

The Impact of Human Resource Development Strategy On Job Performance, An Applied Study On the Industrial City of the Tenth of Ramadan City in Egypt

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Abstract

The study aims to know the extent of the impact of the human resources development strategy on job performance in the State of Egypt, and to determine the extent of the relationship between the independent variables of the human resources development strategy (training, organizational learning, motivation) and the dependent variable (employee performance), where the study problem was the extent of the impact of the strategy The development of human resources on job performance in the State of Egypt, and to achieve the goal of the study, the study population was determined from all workers in the Tenth of Ramadan City Industrial City. 131) employees represented by all employees in each department and section of the study community, Statistical methods have been applied in proportion to the nature of the study data through the use of the statistical program (SPSS) and (Minitab), and the study reached the following results: The elements for implementing the training strategy and the organizational learning strategy are available, while the elements for applying the motivation strategy are not available, there is dependence between Both the training strategy and the motivation strategy and job performance, while there is no dependency between the organizational learning strategy and job performance, there is a statistically significant relationship between each of the training strategies and the motivation strategy and job performance, while there is no statistically significant relationship between the organizational learning strategy and the dependent variable (performance career)..

Keywords: Human Resource Development Strategy On Job Performance, 10th of Ramadan Industrial City.

Introduction

Qualified and trained human resources are the mainstay in the work of organizations because they contribute to raising production capacities, reducing unnecessary costs and getting rid of defective production units in light of the organizations seeking to get rid of errors, waste and losses or the so-called (zero defects), and because of the intensity of competition between business organizations. Which aims to survive and continue its work, but rather to achieve prosperity in light of the diversity of organizations and the increase in economic problems, which led them to move towards investing in human resources.

With the development of administrative thought, organizations began to develop strategies for the development of human resources in the long term by providing workers with knowledge, increasing their skills and changing their attitudes towards work proficiency, in addition to the continuous improvement of human resources competencies in all administrative, productivity and service fields in order to obtain the greatest return on capital investment. Human (Dessler, 2011)

Despite the importance and effectiveness of the human resource development strategy, some organizations, for some reasons, neglect to follow strategies and implement human resources development methods on the one hand, and on the other hand, some organizations believe that this will constitute an administrative burden and an additional cost to the organization and that the rate of return for these strategies may be less than the costs Which will be devoted to training and development of human resources, and in this context, I believe that raising the issue of human resources development in the field of research and study is of great importance to know the experience and the best of some organizations, and to give more information in this field to serve as a reference for organizations that have an interest in investing their human resources and knowledge The expected return rate for this investment.

Study problem and questions

This study came as an attempt to understand and answer the following question: What is the impact of the strategy for developing the skills and capabilities of human resources on the achievements and job performance in organizations? Where the problem lies in the negatives that result from organizations not adopting advanced strategies that keep pace with the nature of human resources tasks in contemporary business organizations in light of the rapid technological changes. Therefore, the negatives may appear in poor job performance and low productivity and appear in the low quality of their products.

Because of the lack of interest in human resources training, the discouragement of organizational learning, and the lack of a comprehensive system to motivate employees, which leads to a decrease in the level of performance and an increase in costs in addition to the slow growth of the organization's business and its inability to continue in the market. The overall basis for the requirements of the effectiveness and efficiency of human resources, as well as finding solutions to the causes of low job performance in the organization. These questions are.

Study Questions

The main question: What is the impact of the human resources development strategy on job performance, an applied study on the Tenth of Ramadan Industrial City in Egypt?

The following sub-questions are derived from the main question:

1. Is there an application of the human resources development strategy on job performance in the Tenth of Ramadan Industrial City in Egypt?
2. Is there a dependency between the elements of the human resources development strategy and job performance, an applied study on the Tenth of Ramadan Industrial City in Egypt?
3. Is there a statistically significant relationship between the elements of the human resources development strategy and job performance?

Objectives of the study

The study aims to:

1. Identifying the extent to which the human resources development strategy is applied to job performance in the Tenth of Ramadan Industrial City in Egypt.
2. Conclusion of the existence of reliability between the elements of the strategy of human resources development and job performance, an applied study on the Tenth of Ramadan Industrial City in Egypt.
3. Revealing the existence of a statistically significant relationship between the elements of the human resources development strategy and job performance.

The importance of studying

The importance of the scientific study lies in that it focuses on the means and mechanisms that contribute to raising the level of human resources performance in production and service organizations, in light of the increasing strategies and programs for human resources development, which makes the focus on the quality of development and programs as a basis that contributes to the excellence of human resources in performance and benefit from experiences And the knowledge he possesses and employing them in skills, creative and developmental work in all areas of the organization's work. Therefore, this study came to clarify the importance of developing and developing human resources, in addition to the importance of adopting it as a strategy in raising the level of performance in the organization.

As for the practical importance of the study, it focuses on some variables of the human resources development strategy in how to benefit from and apply them to raise the efficiency of human resources and reach outstanding performance and high productivity. Therefore, it is necessary to allocate the necessary resources for the successful application of human resource development strategies in the field of business organizations, as they are among the modern means and methods that have achieved success in raising the level of performance and productivity in many business organizations that have achieved successes in their work and have become competitive and leading organizations.

Study Assignments

- There is availability of the ingredients for applying the elements of the human resources development strategy in the Tenth of Ramadan Industrial City in Egypt.
- There is dependence (not independent) between the elements of the human resources development strategy and job performance in the Tenth of Ramadan Industrial City in Egypt.

- There is a statistically significant relationship between the elements of the human resources development strategy and job performance in the Tenth of Ramadan Industrial City in Egypt.

This hypothesis is divided into three sub-hypotheses

1. There is a statistically significant relationship between training and job performance in the Tenth of Ramadan Industrial City in Egypt.
2. There is a statistically significant relationship between organizational learning and job performance in the Tenth of Ramadan Industrial City in Egypt.
3. There is a statistically significant relationship between motivation and job performance in the Tenth of Ramadan Industrial City in Egypt.

Terminology of Study

- **Human resource development strategy:** is to increase the process of skills and capabilities of human resources in all areas of work to raise the level of productive efficiency (Arnold, 2010).
- **Training:** It is the organized and continuous process that aims to provide and acquire the individual with new knowledge, capabilities and skills, or change the viewpoints, ideas, and previous professional foundations of individuals in line with the changes that occur in the work environment, especially in the technological and organizational aspects (Gonto 2014, p. 171)
- **Organizational learning:** is the way in which the intellectual and productive capacities of employees are increased, which are acquired through memory, educational knowledge and educational experiences. (Suwaidan 2001)
- **Motivation:** It is those external factors and influences that encourage the individual to increase his performance and is presented as a result of his superior and outstanding performance and lead to increased productivity, satisfaction and loyalty to the organization. (Abu al-Kishk, 2006)
- **Motivation:** It is those external factors and influences that encourage the individual to increase his performance and is presented as a result of his superior and outstanding performance and lead to increased productivity, satisfaction and loyalty to the organization. (Abu al-Kishk, 2006)
- **Performance:** the amount of achievement reached through the efforts made at all administrative levels in the organization and determining the degree of success to achieve the goals set in advance (Maher, 1996)
- Job performance is the individual is carrying out the various activities and tasks that make up a currency. Three dimensions or criteria can be distinguished by which performance can be measured. These criteria are the amount of effort expended; voltage quality; performance style; the amount of effort means the amount of physical or mental energy that an individual exerts in his work during a specified period. (Ashour, 1989, p. 50)
- **Tenth of Ramadan Industrial City:** It is a new Egyptian city of the first generation, located in Sharkia Governorate. It is considered one of the largest new industrial cities in Egypt and the closest to Cairo. It was established to attract foreign and local capital

for the purpose of providing job opportunities for young people, as well as to attract the population increase abroad. The capital is Cairo. (Wikipedia, the free encyclopedia, 2020)

Theoretical Framework

Introduction: The concept of human resource management is based on the consideration that the individual is an important investment asset of the organization and that human resource management is an important partner in comprehensive strategic planning through the mission and strategies of human resources as part of the organization's strategy that aims to use human energies as much as possible through Implement constructive strategies in selection, recruitment, development and maintenance of human resources and employee relations.

Given the importance of human resources, making any decision about a human resources program is considered arguable within the organization, because its economic return is not clear in the language of numbers and accounts, which makes the organization direct its agreement to programs with tangible and direct returns such as purchasing or maintaining machines instead of directing them to training and developing resources The concept of human resources management is in a modern concept to deal with the human element, especially profit organizations, it means that behind every successful organization successful programs for human resources, and in return, poor human resources management will lead to many damages and losses (Allaqi, 2010, pg. 64).

The concept of training and human resource development the subject of human resource development (investment) is at the fore in the plans and programs of countries and organizations that seek development and progress. In view of the importance of this topic, both at the level of society in general and organizations in particular, it was said: (If you plan for a period of one year, plant rice, for a period of ten years, plant trees, and for a period of time the year of educating people). Human resource development was defined as:

A set of activities, procedures and programs that aim to rehabilitate and develop individuals in a rational manner that contribute to improving their current and future performance of their work Al-Faris et al (2003), and if resource development is the goal, training is the most important means used to achieve this goal. Training can be defined as an organizational effort aimed at facilitating employees' acquisition of work-related knowledge and skills, or changing employees' attitudes or behaviors to ensure improved performance and organizational goals (Al-Najjar, 1998).

Training and development of human resources:

After training, one of the basic administrative activities that organizations are interested in, as it is one of the inputs to the human resource development process, because it affects the effectiveness of these organizations and their levels of achievement, thus increasing their competitiveness in the markets in which they operate. Training is an organized educational activity that aims to provide employees with the skills, behavior and knowledge necessary to adopt strategies Developmental to achieve the goals of the organization (Al-Barouti, 2006).

As for development, it is the process of teaching employees within the organization the skills they need for their current and future work, and it aims to prepare employees to become managers and focuses on specific needs of the employee and is concerned with basic and superior performance in the workplace. Zoelf, 2001).

The importance of training in organizations

The skills of workers need to be constantly developed and developed. Technical progress is in rapid change, making the current skills need follow-up and development. Also, workers changing their fields of work requires new skills and capabilities that are different from the requirements of their previous work, and there are business organizations that spend on developing workers' skills, increasing productivity and training programs, large sums in order to raise the level of performance and productivity.

Among the most important benefits of training for organizations (Al-Faris et al., 2003)

- Increase employee satisfaction
- Reduce costs
- Guarantee of continuity
- Reducing work accidents.

Organizational learning

It is the process of investing the expertise and experience of the workers in the organization, and the information resulting from the experiences of the organization is used in solving production and administrative issues, and Senge. (Al-Ahmad, et al., 2010)

Organizational learning is the process by which planned change is made and prepared to be adaptable to changes in the surrounding environment by empowering employees, using technology effectively, managing knowledge and improving performance, within the framework of an organizational culture based on a common vision for employees in the organization and encouraging collective learning and continuous development, which helps the organization to learn quickly and achieve its goals efficiently and effectively.

Levels of Organizational Learning: Organizational learning is divided into the following three levels

The first: the level of individual learning: learning here expresses the continuous change in the behavior of the individual, which is the result of good and previous experiences, and it is reinforced by feedback. The learning process is based on a set of foundations through which the individual seeks to achieve his goals.

Second: The level of team learning: It is often linked to the educated organizations in which the outstanding performance teams work. These organizations see change as an opportunity for development, and that learning is a continuous process that focuses on the future and finding permanent and not temporary solutions.

Third: Organizational level of learning: In this case, the organization is an integrated unit in which knowledge, skills and experiences are exchanged among all employees in departments and administrative levels by adopting an organizational culture in strategies, policies and systems to assist in the learning process and solve work problems.

Organizational learning: It is an automatic daily work and part of the activity and culture of the organization. The characteristics of organizational learning are:

- Organizational learning needs the support of the organization's management to achieve its goals
- There must be a common vision for all employees about the goals and objectives of the organization
- Organizational learning is the interaction of experience, knowledge, and internal and external experiences in the organization (Al-Ahmad, et al., 2010).

Incentives:

The issue of incentives occupies a prominent place, since the beginning of the interest in searching for individuals who are able to work efficiently, and in a manner that ensures the effective achievement of the organization's goals, as incentives play an effective and important role in the productivity of workers, and the importance of incentives stems from the individual's need to recognize the importance of his efforts and achievements. The appreciation of others for that effort through incentives is one of the important things, which contribute to the satisfaction of a set of basic needs interacting in the same individual (Naresh.2006).

The skills and abilities of individuals are not considered sufficient to obtain high productivity, unless there is a system of incentives capable of motivating the motives of individuals, with the aim of optimal use of their latent energies. Material is what is called direct compensation systems such as salaries, wages and bonuses, including moral or what is called indirect compensation systems, it is related to security and job satisfaction such as: work stability, participation in decision-making, commitment, belonging, promotion and appreciation of the efforts of workers with thanks and praise.

A successful organization is that organization that knows how to exploit the efficiency and effectiveness of employees and establishes an effective incentive system capable of positively affecting the performance of employees in a way that increases their loyalty to the organization and helps it to wind and survive, and since the human element is the most important element of production, as researchers consider it a pillar One of the pillars on which the organization builds its strategy, as this precious element is capable of developing and striving to achieve and maximize the goals of the organization if it feels loyalty and belonging to the organization, by using an effective incentive system, which is considered as a policy pursued by the organization to raise the morale of workers and increase their productivity. In this regard, Charles Schwab says: "I consider my ability to arouse enthusiasm among men as my greatest asset and the best way to bring out the best in men, is to appreciate and encourage them." (Bartram. et. al.2007)

Types of incentives: There are multiple and varied classifications of incentives, and they are overlapping with each other, as researchers in the field of incentives have many divisions of means and methods that management can use to obtain the maximum possible efficiency of the human performance of workers, and the most important of these classifications identified by (Gautam.2015) are:

- Incentives in terms of their nature or value.
- Incentives in terms of their impact or effectiveness.
- Incentives in terms of related parties or beneficiaries.
- Incentives as they relate to it.

Incentives are divided according to their nature and value into:

- **Material incentives:** The material incentive is the incentive of a financial, monetary or economic nature, and the material incentives are the ones that satisfy the basic human needs. Incentives, bonuses, profit sharing, and bonuses for suggestions. Material incentives include all methods related to payment of material consideration on the basis of production; to increase it in terms of quantity or improve it in terms of quality, Accordingly, the more or better the worker produces, the greater the profit he gets. In general, it can be said that material incentives are one of the most important and most influential factors in the individual's desire and dedication to work when those wages are appropriate and sufficient to satisfy the individual's

requirements. It is considered an important factor in the worker's neglect of his work and his low productivity (Atallah, 2004)

- **Positive incentives:** are those incentives that meet the needs and motives of employees on the one hand, and also meet the interests of the organization on the other hand, because production, quality improvement, product development, inventions, responsibility and sincerity at work are all considered good and positive results for the employees and the organization, and in return the organization rewards its employees whether With material, personal, moral or social incentives. (Martory, B. & others.2002)
- **Negative Incentives:** They are the ways and means used by the administration for limiting negative behavior and unacceptable behavior between individuals and workers, such as obeying orders, not feeling responsible and lazy at work. From one place to another and these means are used according to the degree of violation of the individual, and negative incentives can be called deterrent incentives, and the process of using negative incentives is necessary to increase production efficiency, especially among workers who are lazy (Al-Faris, et al. 2003).

Functionality

Performance is the degree of achievement and completion of the tasks and responsibilities of an individual's job in a way that achieves the goals of the organization by improving the quality of performance through continuous training of employees. Job performance is related to the efficiency index, which refers to the relative relationship between inputs and outputs, which explains how to complete the work in the best ways and methods to achieve the goals. (Martory. B. And others.2002).

Determinants of job performance:

Job performance is the net effect of the monkey's efforts that begin with capabilities, role or task awareness, and this means that performance in a particular situation can be seen as a product of the interrelationship between the following determinants (effort, capabilities, and task awareness) (Al-Barouti, 2006).

Effort: is the product of the physical and mental energy that the individual exerts to perform his task because of obtaining incentives.

Abilities: are the personal characteristics that an individual uses in job performance and this amount does not change over a short period.

Recognizing the task: It is the direction in which the individual believes that it is necessary to direct his efforts to work and evaluate the activities and behavior that the individual believes are important in the performance of his tasks.

Previous studies

Arabic Studies

A draft study (2004) The study aimed to examine the impact of the following health human resources development variables (leadership, organizational culture, empowerment, polarization and selection, direction and guidance, performance evaluation, development and training) on achieving quality (level of health care provider satisfaction, level of continuous improvement of processes Techniques of care, administrative, clinical and technical services, level of continuous improvement of relations with patients, level of operational efficiency) in the presence of other supportive elements (administrative support, job description, administrative policies). The study was conducted on private Jordanian hospitals.It concluded that hospitals are concerned with the elements of health human

resource development to different degrees, but they do not differ in their focus on a single variable, which is development and training, and it was found that the most important development variables for human resources affecting quality achievement are (organizational culture, career development, empowerment and administrative leadership.)

The Atrophy Study (2008) the study focused on identifying the reality of strategic planning for human resources in the Jordanian public sector, in addition to identifying the factors affecting strategic planning in Jordanian ministries. And it concluded that there is a link between the activities of human resources management and the practice of strategic planning for human resources management in the Jordanian ministries. In addition to the lack of impact of personal and functional variables on the strategic planning of human resources.

Darwaza and others (2014) study focused on presenting the impact of organizational learning (openness to the environment, training and experimentation, brainstorming, and communication groups) on the elements of quality culture (quality values, quality ethics, incentives, and decision style) in Jordanian companies that obtained King Abdullah II Award for Excellence in the Private Sector and conducted a comparison between the companies that received the award and those that did not, and concluded that there is a statistically significant effect at the level of significance of organizational learning on the elements of quality culture in the companies that received the King Abdullah II Award for Excellence. By comparing between the companies that received the award and those that did not, the results showed that there were no statistically significant differences for the impact of organizational learning on the elements of culture.

Bataineh Study (2016) the study aimed to show the impact of human resources management strategies on job performance from the point of view of managers in Jordanian commercial banks in the governorate of Arid. And it concluded that there is a positive correlation between the employment strategy, development strategy, training strategy and job performance, and there is no correlation between the compensation strategy and job performance.

A study (Naresh.2006) The study aimed to identify the reality of human resource management strategies, in the American health sector, by making a comparison between public and university hospitals. The study concluded that public and university hospitals have a lack of clarity in the concept of strategy, and therefore human resource management practices are unclear. It also found that public hospitals have a clear understanding of the relationship of culture with human resource management, while universities lack this thing. In addition, public hospitals were the best able to select the best human cadres and thus best able to implement effective practices that lead to improved performance.

Study (Bartram et al. 2007) this study was conducted on the health sector in Australia, and the study aimed to know the trends of working managers, directors of departments and heads of human resources management departments towards human resource management practices, and their impact on performance in those hospitals. In addition, it concluded that there is a difference in views between general managers, department managers, and heads of human resources management departments with regard to human resource management strategies, in addition to the lack of linkage between human resource management and the performance of health organizations, with differences in setting priorities, regarding the arrangement of human resource practices .

Gautam study (2015) This study aims to know the level of human resource management development, the extent of their involvement by managers in making strategic decisions, the sharing of human resources responsibility and changes in the roles of the executive

management of human resource development programs in a trading company in Nepal. The data was collected using a questionnaire from the executive management and human resource managers from (105) organizations, relying on the newly established and analyzed unit of analysis. It found that most organizations do not formulate human resource development strategies at the corporate level through the participation of all company departments. The rate of selection of human resource managers from internal sources was fairly high, and at the same time, the appointment of human resource managers from outside the company is increasing and the trend towards involving them in formulating strategies. Such study contributes to the existing human resource management theory and helps implement policies and programs by Nepalese business managers in order to accelerate business performance in general.

Study A Hardeep & others (2016) The study aims to know the impact of high-performance human resource practices, including practices on (intensive training, performance management and evaluation, empowerment and development of competencies) on the performance of employees in the telecommunications sector in North India, in addition to knowing the role of learning Organizational variable as a mediator between high performance human resource practices and employee performance. The statistical method (Census) was used to collect data from workers in the telecommunications sector, and the structural equation modeling (SEM) method was used to test the hypotheses. The results indicate that high-performance HR practices positively affect business performance, and organizational learning acts as a mediating variable between high-performance HR practices and business performance, in addition to the managerial implications of these practices.

What distinguishes this study: By reviewing previous studies, it was found that there is a group of studies that dealt with study strategies separately and their impact on other variables such as the selection and appointment strategy, and the human resources planning strategy in general in the public and private sectors, and another group focused on the impact of organizational learning on Quality culture in the organization. Thus, this study focused directly on the impact of human resources development strategies (training, organizational learning, motivation) on the performance of employees, and by making use of previous studies to achieve the goal of this study with regard to developing human resources as a vital investment source in business organizations.

Study Methodology: In this study, the researcher relied on the descriptive analytical method to align this method with the objectives of the study. A questionnaire was designed by the researcher and distributed to the study sample of employees of the organization. The study relied on two methods to obtain the necessary data: secondary sources and primary sources.

Each variable of the study was divided into a number of measurable dimensions, and the independent variable includes strategies for developing human resources and has three components: training, organizational learning, and motivation. The dependent variable is the performance of the workers, then each element was measured with a number of questions that reflect its study. The study questionnaire was modified and developed based on the observations and suggestions of specialists who evaluated it.

Applied side: The practical side of this study included testing the hypotheses related to the availability of the elements of the human resources development strategy, as well as testing the extent of reliability and independence between the elements of the strategies and the dependent variable (job performance) in the study community.

Study Population and Sample: The study population consists of (490) employees distributed over 13 factories and companies. As for the sample, a random sample was taken by means of stratified sampling, the size of which is (131) represented by all employees in each department and section of the study population, and it represents what A percentage of (27%) of the total number of employees, and (102) valid questionnaires were obtained for the purposes of analysis, with a retrieval rate of (78%), from the study sample.

Discussing the results of the study:

The data for the study sample were collected according to the questionnaire that was prepared, for the purpose of conducting statistical analysis and verifying the hypotheses of the study, and the following is a review of the most important results:

The first hypothesis was tested to verify the availability of ingredients for implementing the elements of the human resource development strategy represented by the ingredients of training, organizational learning, and motivation. Table (1) shows the values of the t-test with the level of significance (p-value) for each element, as it was found that the tests were significant for each of the elements of training and the elements of organizational learning, where there are elements in the study community to apply the training strategy with an arithmetic mean of (3.67) and a level of significance (002.), as well as activating the elements of applying the organizational learning strategy in its programs and plans, where the arithmetic mean was (3.54) and the significance level was (038.). Thus, the result of the first hypothesis is positive with regard to training and organizational learning, and the answers of the study sample in Al-Hassan Industrial City indicate that there is interest in the efficiency and skills of workers. While the elements of applying the motivation strategy according to the test values in the table were not significant and there is no statistical significance of the availability of a clear system of motivation in the study community, where the arithmetic mean was (2.90) which is less than the required and the level of significance was (.683.), where the answers of the study sample indicate That the issue of motivation does not work on clear foundations and needs more attention through the adoption of a sophisticated motivation system that contributes to increasing productivity.

Table No. (1) Arithmetic mean, standard deviation and T-test for the dimensions of the independent variable.

Dimensions	average Arithmetic	standard deviation	The error normative	t. value	Indication level computed p-value
Training Elements	3.67	.456	.0464	.60	.002
Learning Ingredients organizational elements	3.54	.510	.0417	1.91	.038
of motivation	2.90	.560	.0429	-.59	.683

The second hypothesis was tested to find out whether there is (non-independent) dependence between the elements of human resource development strategies in the study

community. Table (2) shows the results of the test, where we note that there is dependence between the training strategy at the level of significance (114.) and the dependent variable are two factors. There is also a dependence between the motivation strategy at a significant level (460.) and the dependent variable job performance performance and that they are not independent of the dependent variable and this means that there is a direct relationship between them, as this appears in the occurrence of any focus and development of the training strategy and the motivation strategy will have a positive impact on performance career clearly. While it was found that, the organizational learning strategy is an independent element of the dependent variable (job performance) and there is no dependence between them, as the significance level was (000).

Table No. (2): Independence test (calculated significance level) for the dimensions of the independent variable with the dependent variable

independent dimensions	p-value job performance
training	.114
organizational learning	.000
Stimulus	.460

The third hypothesis included testing the relationship between the dimensions of human resource development strategy and job performance, as Spearman's rank correlation formula was used to calculate the correlation coefficient between those variables. Table No. (3) shows the correlation values and their significance test, where it was found that there is a statistically significant relationship between the training strategy and the dependent variable (job performance), where the correlation value was (032.), and there is also a statistically significant relationship between the motivation strategy and the dependent variable (job performance). Where the value of the correlation was (089.), which indicates the correlation between them clearly according to the answers of the study sample. While there is no statistically significant relationship between the organizational learning strategy and the dependent variable (job performance) and the value of Kant (207) this shows that the organizational learning strategy, according to the sample answers, does not directly contribute to raising the level of workers' performance.

Table No. (3): Testing the correlation coefficient for the dimensions of the independent variable with the dependent variable.

independent dimensions	Functionality p-valueR. value
training	.147 * .032
organizational learning	.056 .207
organizational learning	.162 *.089

Results

Based on hypothesis testing, the study reached the following conclusions:

- There are elements for implementing the organizational learning training strategy in the study community.
- There is a dependency between the training strategy, motivation strategy and job performance.
- There is no dependency between the organizational learning strategy and job performance.
- There is a statistically significant relationship between each of the training strategies and the motivation strategy
- There is a significant effect for all independent dimensions (organizational learning strategy and a strategy where there are no ingredients to apply the motivation and job performance strategy).
- There is no statistically significant relationship between the organizational learning strategy and the dependent variable (job performance)

Study recommendations:

Based on the results of the study ,the researcher recommends the management of companies and factories in the study community with the following recommendations :

- Working to provide the requirements and elements of the incentive system, as it is one of the strategies that help in increasing productivity.
- Companies should take advantage of advanced training programs to benefit from them in developing job performance skills and capabilities.
- Activating the strategy of empowering employees and delegating powers in order to develop its human resources.
- Providing an appropriate work environment to benefit from the gains of organizational learning.

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