

## The level of work performance of employees at Top Gloves in A in Temouchent

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### Abstract:

This study aimed to identify the level of job performance and to reveal the differences in it according to the variable of professional experience. The study was conducted on a sample of employees of a medical glove manufacturing company in Ain Temouchent. The job performance questionnaire adopted in the study by Zeribi Ahlam (2017) was used and applied to a sample of 80 employees, following the descriptive approach. The study revealed a high level of job performance, and the absence of differences in the level of job performance according to the variable of work experience.

**Keywords:** Performance, Worker, Organisation

### INTRODUCTION

Human resources are of paramount value in the organisation and a fundamental element through which organisations seek to achieve survival and continuity. The human resources represent all the workers present in the organisation, whether in higher or lower positions, performing different tasks in order to achieve the objectives set. Human resources are considered a real asset that enables the organisation to achieve a sustainable competitive advantage through the skills, intellectual and physical abilities, knowledge and experience they possess, which are translated into activities and tasks that can lead the organisation to its purpose.

Job performance is one of the issues that has received significant attention in the field of management due to its relationship with performance effectiveness. Job performance is considered to be one of the indicators for predicting many behavioural aspects of the individual, as well as the degree of integration of the individual into the organisation. High-performing individuals are willing to make efforts to achieve goals, which is what organisations of various types, whether private or public, seek to achieve. In order for the organisation to maintain its efficiency and achieve its goals, it must pay attention to its human resources, which are considered to be the real wealth and the fundamental axis for the output of any organisation. The performance of the individual in the context of the organisation is the main driver of its activity and the fate of its movement, since the performance of the individual represents the primary unit on which the organisation is based, since the speed and effectiveness of performance is what distinguishes one organisation from another. Therefore, the importance of work performance for employees is reflected in its results. If their performance is effective, it will certainly give the organisation a competitive advantage in the market, ensure its distinction and continuity in its activity, and give it a high position among the most successful institutions. For this reason, the topic of job performance has attracted the attention of many researchers, as it represents the degree of achievement and completion of the tasks that make up the individual's job, with the least time and cost to achieve maximum production. Among the studies that have addressed this issue is the study by Ahmed Abdel Qader Al-Masouri in 2012, entitled "The Reality of Job Performance of Basic Education School Principals from the Perspective of Principals and Teachers", which aimed to know the level of performance of school principals in their job duties.

Moreover, the results of the study revealed that there is a diversity in the level of job performance of school principals in their job tasks, ranging from weak performance to high average performance from the perspective of the sample individuals. As for the study of Hammi Salim (2018), which dealt with the reality of job performance of primary education teachers and aimed at revealing the reality of job performance of primary education teachers on the one hand and revealing the differences in the level of performance due to professional experience on the other hand, the results of the study showed that

most primary education teachers have an average level of job performance and teachers with less experience have higher performance than more experienced teachers. We also find the study of Charbi Bachir (2019) entitled “Job Performance of Ouargla University Employees”, which aimed to identify the level of job performance of Ouargla University employees and the differences in the level of performance based on seniority. This study concluded that the level of job performance among Ouargla University employees is high, and that there are no differences in the level of performance based on seniority.

The functional performance of employees in an organisation (industrial, academic, health and commercial) is the result of a real investment by the organisation in the capabilities, skills, knowledge and motivation of workers inside and outside the organisation. Undoubtedly, the level of employee performance is a true measure of the success of human resource management and the soundness of the programmes used to achieve the development of the institution.

As a model for these institutions, we find the economic institution, which is considered the core of economic activity, as it represents the economic resources in which the human and material resources necessary for production are gathered. It forms a productive organisation whose aim is to create a certain market value by combining certain factors of production and then undertaking to sell them on the market in order to achieve production.

In this context, my current study aims to shed light on the work performance of the employees of the company Top Gloves Latex Industries in the state of Ain Temouchent, within the framework of the following questions:

1. What is the level of job performance of the employees of the company Top Gloves Latex Industries in the state of Ain Temouchent?
2. Are there differences in the level of job performance due to the variable of professional experience among the employees of the company Top Gloves Latex Industries in the state of Ain Temouchent?

### **2. Hypotheses of the study:**

- There is a high level of job performance among the employees of the company Top Gloves Latex Industries in the state of Ain Temouchent.
- There are differences in the level of job performance according to the variable of professional experience among the employees of the company Top Gloves Latex Industries in the state of Ain Temouchent.

### **3. Objectives of the study:**

- To reveal the level of job performance among the employees of the company Top Gloves Latex Industries in the state of Ain Temouchent.
- To reveal the differences in the level of job performance according to the variable of professional experience among the employees of the company Top Gloves Latex Industries in the state of Ain Temouchent.

### **4. Significance of the study:**

Scientific significance:

- The current research derives its importance from the topic of job performance, as it is a topic that has received great attention from researchers.
- It is a new addition that contributes to the enrichment of scientific research and the university library in the field of industrial psychology, organisation and human resource management.

### **Practical significance:**

- The current study targets an important segment of the employees of the company Top Gloves Latex Industries in the state of Ain Temouchent.
- It seeks to provide recommendations and suggestions to help raise the level of job performance in order to increase the productivity of the institution and thus achieve a competitive advantage.

### **5. Operational definition of the study variable:**

Job Performance: According to the Glossary of Terms in Industrial Psychology, performance is “the actual product of the effort exerted by the individual, and this performance is influenced by the extent to which the individual uses his or her energy and abilities and, at the same time, by the degree of the individual’s desire to perform” (Zeribi, 2017, p. 13).

In this study, it represents the total score obtained by the employees of the Top Gloves company in Ain Temouchent through their responses to the job performance questionnaire used in the current study.

Employees of Top Gloves Latex Industries Company: This is the segment of employees working in the medical glove manufacturing company Top Gloves.

**First: Theoretical aspect:**

**1/Concept of performance:**

**The linguistic definition of performance:**

The word “performance” is derived from the verb “to perform”, and the linguistic meaning of the verb “to perform” refers to “the meaning of going, neither fast nor slow, and to perform something is to complete it. It is said that someone has performed his duty, meaning that he has fulfilled it, and someone has performed the prayer, meaning that he has performed it on time, and someone has given testimony, meaning that he has provided it. And in that precise meaning in the Arabic language, the word ‘performance’ is the fulfilment of something or the carrying out of something.

The word “performance” in Arabic corresponds to the terms “performance” in French and English, which have their roots in the old French word “parformance”, derived from the verb “parformer”, which in the thirteenth century meant to perform or carry out, and from which the English term “to parforme” was derived in the fifteenth century, from which the term “parformance” emerged, which means both the execution of a process or task with the resulting results and the success that can be achieved (Horom, 22:2007).

Performance is considered a fundamental concept for both governmental and business organisations, and the concept of performance differs from researcher to researcher, depending on the data and research objectives, and the approach from which they view performance. (Robbins & Wlerfema) defined it as the optimal use of available material and human resources to achieve the organisation’s objectives, continuity and maintenance of its competitive advantage. Here, the concept of performance is linked to optimal use, and some have paid great attention to the desired results as an outcome of performance, as defined by Alkhateeb as the end result of an individual’s activities or a reflection of the individual’s ability and capacity to achieve the organisation’s objectives (Hussein: 215, 2013).

Performance is defined in the dictionary of administrative terminology as the performance of duties and responsibilities according to the expected standard of an efficient worker (Al-Sarayrah, 607:2011).

It is also defined in the dictionaries of (1414, 1963 and Good) as the actual performance as classified from the latent ability, capacity or potential, and the creation of learning opportunities that enable the acquisition of knowledge and skills.

According to the Glossary of Terms in Industrial, Organisational and Management Psychology, performance “is the actual product of the effort exerted by the individual, and this performance is influenced by the extent to which the individual uses his or her energy and capabilities, and at the same time by the degree of desire within the individual to perform. The latter is therefore the result of the interaction of the following equation  $\text{Performance} = \text{Ability} \times \text{Desire}$ , so high ability and strong desire on the part of the individual will contribute to the effectiveness of his performance” (Zeribi, 13:2017).

The Arab Organisation for Education, Science and Culture (1989, 108) defined it as: “The positive, active act of acquiring skills, abilities or knowledge and the good mastery of performing them according to objective standards”.

Furthermore, Issa (2, 1986) defined it as the ability to do something efficiently and effectively at a certain level (Al-Masouri, 228:2012).

As one of the authors points out, job performance is “the product of the individual’s human performance with all its components interacting with the organisation’s resources and constraints over a period of time” (Madi, 75:2014).

Job performance is also defined as the relationship between effort and ability and the perception of the role to be performed. Effort refers to the extent to which individuals contribute to the accomplishment of a task, and capabilities refer to the extent to which individuals possess attributes to achieve goals. Role perception refers to the orientation or behaviour adopted by individuals in directing their efforts towards the completion of their work (Zanini, 198:2012).

Performance management can be defined as a process or set of processes to help systems achieve their objectives. It is concerned with the existence of a shared understanding between managers and their

team of what needs to be achieved, and then managing and developing employees in a way that increases the likelihood of achieving it in the short and long term (Al-Sharif, 43:2013).

(Mohammed, 210, 2001) expresses the concept of job performance as the net effect of an individual's efforts, starting with skills and role/task perception, and therefore refers to the degree of achievement and completion of the tasks that make up the individual's job (Abu Shqedm, Yassin, Saeri, Al-Masri, 7:2011).

(Darah, 2003:95) defines performance as the achievement of certain conditions or circumstances that reflect the result or a set of results of the behaviour of an individual or group.

(Sulaiman, 1994:14) sees performance as the management's ability to transform the organisation's inputs into a set of outputs with specified specifications and at the lowest possible cost (Al-Hajri, 2011:35).

Meanwhile, (Gharbi, Salathnia, and Qurayrah) have pointed out that performance is related to the effort exerted by each individual in the institution, and at the same time expresses the level achieved by this individual, whether in terms of the quantity and quality of the work required or the specified time to perform it (Zuraybi, 2014:61).

Job performance is also defined as the employee's performance of the tasks and responsibilities assigned to him by the organisation or entity to which his job is related (Okasha, 2008:33).

Job performance is seen as an element of productivity and is concerned with the human aspect. Productivity is determined on the basis of several interrelated dimensions, including:

1. The work performed by the employee, the extent to which he or she understands his or her role and specialisation, and the extent to which he or she follows the instructions given by the administration through his or her immediate supervisor.
2. The performance achieved by the employee and the extent to which it conforms to standards and quality levels.
3. The employee's behaviour at work in terms of interest in the work, work tools and sense of belonging to the workplace, as well as professional development and mastery.
4. The employee's behaviour towards colleagues and superiors and the degree of cooperation with colleagues.
5. The psychological state of the employee in terms of the desire to work, the mastery of their work and the pursuit of self-development.
6. The improvement and development methods that the employee can provide in their work and thus their reflection on their promotion (Al-Shammari, 2009:18).

## **2. The importance of job performance and its elements:**

### **2.1 Importance of job performance:**

Job performance occupies a special place in any organisation as it represents the final outcome of all activities at individual, organisational and national levels. An organisation is more stable and has a longer survivability if the performance of its employees is exceptional. It can generally be said that the management and leadership of an organisation are usually more concerned with performance levels than the employees themselves. Therefore, performance at any level or part of the organisation is a reflection not only of the capabilities and motivations of subordinates, but also of the capabilities and motivations of managers and leaders.

The importance of the concept of performance from the organisation's point of view is that it is linked to the life cycle of the organisation in its various stages: the emergence stage, the survival and continuity stage, the stability stage, the reputation and pride stage, the excellence stage and then the leadership stage. The ability of the organisation to move from a growth stage to a more advanced stage depends on the performance levels within the organisation.

### **2.2 Elements of job performance:**

Heinz identifies three elements of performance:

1. The employee: in terms of what the employee possesses in terms of knowledge, skills, interests, values, attitudes and motivations.
2. The job: in terms of the job's requirements, challenges and opportunities for enjoyable work that contains an element of challenge and includes feedback as a component.
3. The situation: in terms of the characteristics of the organisational environment in which the job is performed, which includes (the work climate, supervision, availability of resources, administrative systems and organisational structure).

Al-Husseini (1994) considers that performance consists of the following elements

Knowledge of job requirements: This includes general knowledge, technical and professional skills, and general background of the job.

Quality of work: This is the extent to which the individual perceives his or her work and the skills, knowledge, and organisational abilities he or she possesses to perform the work without errors.

Quantity of work done: The amount of work the employee is able to complete under normal working conditions and the speed at which this can be done.

Perseverance and reliability: This includes seriousness and dedication to work, the employee's ability to take responsibility for work and complete tasks on time, and the extent to which this employee needs guidance and direction from supervisors.

The researcher believes that many researchers and management scientists have been interested in identifying and studying the elements of job performance, which reflects their great importance in determining and measuring employee performance in organisations, as well as their collective contribution to achieving and supporting the effectiveness of job performance.(Al-fakari,2017:36).

### **3. Factors that influence job performance:**

There are several factors that influence job performance, the most important of which are:

#### **1. Administrative and organisational factors:**

- Lack of a suitable climate that supports work and productivity in the organisation.
- The occurrence of conflicts between employees and their superiors, and among employees themselves.
- Lack of a clear definition of work tasks
- Poor supervision
- Insufficient training
- Lack of material resources and adequate working conditions

#### **2. External environmental factors:**

- Conflict between the employee's values and attitudes and the prevailing values and attitudes in society.
- Economic and labour market conditions
- Government legislation
- Trade union policies
- Political instability

#### **3. Employee related factors:**

- Lack of desire and motivation
- Weaknesses in personality or intellectual skills
- Persistent absence from work
- Family related problems (Al-Balabeesi, 2012, p.25)

### **Second, the practical aspect.**

#### **1. Scope of the study:**

- Thematic limits: The study focused on determining the level of work performance.
- Human limits: The study was applied to a sample of employees of the company Top Gloves Latex Industries.
- Spatial boundaries: The state of Ain Témouchent.
- Temporal boundaries: The study was carried out in July 2023.

#### **2. Study methodology:**

Given the nature of the subject and the objectives to be achieved, the analytical-descriptive approach was adopted. This approach involves studying the phenomenon, describing it as it exists in reality and expressing it quantitatively and qualitatively in order to analyse, measure, interpret and describe the data.

#### **3. Study tool:**

To answer the hypotheses of the study, the job performance questionnaire developed by Zeribi Ahlam (2018) was used. The scale consisted of 27 items divided into two dimensions: Performance Outcomes and Performance Behaviour.

- First dimension: Performance Outcomes (items 1 to 9).
- Second Dimension: Performance Behaviour (items 10 to 27)

The scoring method was based on a five-point Likert scale, as shown in the table below:

**Table 1: Five-point Likert Scale**

<b>Rating</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
<b>Degree</b>	1	2	3	4	5

**Data extraction procedure:**

For the statistical analysis of the hypotheses, the data were extracted and entered into SPSS statistical software.

The following quantitative alternatives (1, 2, 3, 4, 5) were used to represent the qualitative alternatives.

**4. Study population and sample:**

The study population consisted of the company’s employees. A convenience sample was chosen due to the difficulty of covering all the elements due to the large size of the population, the limited time and the difficulty of contacting them due to the nature of their work, and in order to achieve the objectives of the study. 90 questionnaires were distributed, 83 of which were returned. After review, 3 were excluded due to lack of seriousness in the responses, making them unsuitable for statistical analysis. Therefore, the sample size of the study was 80 employees.

**5. Characteristics of the study sample:**

The sample consisted of 80 employees selected using convenience sampling. The following table shows the characteristics of the sample participants:

**Table 1: Characteristics of the study sample**

<b>Gender</b>	<b>F</b>	<b>%</b>	<b>Age (Year)</b>	<b>F</b>	<b>%</b>	<b>Educational level</b>	<b>F</b>	<b>%</b>	<b>Seniority (years)</b>	<b>F</b>	<b>%</b>
<b>Male</b>			<b>21 and under</b>			<b>No education</b>			<b>Less than 5</b>		
			<b>22_31</b>			<b>Elementary</b>					
<b>Female</b>			<b>32_41</b>			<b>Middle school</b>			<b>5_10</b>		
			<b>42_51</b>			<b>Secondary</b>			<b>11_16</b>		
			<b>52 and above</b>			<b>College</b>			<b>17_22</b>		
<b>Total</b>	<b>80</b>	<b>100</b>	<b>Total</b>	<b>80</b>	<b>100</b>	<b>Total</b>	<b>80</b>	<b>100</b>	<b>Total</b>	<b>80</b>	<b>100</b>

Table 1 shows the characteristics of the study sample, where according to the gender variable, the sample is distributed into 52.5% males, while the percentage of females is 47.5%, which is the lower percentage. In terms of age, the group aged between (22-31) years represents the highest percentage estimated at 53.8%, followed by the group aged (32-41) years with 25%, then the group aged 52 and over with 8.8%, followed by the group aged (21 and less) with 7.5%, while the group aged (42-51) years comes last with a percentage estimated at 5%.

As for the level of education, the group with a university degree reached the highest estimated percentage at 52.5%, followed by the group with a secondary degree at 20%, while the percentage of those with less than a secondary degree is 16.3%, followed by those with an intermediate degree at 11.3%, while there are no individuals with a primary degree.

In terms of age, the group with less than 5 years reached the highest percentage with 46.3%, followed by the (5-10) years group with 45%, then the (11-16) years group with 5%, followed by the (17-22) years group with 2.5%, and lastly the group of 23 years and over with 1.3%.

**6. Psychometric Properties of the Study Instrument:**

**6.1 Validity:** The researcher relied on internal consistency validity to examine the validity of the questionnaire: by calculating the Pearson correlation coefficient between each dimension and the

overall indicator using the SPSS statistical programme (version 22). The results showed that the correlation coefficients were acceptable and statistically significant, as shown in the following table:

**Table 2:** Correlation of each dimension with the total score of job performance

Dimension	Correlation coefficient	Significance level
Performance outcomes	0,839**	0,01
Performance behavior	0,960**	

**Table 2** shows that the correlation coefficients ranged between 0.83 and 0.96, which is statistically significant at the 0.01 level of significance. This indicates the existence of internal consistency between the dimensions and the variable of job performance. The closer the correlation coefficient is to 1, the more valid the scale is.

**6.2 Reliability:** The reliability of the study instrument has been verified through:

b. Cronbach's alpha ( $\alpha$ ): The Cronbach's alpha reliability coefficient was calculated using the SPSS statistical programme (version 22) and the reliability was estimated at 0.877, which is an acceptable reliability.

**7. Statistical methods used:** In order to achieve the objectives of the study and to analyse the data collected, a series of statistical methods were used in the processing of the data using the SPSS statistical programme (version 22), which were as follows:

Frequencies and percentages: To prepare the sample characteristics.

Means and standard deviations: To analyse the responses of the sample members.

Pearson correlation coefficient: To calculate the internal consistency validity of the questionnaire.

Cronbach's alpha coefficient: To estimate reliability.

One-Sample T-Test: To determine the level of job performance of the sample members.

One-way ANOVA: to determine the differences in the level of job performance according to the seniority variable.

**8. Presentation of results:**

**8.1 To present the results of the first hypothesis:** This hypothesis states that there is a high level of job performance among the employees of Top Gloves Latex Industries.

After sorting the questionnaires, the researchers used the one-sample t-test to determine the job performance of the employees, as shown in the following table:

**Table 3:** The difference between the arithmetic mean and the hypothetical mean for the job performance scale.

Total score	Sample size	Mean (average) of individuals	Standard deviation	Difference between the mean of individuals and the hypothetical mean	The hypothetical mean of the scale is 81		
					T-value	Degrees of freedom	Statistical significance (sig)
Work performance	80	103.5	17.146	22.51	53.999	79	0.000

From the results shown in the table above, we can see that the arithmetic mean of the study sample members reached 103.51, which is much higher than the hypothetical mean imposed by this scale, which is estimated to be 81. On this basis, the level of job performance of the sample members is high. In order to know the significance of this difference, we calculated the one-sample t-test and the t-value was 53.99 with a significance level of 0.0001, which is less than 0.05. Therefore, the hypothesis that the level of job performance among the employees of Top Gloves Latex Industries is high has been accepted.

**8.2 Presentation of the results of the second hypothesis:** This hypothesis states that there are differences in the level of job performance according to the variable of professional experience among the employees of Top Gloves Latex Industries in the state of Ain Temouchent.

**Table 4:** Shows the analysis of variance between job performance and seniority categories.

Source of variation	Sum of squares	Degrees of freedom	Mean squares	F-value	Significance level
Between groups	781,191	4	195,298	0.653	0.627
Within groups	22442,797	75	299,237		
Total	23223,988	79			

It is clear from Table 4 that there are no differences in the level of job performance attributed to the difference in seniority, as the F-value was 0.65 with a significance level of 0.627, which is greater than 0.05. Therefore, the null hypothesis that there are no differences in the level of job performance attributed to the seniority variable was accepted. Consequently, the research hypothesis was not met.

**Discussion of the results:**

**9.1 Discussion of the first hypothesis:** Which states that there is a high level of job performance among the employees of the company Top Gloves Latex Industries in Ain Temouchent.

The results obtained according to Table 3 showed a high level of job performance. This result can be explained by the statement made by the Human Resources Manager of the company regarding the management's efforts to place each person in the appropriate job according to their abilities and competencies, which reduces their feeling of the gap between the required performance and their actual performance, or their feeling that their competencies are higher than their job, or role conflict and ambiguity. As a result, employees' levels of anxiety and stress are reduced, which increases their motivation to work and enables them to achieve higher levels of performance. The nature of the job design and its characteristics in terms of its scope, the importance of its dimensions, the degree of the employee's responsibility and its clarity to them, their sense of the importance of their job tasks, and the degree of their independence and freedom in performing it without pressure or coercion from other parties are considered important factors in motivating employees and increasing their performance and thus their desire to continue in their jobs. Jobs that are characterised by improvement, meaning, development, variety and renewal, and that give employees freedom of action and the opportunity to interact with others in a cooperative manner, contribute to boosting their morale and developing a sense of challenge and enjoyment, leading them to make maximum efforts and contribute all their energies and skills, and stimulating their latent potential to complete the work in a satisfactory manner, which is reflected in employees performing their jobs positively and at a high level. The result obtained can also be attributed to the information gathered by the researcher during interviews with employees and direct supervisors in the factory, regarding the provision of protective equipment and devices by the company and its keenness on occupational health and safety, as it provides all employees with appropriate work uniforms and shoes, and helmets for employees working in hazardous areas, as well as fire extinguishers and a fire suppression system, with supervisors ensuring that employees follow occupational safety instructions, which enhances their sense of safety at work. In addition to the health and social services provided, the company has an agreement with the Occupational Health Service to provide regular medical check-ups for workers. The company also provides night transport for workers. For those workers who cannot be provided with transport, the company adjusts their working hours to allow them to work from 8:00 am to 5:00 pm instead of night shifts. This attention to workers' needs makes them feel valued by the company, which improves their job performance.

The supervisory style of managers also plays an important role in improving employee performance. Managers who use flexible supervisory methods, show concern for the human aspects of their interactions with workers, respond respectfully to their needs, and use a democratic management style by giving workers the authority to make a greater contribution to the success of the work, all contribute to higher levels of performance. In addition, both material and moral incentives provided throughout the year increase employee motivation. Interviews conducted by the researcher revealed that many workers benefited from a bonus provided by the company around Eid al-Adha to help them buy a sacrificial animal, which increased their desire to perform better and continue working for the company. As for moral incentives, they include giving gifts on certain occasions. In this regard, Taylor believes that most aspects of individual behaviour can be influenced by material incentives and



rewards, which are seen as the only means of encouraging employees to produce more and work harder to achieve the required goals.

The results of the current study are consistent with the findings of Bleiysi (2012), entitled “Quality of Work Life and its Impact on Job Performance of Employees in NGOs in Gaza”, which aimed to determine the level of job performance. The results showed that the job performance of employees in NGOs in Gaza is characterised by high efficiency and high level. Similarly, Zeribi Ahlam’s (2018) study titled “Self-Efficacy and its Relationship to Job Performance: A Field Study at Sonatrach’s Liquefaction and Petrochemicals Refining Activity (LRP)”, aimed to assess the level of job performance among employees and concluded that the level of performance is high. Furthermore, Dhadhoo’s (2015) study titled “Quality of Work Life of Primary School Teachers in Gaza Governorates and its Relationship to their Performance Level” aimed to determine the level of job performance. The results showed that the overall mean score for the level of job performance of primary school teachers in Gaza governorates from the perspective of school principals was 3.896, with a relative weight of 77.93%, indicating a high level. The current study is also consistent with the study of Hassan Ali (2016), which aimed to determine the level of administrative supervision and job performance of primary school principals in the northern governorates of the West Bank from their own perspective. The findings indicated that the level of job performance was high (Zeribi, 2018: 20). Furthermore, Al-Fuqari’s (2017) study titled “Strategies of organisational conflict management and its impact on job performance of employees in Palestinian NGOs in Gaza” concluded that the job performance level was high.

However, the current study differs from Ahmed Abdelmasouri’s (2012) study titled “The Reality of Job Performance of Primary School Principals from the Perspective of Schools and Teachers”, which aimed to determine their performance level.

The study found that the level of job performance of principals varied between low, average and high according to the views of the sample participants. Furthermore, Hallabiya’s (2013) study titled “The Impact of Incentives on Improving Job Performance of Employees at Greater Amman Municipality,” which aimed to determine the level of job performance, concluded that the level of job performance was average.

## **9.2 Discussion of the second hypothesis:**

The second hypothesis states that there are differences in the level of job performance attributable to the variable of work experience among workers at Top Gloves Latex Industries in Ain Temouchent. The results of Table 4 indicate that there are no differences in the level of job performance attributable to the variable of professional experience among workers at Top Gloves Latex Industries in Ain Temouchent.

According to the researcher, this result can be attributed to the nature of the sample studied. An examination of the characteristics of the sample shows that most of the workers have a similar length of service, between 5 and 10 years. This explains that their tenure in the company is relatively short and therefore there are no significant differences in their performance levels. In addition, this result can be attributed to the fact that employees with different lengths of service experience the same working conditions and receive similar treatment, which leads them to have the same perceptions and attitudes, contributing to a uniformly high level of job performance.

The company places great emphasis on attracting and retaining qualified and competent people, especially those who have undergone training and work experience within the company. The HR manager, who previously managed a youth employment agency in the western region (ANEM), explained that the company invests in making the working environment attractive to good employees, increasing their sense of belonging and retaining them. This is achieved by investing in both the material and moral aspects of their work, paying attention to their health, safety and relationships at work.

Furthermore, There are also good relationships and friendships between employees outside of work, with many employees having known each other before joining the company, as most come from the same or nearby regions.

This makes communication outside work easier. According to the researcher, these good relationships, friendships, participation and communication among workers encourage them to put in maximum effort to perform effectively, which in turn increases the productivity of the company. This plays a crucial role in the development of the company and the achievement of its goals.

The current study agrees with the findings of Al-Balawi (2008) titled “The Impact of Empowerment and its Relationship to Job Performance among Teachers and Workers in Government Schools in the Kingdom of Saudi Arabia”, which concluded that there is a high level of job performance and no differences in the level of job performance due to the variable of professional experience (Zeribi, 2018: 18). Similarly, the study by Madi (2014), entitled “Quality of work life and its impact on job performance levels of employees in Palestinian universities,” found no differences in the quality of work life and its impact on job performance attributable to the variable of years of service.

However, the current study differs from Al-Sharari’s (2012) study titled “The Impact of Work Pressure on Job Performance of Employees at Al-Jouf University from the Perspective of Administrative Department Heads,” which concluded that there are differences in job performance level attributable to the variable of professional experience (Zeribi, 2018: 20).

#### **Conclusion:**

Based on the theoretical and practical discussions, it can be concluded that job performance in an economic institution is an activity to measure the relative contribution of employees to the institution. It is a process that follows decision making and aims to provide an examination of the economic and financial status of the economic institution at a predetermined date, relying on internal audits to achieve its goals.

Considering that performance is the main focus of managers’ efforts, it is one of the most critical objectives of any organisation. The effectiveness of any organisation in any sector depends on the effectiveness of its human resources. Good performance is the only way to achieve excellence and distinction within the organisation. This is because an organisation consists of a group of individuals engaged in various activities that collectively lead to the achievement of the goals for which the organisation was established.

My current study attempted to shed light on the issue of job performance among workers at Top Gloves Latex Industries in Ain Temouchent. This was done by assessing the level of job performance within the company and determining whether there were differences in job performance levels that could be attributed to the variable of work experience. This was achieved by using a job performance questionnaire distributed to the study sample to collect data. After the data were statistically processed, interpreted and discussed by the researcher, the results were as follows:

1. There is a high level of job performance among workers at Top Gloves Latex Industries in Ain Temouchent.
2. There are no differences in the level of job performance due to the variable of professional experience among the workers of Top Gloves Latex Industries in Ain Temouchent.

#### **Recommendations:**

In the light of the results of this study, we have arrived at a number of recommendations that may be useful at both a practical and scientific level:

##### **First: Practical recommendations:**

1. Ensure that performance reports are issued on a regular basis so that shortcomings can be addressed promptly.
2. Encourage employees to attend training courses and seminars to improve their performance.
3. Restructure the pay and reward system within the institution.

##### **Second: Scientific recommendations:**

1. Conduct the current study with the same variable on different samples, such as employees of public sector institutions.

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