea, indicates that while the motivating factor is important to raise performance and improve productivity, it benefits the enterprise as a profitable economic entity.

Table 40: The Role of Written Procedures in Managerial Investigations and Disciplinary Actions

Number	Do written procedures followed by management play a role in an investigation discipline on behaviors?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	06	15.8	1,84	0,369
2	No	32	84,2		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The members of the studied sample agreed that the written procedures followed by the administration do not impose discipline among the working individuals, according to 84.2% of the sample. The opposite category considered that it achieves 15.8% discipline, but this is a weak percentage compared to the first. Therefore, the institution must take all other limiting measures in order to control the behavior of the workers and maintain the stability of the institution.

Table 41: The Effects of Oral Managerial Guidance on Investigation and Discipline Procedures

Number	Do oral procedures followed by management play a role in investigations and disciplinary actions related to employee behavior?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	04	10,5	1,89	0,311
2	No	34	89,5		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The individuals of the study agreed that the oral procedures followed by the administration do not impose discipline among the working individuals either, according to 89.5% of the sample. As for the other group, which supported the idea at 10.5%, we understand from this that the institution has to change the administrative procedures in order to restrain the behavior of some individuals.

Table 42: The Impact of Different Corrective Approaches on Modifying Employee Behavior

Number	Do you think that there are various corrective methods for deviant behaviors that may contribute in modifying employee behavior?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	35	92,1	1,07	0,273
2	No	03	7,9		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The individuals in the study sample agreed that there are other measures that enforce discipline and correct deviant behavior among the employees, according to 92.1% of the sample. The other group, which was against the idea, crossed at 7.9%. We conclude from this that there are other ways to control the behavior of workers and direct it to improve performance and productivity by establishing legal systems that punish those who violate the organization's laws.

Table 43: Identifying Reasons for Decline in Production

Number	Does the organization seek to investigate the causes of employee low productivity?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	30	78,9	1,21	0,413
2	No	08	21,1		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

With an arithmetic mean of 1.21 and a standard deviation of 0.413 across the studied sample members, 78.9% of respondents said that the organization seeks to find out the real reasons that contributed to the decline in production, while another group saw the opposite, at 21.1%. The organization needs to investigate these reasons by reviewing the working method, activating the system of periodic evaluation of workers, and using training methods to motivate them.

Table 44: Continuous periodic oversight by the organization's management

Number	Is there continuous periodic oversight by the organization's management of staff members 'behavior'?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	30	78,9	1,21	0,413
2	No	08	21,1		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The individuals in the study sample agreed that there is periodic monitoring that imposes discipline and corrects deviant behavior among individuals, with 78.9% of the sample supporting this view. The other group, at 21.1%, saw the opposite. We conclude that the organization attaches great importance to the behavior of individuals within the organization because it is an active element in the production cycle.

Table 45: Management Response to Conduct Variances within the Organization

Number	Does management intervene if employees' behavior deviates within the organization?	Frequencies	Percentage	arithmetic mean	standard deviation
1	Yes	33	86,8	1,13	0,342
2	No	05	13,2		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

ding to the sample, 86.8% believed that management intervenes in the case of deviation in the behavior of workers. The opposite category, at 13.2%, saw otherwise, which is a weak percentage. This highlights the authority of the administration to impose control on the behavior of individuals and to curb it through deterrent measures and legal means, ensuring continuity and competition in the market.

Table 46: The organization's satisfaction and job performance improvement

Number	Does the organization's satisfaction with your job performance contribute in improving it continuously?	Frequencies	Percentage	Arithmetic mean	Standard deviation
1	Yes	34	89,5	1,10	0,311
2	No	04	10,5		
Total		38	%100		

Source: Prepared by student based on SPSS output

Comment:

The majority of the sample members expressed that performance satisfaction of the institution contributes to the increase in the performance scores, with 89.5% of the sample supporting this view. The opposite group, at 10.5%, had a different opinion, but this is not influential. Satisfaction with the institution's performance, as an appreciation of the workers' efforts, makes them more motivated to exert more effort.

3.2. Hypothesis testing:

a.H1: The importance of organizational behavior in increasing the effectiveness of human resources management

Correlations

		Q1.1	Q1.2
Q1.1	Pearson Correlation	1	0,902**
	bilateral sig		0,000
	N	38	38
Q1.2	Pearson Correlation	0,902**	1
	bilateral sig	0,000	
	N	38	38

**, The correlation is significant at level 0.01 (bilateral).

From the table, we note that there is a statistically significant relationship between organizational behavior and the effectiveness of ENIE enterprise human resources management at the degree of favoritism of 0,902**. Since the function level is 0.000, which is smaller than the significance level of 0.01, therefore we accept and validate the research hypothesis, and reject the null hypothesis. This indicates it is a strong correlation at the index level of 0.01.

b.H2: Performance is a measure of organizational behavior.

Statistic		
Performance		
N	Valid	38
	Missing	0
Average		1,3910
Standard deviation		,30879

Statistic		
Organizational behavior		
N	Valid	38
	Missing	0
Average		1,3026
Standard deviation		,15288

Conclusion

The impact of organizational behavior on human resource performance within the studied organization, ENIE, is evident. Through the analysis of obtained results, we sought to address our hypothesis concerning the role of organizational behavior in enhancing performance. Our findings indicate a significant correlation between organizational behavior and performance levels. Specifically, higher levels of organizational behavior are associated with improved performance within the electronic industry establishment. Notably, the overall direction of the performance axis was assessed as low, with an average of 1.39 and a standard deviation of 0.308. Similarly, the organizational behavior axis had an average of 1.30 with a standard deviation of 0.152. From these data, we infer the profound influence of organizational behavior on performance outcomes.

Conclusion

Conclusion

Conclusion:

Organizational behavior has a significant impact on the effectiveness of human resource management in Algerian public institutions. Studies have shown that organizational behavior directly influences the management of human resource diversity within organizations. The organizational culture, shaped by the behavioral values, customs, traditions, norms, and trends prevalent in an organization, plays a crucial role in determining employee behavior. A strong organizational culture that aligns with the organization's objectives can positively impact human resource performance. However, implementing human resource information systems (HRIS) in public organizations can be challenging due to factors such as resistance to change and bureaucratic attitudes. To ensure HRIS implementation success, it must be carried out under optimal conditions, as improper management can result in significant costs. Furthermore, emotional intelligence is increasingly recognized as an important factor in personality assessment and effective human resource management. By understanding and managing organizational behavior, organizations can create a positive work environment that fosters employee engagement, productivity, and job satisfaction. In conclusion, understanding and effectively managing organizational behavior is essential for enhancing the performance and effectiveness of human resource management in Algerian public institutions. This requires a strong organizational culture, effective implementation of HRIS, and a focus on emotional intelligence in human resource management practices.

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Appendices

Chapter II: Experimental part:

The first axis: personal data

- 1- **Sex:** male ☐ female ☐
- 2- **Age:** 25-35 ☐ 36-45 ☐ 46-55 ☐ >55 ☐
- 3- **Family status:** Single ☐ married ☐ divorced ☐ Widower ☐
- 4- **Educational level:** primary ☐ middle ☐ secondary ☐ University ☐
- 5- **The institution's legal employment contract:** permanent ☐ temporary ☐
- 6- **Type of the job:** Head of the Department ☐ Ordinary employee ☐
- 7- **Duration of institutional service:**
- Less than 5 years ☐
 - From 6 to 12 years ☐
 - From 13 to 20 years ☐
 - Over 21 years old ☐

The second axis: performance

8- What type of shift do you work?

Full time ☐ part time ☐ periodicity ☐

9- Do you work to take into account the timing required to perform your duties and tasks?

Yes ☐ no ☐

10- Does the administration's job performance evaluation system reflect the level of performance it performs?

Yes ☐ no ☐

11- Do you think that the organization provides you with a suitable atmosphere at work?

Yes ☐ no ☐

12- Do you follow a behavior that distinguishes you from other employees in your work performance?

Yes ☐ no ☐

If the answer is yes, for:

To achieve the success of the organization

To get rewards

13- If you were given additional rewards, would your performance improve?

Yes ☐ no ☐

14- Are there possibilities for adequate support for the worker to improve his level of performance within the organization?

Yes ☐ no ☐

15- How is your relationship with your coworkers?

Good deed ☐ Normal ☐ bad ☐

16- Does your relationship between workers and management have an impact on your performance?

Yes ☐ no ☐

17- Are you keen to improve the level of performance within your organization?

Yes ☐ no ☐

If yes how is this done:

Training in training centers. ☐

Contact with experienced workers ☐

Supervisors' directions. ☐

18- At ENIE, what is management primarily concerned with?

Improving working conditions ☐

Achieving effectiveness in performance ☐

Increase wages ☐

With workers ☐

19- Have you encountered problems in your work?

Yes ☐ no ☐

20- Are you exposed to pressure from management while performing your work?

Yes ☐ no ☐

21- In your opinion, what are the elements or tools that contribute to raising performance?

.....

The third axis: organizational behavior

22- The quality of training affects the behavior of employees.

Yes ☐ no ☐

23- The duration of training affects the desired results.

Yes ☐ no ☐

24- Training seeks to achieve integration between the organization's goals and employee goals.

Yes ☐ no ☐

25- A mistake is a training opportunity.

Yes ☐ no ☐

26- There is an increase in the efficiency and productivity of workers after providing them Special training.

Yes ☐ no ☐

27- The personality of the trainers affects the results of training.

Yes ☐ no ☐

28- The prevailing organizational culture at the time of training affects the results obtained.

Yes ☐ no ☐

29- The organization sets a model vision for behavior within the organization Work to get there.

Yes ☐ no ☐

30- You see that physical stimulation contributes to improving your behavior inside the organization.

Yes ☐ no ☐

31- You see that the promotion motivates you to increase productivity.

Yes ☐ no ☐

32- Management encourages you to submit ideas and opinions, even if they are Different opinions and ideas.

Yes ☐ no ☐

33- You believe that the leaves provided as an incentive contribute to increasing productivity the job.

Yes ☐ no ☐

34- The incentives I received during my career path improved From my job performance.

Yes ☐ no ☐

35- The written procedures followed by management play a role in an investigation discipline in behavior.

Yes ☐ no ☐

36- Oral procedures followed by management have a role in an investigation discipline in behavior.

Yes ☐ no ☐

37- You see that there are various corrective methods for deviant behaviors contributes to modifying employee behaviour.

Yes ☐ no ☐

38- The organization seeks to investigate the causes of low productivity employees.

Yes ☐ no ☐

39- There is continuous periodic oversight by the organization's management Staff membersbehaviour.

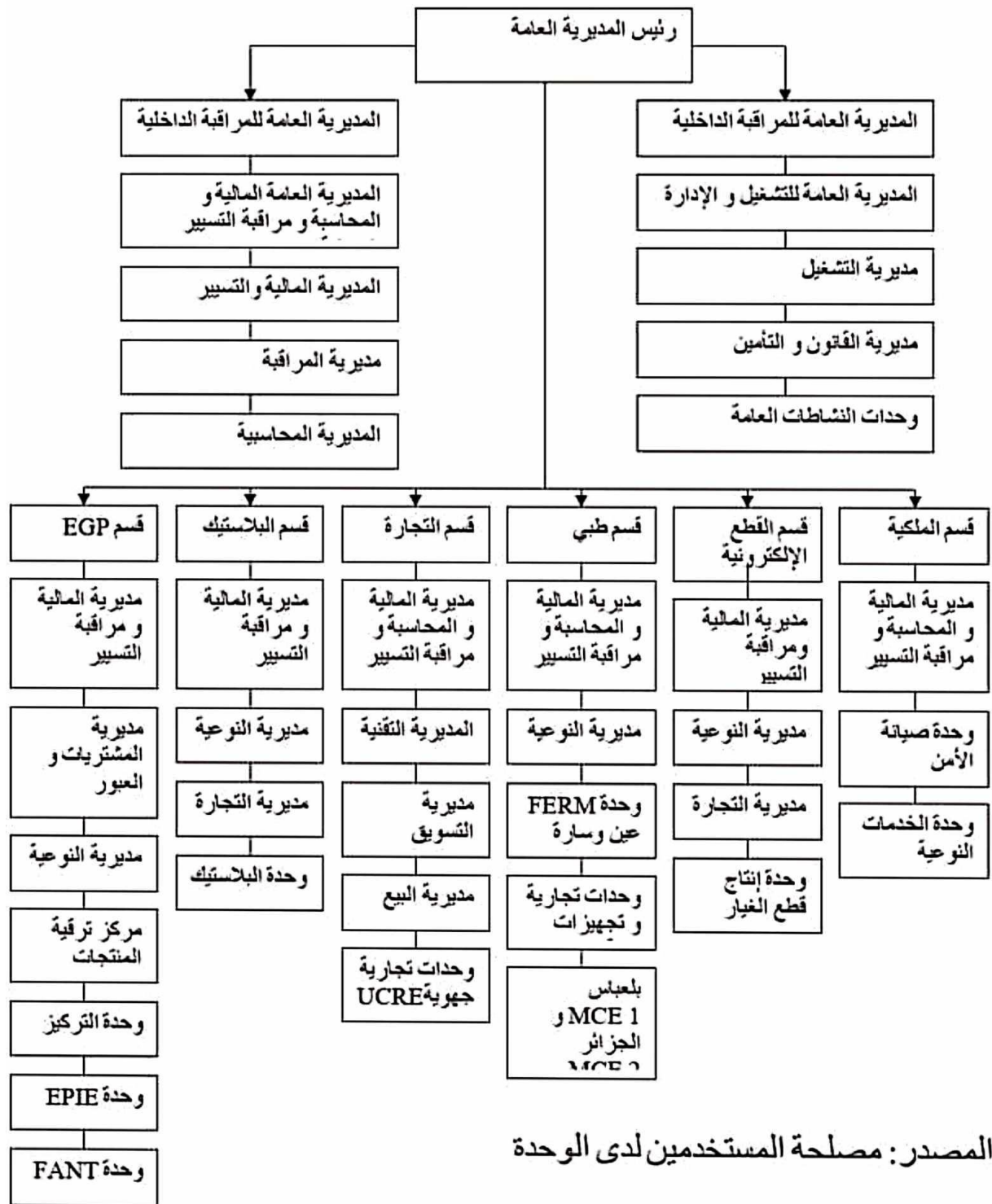
Yes ☐ no ☐

40- Management intervenes if employee behavior deviates within the organization.

Yes ☐ no ☐

41- The organization's satisfaction with your job performance contributes to improving it continuously.

Yes ☐ no ☐



Fréquences

Remarques		
Sortie obtenue		10-MAY-2024 09:50:08
Commentaires		
Entrée	Données	C:\Users\DELL\Desktop\ENG LISH..sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	38
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur toutes les observations comportant des données valides.
Syntaxe		FREQUENCIES VARIABLES=Sex AGE الحالة_العائلية المؤهل_العلمي طبيعة_العقد الحالة_الوظيفية الخبرة_المهنية Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10 Q11 Q12 Q13 Q14 /STATISTICS=STDDEV MEAN /ORDER=ANALYSIS.
Ressources	Temps de processeur	00:00:00,02
	Temps écoulé	00:00:00,11

Statistiques

		Sex	AGE	FAMILY STATUS	EDUCATION LEVEL	The institution's legal employe nt contract	TYPE OF THE JOB
N	Valide	38	38	38	38	38	38
	Manquant	0	0	0	0	0	0
Moyenne		1,3684	1,9737	1,7632	3,3947	1,6579	1,7105
Ecart type		,48885	,71610	,43085	,85549	,48078	,45961

Statistiques

		Duration of institutionals ervice	What type of shift do you work	Do you work to take into account the timing required to perform your duties and tasks	Does the administration's job performance evaluation system reflect the level of performance it performs	Do you think that the organization provides you with a suitable atmosphere at work
N	Valide	38	38	38	38	38
	Manquant	0	0	0	0	0
Moyenne		2,4474	1,2895	1,1579	1,3947	1,2632
Ecart type		1,05772	,45961	,36954	,49536	,44626

Statistiques

		Do you follow a behavior that distinguishes you from other employees in your work performance	If you were given additional rewards, would your performance improve	Are there possibilities for adequate support for the worker to improve his level of performance within the organization	How is your relationship with your coworkers
N	Valide	38	38	38	38
	Manquant	0	0	0	0
Moyenne		1,2632	1,2105	1,4737	1,8158
Ecart type		,44626	,41315	,50601	,69185

Statistiques

		Does your relationship between workers and management have an impact on your performance	Are you keen to improve the level of performance within your organization	- At ENIE, what is management primarily concerned with	Have you encountered problems in your work
N	Valide	38	38	38	38
	Manquant	0	0	0	0
Moyenne		1,2632	1,2105	1,6053	1,1053
Ecart type		,44626	,41315	,67941	,31101

Statistiques

		Are you exposed to pressure from management while performing your work?	In your opinion, what are the elements or tools that contribute to raising performance
N	Valide	38	38
	Manquant	0	0
Moyenne		1,4474	1,7895
Ecart type		,50390	,77661

Table de fréquences

Sex

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	MALE	24	63,2	63,2	63,2
	FEMALE	14	36,8	36,8	100,0
	Total	38	100,0	100,0	

AGE

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	25-35	10	26,3	26,3	26,3
	36-45	19	50,0	50,0	76,3
	46-55	9	23,7	23,7	100,0
	Total	38	100,0	100,0	

Family status

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	SINGLE	9	23,7	23,7	23,7
	MARRIED	29	76,3	76,3	100,0
	Total	38	100,0	100,0	

Educationnel level

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	PRIMARY	3	7,9	7,9	7,9
	Secondary	14	36,8	36,8	44,7
	UNIVERSITY	21	55,3	55,3	100,0
	Total	38	100,0	100,0	

The institution's legal employment contract

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	permanent	13	34,2	34,2	34,2
	temporary	25	65,8	65,8	100,0
	Total	38	100,0	100,0	

Type of the job

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	HEAD OF DERART	11	28,9	28,9	28,9
	Ordinaryemployee	27	71,1	71,1	100,0
	Total	38	100,0	100,0	

Duration of institutional service

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	- Less than 5 years	10	26,3	26,3	26,3
	From 6 to 12 years	7	18,4	18,4	44,7
	From 13 to 20	15	39,5	39,5	84,2
	Over 21 yearsold	6	15,8	15,8	100,0
	Total	38	100,0	100,0	

What type of shift do you work

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Full time	27	71,1	71,1	71,1
	PART TIME	11	28,9	28,9	100,0
	Total	38	100,0	100,0	

Do you work to take into account the timing required to perform your duties and tasks

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	32	84,2	84,2	84,2
	NO	6	15,8	15,8	100,0
	Total	38	100,0	100,0	

Does the administration's job performance evaluation system reflect the level of performance it performs

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	23	60,5	60,5	60,5
	NO	15	39,5	39,5	100,0
	Total	38	100,0	100,0	

Do you think that the organization provides you with a suitable atmosphere at work

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	28	73,7	73,7	73,7
	NO	10	26,3	26,3	100,0
	Total	38	100,0	100,0	

Do you follow a behavior that distinguishes you from other employees in your work performance

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	28	73,7	73,7	73,7
	NO	10	26,3	26,3	100,0
	Total	38	100,0	100,0	

If you were given additional rewards, would your performance improve

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	30	78,9	78,9	78,9
	NO	8	21,1	21,1	100,0
	Total	38	100,0	100,0	

Are there possibilities for adequate support for the worker to improve his level of performance within the organization

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	20	52,6	52,6	52,6
	NO	18	47,4	47,4	100,0
	Total	38	100,0	100,0	

How is your relationship with your coworkers

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	GOOD DEED	13	34,2	34,2	34,2
	NORMAL	19	50,0	50,0	84,2
	BAD	6	15,8	15,8	100,0
	Total	38	100,0	100,0	

Does your relationship between workers and management have an impact on your performance

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	28	73,7	73,7	73,7
	NO	10	26,3	26,3	100,0
	Total	38	100,0	100,0	

Are you keen to improve the level of performance within your organization

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Improving				
	Achieving				
	performa				
	Increasev				
	Total	Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	30	78,9	78,9	78,9
	NO	8	21,1	21,1	100,0
	Total	38	100,0	100,0	

Have you encountered problems in your work

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	34	89,5	89,5	89,5
	NO	4	10,5	10,5	100,0
	Total	38	100,0	100,0	

Are you exposed to pressure from management while performing your work?

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	21	55,3	55,3	55,3
	NO	17	44,7	44,7	100,0
	Total	38	100,0	100,0	

In your opinion, what are the elements or tools that contribute to raising performance

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Financial motivation for employees	16	42,1	42,1	42,1
	Improving working conditions	14	36,8	36,8	78,9
	Continuous training for workers	8	21,1	21,1	100,0
	Total	38	100,0	100,0	

FREQUENCIES VARIABLES=Q15 Q16 Q17 Q18 Q19 Q20 Q21 Q22 Q23 Q24 Q25 Q26 Q27 Q28 Q29 Q30 Q31 Q32 Q33 Q34

/STATISTICS=STDDEV MEAN
/ORDER=ANALYSIS.

Fréquences

Remarques

Sortie obtenue		10-MAY-2024 09:51:28
Commentaires		
Entrée	Données	C:\Users\DELL\Desktop\ENG LISH..sav
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	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	38

Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur toutes les observations comportant des données valides.
Syntaxe		FREQUENCIES VARIABLES=Q15 Q16 Q17 Q18 Q19 Q20 Q21 Q22 Q23 Q24 Q25 Q26 Q27 Q28 Q29 Q30 Q31 Q32 Q33 Q34 /STATISTICS=STDDEV MEAN /ORDER=ANALYSIS.
Ressources	Temps de processeur	00:00:00,03
	Temps écoulé	00:00:00,06

Statistiques

		Statistiques			
		The quality of training affects the behavior of employees.	The duration of training affects the desired results	Training seeks to achieve integration between the organization's goals and employee goals	A mistake is a training opportunity
N	Valide	38	38	38	38
	Manquant	0	0	0	0
Moyenne		1,2105	1,2632	1,1053	1,4474
Ecart type		,41315	,44626	,31101	,50390

Statistiques

		There is an increase in the efficiency and productivity of workers after providing them Special training	The personality of the trainers affects the results of training	-The prevailing organizational culture at the time of training affects the results obtained	The organization sets a model vision for behavior within the organization Work to get there
N	Valide	38	38	38	38
	Manquant	0	0	0	0
Moyenne		1,1053	1,16	1,5526	1,2105
Ecart type		,31101	,370	,50390	,41315

Statistiques

		You see that physical stimulation contributes to improving your behavior inside the organization	You see that the promotion motivates you to increase productivity	Management encourages you to submit ideas and opinions, even if they are Different opinions and ideas	You believe that the leaves provided as an incentive contribute to increasing productivity the job
N	Valide	38	38	38	38
	Manquant	0	0	0	0
Moyenne		1,5000	1,1053	1,3947	1,0526
Ecart type		,50671	,31101	,49536	,22629

Statistiques

		The incentives I received during my career path improved From my job performance	The written procedures followed by management play a role in an investigation discipline in behavior	Oral procedures followed by management have a role in an investigation discipline in behavior	You see that there are various corrective methods for deviant behaviors contributes to modifying employee behaviour
N	Valide	38	38	38	38
	Manquant	0	0	0	0
Moyenne		1,3158	1,8421	1,8947	1,0789
Ecart type		,47107	,36954	,31101	,27328

Statistiques

		The organization seeks to investigate the causes of low productivity employees	There is continuous periodic oversight by the organization's management Staff membersbehaviour.	Management intervenes if employee behavior deviates within the organization	The organization's satisfaction with your job performance contributes to improving it continuously
N	Valide	38	38	38	38
	Manquant	0	0	0	0
Moyenne		1,21	1,2105	1,1316	1,1053
Ecart type		,413	,41315	,34257	,31101

Table de fréquences

The quality of training affects the behavior of employees.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	30	78,9	78,9	78,9
	NO	8	21,1	21,1	100,0
	Total	38	100,0	100,0	

The duration of training affects the desired results

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	28	73,7	73,7	73,7
	NO	10	26,3	26,3	100,0
	Total	38	100,0	100,0	

Training seeks to achieve integration between the organization's goals and employee goals

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	34	89,5	89,5	89,5
	NO	4	10,5	10,5	100,0
	Total	38	100,0	100,0	

A mistake is a training opportunity

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	21	55,3	55,3	55,3
	NO	17	44,7	44,7	100,0
	Total	38	100,0	100,0	

There is an increase in the efficiency and productivity of workers after providing them Special training

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	34	89,5	89,5	89,5

	NO	4	10,5	10,5	100,0
	Total	38	100,0	100,0	

The personality of the trainers affects the results of training

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	32	84,2	84,2	84,2
	NO	6	15,8	15,8	100,0
	Total	38	100,0	100,0	

-The prevailing organizational culture at the time of training affects the results obtained

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	17	44,7	44,7	44,7
	NO	21	55,3	55,3	100,0
	Total	38	100,0	100,0	

The organization sets a model vision for behavior within the organization Work to get there

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	30	78,9	78,9	78,9
	NO	8	21,1	21,1	100,0
	Total	38	100,0	100,0	

You see that physical stimulation contributes to improving your behavior inside the organization

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	19	50,0	50,0	50,0
	NO	19	50,0	50,0	100,0
	Total	38	100,0	100,0	

You see that the promotion motivates you to increase productivity

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	34	89,5	89,5	89,5
	NO	4	10,5	10,5	100,0
	Total	38	100,0	100,0	

Management encourages you to submit ideas and opinions, even if they are Different opinions and ideas

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	23	60,5	60,5	60,5
	NO	15	39,5	39,5	100,0
	Total	38	100,0	100,0	

You believe that the leaves provided as an incentive contribute to increasing productivity the job

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	36	94,7	94,7	94,7
	NO	2	5,3	5,3	100,0
	Total	38	100,0	100,0	

The incentives I received during my career path improved From my job performance

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	26	68,4	68,4	68,4
	NO	12	31,6	31,6	100,0
	Total	38	100,0	100,0	

The written procedures followed by management play a role in an investigation discipline in behavior

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	6	15,8	15,8	15,8
	NO	32	84,2	84,2	100,0
	Total	38	100,0	100,0	

Oral procedures followed by management have a role in an investigation discipline in behavior

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	4	10,5	10,5	10,5
	NO	34	89,5	89,5	100,0
	Total	38	100,0	100,0	

You see that there are various corrective methods for deviant behaviors contributes to modifying employee behaviour

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	35	92,1	92,1	92,1
	NO	3	7,9	7,9	100,0
	Total	38	100,0	100,0	

The organization seeks to investigate the causes of low productivity employees

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	30	78,9	78,9	78,9
	NO	8	21,1	21,1	100,0
	Total	38	100,0	100,0	

There is continuous periodic oversight by the organization's management Staff membersbehaviour.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	30	78,9	78,9	78,9
	NO	8	21,1	21,1	100,0
	Total	38	100,0	100,0	

Management intervenes if employee behavior deviates within the organization

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	33	86,8	86,8	86,8
	NO	5	13,2	13,2	100,0
	Total	38	100,0	100,0	

The organization's satisfaction with your job performance contributes to improving it continuously

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	YES	34	89,5	89,5	89,5
	NO	4	10,5	10,5	100,0
	Total	38	100,0	100,0	

Corrélations

Remarques		
Sortie obtenue		10-MAY-2024 09:51:54
Commentaires		
Entrée	Données	C:\Users\DELL\Desktop\ENG LISH..sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	38

Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques associées à chaque paire de variables sont basées sur l'ensemble des observations contenant des données valides pour cette paire.
Syntaxe		CORRELATIONS /VARIABLES=Q1.1 Q1.2 /PRINT=TWOTAIL NOSIG /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Ressources	Temps de processeur	00:00:00,02
	Temps écoulé	00:00:00,08

Statistiques descriptives

	Moyenne	Ecart type	N
Q1.1	1,3910	,30879	38
Q1.2	1,3026	,15288	38

Corrélations

		Q1.1	Q1.2
Q1.1	Corrélation de Pearson	1	,902**
	Sig. (bilatérale)		,000
	N	38	38
Q1.2	Corrélation de Pearson	,902**	1
	Sig. (bilatérale)	,000	
	N	38	38

** . La corrélation est significative au niveau 0.01 (bilatéral).

Fiabilité

Remarques		
Sortie obtenue		10-MAY-2024 09:52:23
Commentaires		
Entrée	Données	C:\Users\DELL\Desktop\ENG LISH..sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>

	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	38
	Entrée de la matrice	
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques reposent sur l'ensemble des observations dotées de données valides pour toutes les variables dans la procédure.
Syntaxe		RELIABILITY /VARIABLES=Q1.1 Q1.2 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=SCALE.
Ressources	Temps de processeur	00:00:00,03
	Temps écoulé	00:00:00,03

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observations	Valide	38	100,0
	Exclue ^a	0	,0
	Total	38	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,835	2

Statistiques d'échelle

Moyenne	Variance	Ecart type	Nombre d'éléments
2,6936	,204	,45152	2

Fiabilité

Remarques		
Sortie obtenue	10-MAY-2024 09:53:54	
Commentaires		
Entrée	Données	C:\Users\DELL\Desktop\ENG LISH..sav
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	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	38
	Entrée de la matrice	
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques reposent sur l'ensemble des observations dotées de données valides pour toutes les variables dans la procédure.
Syntaxe	RELIABILITY /VARIABLES=Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10 Q11 Q12 Q13 Q14 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=SCALE.	
Ressources	Temps de processeur	00:00:00,03
	Temps écoulé	00:00:00,06

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observations	Valide	38	100,0
	Exclue ^a	0	,0
	Total	38	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,840	14

Statistiques d'échelle

Moyenne	Variance	Ecart type	Nombre d'éléments
19,2895	16,752	4,09289	14

Fiabilité

Remarques		
Sortie obtenue		10-MAY-2024 09:54:42
Commentaires		
Entrée	Données	C:\Users\DELL\Desktop\ENG LISH..sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	38
	Entrée de la matrice	
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques reposent sur l'ensemble des observations dotées de données valides pour toutes les variables dans la procédure.

Syntaxe		RELIABILITY /VARIABLES=Q15 Q16 Q17 Q18 Q19 Q20 Q21 Q22 Q23 Q24 Q25 Q26 Q27 Q28 Q29 Q30 Q31 Q32 Q33 Q34 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=SCALE.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,02

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observations	Valide	38	100,0
	Exclue ^a	0	,0
	Total	38	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,676	20

Statistiques d'échelle

Moyenne	Variance	Ecart type	Nombre d'éléments
25,8947	8,691	2,94810	20

Statistiques

الأداء

N	Valide	38
	Manquant	0
Moyenne		1,3910
Ecart type		,30879

Q1.1

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	1,00	2	5,3	5,3	5,3
	1,07	2	5,3	5,3	10,5
	1,14	7	18,4	18,4	28,9
	1,21	2	5,3	5,3	34,2
	1,29	10	26,3	26,3	60,5
	1,36	4	10,5	10,5	71,1
	1,43	1	2,6	2,6	73,7
	1,50	1	2,6	2,6	76,3
	1,71	2	5,3	5,3	81,6
	1,93	5	13,2	13,2	94,7
	2,00	2	5,3	5,3	100,0
	Total	38	100,0	100,0	

Fréquences

Remarques		
Sortie obtenue		10-MAY-2024 22:00:59
Commentaires		
Entrée	Données	C:\Users\DELL\Desktop\ENG LISH..sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	38
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur toutes les observations comportant des données valides.
Syntaxe		FREQUENCIES VARIABLES=Q1.2 /STATISTICS=STDDEV MEAN /ORDER=ANALYSIS.
Ressources	Temps de processeur	00:00:00,00

Temps écoulé

00:00:00,02

Statistiques

السلوك التنظيمي

N	Valide	38
	Manquant	0
Moyenne		1,3026
Ecart type		,15288

Q1.2

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	1,15	9	23,7	23,7	23,7
	1,20	3	7,9	7,9	31,6
	1,25	8	21,1	21,1	52,6
	1,30	7	18,4	18,4	71,1
	1,35	2	5,3	5,3	76,3
	1,40	4	10,5	10,5	86,8
	1,55	2	5,3	5,3	92,1
	1,65	1	2,6	2,6	94,7
	1,70	2	5,3	5,3	100,0
	Total	38	100,0	100,0	