

## **Understanding the Gap between Expected Performance and Actual Performance of Employees at Jordan Universities**

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**Abstract:** *This research study is to bridge the gap between expected performance and actual performance of employees in an organization. The impact of training on employee job performance research area in Human Resource Management. The way an organization train's its staff can influence its efficiency (Iqbal et al, 2014, Padamanaban & Shakeel-Ul-Rehman, 2013; Elanga & Imran, 2013). Human resources are the main asset at modern organizations, which makes the skills, mastered by employees an important factor in determining the current situation as well as the future of an organization, which are impacted by the performance of the human resources. Thus, training practices can be the main factor for the success of a firm, which justifies their evaluation through research. Influence of human resource management and training practices on organizational performance has been an important topic of research recently (Manning, 2015; Jayakumar & Sulthan, 2014; Treven et al, 2015). This study attempts to solve the problem and identify the solution for betterment of Human Resource Practises in an organization.*

**Keywords:** *Organizational Behaviour, Employee Performance, Gap Analysis, Jordan Universities*

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### **I. Introduction**

Employees differ in their personalities and these differences influence the way they react to the external and internal pressures that exist in any organization. Most employees spend more than 50% of their waking hours at the workplace and its environment greatly influences their performance and mental framework. According to Tome (2001) , in the last decades of the 20th century, with the advent of knowledge based economy, the economic structure of countries began to change very fast and employability began to be much more uncertain. Organizations have to be prepared with more competition and need to strengthen their competitiveness. Human capital is one of the major weapons that serve as the driver for them to survive and thrive. Each and every employee hired is considered an asset that can be used to produce more wealth. On the other hand, employees have to stay marketable given the uncertain economic condition. They have to find employers and workplaces that offer both employment and career development. Employability becomes very important nowadays as it facilitates them to move from one job to another, within and between organizations. According to Torraco and Swanson (1995) and Tseng and McLean (2008), human resource development is vital for firm strategy that leads towards superior performance, higher creativity and innovation, retaining, staff, and better service. Training involves the development of learning and education activities designed to improve the overall competence of an employee. Therefore at its most basic, HRD increases workforce competence, skills development and quality, motivation, commitment and development of the organization (Omar et al., 2009). Following the literature of Sujan et al. (1994), learning orientation serve to develop knowledge of sale situation and utilize in effective selling behavior. Management's mission is to get people together to accomplish corporate goals and objectives by using available resources efficiently and effectively. Manpower performance can be increased by putting efforts to factors that enhance the employees' motivational level, creativity, job satisfaction and comfort workplace environment (Levoy, B. 2009). It is important to understand that how the employee performance or employee's job behavior of assisting departments, management levels, and executive leaders impact the organizational goals in either a positive or negative way. Strategy is one of the factors has effect on evaluation of business. Business strategy generally serves as a good foundation for a successful operation of a company. Employee support or, on the contrary, resistance to change, plays an important role during implementation of any changes. Goal achievement focus refers to the goals pursued by individuals in achievement situations which consist of two dimensions: learning and performance (Dweck and Leggett, 1988).

Goal orientation is a motivational variable expected to affect the allocation of effort during learning. Individuals who are high on learning goal orientation strive to develop themselves by augmenting their skills

and know-how (VandeWalle, 2001). Goal orientation is believed to create different perceptual-cognitive frameworks that determine how individuals will approach, interpret, and respond to achievement situations. Individuals with high-performance goal orientation are interested in demonstrating task competence through gaining positive and avoiding negative judgments of competence (Chughtai and Buckley, 2010). Also, earning goal orientation has an effect on individual characteristics. In addition, Lin and Chang (2005) indicate that goal-oriented individual continually seek a strong desire to perform challenging work, learn new skills, and develop alternative strategies when working on a difficult task. Chien and Hung (2008) proposed that goal orientation is positively related to service performance. Schultz and Good (2000) assert that customer-oriented selling is related to long term salesperson relationship and compensation. Accordingly, it seems to be likely that salespersons who work with goal achievement focus may improve their sales practices for success. Communication and internal relation inside company has direct effect on future performance. Motivation is the basic drive for all of our actions. Motivation refers to the dynamics of our behavior, which involves our needs, desires, and ambitions in life. Achievement motivation is based on reaching success and achieving all of our aspirations in life. Achievement goals can affect the way a person performs a task and represent a desire to show competence (Harackiewicz, Barron, Carter, Lehto, & Elliot, 1997).

### **1.1 Employee Performance**

It is a fundamental truth that performance depends on two factors. Employees need both motivation and ability. Highly motivated will not achieve results if they do not have proper skills, expertise, knowledge and the personality the organization needs and on other hand it is also same, employees with high skills and knowledge they cannot achieve organizational goal if they are unmotivated. It means organization produce great results of performance if employees are motivated and able to do their tasks.

### **1.2 Back ground of Study**

This research importance is to find the relation between performances of person in future with factors (internal and external) from year's employees studying in school till they get job. In fact, this research wants to help society and manager also employees themselves to understand their role and performance in sustainable of society and how they can identify successful factors and create prospective one. Most organizations and employers are supportive when it comes to providing T&D opportunities for employees. Both parties will benefit albeit some employers would claim that investing too much would somehow backfire. Generally, employees would be happier and more committed if they receive support from leaders who help them to develop their career. This is one of employers' responsibilities in providing opportunities for employees for their career development and better job performance. Employers, on the other hand, would benefit in terms of higher employee retention, better ability in improving quality and coping with changes. However, despite the advantages of being supportive in providing T&D opportunities for employees, some research posited that high commitment in T&D does not necessarily guarantee high returns on investment.

### **1.3 Problem Statement:**

In today's competitive world employers are seeking graduates with right levels of skills and knowledge but also with the tendency to identify and respond to problems. New employee who score low on openness are characterized as conventional, and narrow in interests (Seibert & Kraimer, 2001). But high in openness enjoy new experience and seek opportunities to learn new things; they value change (LePine & van Dyne, 2011). Students learn theory at school, that it is a bit different with real world. The problem of the present study is about the gap between the expected performance and the actual performance of the employees at the private sectors in Jordan's universities (observation at society, 2015). HRM is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives (Johnson, 2009). Overall it is concluded in both theory and practices that employees matter and that the management of employees – HRM – is a potential source for achieving organizational goals (Boxall & Purcell, 2003). The primary goal of HRM in an organization is to increase overall firm performance. Organizations attempt to reach this goal through a High-Performance Work System (HPWS), which is a bundle or cluster of HR practices that increase organizational performance. In order to enhance the impact of HR practices, on employee outcomes and subsequent firm performance, researchers suggest aligning employee perceptions of HR practices with those of management (Jiang, 2013). Therefore trying to find causes that create the gap between actual HR and perceived HR is of importance. To do this, it is necessary to look at managers as well as their employees. This gap can be bridged through well designed programs between internal (stress, self-motivation [interests], communication (colleagues and customers, managers)) and external (leadership, organizational culture, working environment, motivation [rewards, job enrichment, acknowledgment], training) knowledge creation, knowledge management, uncertainty management, organizational intelligence, and supply chain administration. The idea to provide training and development (T&D) to employees is mainly to allow them to be more employable for other tasks. Marketability also means a person is able to remain in his or her job that eventually could help him or her climb the career ladder.

## **II. Literature Review**

Human capital theory proposes that investment in employee training and education would lead to higher internal mobility and reduce external mobility. The theory implies that when employees participate in T&D programs, they would be able to learn new skills and are able to perform multiple tasks. The employees tend to be more committed with the employer and thus lowering the turnover rate. Employees with higher level of education are also expected to be more employable because of the qualifications they possess. However, it was found in a study conducted by Groot and Masen van den Brink that only formal training had significant positive impact on employability. Other variables like education level and tenure do not have significant impact on employability. On the contrary, Tome reported those employees with high education level and more tenure have higher employability. There exist inconsistencies in the findings conducted in different studies. As noted by Groot and Maasvan den Brink , given the limited empirical evidence to support the human capital theory, further investigations are required to examine factors influencing employability.

With effective communication, a company is able to have good coordination among the teams or units in an organization whereby the absence of it will reflect problems in running business operations or critically cause the damage between individuals. It has been suggested that the persons who are involved in communication processes need to possess both basic skills and abilities, otherwise, the information could be missed to understand appropriately, and furthermore it depends on the facilities available in organizations and the actions of managers to see the acceptability of information in order to have an accurate deliverance. Furthermore, as one of the crucial elements, the managers have been asked to learn the feedback gained from the employees which probably affects their work motivation. Communication refers to the act, contact or double interacts among the individuals in delivering information, meanings and understanding (Fisher, 1980). The importance of communication cannot be denied for organizations as applied to their ability to influence the bottom-line- as found in growing evidence linked with work productivity (Camden & Witt, 1983; Papa & Tracy, 1987; Snyder & Morris, 1984). This relates to the circumstances that are currently faced by the employees including the right time of delivering such information, thus, they may perform based on the messages they receive. In obtaining such a good performance, the managers must show the initiatives of developing and providing opportunities to learn new skills to their employees through the communication process (Muda et al., 2014).

### **2.1 Capability of Employees**

According to Abdulsalam and Abubakar (2012), Ability means qualification and competence to accomplish the assigned tasks. Vroom (1964) states that, when ability is low, increased motivation results in smaller improvements in performance than when ability is high. The model predicts that the relationship between effort and performance should be stronger for individuals with high cognitive ability than for individuals with low cognitive ability. Effort has the role of leveraging performance with cognitive ability as a base for the leverage. Learning orientation is one component in propensity of effort allocation, in that, it has effects on performance. Kanfer and Ackerman (2004) classify intellectual abilities across the adult life span into fluid intellectual abilities mostly associated with working memory, abstract reasoning, attention and processing of novel information and crystallized intellectual abilities associated with general knowledge, extent of vocabulary and verbal comprehension. According to Kanfer and Ackerman (2004), work that involves substantial fluid intellectual abilities and comparatively lower levels of crystallized intellectual abilities place very high demands on fluid intellectual abilities and also shows the most diminished performance with age.

### **2.2 Employee Physiognomies**

Bio-data is yet another factor explaining variation in individual performance. For example, older employees are often more reluctant to engage in new training and tend to prefer collaborative versus competitive tasks compared with their younger counterparts. According to Kanfer and Ackerman (2004), life-span theorists proposed that person versus environment transactions not only determine the direction, intensity and persistence of action but also help shape the person versus situation context in which motivation takes place.

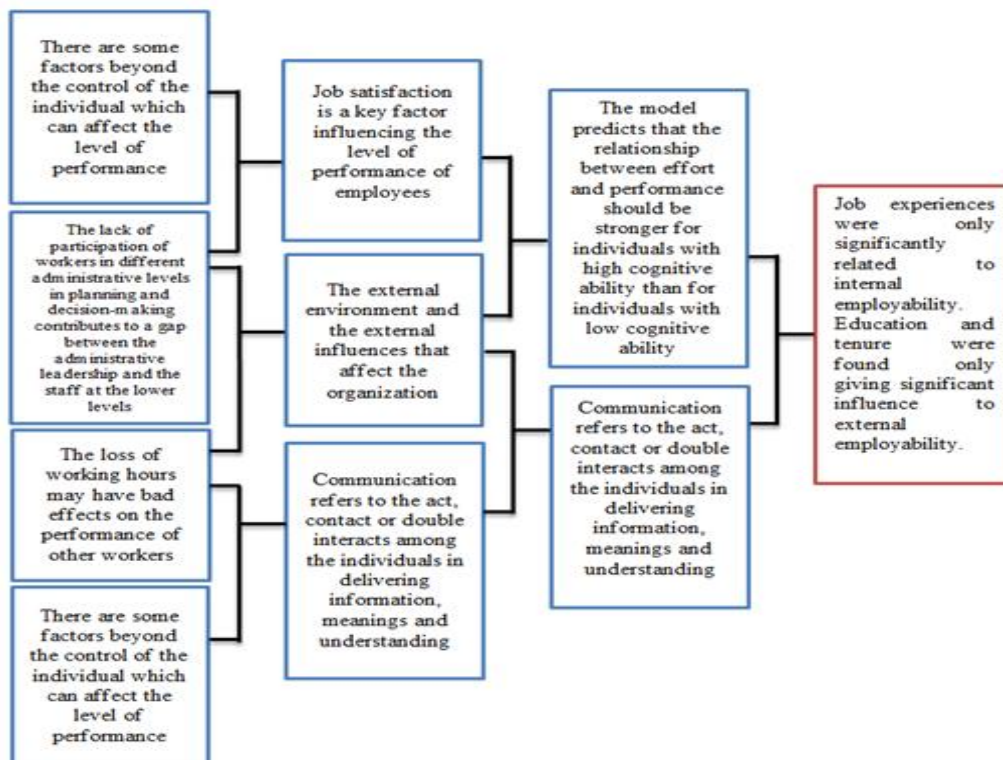
Kanfer and Ackerman (2004) suggest that age is likely to be positively associated with increased preferences for physical security, job security and salary. Similarly, they inferred that in the absence of work-rule changes and compensation scheme, the attractiveness of job performance is expected to decline with age. Notably, age has also been shown to be associated with decreases in performance on tests of learning, memory, reasoning, spatial abilities, and psychomotor speed (Lindenberger and Baltes, 1994; Salthouse, 1991; Schaie and Willis, 1993; Verhaeghen and Salthouse, 1997). Aging may also affect performance through motivation. Wright and Hamilton (1978) suggest that older employees go through a "grinding down" stage where they accept what is available to them and lessen their expectations. Supporting this proposition, empirical work demonstrates a negative relationship between age and ambition, aspirations, and overall motivation (Giblin, 1986; Judge and Hulin, 1993; Judge & Locke, 1993; Kuhlen, 1977; Rhodes, 1983; Slocum et al., 1985). Despite the theory

suggesting that aging will affect performance, and empirical evidence showing aging's effects on performance-related constructs, research on the age/performance relationship has shown mixed results. Rhodes (1983) reported approximately equal numbers of studies with positive, negative, and no relationships. Meta-analyses have shown that age alone accounts for little variance in job performance (McEvoy and Cascio, 1989; Waldman and Avolio, 1986). It should be noted that not all examinations of aging suggest negative effects.

Accounting for experience, though, should reveal the relationship with age (Avolio et al., 1990). The theoretical position positing a relationship between age and performance does not imply that the effect of age on performance is linear. Again, we expect a non-linear relationship, with the negative effects of age becoming stronger as employees age increase. Thus, the total relationship between employee age and job performance should be non-linear (Avolio et al., 1990). Evidence supporting this position is mixed. McEvoy and Cascio (1989) found some support for a curvilinear hypothesis. Specifically, they examined studies with young employees versus those of all ages and found that the young samples had a higher age/performance correlation than the other studies. In particular, crystallized intelligence (e.g., Cattell, 1963)—which entails the cognitive processes and abilities that are embedded in learned cultural meaning, acquired through prior experience has been found to be higher among older people (Dixon et al., 1985; Labouvie-Vief, 1985). Others have made similar arguments, that while physical and mechanical abilities may decline over time, pragmatic abilities may increase (Salthouse, 1995). Thus, performance may remain constant at higher age levels because job experience may compensate for any detrimental effect of aging (Tesluk and Jacobs, 1998). For example, Gebregziabher (2009), claimed in his research conducted on 128 Ethiopian Public Organization employees'; he found that age is one of the bio data variables that influence employees' performance.

Performance increases with age up to some point and beyond that point performance declines with age. That means as the employees become older and older, the lowest effort they will exert on the given task which adversely affects their performance in their respective jobs. In short, he found that there is a non-linear relationship between age and performance of individuals. While these results are informative, as no other meta-analysis had yet examined such a moderator, it is limited in that it had only a few studies in the younger. More importantly, it did not treat age as a continuous variable and thus did not examine the potential non-linear relationship between age and performance over the plausible range of age values.

Others have found support for non-linear effects of age, but lacked a sufficient range (particularly of older workers) in the sample to fully test the nature of the age and performance relationship at all values potentially facing modern employers (Avolio et al., 1990). For these reasons, stronger support of a non-linear relationship may not have been detected by these previous researches, and further work is necessary to substantiate this proposed non-linear relationship. Furthermore, no study has looked for a non-linear relationship between age and performance.



**Figure 2.1: Summary of Literature Review for Internal and External Factors**

### III. Research Methodology

Survey research design workflow framework has been adopted and this illustrates the expected outputs for each sub-method. In examining Strategy for better feedback, there is need to provide the questioner for understanding the people opinion for the sub RQ4. Due to the fact that, this study applied quantitative method, the study utilized the survey method as defined by its research questions (Yin, 2015; Creswell, 2013; P: 145). The purpose of survey research is to generalize and reproduce findings (Creswell, 2013; P: 4). Acknowledging the study's scope in designing this research, the survey method was used as an adaptive combination of two main methods. One is coined by Lynch (2006) and Thwaites (2007 and 2013) as an experiential landscape method and the other is created by Al\_Sayed, Turner, Hillier, Iida, and Penn, (2014) under the name of space syntax method. In First phase, accessibility of path structure was measured via integration analysis and thereafter, Internal and external factor was quantified based on gate observation data .In second phase, a sustainability measurement in the workplace has the potential to affect many aspects of an organization, including employee productivity. Sustainable designers, such as LEED (Leadership in Energy and Environmental Design) professionals, claim that sustainability has numerous positive impacts in the workplace. These impacts include fewer employee sick days, increased building occupant satisfaction, and increased employee productivity. At phase third, Real Performance employees in every organizations responsibility to enhance the job performance of the employees and certainly implementation of training and development is one of the major steps that most companies need to achieve this. As is evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance.

### IV. Results

The response sample was representative to most of the field of education offered by the university and it was also representative to public, private and nonprofit organizations. A courtesy call was made to non-respondents three weeks after the first invitation. The survey invited respondents to identify, from their perspective as an employer, the most important attributes, abilities, skills and knowledge needed by graduates for effective performance in their particular profession in coming years. Respondents were asked to rate the relative importance (1-low to 5-high) of 400 specific aspects of professional capability identified in a set of national and international studies of early career graduates in nine professions. After an initial phone call, an email invitation which included the link to the online survey was forwarded to the employers. A total of 880 employers were approached and 760 agreed to participate in the survey. Of these 400 valid responses were received. Following the courtesy call, a subsequent reminder was sent via email with the link to the online survey. Results indicate that LGP had greater respondents from the age group 31-40 than other age categories. For TLP the greater number belonged to the age 18-24 which were nearly half of the total participants (Table 4.5).

**Table 1.0 Demographics**

Gender	(N=330)	
	Yarmouk University	Mutah University
Male	79 (47.9%)	73 (44.2%)
Female	86 (52.1%)	92 (55.8%)

Source: Field Survey (2016)

Table 1.1 shows that 80% of respondents are over 50 and 50% are pensioners. The 52 % is female in Yarmouk University and 47.9% is male. According to table 4.2 only 52% may be described as “young”. These findings are consistent with participants ‘own perceptions. However, the under-50 category is almost certainly understated, because people in this category have less time to fill in what was a fairly lengthy questionnaire. Also, only one student participated in the survey. Slightly under half (48%) of the population were male. Respondents are highly qualified. 87% have a degree, as shown at table 4.3. In addition, 44% have a post graduate qualification. 70% of respondents are amateur, as shown at Table 4.2. The remainder are evenly divided between professionals and semi-professionals. Table 4.2 shows participants’ primary activity, either in terms of time spent or remuneration received.80% are active practical Mutah University.

#### 4.1 Organization’s Qualities

1. Fair salary and rewards
2. Facilitating all the latest information, equipment and technology
3. Facilitating training courses and workshops
4. Providing insurance
5. Assisting the staffs to deal with work problems
6. Providing comfortable environment for communication among staffs

7. Providing comfortable environment for communication between staffs and their managers
8. Defining objectives, vision and missions clearly to employees
9. Providing good level of control
10. Establishing good organizational structure

**Table 2.0 Organizations' Qualities**

Organizations' Qualities	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Fair salary and rewards	150	130	70	50	52
latest equipment	110	88	48	45	96
training courses	90	75	30	56	59
insurance	103	98	70	55	45
Simplifying work problems	103	78	107	45	49
Ease of communication among staffs	123	99	80	73	59
Ease of communication between staffs and their managers	136	147	67	65	46
Clear objectives, vision and missions	153	78	138	60	50
good level of control	103	135	20	90	40
good organizational structure	98	92	90	70	96



## V. Recommendations

The study showed a positive correlation between external business environment and internal business environment. This result is supported even by different researchers who positively evaluate the impact of external and internal factors to SMEs. Our findings contribute to a better understanding of competitive advantage for businesses and demonstrate the necessities to know and to evaluate factors that influence the sustainable competitive advantage. From an academic standpoint, finding showed that internal and external environment play a significant role in creation and having competitive advantage. It is important to note that external and internal factors have great impact on competitive advantage. SMEs in order to generate healthy businesses need to initially understand their internal and external environment. Understanding the meaning of tangibles and intangibles assets, is useful for managers, for decision makers. PVE leaders should become one of the critical factors to motivate their followers to perform beyond expectations by influencing them to pursue higher and convincing followers to replace their self-interest with organizational interests. According to the

above findings of three main factors affecting employee performance at specific case company PVE, improving employees' performance through improving factors affecting their performance should be considered and the company's management levels should consider the following recommendations: First, owning a qualified and high-educated workforce is supposed to be the competitive advantage of PVE, therefore, the organization should encourage them to perform better for a better organization performance by leadership style. In the meantime of this research, in accordance with the above test results, leadership style has a positive relationship with employee performance through coaching, empowerment and employee participation.

### 5.1 Limitations

Factors that are included in this study are not the only one that could contribute in creation of sustainable competitive advantage; of course there are other factors that maybe subject of any further study. The number of the variables used in this study might be expanded in the financial indication and no just in their perceptions. This study has limitation. Pertaining the quantitative stage, the small numbers of firms (460) were included in filling out the questionnaires, which does not reflect all point of views and practices of small and medium enterprises in Albania. Another limitation might have to do with questionnaire. In the most part questionnaires was self-administered by the participants, which means it was fill out by them even if they had any question.

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