

THE IMPACT OF EFFECTIVE PLANNING ON THE EMPLOYEES PERFORMANCE EFFICIENCY IN THE JORDANIAN HEALTH MINISTRY

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ABSTRACT: *This study aimed to identify the impact of effective planning for efficient performance from the perspective of the employees in the Jordanian Health Ministry. The researcher mentioned the most important roles of the government to provide all the correct procedures, and follow-up its operations regard the ministry to prepare programs and health plans, and follow up their practice. The researcher has developed a questionnaire, and distributed the employees (121) in the ministry. The study found a range of results, and the most notable was that there is a statistically significant impact for the effective planning on the employees' performance efficient in the Jordanian Health Ministry.*

KEYWORDS: Effective Planning, Employees Performance Efficient, Jordanian Health Ministry.

INTRODUCTION

Planning stands on institutions structures with their different types. Planning also consider as an approach to solve these institutions structures problems due to the increase of people needs and wants, these institutions wants to provide the best life facilitates for those people, to face economic and social problems and achieve long-term goals, achieve group of related goals for comprehensive development and coordinate efforts governed by scientific planning, become the responsibility of these institutions that envisages in correct scientific ways the use of all resources and possibilities. The one and only way to achieve institutions targets is Planning, its importance increases in the modern era, and began to occupy a prominent place in giant institutions interests. When institutions began to realize planning importance they start setting development plans in all fields, and establish projects and different programs on the principles and basics of the most important and modern planning occupational level ('Fayol' Nimer et al., 1996:97). (Habtour 2000;105) see planning as a level of management businesses levels.

METHODOLOGY

Study problem and questions

Planning units considered as the important and vital departments in the governmental departments due to its vital role in putting policies and targets, prepare plans, and determine rules and procedure for these departments. Although of planning units inclusion of the organizing structures of health section departments that's couldn't mean that it acts efficiency, since these departments face a lot of obstacles obstruct the act of the correct role and goals achieve, these

obstacles don't differ in general much from planning units obstacles in developing countries institutions. Thus, study problems can be included in the following questions:

- a. What is the level of employees evaluation of effective planning elements in the Jordanian health ministry?
- b. What is the level of employees evaluation of the Jordanian health ministry performance efficient?
- c. Is there a Significant effect of effective planning on the employees performance in the Jordanian health ministry?

Study importance:

Jordan has assisted noticeable development in different development fields, and this is due to the country care of planning, planning importance stems from the health systems growing role in the country, which ensure the importance of the planning directorate of Health Ministry role; prepare programs and health plans, and follow up the execution. This directorate presented by technical and organizing tools of the health system to cooperate efforts in program and project planning, find out how to finance them, and the mechanics of setting priorities.

The existence and the efficient role of the planning directorate in the health system would save efforts, so optimizing resources and possibilities, in addition to the determination of problems and priorities that could face them. This research also contributes as a scientific material recognizer to which extent this directorate perform its role by specialize people contribute largely through setting programs and health plans contribute to a large extent upgrading the level of this ministry health services, as well as providing a number of recommendations in the light of the outcome of the search.

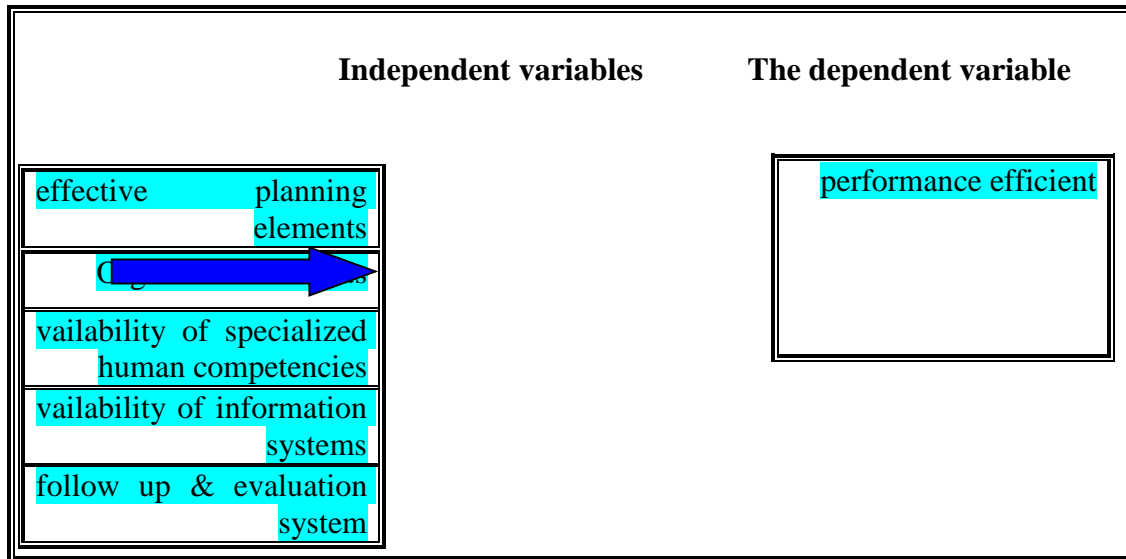
Study targets :

This study aims to achieve the following:

- a. Recognize effective implement planning elements in the Jordanian health ministry.
- b. Recognize performance efficient concept.
- c. Recognize the employees performance efficient in the Jordanian health ministry.
- d. Measure effective planning impact on the employees performance efficient in the Jordanian health ministry.

Study Pattern

- a. Figure (1), indicates the relation and the impact of effective planning elements which are represented by (Organizational status, the availability of specialized human competencies, the availability of information systems, follow up & evaluation system) on employees performance efficient in the Jordanian health ministry.



Source: Researcher

Figure (1) Study Pattern

Study Hypothesis

One main hypothesis (H0) has been suggested to achieve the study goals, as following:

Main Hypothesis:

Ho1: No statically significant effect at the level of incorporeal($\alpha \leq 0.05$) for effective planning materials on the employees performance in the Jordanian health ministry.

This hypothesis branch into four sub hypotheses:

First sub hypothesis:

Ho1: No statically significant effect at the level of incorporeal($\alpha \leq 0.05$) for organizational situation on the employees performance in the Jordanian Health Ministry.

Second sub hypothesis:

Ho2: No statically significant effect at the level of incorporeal($\alpha \leq 0.05$) for availability of specialized human competencies on the employees performance in the Jordanian Health Ministry.

Third sub hypothesis:

Ho3: No statically significant effect at the level of incorporeal($\alpha \leq 0.05$) for availability of information systems on the employees performance in the Jordanian Health Ministry.

Fourth sub hypothesis:

Ho4: No statically significant effect at the level of incorporeal($\alpha \leq 0.05$) for follow up & evaluation system on the employees performance in the Jordanian Health Ministry.

LITERATURE REVIEW & PREVIOUS STUDIES:

Literature Review

Planning definition:

Planning has been defined frequently,(Hussey, 1982: 3) has defined " an important and vital component of administration, its express future perception and prepare its staff ",it shapes management philosophy and thought visions and convey its development levels. It defined as the process of composing and evaluation group of decisions before any action, in a formula that doesn't reveal the preferred future situation before doing the

action, so if we do the appropriate work, the expected results force will increase. It also defined " the commitment preparation process with resources in a more economical way, by providing situations allow these resources to be investigated quickly with least lost", more specifically planning means " system development of actions program, its purpose is achieving targets through analysis and evaluation process and choose the suitable chances"(Alghalbi & Saad, 1995: 62-63)

Through the above definitions planning importance represented as following:

- a. Determine and achieve targets.
- b. Determine the needed material & human possibilities to execute the plan targets, and achieve the best investment of material & human possibilities.
- c. Achieve observation on targets and activities execution.
- d. Help in future problem expectation, which allow test future events circumstances, evaluate the possible alternative objectively, and determine what is the best to achieve the goals.
- e. Achieve cooperation between these targets, so they integrate and fulfill together for the final purpose, it also arranges businesses, activities, and any related acts for the purpose of achieving targets.

The plan forms in the best way to achieve the target and concludes the related decisions about target achieve and the execution way and its timely levels (Darwish & Takla, 1992:277).

Many researchers has indicated plan components (Hussy, 1982 ,Ackoff, 1970 ,Jones, 1974), the plan in its comprehensive frame contains the following components:

- a. **Strategy**: a complex concept and a six dimension structure, it is arranged unification and integration for decision making pattern, and the basic ways of formation purpose, aim, and long-term targets, determine the field or competition section, respond to chances and external threats in light of internal weakness & strength as a comprehensive way to achieve competitive advantage, logical system to find different tasks formulas in comprehensive level of the organization or business level or occupational level, and finally, determine the economic and non-economic contribution that the organization and its management wish to achieve for all stakeholders (Hax, 2001: 34-40)
- b. **General target**, represent the requirements to be achieved in specific section through chosen ways during period of time (long, medium, and short)
- c. **Policies**, a group of rules and regulations control workflow that specified before, by the Management, to guide the workers in the different levels in all related decisions with targets achieve (Darwish & Takla, 1992:279).
- d. **Programs**, activities statements to be stepped to accomplish unilateral use plan. This means the plan unilateral use i.e. the organization program or group of programs that are meant to guide specific strategy toward action and accomplish, the program might be firm restructuring or a change in its internal culture, or a starter for new search and development efforts, usually, the organization depends on many programs vary in their need for the resources and its time frame (Wheelen & Hunger,2006:216-218.)
- e. **Projects**, independent activities has specified resources, and executed through specific programs.

- f. **Specific target**, specified quantity and measurable results to be achieved through specific period and cost.

On the other hand, many researchers show that completion of planning process requires the availability of a number of materials (Bani Hamdan& Idrees, 2007):

- a. **Organizational element**, indicates that the planning effort effectiveness based on right organizational structure for planning occupation with the availability of skills and competencies, also the execution should be organized effectively if the plan wanted to be executed well.
- b. **Human element**, considered one of the most important planning entries, the plan success depend on human competencies, i.e. planning success depends on the availability of experienced planners and the ability to determine targets and set actual plans (Darwesh and others, 2001:107)
- c. **Technology element**, the possibilities and available resources, its development stage and its modernity such as the computers that are used to prepare programs for the future scenario preparation, also the modern communication devices lead to shortness in communication lines in the organization as main materials in the planning process, thus, the availability of this material is so important to convey the future planning process.
- d. **Economic material**, spending the available financial possibilities on the plan to be executed.
- e. **Information material**, the existence of developing information system is one of the basic pillars for planning competence, that provide the appropriate data for planning, whether past, present, or future trends with appropriate comprehensive and accuracy, and in the suitable time. Informational material means data and information accuracy degree and modernity. Since planning is for future, subsequently it depends on the degree of predictability and hypotheses set, that stands on data and accurate, modern, and comprehensive statistics, helps the planner in decision making in light of changes, and using computer information systems helps and reduces uncertainty risks.
- f. **Scientific material**, revolve around the scientific character of planning process levels and the necessity of following the scientific approach of planning steps.
- g. **Environmental material**, which indicates that it's necessary to take the surrounding general environmental circumstances in setting targets and plans at planning procedure since there are crisis and emergencies.

Performance efficient:

Efficient in performance means the validity and the ability to complete target or process successfully according to the specification (Almuneif, 1979:88). A management writer indicates that achieve efficient in performance is related to the economic way used to accomplish process related to the organization targets achieved. Efficient in performance expressed through the percentage between inputs to outputs (Almaghrbi, 1998:39), the researcher see organizations performance efficiency is related to the best use of the available human & physical resources, by the use of the suitable methods to achieve the organization targets, thus it stands on clear targets, and enforceable objectivity, to achieve the best performance level. In organizations, human element considered the theme axis of performance efficiency, so targets do not be achieved efficiently unless by the choice of qualified individuals to do the needed activity, also upgrading employees performance

level encourage them acquisition the positive behaviors. Consequently the best methods to achieve performance, efficient require regard in planning programs before practice performance depending on the accurate data about the activity, and the targets to be achieved, to achieve balance between performance requirements and training policies, and determine clear and accurate performance rates, so design efficient reports on performance according to employees performance in organizations (Abdulmnem, 1987:83).

And so, Performance efficient is the best returns organization achieved as a result in the use of many inputs of human and physical resources, to execute the required work with the least cost, effort, shortest time, and the highest high quality ,also comparisons require determination of clear and objective standards for performance, and determine accomplish time specifically.

Previous studies:

Review management modern development all around the world and determined the scientific effects, researches, and developed case studies are executive managers' tasks, since it's very hard to company executive chief or director of management to think of changing the existing trends of employees' performance widely. Even though, sometimes strategic planning problem; planning isn't always effective in ineffective environments(General review, 2013) .

- **(Ravi, et al, 2012) Study:** entitled "**Meta-SWOT: introducing a new strategic planning tool**", the Study aims to present a SWOT analysis to face the company competence and add competitive advantage to it to support the management decisions and overcoming a lot of weaknesses in SWOT.
- **(Wang, 2006) Study :** entitled **Corporate Performance Efficiency Investigated by data Envelopment Analysis and Balanced Scorecard.**" This study aims to examine the organization performance, efficient through analysis and included balanced evaluation card ' Balanced Scorecard'. This study reached that there is an incorporeal function correlation between performance indicators, also there is a group of tacitly performance indicators in the balanced evaluation card granted a noticeable importance in organization performance efficiency determination.
- (Yusuf & Saffu, 2005) study:** entitled **Planning and Performance of Small and Medium Enterprise Operators in a Country in Transition.** This study aims to recognize the relation between planning and performance in medium and small projects in economic transferred countries, and has come up with group of results, the most prominent was that companies with a plan not necessarily be high featured performance in the industrial section.
- **(Al-Ghamdi, 2005) study:** entitled **Corporate performance efficiency investigated by data envelopment analysis and balanced scorecard.** This study aims to recognize the importance of using tools and strategic planning techniques in Suadia Arabia organizations. study sample consists 72 organizations in Suadia Arabia, and consists of strategic planning tools such as compare, references, SWOT, product life cycle, stake holders analysis, successful experienced, wallets analysis, value sequent analysis, Delphic method, cognitive map, and Porter five forces analysis. the study come up with too many results, one of the prominent that there is a medium use for strategic planning tools in planning activities.

- (Alhnta, 2003) study: entitled" **Organizational values and its relation with performance efficient**". This study aims to knowing the relation between organizational values and performance efficient of employees in health services. And has came up with a group of results, one of the prominent was that there is an incorporeal correlation between organizational values and performance efficient, performance efficient increased when organizational values increases.

- (Rue & Ibrahim, 1998) study: entitled **The relationship between planning sophistication and strategic performance in small businesses.**" This study aims to determine the relation between strategic method development in small institutions and the strategic performance of these institutions, in addition to determine whether the best small institutions set written strategic plan. The study also reached to a group of results one of prominent was the existence of a relation between planning method development in small institutions and the strategic performance of these institutions.

METHOD AND PROCEDURES:

Study

Descriptive analytical method for procedure this study, descriptive method has been used to recognize an employee evaluation level of effectiveness planning elements in the Jordanian health ministry, also to state their evaluation level of employees' performance, effective in the mentioned ministry, also statistical method has been used to measure effective planning effect on employees performance efficient in the Jordanian Health Ministry.

study population and sample :

a. Study population:

Targeted study society consists of all employees in the Jordanian health ministry and they are (452) male & female employees.

b. Study sample:

According to large size study society and time shortness, the researcher choose random stratus sample by (30%) of the society size, the sample reached (136) male & female employees. After that (136) questionnaire has been distributed, (121) valid questionnaire has been adopted, so the actual sample individuals are (121) male & female employees. Table (1) the following, shows a description of study sample individuals.

Table(1): description of the personal and occupational characteristics of the study sample individuals(N = 121)

Variable	Feature	Percentage	Frequency
Sex	Male	%76.9	93
	Female	%23.1	28
Age	Less than 25 years	%2.5	3
	35 – 25	%36.5	43
	45 -35	%58.7	71
	45 years and above	%3.3	4
Education	High school and below	%9.1	11

	Diploma	%21.5	26
	Bachelor	%65.3	79
	High education	%4.1	5
Experience year	Less than 5 years	%13.2	16
	10 – 5	%33.1	40
	15 – 10	%38.8	47
	15 and above	%14.9	18

DATA COLLECTION RESOURCES

Two types of resources has been relying on for the purpose of data collection:

- a. **Secondary resources:** the data that were obtained through returning to theoretical studies, books, references, articles, and published scientific researches in journals and periodical.
- b. **Elementary resources:** represented by the data that were obtained through a tool prepared for this purpose represented by the questionnaire, and the tool consists of (28) paragraph distributed on the study changes.

Study tool:

To achieve the study targets, the researcher designed a tool to measure the effective planning effect on employees' performance efficient in the Jordanian Health Ministry (28) paragraph has been prepared and distributed on five variables (Organizational status, the availability of specialized human competencies, the availability of information systems, follow up & evaluation system, and employees performance efficient) in the light of five stages (Likert Scale) , the following method has been relying on to evaluate the variables and its paragraphs which is divided into three levels, dividing degree calculated through divided the difference total between the highest measurement value (5) and the lowest value (1) on three levels, i.e. the dividing degree is $\{(1-5)/3= 1.33\}$, thus the three levels are as the following:

Low evaluation degree	Medium evaluation degree	High evaluation degree
2.33 – 1	3.67 - 2.34	5 - 2.68

The validity and reliability of the tool has been measured, as following:

- a. Tool validity:

To check the tool validity, the research has displayed it on (6) refereed faculty members in Jordanian universities who are specialized in Management, Research Methodology, and Applied Statistics, to check the questionnaire paragraphs validity and give their opinions on each paragraph and its cooperation with the study variables, the referee notes and suggestions were taken into consideration.

- b. Reliability of the study tool :
- c. To check The study tool reliability, tool reliability coefficient has been calculated by (measure The internal consistency of the questionnaire paragraphs) using the equation (Cronbach Alpha), the total tool reliability coefficient (0.97) as the table(2) show:

d.

Table (2): study tool reliability test results (the questionnaire paragraphs internal consistency)

No.	Variables	Paragraphs No.	Cronbach	Alpha equation
-	Effective planning elements	21		0.958
1	Organizational situation	9		0.939
2	Availability of Specialized human competencies	5		0.904
3	Availability of information systems	4		0.870
4	Follow up & evaluation system	3		0.918
-	Employees performance efficient	7		0.941
-	Total tool	28		0.970

Statistical processing methods:

Some analysis and descriptive statistical methods was used, and they are available in Statistical Package for Social Sciences (SPSS), to answer the study question and test its hypotheses, and the statistical methods that was used in the purpose of data analysis:

1. (Cronbch Alpha Coefficient).
2. (Frequencies & Percentages)
3. (Mean & Standard Deviation)
4. (VIF -Variance Inflation Factors)
5. (One-Sample Kolmogorov - Smirnov.)
6. (Simple Linear Regression).
7. (Multiple Linear Regression)

Data analysis results and study hypothesis test:

This section examines the most important statistical analysis results, that have been reached through the use of some available statistical indicators in (Statistical Package for Social Sciences–SPSS). As following :

Related results of the answer for the first study question:

What is the study sample level of evaluation for the applied effective planning in the Jordanian Health Ministry?

To answer the first study question, averages and SDs have been calculated. Table (3), shows the study sample individuals evaluation results of the applied effective planning in the Jordanian Health Ministry.

Table (3) the averages and SDs for the study sample responds of the applied effective planning in the Jordanian Health Ministry (N = 121)

No.	Effective planning element	SMA	SDs	Order	evaluation degree
1	Organizational situation	4.24	0.86	1	High
2	Availability of Specialized human competencies	3.85	0.74	4	High
3	Availability of information systems	3.93	0.64	3	High
4	Follow up & evaluation system	3.94	0.88	2	High
-	General SMA	3.99	0.65	-	High

Study sample individuals responds about the applied planning elements evaluation in the Jordanian Health Ministry illustrated from table (3) results which were (positive), with general SMA (3.99) and SDs of (0.65). the study sample individuals evaluation of effective planning elements was (high) from their point of view. The results indicate that sample individuals have the clearer vision about the applied planning elements evaluation in the Jordanian Health Ministry.

In detail the study sample individuals evaluation level for each mentioned element were as the following:

1. Organizational situation:

Table (3) illustrated that the study sample individuals responds about the applied **organizational situation** variable in the Jordanian Health Ministry were (positive), with general SMA (4.24) and SDs of (0.85). the applied sample individuals evaluation of the applied organizational situation variable in the mentioned ministry was (high) from their point of view. The organizational situation variable got (the first) place in the study sample individuals priorities.

The availability of specialized human competence:

Table (3) illustrated too that the study sample individuals responds about **the availability of specialized human competence** variable in the Jordanian Health Ministry were (positive), with general SMA (3.85) and SDs of (0.74). the applied sample individuals evaluation of **the availability of specialized human competence** variable in the mentioned ministry was (high) from their point of view. **The availability of specialized human competence** variable got (the fourth) place in the study sample individuals priorities.

The Availability Of Information Systems:

Table (3) illustrated too that the study sample individuals responds about **the availability of information systems** variable in the Jordanian Health Ministry were (positive), with general SMA (3.93) and SDs of (0.64). the applied sample individuals evaluation of **the availability of information systems** variable in the mentioned ministry was (high) from their point of view. **The availability of information systems** variable got (the third) place in the study sample individuals priorities.

Follow up & evaluation system:

Table (3) illustrated too that the study sample individuals responds about **Follow up & evaluation system** variable in the Jordanian Health Ministry were (positive), with general SMA (3.94) and SDs of (0.88). The applied sample individuals evaluation of **Follow up & evaluation system** variable in the mentioned ministry was (high) from their point of view.

Follow up & evaluation system variable got (the second) place on the study sample individuals priorities.

Related results of the answer for the second study question:

What is the study sample level of evaluation of employees performance in the Jordanian Health Ministry?

To answer the first study question averages and SDs have been calculated. Table (4), shows the study sample individuals evaluation results on employees' performance in the Jordanian Health Ministry.

Table (4) the averages and SDs for study sample individuals evaluation on employees' performance in the Jordanian Health Ministry (N = 121)

No.	Effective planning element	SMA	SDs	Order	evaluation degree
1	The Jordanian Health Ministry has written targets of specific outcomes to be reached.	3.84	1.02	6	Medium
2	The Jordanian Health Ministry goals characterized of flexibility and give a high degree of commitment.	4.02	0.96	1	Medium
3	The Jordanian Health Ministry goals characterized of the possibility of measure achieving accomplish levels.	3.98	1.01	3	High
4	The Jordanian Health Ministry describe the main results fields, activities, and additional energies to achieve the target.	4.01	0.94	2	High
5	The Jordanian Health Ministry targets to be reached are limited term.	3.78	0.99	7	High
6	The Jordanian Health Ministry targets are long term and comprehensive	3.96	0.93	4	High
	The Jordanian Health Ministry revise and evaluate their targets achievements towards business results.	3.88	0.99	5	High
7	General SMA	3.92	0.84	-	High

Table (4) results indicate that the study sample individuals evaluation of employees performance efficient in the Jordanian Health Ministry were (positive), with general SMA (3.92) and SDs of (0.84). The study sample individuals evaluation of employees performance

efficient was (high) from their point of view. These results indicate that the study sample individuals have a clear vision on employees performance efficient in the Jordanian Health Ministry.

In details the study sample individuals evaluation about employees performance efficient paragraphs were (positive), paragraph (8) conclude: (employees efficient, employ with hospital strategic and operation targets), and got SMA (4.20) and SDs of (0.81). The study sample individuals evaluation of the mentioned paragraph was (high) from their point of view. And paragraph (1) conclude (there has been an improvement in the hospital provided services during the last three years), and got SMA (3.61) and SDs of (1.21). The study sample individuals evaluation of the mentioned paragraph was (medium) from their point of view.

Study hypothesis test:

H0: No statically significant effect at the level of incorporeal ($\alpha \leq 0.05$) for effective planning materials on (Organizational status, the availability of specialized human competencies, the availability of information systems, follow up & evaluation system) the employees performance in the Jordanian Health Ministry.

A Multiple Linear Regression method has been used to test the validity of the study hypothesis, the researcher opine to procedure some tests before the study hypothesis test as follows:

a. VIF test:

This test used to check the existence of the Multicollinearity phenomenon among the dependent variables. Table (5) illustrate that:

Table (5)VIF test results

No.	Effective planning element	Tolerance	VIF	Test standard
1	Organizational situation	0.464	2.155	5
2	Availability of Specialized human competencies	0.237	4.218	5
3	Availability of information systems	0.221	4.530	5
4	Follow up & evaluation system	0.265	3.771	5

Table (5) results indicate that there is no Multicollinearity phenomenon among the dependent variables (Organizational status, the availability of specialized human competencies, the availability of information systems, follow up & evaluation system) according to the calculated VIF test statistic values for the mentioned variables (2.155, 4.218, 4.530 , 3.771) respectively, since all these values are less than the test standard (5).

Histogram Data Normal Distribution test

To check that the study data are followed Normal Distribution, Histogram has been used, figure (1) illustrate the results of the data Normal Distribution check:

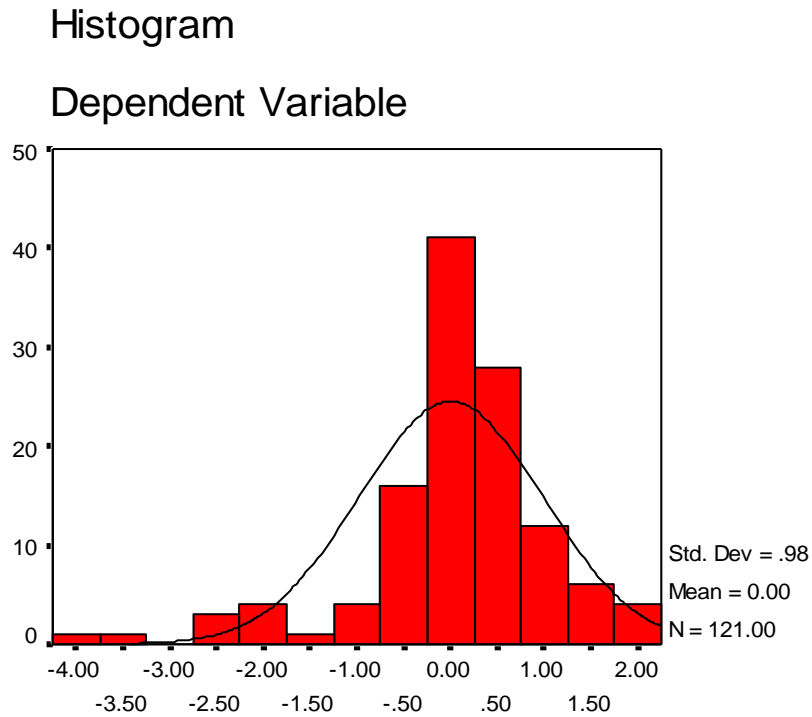


Figure (1): Histogram

Histogram in figure (1) illustrate that study variables data, follow Normal Distribution. According to the previous studies, and after the sureness that there is no Multicollinearity phenomenon among dependent variables, and that the study variables data follow Normal Distribution, then the study hypothesis test which is related to measuring **the employees performance in the Jordanian Health Ministry** became possible. And table (6) illustrate the results of Multiple Linear Regression analysis:

Table (6) results of Multiple Linear Regression analysis, to measure the employees performance in the Jordanian Health Ministry

Variables	Regression coefficient	Calculated (t) value	Statistical significance	Standard coefficient
Beta (β_0)	0.283	1.182	0.240	-
Organizational situation	0.211	3.225	0.002	0.170
Availability of Specialized human competencies	0.427	5.122	0.000	0.378

Availability of information systems	0.571	5.652	0.000	0.433
Follow up & evaluation system	0.680	10.340	0.000	0.722
Correlation coefficient (R)	0.922	(R²)Explanation coefficient		0.850
Calculated (F) value	164.214	Calculated incorporeal (F)		0.000

{The table (F) value the numerator and denominator(4,116), when incorporeal level ($\alpha = 0.05$)}=2.47

Table (6) results illustrates the following:

- Since the Calculated (F) value (164.214) is greater than the table (F) value (2.47), and the statistical significance value (0.000) is less than the incorporeal ($\alpha = 0.05$), then zero hypothesis (H₀) will be rejected which means that the forum is valid and then there is effective planning elements effect represented by (Organizational status, the availability of specialized human competencies, the availability of information systems, follow up & evaluation system) on the employees' performance efficient in the Jordanian Health Ministry.
- Regression coefficient** incorporeal beta(β) of effective planning elements represented by (Organizational status, the availability of specialized human competencies, the availability of information systems, follow up & evaluation system) then there is a statistical significance effect when the incorporeal level ($\alpha = 0.05$) for the mentioned elements on the employees' performance efficient in the Jordanian Health Ministry. calculated (t) values prove the mentioned elements which are(3.225,5.122 ,5.652 ,10.340) respectively, also the statistical significance values are less than the incorporeal level ($\alpha = 0.05$). According to the previous results zero hypothesis (H₀) will be rejected and the alternative hypothesis will be accepted , the hypothesis conclud: (there is a statistical significance effect when the incorporeal level ($\alpha = 0.05$) of the effective planning elements on the employees' performance efficient in the Jordanian Health Ministry).
- Explanation coefficient value (R²), (0.850) indicates that the effective planning elements represented by (Organizational status, the availability of specialized human competencies, the availability of information systems, follow up & evaluation system), explain (85%) to the variables that occur in the employees' performance efficient, and the remaining (15%) to other variables wasn't mentioned in Multiple Linear Regression.
- The calculated standard coefficient value (Beta) indicates that the effective planning elements represented by (Organizational status, the availability of specialized human competencies, the availability of information systems, follow up & evaluation system) which are(0.170,0.378 ,0.433 ,0.722) respectively, even though the Jordanian Health Ministry increased its attention toward the mentioned effective planning elements with an amount of one standard regression unit, which will lead to the development of the employees' performance efficient with an amount of (17 ,%%37.8 ,%43.3 ,%72.2) respectively.

After completing the study hypothesis test, the four sub hypothesis validity must be checked as follows:

1-3 The First Sub Hypothesis Test Results:

H01: No statically significant effect at the level of incorporeal($\alpha \leq 0.05$) for the organizational situation on the employees performance in the Jordanian Health Ministry.

To check the validity of the first branched hypothesis test results, Simple Linear Regression analysis has been used, table (7) illustrate the test results:

Table (7) Linear Regression analysis results, to measure the effect of organizational situation on the employees performance in the Jordanian Health Ministry

Variables	Regression coefficient	Calculated (t) value	Statistical significance	Standard coefficient
Beta (β_0)	0.272	0.778	0.438	-
organizational situation	0.861	10.588	0.000	0.696
Correlation coefficient (R)	0.696	Explanation (R²)coefficient		0.485
Calculated (F) value	112.104	Calculated incorporeal (F)	0.000	

{The table (F) value the numerator and denominator(1,119), when the incorporeal level ($\alpha = 0.05$)}=3.93

Table (7) results illustrates the following:

- Since the calculated (F) value (112.104) is greater than the table (F) value (3.93), and the statistical significance value (0.000) is less than the incorporeal ($\alpha = 0.05$), then zero hypothesis (H01) will be rejected which means that the forum is valid and then there is an organizational situation effect on the employees performance efficient in the Jordanian Health Ministry.
- Regression coefficient** incorporeal **beta(β) organizational situation**, then there is a statistical significance effect when the incorporeal level ($\alpha = 0.05$) for the mentioned variances on **the employees performance** efficient in the Jordanian Health Ministry. calculated (t) values prove the mentioned elements which are (10.588), also the statistical significance value is less than the incorporeal level ($\alpha = 0.05$). According to the previous results, zero hypothesis (H01) will be rejected and the alternative hypothesis will be accepted , the hypothesis concludes: (there is statistical significance effect when the incorporeal level ($\alpha = 0.05$) of the organizational situation on the employees performance efficient in the Jordanian Health Ministry).
- Explanation coefficient value (R²), (0.485) indicates that the variable organizational situation explains (48.5%) to the variables that occur in the employees performance efficient, and the remaining (51.5%) to other variables wasn't mentioned in the Simple Linear Regression.
- The calculated standard coefficient value (Beta) indicates that the organizational situation variable which is (0.696), even though the Jordanian Health Ministry increased its attention toward the mentioned effective planning elements with an amount of one standard regression unit, which will lead to the development of the employees performance efficient with an amount of (69.6%).

2-3 the second branched hypothesis test results:

H02: No statically significant effect at the level of incorporeal ($\alpha \leq 0.05$) for **Availability of Specialized human competencies** on the employees performance in the Jordanian Health Ministry. To check the validity of the second branched hypothesis test results, Simple Linear Regression analysis has been used, table (8) illustrate the test results:

Table (8) Simple Linear Regression analysis results, to measure the effect of Availability of Specialized human competencies on the employees performance in the Jordanian Health Ministry

Variables	Regression coefficient	Calculated (t) value	Statistical significance	Standard coefficient
Beta (β_0)	1.194	3.779	0.000	0.394
Availability of Specialized human competencies	0.709	8.795	0.000	0.000
Correlation coefficient (R)	0.628	(R²)Explanation coefficient		-
Calculated (F) value	77.353	Calculated incorporeal (F)		0.628

{The table (F) value the numerator and denominator(1,119), when the incorporeal level ($\alpha = 0.05$)}=3.93

Table (8) results illustrates the following:

- Since the calculated (F) value (77.353) is greater than the table (F) value (3.93), and the statistical significance value (0.000) is less than the incorporeal ($\alpha = 0.05$), then zero hypothesis (H02) will be rejected which means that the forum is valid and then there is an **Availability of Specialized human competencies** effect on the employees performance efficient in the Jordanian Health Ministry.
- Regression coefficient** incorporeal **beta(β) Availability of Specialized human competencies** then there is a statistical significance effect when the incorporeal level ($\alpha = 0.05$) for the mentioned variable on **the employees performance** efficient in the Jordanian Health Ministry. calculated (t) values prove the mentioned elements which are(8.795), also the statistical significance value is less than the incorporeal level ($\alpha = 0.05$). according to the previous results, zero hypothesis (H02) will be rejected and the alternative hypothesis will be accepted , the hypothesis concludes: (there is statistical significance effect when the incorporeal level ($\alpha = 0.05$) of **Availability of Specialized human competencies** on the employees performance efficient in the Jordanian Health Ministry).
- Explanation coefficient value (R²), (0.394) indicates that the variable **Availability of Specialized human competencies** explains (39.4%) to the variables that occur in the

employees performance efficient, and the remaining (60.6%) to other variables wasn't mentioned in the Simple Linear Regression.

- d. The calculated standard coefficient value (Beta) indicates that the **Availability of Specialized human competencies** variable which are (0.628), even though the Jordanian Health Ministry increased its attention toward the mentioned effective planning elements with an amount of one standard regression unit, which will lead to the development of the employees performance efficient with an amount of (62.8%).

3-3 the third branched hypothesis test results:

H03: No statically significant effect at the level of incorporeal ($\alpha \leq 0.05$) for availability of information **systems** on the employees performance in the Jordanian health ministry. To check the validity of the third branched hypothesis test results, Simple Linear Regression analysis has been used, table (9) illustrate the test results:

Table (9) Simple Linear Regression analysis results, to measure the effect of availability of information systems on the employees performance in the Jordanian health ministry

Variables	Regression coefficient	Calculated (t) value	Statistical significance	Standard coefficient
Beta (β_0)	0.049	0.152	0.880	-
Availability of information systems	0.986	12.259	0.000	0.747
Correlation coefficient (R)	0.747	(R²)Explanation coefficient		0.558
Calculated (F) value	150.289	Calculated incorporeal (F)		0.000

{The table (F) value the numerator and denominator(1,119), when the incorporeal level ($\alpha = 0.05$)}=3.93

Table (9) results illustrates the following:

- Since the calculated (F) value (150.289) is greater than the table (F) value (3.93), and the statistical significance value (0.000) is less than the incorporeal ($\alpha = 0.05$), then zero hypothesis (H03) will be rejected which means that the forum is valid and then there is an availability of information **systems** effect on the employees performance efficient in the Jordanian Health Ministry.
- Regression coefficient** incorporeal beta(β) **Availability of information systems**, then there is a statistical significance effect when incorporeal level ($\alpha = 0.05$) for the mentioned variances in **the employees performance** efficient in the Jordanian Health Ministry. calculated (t) values prove the mentioned elements which are(12.259), also the statistical significance value is less than the incorporeal level ($\alpha = 0.05$). According to the previous results, zero hypothesis (H03) will be rejected and the alternative hypothesis will be accepted , the hypothesis conclude: (there is a statistical significance effect when the incorporeal level ($\alpha = 0.05$) of **Availability of information systems** on the employees performance efficient in the Jordanian Health Ministry).

- c. Explanation coefficient value (R^2), (0.558) indicates that the variable **Availability of information systems**, explains (55.8%) to the variables that occur in the employees performance efficient, and the remaining (44.2%) to other variables wasn't mentioned in the Simple Linear Regression.
- d. The calculated standard coefficient value (Beta) indicates that the **Availability of the information systems** variable which is (0.747), even though the Jordanian Health Ministry increased its attention toward the mentioned effective planning elements with an amount of one standard regression unit, which will lead to the development of the employees performance efficient with an amount of (74.7%).

3-4 the fourth branched hypothesis test results:

H03: No statically significant effect at the level of incorporeal ($\alpha \leq 0.05$) for **Follow up & evaluation system** on the employees performance in the Jordanian Health Ministry.

To check the validity of the fourth branched hypothesis test results, Simple Linear Regression analysis has been used, table (10) illustrate the test results:

Table (10) Simple Linear Regression analysis results, to measure the effect of Follow up & evaluation system on the employees performance in the Jordanian Health Ministry

Variables	Regression coefficient	Calculated (t) value	Statistical significance	Standard coefficient
Beta (β_0)	0.564	3.566	0.000	-
Follow up & evaluation system	0.853	21.738	0.000	0.894
Correlation coefficient (R)	0.894	(R²)Explanation coefficient		0799
Calculated (F) value	472.540	Calculated incorporeal (F)		0.000

{The table (F) value the numerator and denominator(1,119), when incorporeal level ($\alpha = 0.05$)}=3.93

Table (10) results illustrates the following:

- a. Since the Calculated (F) value (472.540) is greater than the table (F) value (3.93), and the statistical significance value (0.000) is less than the incorporeal ($\alpha = 0.05$), then zero hypothesis (H04) will be rejected which means that the forum is valid and then there is an **Follow up & evaluation system** effect on the employees' performance efficient in the Jordanian Health Ministry.
- b. **Regression coefficient** incorporeal beta(β) **Follow up & evaluation system** then there is a statistical significance effect when incorporeal level ($\alpha = 0.05$) for the mentioned variable on **the employees performance** efficient in the Jordanian Health Ministry. calculated (t) values prove the mentioned elements which are (21.738), also the statistical significance

value is less than the incorporeal level ($\alpha = 0.05$). According to the previous results, zero hypothesis (H04) will be rejected and the alternative hypothesis will be accepted , the hypothesis conclude: (there is a statistical significance effect when the incorporeal level ($\alpha = 0.05$) of **Follow up & evaluation system** on the employees' performance efficient in the Jordanian Health Ministry).

- c. Explanation coefficient value (R^2), (0.799) indicates that the variable **Follow up & evaluation system**, explains (79.9%) to the variables that occur in the employees performance efficient, and the remaining (20.1%)to other variables wasn't mentioned in the Simple Linear Regression.
- d. The calculated standard coefficient value (Beta) indicates that the **Follow up & evaluation system** variable which is (0.894), even though the Jordanian Health Ministry increased its attention toward the mentioned effective planning elements with an amount of one standard regression unit, which will lead to the development of the employees performance efficient with an amount of (89.4%).

FINDINGS & RECOMMENDATIONS

Through statistical analysis results, The study reached to many results, we will mention the following:

- a. the study results show that the study sample individuals respond about 'applied planning elements evaluation in the Jordanian Health Ministry' were (positive), the study sample individuals of the effective planning elements evaluation was (high) from their point of view. The results indicate that sample individuals have clearer vision about 'applied planning elements evaluation in the Jordanian Health Ministry'.
- b. The study results show that the study sample individuals evaluation for **employees' performance** in the Jordanian Health Ministry was (positive), the study sample individuals of the effective planning elements evaluation were (high) from their point of view. The results indicate that sample individuals have clearer vision about employees performance in the Jordanian Health Ministry.
- c. The results indicate the existence of a statically significant effect for effective planning materials (Organizational status, the availability of specialized human competencies, the availability of information systems, follow up & evaluation system) on the employees performance in the Jordanian Health Ministry.
- d. The results show the existence of statically significant effect of **organizational situation** on the employees performance in the Jordanian Health Ministry.
- e. The results show the existence of statically significant effect for **the availability of specialized human competencies**, on the employees performance in the Jordanian Health Ministry.
- f. The results show the existence of statically significant effect for **the availability of information systems**, on the employees performance in the Jordanian Health Ministry.
- g. The results show the existence of statically significant effect for **follow up & evaluation system** on the employees performance in the Jordanian Health Ministry.
- h. The results show that the Jordanian Health Ministry faces many planning obstacles as follows:
 1. The weakness of high management support and help.
 2. Lack of the appropriate care of the ministry's future plans.
 3. Weakness in training in the field of planning at many employees in the ministry.

4. The humility of the granted incorporeal & material motivations for the employees in the ministry.

RECOMMENDATIONS

According to the reached results, the study recommend the following:

- a. Work on the \ availability of specialized human competencies and the availability of information systems, for their importance to the Jordanian Health Ministry, since they are the third and fourth respectively on the study sample individuals care priorities.
- b. The Jordanian Health Ministry should enhance the motivations system (material & incorporeal) for their positive returns on employees productivity in the ministry.
- c. Ensure the ministry information center, on the importance of raise the center reality by prepare data base and highly efficient information process.
- d. The study suggests to procedure researches and future studies about other variables except what has been studied in this study, management and applied difficulties and obstacles faces the planners in the Jordanian Health Ministry must be taken into consideration.

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