

Effect of Performance Evaluation at Human Resource Department: A Case Study of Aleman Public Hospital at Ajlune Province in Jordan

Dr. Hasan Salih Suliman Al-Qudah

Head of Hospital Administration Dept.
Faculty of Finance and Administration Science.
P.O.Box -1- Philadelphia University. 19392
Amman- Jordan
E-mail: hasancare@gmail.com
Phone: 00962777419962

Dr. Amin Ahmad Al-Momani

University of Hail
College of Arts
Department of Archaeology and Tourism
Kingdom of Saudia Arabia
E-mail: a.almomani@uoh.edu.sa

Abstract

The importance of the study comes firstly in terms of practical evaluation as it plays a vital role in assessing of employees performance in general and hospitals in particular. It reflects the statements of employees performance effects in succession of the hospital, the main elements of importance is evaluation to extent the increasing the productivity of workers and there compatibility between objectives of the Group itself and the goals of the health institution as hall. As for the study sample a random sample was exploiting of 60 employees in various departments. A questionnaire survey was distributed consisted of 60 questionnaire was distributed and retrieved 54 consisted of 90%.valid for analysis. After analyzing the hypothesis testing and the descriptive study reaches many results out of all:

- 1. Improving the style of employee's performance at Aleman hospital on stressing on the impact of a clear and effective performance of staff in general and on performance of nurses in particular.*
- 2. To take hold on the performance evaluating method as a clear goal of management objectives in raising workers efficiency.*

Finally the study recommended numerous recommendations out of all it recommended that:

- 1. There was a need to follow or adapt latest methods regarding to process of performance assessments at health sector, because of the hospital sensitivity as its plays vital role in serving the nation and citizens as well.*
- 2. The importance of this present study to expand and spread this reliable study distributed to other hospital to take advantage of its results.*

Key Words: Evaluation, Performance, Human Resources, Aleman Hospital.

1. Introduction

It's difficult to judge performance as on how it's running without having many certain governor bodies of certain standards which able us to evaluate them according to common procedures. We make our judgments on the ambit of validity and integrity of these continue application to follow up these progress, whether it can be (Score) by a particular standard or through some one or a person representing these certain standard.

Organizations as in general needs to obtain an on going assessment process of working towards achieving its set of goals and thus targets cant be achieved only and unless it has a lessons from previous experience learnt ,or previous gaps of planning procedures that was not accomplished its missions particularly in employees performance . They are considered as the working force and key tools to complete the over all hospital works at any internal unit. Hospitals in general are considered to be as the main elements of driven hidden force of economic power it self, as it seeks to achieve certain goals along with other primary objective .

These goals of care and patients service are of main pillars and of higher targets of hospital objectives, and in the presence of competitive power in simultaneously with management tasks seeking continuously and diligently towards providing services as best efforts, so human resources are considered to be an ongoing achievement. Need to assess their performance in general and the performance of other workers in hospital at each level of Job Titles.

2. Importance of the study

The importance of the study comes firstly in terms of practical evaluation as it plays a key role in assessing of employees performance at Aleman hospital. It reflects the statements of employee's performance for succession of hospital in general, the importance of evaluation to increase productivity of workers and compatibility between the objectives of the Group itself and the goals of the health institution. Assessment helps succeeding then effectively reducing work rotation rate by controlling costs as a result of spending and sense of workers in justice by assessing their performance to improve the job employees performance to correct any deviations in their work and detection of hidden capabilities and potential of employees.

3. Objectives of the study

This study aims to achieve the following objectives:

1. Identify the impact of assessment of employees performance at Aleman hospital and their impact on workers.
2. Identify the mechanism for assessing of employees performance at Aleman hospital.
3. Identify the difficulties of assessing of employees performance.
4. Access of some recommendations that will help Aleman hospital in developing future set of performance evaluation programs.

4. Problem of the study

The study will answer the following questions:

1. What would be the impact of the staff on evaluating performance process of workers at Aleman hospital?
2. What is degree of employee's satisfaction on elements on evaluation performance procedures at the hospital?
3. To what amplitude does appointing of staff evaluating performance suit with hospital goals set?

5. Study Hypotheses

The following assumptions were adopted for the purpose of achieving the objectives of this study are:

The First hypothesis:

H₀ "There are no statistically significant relationships at the level of significance $\alpha = 0.05$ between method of performance evaluating of employees at Aleman hospital and increases of workers efficiency."

H₁: "There is a statistically significant at the level of significance $\alpha = 0.05$ between the method of performance evaluating of employees at Aleman hospital and the increase of workers efficiency."

The Second hypotheses:

H₀ "There are no statistically significant relationship at the level of significance $\alpha = 0.05$ between method of performance evaluating of workers at Aleman Hospital and management success in achieving its objectives."

H₁ "There is a relationship statistically significant at the level of significance $\alpha = 0.05$ between method of performance evaluating of workers in Aleman hospital and the Managerial success in achieving its objective."

The Third hypothesis:

H₀ "There are no statistically significant relationship at the level of significance $\alpha = 0.05$ between method of employees performance evaluating at Aleman hospital and between patients / visitors satisfaction."

H₁ "There is statistically significant relationship at the level of significance $\alpha = 0.05$ between method of employees performance evaluating of in Aleman hospital and between patients / visitors satisfaction."

The Fourth hypothesis:

H₀ "There is no statistically significant relationship at the level of significance $\alpha = 0.05$ between method of performance evaluating of workers in Aleman hospital and nurses satisfaction."

H₁ "There is statistically significant relationship at the level of significance $\alpha = 0.05$ between the method of workers performance evaluating at Aleman hospital and nurses satisfaction."

6. Study Limitation

This study was limited as it was conducted at only one government hospital namely as Aleman Hospital, its located within the province of Ajlune Governorate, so the results may not be or can not be generalized to all hospitals of the Kingdom due to its characteristics or its location at rural or territorial areas or even due to its dependency in general.

7. Literature Review

Taamenih Mohamad, and others,(2003) stressed and emphasize on positive performance as its an ongoing process aims to identify and measures evolution of institutional performance, the information collected by systematic observation is not only objected to measure current performance accurately, but also to meets positive promotion and to identify weaknesses in obtaining important information for using it as necessary for evaluation.

Brendan D and David B, (2003), at their article "**Performance evaluation and compensation feedback messages: An integrated model**". Assured a theoretical model is developed which looks at both performance evaluation and compensation decisions as feedback messages. Underlying and critical to the model is the role of causal attributions made by both the supervisor/source and recipient of feedback about the causes of the recipient's performance. Specific hypotheses are generated which account for discrepancies between supervisor and subordinate about these causes of performance. In addition, the presence and impact of external organizational constraints on feedback recipients' perceptions and performance are discussed.

Kerr, Norbert L and R. Scott (2004) on "**Group Performance and decision making**"

Focuses on research on group performance and decision making, discussion on brainstorming; Group process losses and gains; Cognitive centrality of group members.

Anne L (Feb2010), Stressed on her research work entitled "**Performance appraisal applied to leadership**", Performance appraisal is a measurement process of how well an individual is doing her or his job. In most organizations, this appraisal is an annual event. Generally, it is done to encourage job performance, to flag areas that need attention, to inform both parties as to expectations. Much of the literature speaks to this process in terms of the performance appraisal of the employee. However, the leader's performance is as important to the success of an organization as the employee's. This article provides comment on actual use of a survey on leader performance. In so doing, the article highlights how a process, performance appraisal, can be responsible for undesirable consequences when results and actions taken are not necessarily aligned.

Radhakrishnan, PhanikiranArrow, and others, (1996)," **Hoping, Performing, learning, and Predicting: Changes in the Accuracy of Self-Evaluations of Performance**". Had tested and examines the prediction in the accuracy of self-evaluations of performance. Determination of the work performance standards; Basis of self-appraisals, judgments and decision making; Specifications of the integrated hypothesis.

Harris-Roxas, Ben and others,(2011)," **A rapid equity focused health impact assessment of a policy implementation plan: An Australian case study and impact evaluation**", noted that This paper presents a case study of a rapid EFHIA that was conducted in Australia on a health promotion policy implementation plan. It briefly describes the process and findings of the EFHIA and evaluates the impact on decision-making and implementation. Methods: The rapid EFHIA was undertaken in four days, drawing on an expert panel and limited review of the literature. A process evaluation was undertaken by email one month after the EFHIA was completed. An impact evaluation was undertaken two years later based on five semi-structured interviews with members of the EFHIA working group and policy officers and managers responsible for implementing the plan.

A cost estimation was conducted by the EFHIA working group . Findings: The EFHIA made both general and specific recommendations about how the health equity impacts of the policy implementation plan could be improved. The impact evaluation identified changes to development and implementation that occurred as a result of the EFHIA, though there was disagreement about the extent to which changes could be attributed solely to the EFHIA. Those responsible considered the recommendations of the EFHIA in the next versions of their ABHI implementation plans. Factors that influenced the impact of the EFHIA included consolidating understandings of equity, enabling discussion of alternatives, and differing understandings of the purpose of the EFHIA.

Erwin, Paul Campbell & others,(Apr2011)," **The Association of Changes in Local Health Department Resources With Changes in State-Level Health Outcomes**", they explored the association between changes in local health department (LHD) resource levels with changes in health outcomes via a retrospective cohort study.

As they measured changes in expenditures and staffing reported by LHDs on the 1997 and 2005 National Association of County and City Health Officials surveys and assessed changes in state-level health outcomes with the America's Health Rankings reports for those years. They used pair wise correlation and multivariate regression to analyze the association of changes in LHD resources with changes in health outcomes. Increases in LHD expenditures were significantly associated with decreases in infectious disease morbidity at the state level ($P=.037$), and increases in staffing were significantly associated with decreases in cardiovascular disease mortality ($P=.014$), controlling for other factors.

Mishra, Badrinarayan & others .(Jan2011), "Evaluation of Work Place Stress in Health University Workers: A Study from Rural India" ,as they focused on healthcare providers being over-worked and under staffed are prone to poor mental health. Unhealthy work place compounds it further. The study aimed to assess the mental health status of a medical university employee with special reference to work place stressors. Settings and design: A cross-sectional study was designed and carried out at a Rural Health University. Materials and Methods: Both the General Health Questionnaire (GHQ) and Scale were used to evaluate 406 participants. The main result was doctors were the highest stressed group ($P \leq 0.04$). Prominent work environmental stressors were poor departmental reorganization, lack of cohesiveness in department, difficult superiors and juniors ($P \leq 0.001$, Pearson correlation). Stressors associated with work organization and work nature were: noninvolvement in departmental decision making and lack of proper feedback; along with; work load, lack of clarity in job, and a erratic work schedule ($P \leq 0.001$ on Pearson correlation). Harassment, favoritism, discrimination, and lack of self-expression ($P \leq 0.003$) were other factors responsible for work dissatisfaction. The study concludes: 1- A high stress level was detected in the study population. The principal stressors were work environment related. Poor work culture was found to lead to job dissatisfaction among majority.

8. Theoretical Background

Hospitals are economic units itself. It seeks to achieve certain goals along with the primary objective and goal of service and patients care, in the presence of competitive power the provision of services by Aleman hospital, as hospital management seeks continuously and diligently towards providing the best, as a result it resort to continuous assess .Performance in general and performance of those working in hospitals of all Job Titles has great impact. **Mekhemar and Taamneh (2003)**

The process of employees evaluation performance considered as one of the most important vocabulary management manpower in public hospitals or private, since it designed mainly to determine to existence the efficiency of each individual on his job and assess the capabilities for purpose of development and promotion, in this sense as it carries dimension present and distant future, dimension present, means judging level of individual performance as it element means of control, the dimension of the distance future contains discovering capabilities of employees potential of standing the possibility of developing and promoting to achieve higher positions. In Some cases there must an emphasized on objective evaluation as basis to reach the organization goals, not surprisingly, we claim that practical reality in our Arab world has witnessed significantly declining at level of objectives of defining processes in assessing performance of employees, which resulted negatively on employees attitudes and performance. **(Ibid)**

8.1 Definition of performance assessment:

Performance evaluation can be defined as "the process of assessing performance of each member of staff during a specific time period estimated on the level and quality of performance itself, this performance may include work implementation assigned to individual on his or there behavior". **Albarnti ,(2001).**

8.2 The importance of evaluation (purposes of evaluation):

The evaluation process is a continuous process as for health system its considered as continues system (ongoing system) which operate, as health institution thus provides health services patients influx effect hospitals this interaction may due to importance environment interaction to measure performance for the following purposes:

Alnagar Fareed, (1976).

- 1 - Improving and developing the workers performance: it represents available information for basis realistic evaluation with view to let manager capable of supervising the discovery of weaknesses and shortcomings in the efficiency of their subordinates and to determine guidance types in developing skills and evaluate their behavior self-extending filling deficiencies in competence.
- 2 - Detection the capabilities and capacities of the untapped potential of employees through information evaluation that are a major cause of work re-evaluation and functions distribution to roles between the occupants of the various functions to ensure the utilization of energies and untapped human potential

3 - Provide objective and fair exponent to the career decisions to ensure the immunization of these decisions against any tendencies or personal disputes or non-objective to the most important decisions promotion, transfer, incentives and rewards or sanctions.

4 - Identifying training needs and evaluate training results, where the study reveals the results of evaluating the performance of employees about the need for some workers from all walks of specialized training in their fields to strengthen the weaknesses and shortcomings that suffer from it also that these results are used to judge the validity and efficiency of training programs, if achieved the desired results or not.

8.3 Elements of Performance appraisal system: Barnoty,(2000).

Evaluation Good system includes:

- 1 – Purposes of evaluation: which can be simple or for purposes of training or promotion, etc. ...
- 2 - Elements of assessment: it listed the aspects of performance and behavior that are evaluated on an individual basis which may include production, quality, attendance, etc.
- 3 - Performance criteria: the criterion of what constitutes good or poor performance.
- 4 - Data used to assess which data may be objective or subjective.
- 5 - Determine the basis of assessment: which may be absolute or relative.
- 6 - Evaluation tools which may include reports or forms or other.
- 7 - Date of evaluation: as it may be once a year and or other dates.
- 8 - Parties implementing the system: the assessment of the individual and analyzes the results.

8.4 Factors that influence the effectiveness of the evaluation process: Alhety,(2003).

- 1 - Director and properties include the ability to control the individuals and interests in the evaluation process.
- 2 - Interaction between managers and individual
- 3 – Emphasize on directors as subject of evaluation.
- 4 - The method used in measuring performance.

8.5 Employees Performance Appraisal:

There were many terms used to define the multiplicity process, some scientists went count of objective periodic management measurement generated to measure strengths and weaknesses of individual efforts and behavior in a given situation.

Others have described it as a formal system to measure and assess the impact on individual performance characteristics and behaviors to try to identify potentials for a repeat performance in future for individual benefits and to referred to organization and community benefits as well.

Or analyze individual performance, with all psychological attributes, physical or technical skills, or intellectual or behavior aspects in order to identifying strengths and weaknesses to strengthen to achieve organization effectiveness in future.

It targets three objectives at the corporate level, the Director and the individual worker. (ibid)

The process of measuring and evaluating employees performance are designed to answer following questions:

- 1 - What is the level of individual performance and his conduct at work?
- 2 – Does conduct and functional performance has it's a point of strength or weakness at all individuals?
- 3 - Is it possible to reiteration of same performance and behavior in future?
- 4 - What are the consequences of behavioral performance on organizational effectiveness?

By using of this process has three primary objectives:

1. Attraction good human resources to the organization, as the process used is similar to the qualitative characteristics of the product in production management, operations, or style advertising and promotion in marketing management.
2. Motivation for workers to achieve better performance when the process is completed accurately and objectively.
3. Retaining for some skillful most strengthen knowledgeable HR to strive organization of preserving them.

8.6 Criteria for performance evaluating:

The Levels, which is considered good or satisfactory performance and, in general, these standards focus on two essential aspects:

- 1 - Objectively : it reflects on the basic components, necessitated of the nature of work, such as production process.

2 - Self-disclose: or behavioral characteristics of an individual's personal Susceptibility to speeding the learning or benefits from training and reliability, requirements in standard manners , its quality to be accurate in expression of performance to be measured and standard if marked:

A- Ratified standard (**Validity**): This means that the factors involved in the measure should reflect those characteristics required for the performance of work without an increase or decrease.

B- The stability of the scale (**Reliability**): means that the results of the individual through a fixed scale when its performance stable, but when the measurement results vary in different degrees or levels of performance, it is not a defect but a natural condition.

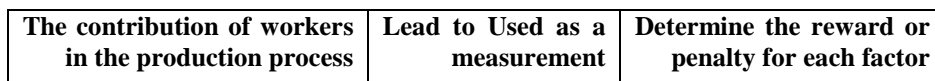
C- Excellence of an existence of (**Discrimination**): means amount of sensitivity of the scale shows at differences levels of performance.

D- Ease of use of the scale (**Easiness**): the clarity of the scale and can be used by superiors at work. **Drah abdulbary,(1999)**.

8.7 Basic theory in assessing individual's performance:

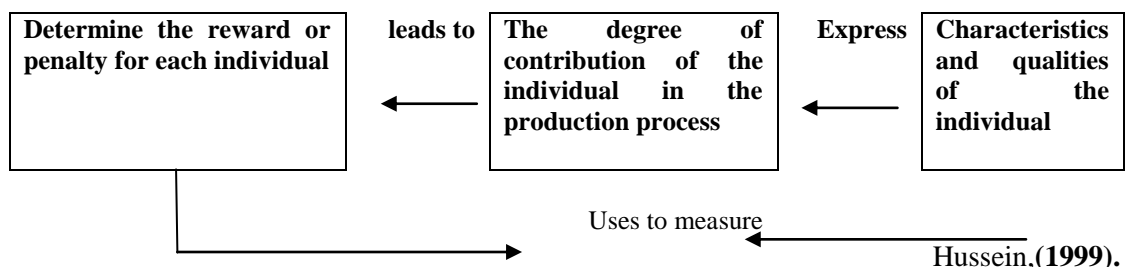
Individual performance can measure to degree of individual's efficiency to each other by identifying importance of contribution of each individual in the production process explained under the figure as shown as following:

Figure - 1-



But measuring importance of individual contribution in success process is not easy in all cases, in some cases it may be involved the production factor processes, so that one can not know importance of each individual or the degree of its contribution to production process. Therefore, by using this factors other alternative may measures the ability of individual at most important of which its was characteristics advantages to distinguish the following aspect like, level of honesty, work attendance, and there level of delay or absence, there dedication and loyalty to the organization and self-reliance and a good influence on colleagues as shown as following:

Figure – 2 –



Elements of evaluating success of employees performance efficiency:

- 1 - Accurate of evaluation objective criteria and efficiency measurement.
- 2 - Choose of appropriate means or performance evaluation method.
- 3 - Determine the desired objectives achievement by evaluating performance efficiency.
- 4 - A clear definition qualities regarding to, characteristics and desired skills to be measure.
- 5 - Results analysis of efficient evaluation benefit from political development in the areas of employment to rise of employee's efficiency performance.
- 6 - The evaluation goal is to restrict errors of subordinates or transfer personal evaluation to serve purposes of a personal manager.
- 7 – To tact treatments of workers with high or low estimates of both the appreciation of staff feelings to degree of adapting on ways to increase efficiency of workers.
- 8 - Calendar subject reports efficiency of performance of employees to review more than one company in order to ensure objectivity, accuracy and comprehensiveness.
- 9 - Periodic review of standards or methods of assessment for performance efficient of workers employed.

Must inform the Director that, when investigating the subordinate reasonable degree of confidence inherent in the relationship his superiors begin to seek ways to exploit his skill more fully, and to achieve the degree of satisfaction with high work via high efficiency performance as that of the objectivity in evaluating the efficiency of the analysis of the results of the calendar.

9. Research Methodology:

The present study methodology used at this present study, would deal with community study and appointed by the standards of measurement, and tests of reliability and validity of measurement tool, as well as methods of data collection in addition to the statistical methods used to analyze data and arrive at the results. The study is a descriptive exploratory survey based work on opinions or trends the study sample, where this study was conducted on a sample of hospital staff faith at Aleman Hospital located 77 kelometer from Amman capital of Jordan Ajloun Governorate

As for the study sample a random sample was exploiting of 60 employees in various departments. A questionnaire survey was distributed consisted of 60 questionnaire was distributed and retrieved 54 consisted of 90%. valid for analysis. Have been adopted for the Likert scale consisting of five degrees to determine the degree of importance of each item of the resolution as follows:

The use reliability of coefficient (Cronbach alpha) for judging the accuracy of measurement by determining the stability of the measuring tool across Balastbana To check the questionnaire's validity in the measurement of the concept to be measured is actually the effect of material and moral incentives on the performance of workers in a hospital in Ajloun Governorate faith. The total reliability coefficient alpha for the items on the style of performance evaluation and its impact on the productivity of workers in a hospital in the faith of about 94%, indicating a high level of stability of the measuring tool which is higher than the value of alpha standard, which amount to 60%, so it can rely on the responses of respondents in the derivation results of the study community.

9.1 Analysis of results and test hypotheses:

Statistical Design and data analysis :

Program was used Statistical Package for the Social Studies (Statistical Package for Social Sciences-SPSS) in analyzing the data collected have been using statistical methods to achieve the following purposes: Statistical analysis of data and test hypotheses of the study .Will review the statistical methods used to test each hypothesis of the study hypotheses and discuss the results as follows:

The first hypothesis;

Ho "There are no statistically significant relationships at the level of significance $\alpha = 0.05$ between method of performance evaluating of employees at Aleman hospital and increases of workers efficiency."

H1: "There is a statistically significant at the level of significance $\alpha = 0.05$ between the method of performance evaluating of employees at Aleman hospital and the increase of workers efficiency". To answer this hypothesis as it has been subjected to a single test sample following table shows the test results as follows:

Table -1-

Single-sample analysis

T tabular value	T calculated value	standard deviation value	Mean	Variable
1. 71	26. 38	0. 8701	3. 937	Increase efficiency

Is clear from the above table that the average opinions of respondents about the use of the exchange of scientific expertise and the process is equal to 3.93 and standard deviation equal to 0.87 to test this hypothesis has been the use of a test sample unilateralism based on the comparable average calculated with the average hypothetical (1) are accepted hypothesis nihilism if the calculated value of T less than spreadsheets and note from the above table that the value of T is equal to the calculated value of 26.38 is greater than T indexed to it. Accept the alternative hypothesis argument that, "**there is a statistically significant relationship between cooperation and exchange of scientific expertise and the process of increasing workers efficiency.**"

By means if any subjected team working on the various classifications and divisions to the scientific sessions and the process under the umbrella of the exchange of experiences reflects a positive result on a team work and thus achieving the goal of management at same time achieving the concept of challenge and innovation management.

The second assumption;

Ho "There are no statistically significant relationship at the level of significance $\alpha = 0.05$ between method of performance evaluating of workers at Aleman Hospital and management success in achieving its objectives"

H1 "There is a relationship statistically significant at the level of significance

$\alpha = 0.05$ between method of performance evaluating of workers in Aleman hospital and the Managerial success in achieving its objective.

The purpose of this thesis is to identify the method of evaluating the performance of workers in private hospitals and the Department's success in achieving its objectives and thus achieve the goal of management in applying the concept of challenge and creativity of management. To answer this hypothesis it has been subjected to a single test sample the following table test results shows as follows:

Table -2-**Single-sample analysis**

T tabular value	T calculated value	Standard deviation value	Mean	Variable
1.714	7.09	0.68	3.32	Performance of employee

Its clear from above table that the average opinions of respondents on workers performance in Aleman hospital as equal to 3.32 and standard deviation and equal to 0.68 to test this hypothesis which has been use of a test sample unilateralism as based on comparable average and calculated with the average hypothetical (2) are accepted hypothesis nihilism if the value of T calculated less than a spreadsheet and note from the above table that the calculated value of T is equal to 7.09 greater than the value of T indexed . We then accept the alternative hypothesis argument that, "**statistically significant relationship between the method of evaluating and workers performance in Aleman hospitals and the Managerial success in achieving its objective**". It has been noted that there is significant progress in providing better service at the hospital level as a result of workers performance at Aleman hospital in an attempt to achieve higher goals of the hospital management and its application based on the principles of challenge and creativity as in general.

The third hypothesis:Ho "There are no statistically significant relationship at the level of significance $\alpha = 0.05$ between method of employees performance evaluating at Aleman hospital and between patients / visitors satisfaction,".

H1 "**There is statistically significant relationship at the level of significance $\alpha = 0.05$ between method of employees performance evaluating of in Aleman hospital and between patients / visitors satisfaction**".

The purpose of this work is to identify the method of performance evaluating of workers in Aleman hospital and level of satisfaction among patients and visitorsto answer this hypothesis which has been subjected to a single test sample the following table shows at this present test results as follows:

Table -3-**Single-sample analysis**

T tabular value	T calculated value	standard deviation value	Mean	Variable
1.841	25.354	0.824	3.652	patients / visitors satisfaction

Its clear from the above table that the average opinions of respondents on evaluation of workers performance at Aleman hospital and degree of satisfaction of patients and visitors satisfaction are equal to **3.652** the standard deviation was equal to **0.824**the hypothesis test use a test sample unilateralism based on comparable average calculated with the average hypothetical (3) and are hypothesis is accepted if the value of T is less than calculated and indexed note from above table that the (T value) is equal to the calculated value of (**25.354**) is greater than T indexed .(**1.841**)We then can accept the premise that "**there is a statistically significant relationship between the methods of evaluating employee's performance at Aleman hospital and between patients / visitors satisfaction**".

As it provide for better performance to employees in increasing of there duties and services provided at Aleman hospital, thereby increasing the level of satisfaction to all patients and visitors about the over all services and yet the workers performance in the said hospital.

The fourth hypothesis:

H0 "There is no statistically significant relationship at the level of significance $\alpha = 0.05$ between method of performance evaluating of workers in Aleman hospital and nurses satisfaction "

H1 "**There is statistically significant relationship at the level of significance $\alpha = 0.05$ between the method of workers performance evaluating at Aleman hospital and nurses satisfaction**". To answer this hypothesis has been subjected to a single test sample the following table shows the test results as follows:

Table -4-

Single-sample analysis

T	tabular value	T	calculated value	standard deviation value	Mean	Variable
	1.812		27.018	0.887	3.632	Nurses Satisfaction

It's clear from the above table that the average opinions of the respondent's regarding to satisfaction nurses was **3.632** and the standard deviation was equal to **0.887** to test this hypothesis there has been use of a test sample unilateralism based on the comparable average calculated.

The average hypothetical (4) can be accepted the hypothesis if the value of T calculated is less than spreadsheets and note from previous table that the level value of T is equal to the calculated value of **27.018** is greater than T indexed to it. We then accept the premise theory as "**There is statistically significant relationship at the level of significance $\alpha = 0.05$ between the method of workers performance evaluating at Aleman hospital and nurses satisfactions**".

10. Results:

After analyzing the hypothesis testing and the descriptive study it has reached the follows points:

- 1 - Improvement the style of employee's performance at Aleman hospitals in Jordan by stressing on the impact of a clear and effective staff performance and on the performance of nurses in particular.
- 2 – To take hold on the performance evaluating method as a clear goal of management objectives in raising workers efficiency.
- 3 – Application on using latest methods for assessing performance process in operating higher authority amendable at official level by Ministry of Health in Jordan.
- 4 - To interacting with the latest methods regarding employment evaluation to achieve the ultimate objective of administration.

11. Recommendations:

The researcher has recommended the following:

- 1 – There was a need to follow or adapt the latest methods regarding to process of performance assessments in this sector, because of the hospital sensitivity as its play s vital role in serving the nation and citizens as well.
- 2 – The importance of this present study to expand and spread this reliable study distributed to other hospital to take advantage of its results.
- 3 - The need for implementing employment performance at other government hospital operating at the Hashemite Kingdom of Jordan.
- 4 – The need to maintain sudden evaluation style to all staff to ensure a continuing quality of their performance.

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