



Arab American University

Faculty of Graduate Studies

**The role of HRM practices in minimizing Job Social
Loafing among Team members in Pharmaceutical
Companies**

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**This thesis was submitted in Partial Fulfillment of the
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Resource Management**

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Thesis Approval

The role of HRM practices in minimizing Job Social Loading among Team members in Pharmaceutical Companies

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Declaration

I hereby declare that this thesis is a demonstration of my original research work that has been done after the completion of the master's degree requirements in HRM at the Arab American University-Graduate Studies-Ramallah Campus, Palestine. Where other people's contributions are involved, every attempt is made to highlight this clearly, with proper reference to the literature and recognition of joint research and discussions. I also declare that I comprehend the nature of plagiarism and am familiar with the university's stance on the subject and with the university's updated research ethics guidelines. Thus, I accept complete responsibility for conducting my thesis under the university's determinants.'

Student's Name

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Signature

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Date

24/8/2022

Dedication

I am dedicating this thesis to *Allah* Almighty, my creator, my source of strength, inspiration, wisdom, and knowledge. To my *beloved parents*, who have not only raised me but also encouraged me every step of the way to give everything I have to finish what I have started and to pursue my dreams. To my children, *Lour and Ahmad*, their love for me proved the value of my work. To *my Teachers and Professors* who helped me and guided me to successfully complete this study with solid knowledge and great research skills.

I am also dedicating this thesis to my homeland, Palestine.

To all the people in my life who supported me and touched my heart, I am dedicating this research to you.

I would not have had the confidence and determination to finish my work with truthful dedication without all of you.

Acknowledgments

This thesis is the final requirement for the completion of the master's Program in Human Resource Management at the Arab American University, Ramallah Campus, West Bank.

First, I thank Allah the Almighty for all gifts in this life, especially for providing me with good health, strength, and the capacity to complete this study. Allah deserves all our thanks and praise.

I would want to convey my heartfelt appreciation to my thesis supervisor, Prof. Fathallah Ahmad Ghanem, for providing advice and encouragement with a perfect blend of insight and patience. I am grateful for my time working with *Prof. Fathallah*. I would also like to thank my professors, who made it easier for me to complete this program. Finally, and most importantly, I want to convey my heartfelt appreciation and gratitude to my family for their love, support, and compassion during my academic journey.

Abstract

The aim of this research is to demonstrate the necessity for pharmaceutical companies to develop HRM practices that definitively minimize workers' job social loafing, which in turn reinforces employee behavior in the workplace that will lead to effective performance. To achieve this goal, the researcher adopted a descriptive approach, which obtained data through the quantitative method. To illustrate, the researcher collected primary data using a questionnaire survey. The questionnaires were self-administered, mailed to the respondents, and/or given to them in person. Also, depth and unstructured interviews were conducted to measure the readiness, capability, and understanding of the impact that HRM practices have on reducing social loafing within team members in Palestinian companies because they are all important factors to consider. The findings revealed a link between human resource management practices and decreasing social loafing among team members. It was also observed that employees agreed on the impact of HRM practices on reducing social loafing among team members by implementing some practices that could minimize it.

Job Social loafing can be reduced by emphasizing the impact of teamwork by being transparent about the results and accomplishments, monitoring tasks for team members, or by working with a small team size, which is essential when doing teamwork. Also, peer evaluation demonstrates each effort individually, and it is critical to keep the team motivated. Social loafing has a significant impact on team productivity and morale.

Finally, the researcher recommends the need to improve the perspective of the senior management of human resources to develop and apply these methods fully within

organizations. The researcher also recommends more research on how HRM practices adopt techniques that reduce social loafing to achieve desired goals.

Keywords: HRM practices, Job social loafing, team members, minimizing social loafing, pharmaceutical companies.

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Chapter One: Introduction

1.1. Overview

This chapter will explain the background of the research. It will provide the introduction with information to guide the reader through the research topic. This will include the problem statement and justification of the study; research objectives, questions, hypotheses, research delimitations, research design, research limitations, and research contribution to knowledge; as well as the outline of the thesis that the researcher will include in this chapter.

1.2 Background

Negative psychological behaviors can occur among the team that might decrease their efforts when doing any duties. One such behavior is referred to as "job social loafing." HRM's role here is to avoid and eliminate this issue through implementing different proposed practices such as task visibility (Monitoring), team size, peer evaluation, and motivation.

This study sought to examine the impact of HRM practices on minimizing job social loafing among teams in the pharmaceutical companies' sector.

The study of the conditions and processes that job social loafing is essentially a silent phenomenon that, if not addressed, has the potential to devastate the entire team's performance. There are numerous reasons for loafing, and it has a negative impact on both society and organizational performance. The phenomenon of job social loafing has a negative impact on team members and their organizations. Through social loafing, a robust effect was established, and this effect was assumed across the population as well as on all tasks (Ahmad and Rehman, 2018).

There are numerous HRM practices that organizations can implement to remain relevant and profitable while also expanding the employment of their staff members (Hargis & Bradley 2011). Suitable HRM practice selection can improve and bolster team members' commitment to their functions and to outcomes. At the same time, when HRM practices address team members' career needs strategically, team members develop positive attitudes and behaviors toward organizational career growth within the organization.

The article "The Role of Psychology in Human Resource Management" emphasizes that the integration of human resource management and psychology is arguably the most important factor distinguishing HRM theory and practice from its more traditional personnel management origins (Rasim, 2008).

In this study, the questionnaires have been administered to employees of pharmaceutical companies. The population of this study was the total number of employees in pharmaceutical sector companies.

The pharmaceutical sector companies were chosen for this study because it has become a fundamental factor in shaping society; it determines how teams connect and exchange information. As a result, improving research and development has become critical in this industry. Furthermore, the number of team members in pharmaceutical companies has steadily increased over the years, resulting in an appropriate size for conducting research requirements. Another key reason for choosing the pharmaceutical companies is that their businesses have a complete life cycle of human resource management procedures, which helps to effectively research HRM practices and their implications.

Finally, the researcher predicts that HRM practices will reduce job social loafing between teams. However, after reviewing the relevant literature, the researcher

discovered no studies on the impact of HRM practices on reducing job social loafing among teams, particularly in pharmaceutical companies. As a result, this study is expected to fill a gap and contribute to expanding knowledge about the impact of HRM practices on minimizing job social loafing among teams in the pharmaceutical sector.

1.3. Research Problem

Thanks to the French agricultural engineer Maximilien Ringelmann, the world was introduced to the terminology of the phenomenon of social loafing. He observed that when a group of individuals cooperatively pulled on a rope, the outcome was less than when the group pulled the rope separately.

Job Social loafing is a multifarious issue that has attracted the attention of both social psychologists and human resources management experts searching for methods to improve the effectiveness of teamwork. Several studies have revealed that the issue of social loafing is multicultural in nature. According to Lee et al. (2014), "social loafing" is a widespread social illness in which individuals perform tasks while working in groups, that differ from those performed individually, resulting in a loss of resources in businesses. In this concern (Torka, A. K., Mazei, J., & Hüffmeier, J., 2021) stated that it's a phenomenon in which an individual reduces his effort when working in a group, compared to his performance when working alone. The study will then determine the general relevance of human resource management in minimizing social loafing by defining the applicability of HRM practices for reducing social loafing among teams in pharmaceutical companies.

According to some interviews which have been conducted by the researcher through a phone call with two HR managers from the pharmaceutical companies, regarding the

issue behind the topic of this study, it was unanimously agreed that the problem can be noticed among teams, as HRs are not employing a peer evaluation system in their annual plans to reduce social loafing among employees, more specifically those working in groups. In addition, the researcher noticed different employees complaining about social loafing, and how individuals in the team realized that other members were not making as much effort as they did when they worked alone.

This problem makes workers feel that their gains in teamwork are not fair in all their actions, which can lead to unfairness in the team. According to (Etemadi et al., Aggarwal et al., 2015), this would lead to many negative implications for the company, such as lower performance, lower customer satisfaction, lower team trust, and lower company performance (Thanh et al., 2018).

Therefore, the aim of this research is to demonstrate the necessity for pharmaceutical companies to develop HRM practices that definitively minimize workers' social loafing, which in turn reinforces employee behavior in the workplace that will lead to effective performance. The researcher will adopt a descriptive approach, which will obtain data through the quantitative method. To illustrate, the researcher will collect primary data using a questionnaire survey. Questionnaires will be self-administered, mailed to the respondents, or given to them in person. Also, depth/unstructured interviews will be conducted to measure the readiness, capability, and understanding of the impact that HRM practices have on reducing social loafing within team members in industrial companies because they are all important factors to consider.

Keywords: HRM practices, job social loafing, pharmaceutical companies, minimizing job social loafing.

1.4. Research Significance and Justification

Human Resources Management is one of the most crucial parts of any company or field of employment. While the majority of organizational team activities are collaborative, social loafing may occur in the workplace. There is evidence that people who work in companies' teams are concerned about social loafing. (Piña et al.2008) polled 486 employees in teams, in this instance, autonomous work teams, about their top three concerns when they first started working together. Social loafing was mentioned in 25% of the 1200 comments received. such as working more than others for the same pay or the same position, carrying problems of slower people.

1.4.1 Significance of the Study

The study findings will be extremely beneficial for the following:

Employers: Each employer strives to fulfill its goals of development and continuity, but this phenomenon has a significant impact on productivity while negatively affecting motivation, loyalty, and reliance on the efforts of others to achieve success.

Leaders' vision is to seek solutions. Leaders will employ techniques to address the causes of social loafing and increase worker productivity (Hildreth, 2015). Furthermore, it encourages employees' creativity, empowerment, and creative roles (Erkutlua & Chafraab, 2015). In response to all of this, there will be a drop in social loafing habits.

Teams: Teamwork has several advantages, including job enrichment, self-direction, and improved performance in complex activities (Yildiz & Tal, 2016). However, teamwork may have negative consequences, one of which is social loafing, which has been extensively studied in the organizational science literature on teams. When companies tried to understand why their teams were losing productivity, they came up with the concept of "social loafing" (Liden, 2020).

HR practitioners: HR focuses on integrating strategies or models of behaviors in the workplace that are validated through behavioral psychology. The main task of HR is to help individuals and organizations thrive by integrating strategies and initiatives throughout the employee lifecycle (Geller & Mazor, 2011). A lot of this is critical because situations often go wrong in organizations, and the job of HR is always to fix things. However, this study will benefit HR practitioners by enhancing their role.

1.4.2. What are the Best HRM Practices for Reducing Job Social Loafing?

(Main, 2017) stated that job social loafing is one of the major causes of productivity loss in businesses. As a result, numerous studies have offered ways to reduce Social Loafing. According to Praveen Aggarwal and Connie O'Brien's study, there are several strategies to combat SL: (Aggarwal, P and C. L. O'Brien, 2008).

- **Team Size**

Decreasing group size and ensuring that individual contributions are recognized by others are both effective techniques for reducing social loafing in teams. When a team has many members, social loafing is more likely to happen.

- **Task Visibility**

The perception that a supervisor is aware of one's efforts is referred to as task visibility. When individual activities are more invisible and unrecognized than when they are visible and identifiable, the incidence and scope of social loafing increases.

- **Peer Evaluation**

It is critical that HRM ensures that peer assessments are included in team evaluations, Peers providing feedback to one another reduces social loafing. Furthermore, it might be favorable or negative, but it still decreases social loafing and improves relationships

and work attention. Workers feel less loaf when their efforts can be evaluated compared to others.

- **Motivation**

HRM should utilize incentives and rewards to motivate team members because this relates to social loafing (Lee & Liou, 2015). When team members are rewarded, they tend to participate in social loafing since the prizes are not particularly connected to team success.

Job Social loafing is a well-known phenomenon in Palestine. Within the limits of the researcher's knowledge, the subject of social loafing has not been addressed by researchers in Palestine particularly or the Arab world in general.

As an employee working with a company that deals with agents for pharmaceutical and medical supplies, several observations have been noted by the researcher by several employees complaining about their collective effort and rewarding them with the same effort. Thus, the researcher believed this phenomenon must be researched and studied because it is widely spread. Therefore, the results of this study will be of a certain benefit to HR departments and teams and will become a reference in Palestine for interested people in this subject.

1.5. Research Objectives

This Study has the Following Objectives:

- To investigate the relationship of HRM practices (recruitment and selection) on minimizing job social loafing.
- To study the relationship of HRM practices (performance management) on minimizing job social loafing.

- To determine the relationship of HRM practices (Training and development) on minimizing job social loafing.
- To analyze the relationship of HRM practices (performance appraisal) on minimizing job social loafing.
- To come up with findings, conclusions, and recommendations to minimize job social loafing among teams.

1.6. Research Questions

This Research has the Following Questions:

1. What is the level of effectiveness of HRM practices within pharmaceutical companies?
2. What is the level of job social loafing within pharmaceutical companies?
3. What is the relationship of HRM practices (recruitment and selection) on minimizing job social loafing?
4. What is the relationship of HRM practices (performance management) on minimizing job social loafing?
5. What is the relationship of HRM practices (Training and development) on minimizing job social loafing?
6. What is the relationship of HRM practices (performance appraisal) on minimizing job social loafing?

1.7. Research Hypotheses

The Research Hypotheses of This Study are:

- H1: There is a positive relationship between HRM practices (recruitment and selection) and minimizing job social loafing.
- H2: There is a positive relationship between HRM practices (performance management) and minimizing job social loafing.
- H3: There is a positive relationship between HRM practices (training and development) and minimizing job social loafing.
- H4: There is a positive relationship between HRM practices (performance appraisal) and minimizing job social loafing.

1.8. Limitations of the Study

- Within the limit of the researcher's knowledge, there is no previous research on this combination (Job Social Loafing & HR) locally or in the Arab world.
- Employee awareness: employees are not familiar with the terminology of job social loafing.
- Management awareness: management is not familiar with combining job social loafing with HRM practices.
- The obstacle of data collection; large Palestinian industrial companies give acceptance only to a small number of questionnaires for distribution.
- The culture of the Palestinian respondents, who do not usually give quality time to answering questionnaires

1.9. Scope of the Study

The scope of the study primarily focused on the employees of pharmaceutical sector companies. Departments were selected at random. The employees were chosen for data collection by the researcher because the majority of them work in the same area under the same conditions. Furthermore, the systematic literature review for this study focused on the background and importance of HRM practices to reduce job social loafing among teams, as well as the challenges associated with HRM implementation in the workplace in order to achieve the study's goal and objectives.

1.10. Conceptual Framework

Below is the conceptual framework in Figure 1.1 that shows the vital impact of HRM practices, the independent variable, on social loafing, the dependent variable. Both independent (Recruitment & Selection, Performance Management, Training & Development, and Performance Appraisal) and dependent (Team Size, Task Visibility, Motivation, and peer evaluation) are interdependent.

Furthermore, through the conceptual framework, the researcher wanted to clarify that through HRM practices, the relationship between the two variables can be identified.

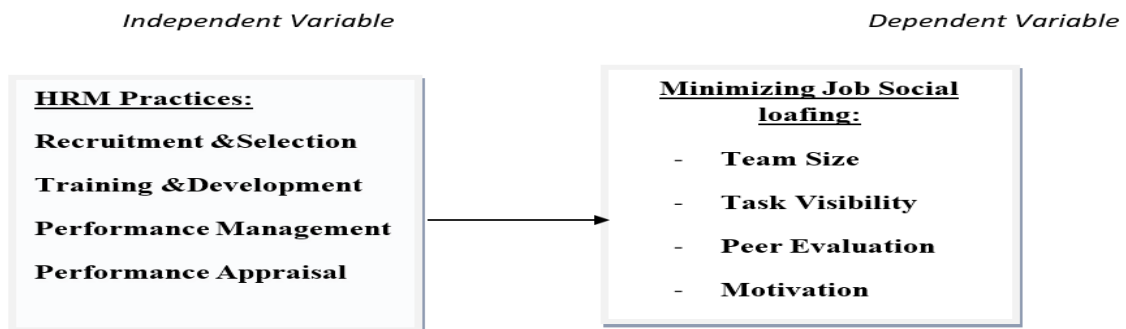


Figure 1.1: The Hrm Practices On Minimizing Job Social Loafing Among Team.

1.11. Delimitations of the Study

- **Geographical:** The study covered employees in pharmaceutical companies.
- **Population and sample:** The study's population included departments from the five companies. The researcher was able to administer 270 questionnaires to employees at the headquarters. The researcher collected data from 250 of these participants, and 205 were fully completed. The sample size was chosen to provide sufficient information on reliability while also achieving a certain level of validity.
- **Knowledge:** The study concentrated on HRM practices (Recruitment & Employment, Performance Management, Training & Development, and Performance Appraisal) intended to reduce job social loafing between teams. As a result, supporting the pharmaceutical sector in learning about this phenomenon and how HRM can deal with it in their companies.
- **Approach and Instrument:** To get the required results, the researcher employed both quantitative and qualitative methods. Techniques that employ surveys and interviews to accomplish this goal. The primary goals of the questionnaire and interview are to achieve the research objectives, answer the study questions, and lastly, collect data for the results, discussion, and suggestions.
- **Time:** The questionnaires were administered to employees on the 25th of March 2022 and collected after four weeks.

1.12. Structure of the Study

The researcher will divide this thesis into five chapters to create a good flow of information. The outline of the thesis will be as follows:

Chapter 1: Introduction

This chapter will explain the background of the research. It will provide the introduction with information to guide the reader through the research topic. The introduction will include the problem statement and justification of the study; research objectives, questions, hypotheses, research delimitations, research design, research limitations, and research contribution to knowledge; as well as the outline of the thesis that the researcher will include in this chapter.

Chapter 2: Literature Review

This chapter will give a review of the literature relevant to the study's research problem. The first section will dive deep into the definition of the targeted HRM practices for this study, which are recruitment, selection, performance, and evaluation. The second section will walk the reader through the definition of job social loafing in multiple dimensions. The third section will describe HR practices in minimizing social loafing in detail and the positive impact of HRM practices on reducing social loafing. Moreover, the last section of the LR will describe the gap that the researcher found in the LR regarding the topic of the study.

Chapter 3: Research Methodology

This chapter will present the detailed research design in addition to the methods used. The chapter will also explain the used techniques in the analysis and the issues related to the data collection process.

Chapter 4: Data Analysis and Interpretation

This chapter (the findings) will present the data analysis, discuss the results, and link the findings with previous studies in order to develop discussions and arguments.

Chapter 5: Conclusion and Recommendations

This chapter will discuss and debate the recommendations and conclusions of this research.

References**Appendices**

Chapter Two: Literature Review

2.1. Overview

This section provides a review of the literature that is relevant to the research topic of the study. The first section will go through the definitions of the HRM practices that will be studied in this research, which are recruitment, selection, performance, and evaluation. The reader will be guided through the definition of job social loafing in several aspects in the second part. The third section will go through HR practices for decreasing social loafing in greater depth, as well as the beneficial impact HRM practices have on reducing job social loafing.

2.2. Human Resource Management Practices

HR is at the heart of every organization because they are concerned with the people side of the business. Only when the workforce at work performs together and with a sense of excitement can an organization anticipate high levels of performance and success. A completely efficient and informed workforce is necessary for an organization's successful functioning, and therefore, it is critical that employees be managed and encouraged to teamwork since team effort facilitates the more efficient accomplishment of organizational goals.

In general, the globe is changing its perspective on human resource management from standard to modern. To cope with change, modern HR requires a strategic role, which involves recognizing workplace challenges and hardships and resolving them in an efficient and effective manner (Gashi, 2013). (Maley, 2014) confirmed that the HRM function assists the management in the planning, recruitment, selection, training,

development, and evaluation of members for the organization. Furthermore, Wei and Lau (2010) reported that the last two decades have seen significant progress in the study of human resource management systems (HRMS). Moreover, (Sheehan et al., 2016) referred to HRM as policies, strategies, and practices that influence employees' behaviors, attitudes, and performance. HR procedures include identifying staffing needs, gathering candidate groups, evaluating them, and finally instructing them. Planning, performance evaluation, career management, and incentives were among the HRM activities that focused on adding new practices (Singh, 2009). However, (Sheehan et al., 2016) declared that it's compensating, assessing, and becoming more involved in labor relations, health, and safety programs, as well as being concerned about equity. Therefore, there are various HRM strategies that businesses may implement to stay sustainable and competitive while also advancing the careers of their employees (Hashim & Hassan, 2016).

According to Masa'deh et al. (2019), human resources management is regarded as the most crucial element that enables a company to have a significant advantage. This is because managers in both public and commercial businesses believe that maintaining a competitive edge primarily depends on having the "best of the best" human resource systems in place for recruiting, selecting, developing, and effectively managing their workforce (Mesch, 2010).

Saxena, (2012) described HRM techniques as managerial practices targeted at directing the pool of human resources and ensuring that the resources are used to achieve organizational goals. However, (Tiwari and Saxena, 2012) assure us that it should be noted that HRM procedures are not standard; they differ from one nation to another. It is impossible to achieve success without the dedicated efforts of employees. Referring

to (Obeidat et al., 2017), HRM practices identified job design and teamwork as significant HRM practices

Although teamwork efficiency varies, unity and synergy are frequently one of the primary problems of teamwork that both HRM and the entire company must address. Selecting the right members of the team, which is one of the major roles of human resource management, is the key to achievement, Individual efficacy in group and independent work has been the subject of several studies. According to Meslec and Curşeu (2013), building synergy between teams not only helps to improve the outcomes but also motivates employees, and in this situation, group activity exceeds the individual activity of the group member. People's psyches regularly experience a negative impact on companies; some of the employees prefer to "hide" behind their peers' backs, to rest, fake off, or otherwise avoid devoting as much effort to work as they could. In other words, social loafing is the total opposite of synergy, or the dark side of group work. (Van Dick et al., 2009) found that if synergy helps group members concentrate and encourages them, social loafing represents a demotivating influence. Reducing social loafing in firms and increasing group synergy are essential goals of human resource management, which places significant requirements on the efficacy of managerial solutions. In light of the foregoing discussions, the researcher agrees with the benefits of HRM practices, in a way that organizations must understand how to recruit, retain, and motivate competent human resources due to the growing relevance of human resource management and overall quality management techniques in developing competitive advantages and increasing their capacity to compete in the marketplace. It was also agreed upon in the study by (Taylor, 2014), who mentioned that most organizations believe that their employees are their most valuable asset, and so the

recruitment and selection procedures are critical in ensuring that a new employee can become efficient and achieve desirable results in a short period of time.

Literature commonly agrees that the management of human resources positively impacts the well-being of employees through its application of practices as referred to by (Villajos et al., 2019). Also, that the link between HR practices and business results is based on the basic assumption that greater HR practice implementation and utilization should reflect stronger business performance.

This study focuses on HRM practices based on a comprehensive literature review on recruitment and selection practices. The reason for adopting this practice is that it appears quite often in HRM literature for pharmaceutical companies.

2.2.1 Recruitment and Selection

Most businesses feel that their employees are their most valuable asset, and so the recruiting and selection procedures are critical in ensuring that a new employee can become productive and provide acceptable results in a short period of time. In other words, according to Taylor (2014), the success of an organization is dependent on having the correct quantity of employees with the right skills and competencies.

Typically, participants in any group are part of a larger corporation. The sort of people who will be in an institution's teamwork will be determined by the selection criteria it adopts. Teams are frequently established at random among previously employed personnel inside the firm, resulting in a diverse mix of people with complementary and, in some cases, unrequired talents that have a significant influence on group behavior. Teams, on the other hand, are purposefully constructed, resulting in the selection of individuals whose abilities complement one another (Naicker et al., 2011). The

reasoning is that when selection rules are used in the formation of teams, they should be more successful (Martin, 2019).

Various authors who investigated recruitment and selection affirmed that there is a distinguishable difference between the two, as was shown by Quinn, (2014). Recruitment is the process by which an organization gathers applications for a place and develops a group of potentially suited staff, whereas selection involves using methods or various techniques to appraise the candidates and choose who is appropriate for the available position. According to (Tsareva, N. A., & Kolpakova, T. A., (2020). recruiting is the process of gathering people on a suitable basis, in adequate amounts, and with appropriate qualifications, to apply for positions with an institution. The process of selecting the individual who is most fit for the role and for the company is referred to as selection, but (Khanna, 2014, 148) defined recruitment as the procedure of advertising vacancies in any distinguished power and ability in the most desirable and legitimate way with the objective of attracting the largest pool of qualified applicants for the job; and selection is the operation of filtering the most relevant job applications for candidate selection or closure.

(Anyim, 2012) observed that recruitment and selection are critical activities for businesses. Longenecker et al., (2020) said that great HRM knows how to efficiently attract, select, and retain top staff as well as preserve important information, such as inaccurate figures and locations, at the opportune moments. (Tuominen et al., 2014) found that both recruiting, and selection are important HRM tasks that, if handled correctly, may have a substantial influence on organizational performance and, as a result, a more favorable company identity. By contrast (Dhamija, 2012), mentioned that ineffective recruiting, on the other hand, has a variety of economic impacts for

employers, such as demotivation, which may impair staff performance, missed business prospects, as well as increased levels of labor turnover, damage production, and customer discontent. As determined by Rahaman (2016), sources of recruitment can be divided into two categories: internal and external. Internal sources of recruitment include current employees and employee referrals, but external sources of recruitment include professional organizations, newspaper advertisements, managerial consultancies, and online databases (Absar, 2012). (Tabassum, 2011) figured out that testing protocols may be used in certain hiring practices while interviews and reference checks may be used in others. Filling out job applications, first test results, principal interviews, recruitment tests, written examinations, detailed interviews, checking references, and finally a job opportunity are all part of the selection process (Absar, 2012).

2.2.2 Performance Management

According to (Aguinis, 2011), the concept of performance does not include the outcomes of an employee's conduct, but simply the behaviors themselves. Performance is about behavior or what people do, not what they generate or the results of their job. Perceived employee performance reflects the individual's overall perception of his own conduct and contributions to the organization's success. Job performance may be viewed through the lens of three characteristics that allow one to perform better than others; these factors include "factual knowledge," "process skills," and "motivation" (Tabiu et al., 2013). Despite the fact that combinations of numerous high-performance Human Resource (HR) strategies have been found to share information and knowledge performance (Boon et al., 2018), (Purcell and Kinnie, 2007) stated that line managers

had a significant effect on employee performance through the implementation of HR policies and leadership behavior, which was investigated in empirical research by (Purcell et al., 2007). *Employee satisfaction with HR policies and employee views of supportive leadership were found to have a substantial effect on workers' emotional affective commitment.*

Employees' behavior in groups or teams will be impacted by how the organization evaluates and rewards performance and behaviors. The implementation of tough and precise performance targets will affect member behavior. Organizations must be explicit about how they will reward their members. They should define whether this will take the form of rewarding the achievement of individual goals and/or team or group goals (Reisz et al., 2013).

2.2.3 Training and Development

Much of the debate in the HR literature concerning training has centered on how we may attempt to institutionalize training in the workplace. (Lin et al., 2017), for example, addresses some of the important HR techniques related to knowledge management and contends that a fundamental HR problem in this context is institutionalizing "training to learn" so that it may become a major component of competitive advantage (Singh et al., 2015). As a component of human resources, training and development strive to enhance group and individual performance by growing and sharpening skills and knowledge. Training and development, often known as training and development, is a component of a company's talent management strategy and is intended to connect group and individual goals and performance with the company's overarching vision and goals (Isabel Collins, 2020). Similarly, Michael Armstrong thinks that policies and programs

for training and development are critical components in the process of creating talent, ensuring that individuals acquire and improve the skills and competencies they require. *Policies should be designed using employee success profiles, which are articulated in terms of competencies and identify the attributes that must be fostered (Cheng, 2013).*

2.2.4 Performance Appraisal

(Shaout and Yousif, 2014) stated that performance assessments are an important tool for enhancing the quality of work and motivating workers to be more committed. Performance assessments also lay the groundwork for advancement, organizational growth, and employee succession planning. (Zhu, 2010) suggested that the goal of performance review is to assist and motivate workers to align their actions with the organization's objectives. As a result, the performance process is crucial to the building of the employee-employer relationship. Furthermore (Aung, 2017), it is one of the most significant concerns for businesses to become successful and enhance their effectiveness. It's also used to keep track of workers' efficiency for legal purposes (Gordon, 2016). Phin (2015) classified performance assessment as the process of assessing individuals' performance at work. It includes quantitative as well as qualitative components of employee efficiency. It is a procedure for communicating with an employee and developing a strategy for progress. Furthermore, performance evaluation is regarded as a procedure that affects an employee's position, such as retaining, firing, promoting, transferring, wage increase or cut, or acceptance into a training course (Neeraj, 2020). According to Singh (2014), performance assessment is a systematic approach for assessing work performance on a regular basis depending on predetermined factors and goals of the organization.

HR procedures connected to supervision and evaluation may assist team members in understanding their roles and expectations as well as the process for doing their work in teams. Individual team members who have specific roles in their collaboration are more likely to develop deep opinions of team potency. (Hu & Liden, 2015).

Individual team members can use performance assessments to learn how they perform in the team and how they can improve their work to help the team achieve its goals. Furthermore, team training develops strong team experts who know how to collaborate with others to achieve common goals.

2.3. Job Social Loafing

In today's extremely competitive business climate, businesses strive to attain and maintain high performance. To achieve this aim, companies must maintain work team members' efforts as a collaborative resource, a vital input necessary for good firm performance, while avoiding losing employees' time and energy. Working in groups has the potential to boost efficiency and improve performance, but it is rarely completely achieved. Unfortunately, there is one factor that might make it difficult for a group to function well. Furthermore, some members of the group are really concerned about this. It is referred to as "social loafing" or "social laziness." According to (Robbins and Judge, 2015), social loafing is a circumstance in which a worker reduces his performance or effort when engaging in something in a team rather than alone. Several researchers (Leelakulthanit ,2019) have tried to find out the circumstances in which employees are more willing to put in less effort, be less cooperative in team activities, and thus engage in social loafing. However, it is still questioned whether and how working in a group usually produces the greatest results. It's contrary to the diligent

isolate,' as defined by (Pieterse and Thompson,2010), is a person who will labor consistently, doing more than his or her equal part to pay for less productive individuals in order to complete a job. Social facilitation is defined as "an increase in effort by a person working in a group" (Lyons et al.,2017). As groups have grown increasingly common as performance units in companies, there has been corresponding interest in increasing productivity by removing those "inappropriate behaviors that interfere with the achievement of desired relational and task outcomes" from these groups, as stated by (Baker, 2008). According to several scholars, social loafing has become a well-known and well-documented phenomenon (Fernandez, 2016). It is a social condition that is common among group members. The Ringelmann Effect indicates the negative connection between team size and effort exerted. According to (Robbins and Judge, 2015), individuals tend to exert less effort while working collaboratively than when working alone. Although (Ying et al., 2014) defined it as the phenomenon by which individuals make less effort to achieve a goal when working in a group than when they are alone (Ying et al., 2014). (Dommeyer, 2012) had another point of view on social loafing as "Group members who shirk their obligations in the hopes of benefiting from the work of others are often referred to as social loafers or free riders." Social loafing is characterized as "a loss in motivation and effort when individuals work collaboratively as opposed to independently" (Karau & Williams, 1993, p. 681). In addition, (Etemadi et al., 2015) argued that social loafing is a phenomenon in which an individual's efforts to attain their goal when working in a team are poorer than when working individually. In terms of common organizational goals, social loafing may be characterized as a notion that emerges when a group of employees starts to make the least of what they can accomplish, or when they are unable to make it at the necessary level. As a result, in

businesses where group work is important and required, this behavior is a common occurrence (Zgener et al., 2013). When people work in groups, the behavior of social loafing occurs when people's social awareness decreases, either purposefully or inadvertently, and with these actions, employees expend less effort than they would if they worked alone (Liden et al., 2020). It is believed that the growth of social loafing behavior in organizations will have a negative impact on working communities' productivity and organizational performance. As a result of the negative consequences of social loafing behavior, regulating and resolving these behaviors, as well as extracting the outcomes behind them, are important in terms of companies (Chang, 2008: 4-5).

According to the studies in the literature, there are several factors influencing social loafing behavior (Deka and Kashyap, 2014), explained that individuals could demonstrate social loafing behavior for a variety of reasons, including the size of the working group, the insignificance of the task, and the belief that their efforts would go unnoticed and organizational (Carney et al., 2011) motivations are investigated.

According to (Alnuaimi, Robert, and Maruping, 2010), these group behaviors were related to a lack of control and coordination. Team members who social loaf might limit the contributions of other team members, or inversely, put more pressure on the individuals who social loaf (Schippers 2014). The cause of social loafing behavior, according to (Kanten, 2014), is "expanding the number of group members in the organization, sharing responsibilities and tasks among more workers, resulting in some members of the group limiting individual efforts with the belief that their individual contributions would not be observed." Employee effectiveness may suffer in the near run as a result of the harm to the organizational atmosphere (Sünnetçiolu, Korkmaz, and

Koyuncu 2014). (Altuntaş, zalp, and Deniz, 2015) also said that social loafing, classified as a social tragedy in terms of organizations, directly impacts the general societal survival as well as that of the individual.

Although (Hall, & Buzwell, 2013) contends that "loafing is an unplanned behavior that emerges as a result of feeling poor in rewarding the job required or dismissing oneself as talentless" (Kesen, 2015) social exchange theory asserts that "only within sized intra-group relations, the worker who believes his/her team members are loafing seeks to adapt to this in a relatively similar direction" (Keşen and Kahraman, 2014). The rise of organizational unfairness perception among employees is the explanation for this. (Yadav, 2016) mentioned that feedback declines when the feeling of organizational unfairness grows, "because employees ensure optimal conduct, attitude, and interpersonal connections as much as their efficiency" (Rai 2017, 96). As a result, social loafing is a complex issue that may affect the entire company rather than just one person.

Teamwork is highly valued in the workplace (BOUZARI et al., 2021); however, it is recognized that when faced with a collective job and task, individuals prefer to exert less effort (Varshney, 2018). This tendency to reduce effort when participating in social activities (Liden, 2020), is referred to as "social loafing," which is a well-known and prospective driver of job productivity loss in settings that demand collaboration (Meyer and colleagues, 2016). The reason for this dilemma is that, aside from routine duties, organizations occasionally need to conduct exceptional tasks that require greater attention and effort from work teams rather than individuals. It is also evident that varied abilities and views linked together through teamwork result in a remarkable synergy for organizations. However, these sorts of group activities might have negative

consequences (Karadal & Saygin, 2013). In groups, the appearance of social loafing is connected with conflicts and emotions. (Kevin Synnott, 2016) discovered that sociable loafers are unaware that they are loafing. They believe they contribute equally to everyone else. It turns out that some people believe they are "contributing in their own manner," yet they are not.

For example, perceived social loafing is connected to conflict over labor sharing and disturbance in group relationship cohesion (Behfar et al., 2011). In this regard, it is noteworthy to highlight that people who are lazy when working in a group yet perform effectively alone might be related to personalities. (Woodman, Roberts, Hardy, Callow, and Rogers ,2011) discovered a link in which people with selfish personalities are lethargic while working in groups when there is no opportunity to show off but perform effectively when there is an opportunity to emphasize their own achievements.

The Ringelmann effect has been argued in two ways by (Coolican, 2017) One argument is that people aren't as motivated as they could be to pull the rope as hard as they can. When people aren't motivated, they put in less effort, which is especially true as the group size grows. Another possibility is that the group is unable to effectively coordinate and synchronize the activities of its members. When synchronization methods are weak, one's contribution may be canceled out by the others' (for example, tugging the rope when others are pausing), resulting in a reduction in average effort per capita as the group size increases.

Loafers in a team can result in a variety of consequences, which are controlled and impacted by the conditions under which each team functions. On one aspect, social loafing may induce other team members to withdraw their involvement, but it may also cause them to boost their contributions in order to fulfill the team's goals (Schippers,

2014). Other terms for social loafing include freeriding, social compensation, the sucker effect, shirking, social facilitation, and deadbeat. All these notions are connected to postponing effort. However, they differ somewhat in the situations under which they occur.

Several articles (Behfar et al., 2011) reported that the concept of social loafing is related to discord and emotions. Observed social loafing is associated with controversies over workload sharing and disturbances in the stability of intra-group relationships. Moreover, negative emotions such as anger, anxiety, and anger indicate not only the consequences of conflict on the general group environment but also individuals' perceptions of problematic interaction within the group. The researcher indicates that social loafing is a behavior pattern in which an individual working in a group interaction fails to share his or her fair part in a group effort. Because the entire group receives the same reward, social loafers contribute less to the collective effort while profiting from the efforts of others. Social loafers are also more likely to "exert less effort when their efforts are pooled toward a shared objective than when they are held individually accountable" (Nitse, 2015) "Social loafing" is a phenomenon in which group involvement reduces individual motivation. But (Ulke and Bilgic, 2011) explained that it arises as a person's predisposition to exert less effort while working collaboratively rather than separately.

When it comes to collaboration, social loafing is a big problem, and there have been a lot of studies done on the negative impact it has on total group performance, group cohesion, and group satisfaction. According to (Noruzy et al, 2011) employees may display higher levels of performance and act beyond the scope of their job descriptions when they think they are fairly treated at their workplace. In other words, employee job

performance may improve or deteriorate in response to perceived unequal consequences. (Rubino et al., 2015) discovered that groups were unable to compensate for team members' distracting behaviors, and overall grades suffered because of distracting behavior. (Duffy et al., 2012) found that social loafing was shown to be adversely connected to group cohesion, which had an influence on overall performance and group satisfaction. Individuals with low achievement motivation were more likely to social loaf, as indicated by (Ying et al., 2014). According to (Cross et al, 2013), every group, whether high or poor performing, engages in some level of social loafing across activities and people, such as Physical tasks, cognitive tasks, evaluative tasks, and perceptual tasks have all been linked to social loafing. On the other hand, scholars have also indicated that social loafing is a major factor in their dissatisfaction with group work (Hall & Buzwell, 2013). As a result, researching methods to discourage social loafing is essential. The prevalence and detrimental impact of social loafing in and on group initiatives are significant for business industrials.

2.4. HR Practices in Minimizing Job Social Loafing

Job Social loafing can damage the work-atmosphere consistency and harm the company's culture in the long term while also affecting employees' performance (Akgunduz & Eryilmaz, 2018). It is feasible to state that it will be appropriate to develop HR systems that will aid in the realization of social loafing behavior in the workplace and that these systems will aid in increasing organizational performance and individual job satisfaction (Murphy and colleagues, 2012). At work, social loafing and employee performance are inextricably linked and related. According to reports, social loafing at work is the most common phenomenon among workers with low levels of

competence who are linked to teams that have major defects (Meyer et al., 2016). Individuals' perceptions of social loafing are said to be closely related to bad feelings and conflict. However, Singh et al. (2017) claimed that other problems, such as task, logistical, and relationship issues, were not shown to be directly related to the sense of social loafing.

Effective human resource strategies may prevent, if not eradicate, the emergence of social loafers and free riders. For example, clear job design identifies each team member's work responsibilities and obligations, as well as how their personal work links to the team's overall effectiveness (Hu and Liden, 2015).

Individual and collaborative accountability is required of team members. This necessitates adapting the traditional, individually centered evaluation and reward system to reflect team success (Wageman, 2012). Individual performance assessments, set hourly salaries, motivating factors, and other similar practices are useful for assessing and recognizing members for their individual contributions, but they are incompatible with the formation of high-performing teams. As a result, HRM must explore changes to the assessment and incentive systems that will increase team effort and commitment. Group-based assessments, profit sharing, gain-sharing, and small-group motivations are examples of system improvements (Arulrajah et al., 2017).

Social loafing is one of the elements that has a detrimental impact on institutional performance, particularly in group projects. Personal standards, easy tasks in an organization, doing the same work without division of labor, getting lost in the crowd, lying down on the job, employee perceptions, group size, motivation, and so on are factors that lead people to be social loafers (KAPUSUZ, et al., 2019). On the other

hand, a drop in excitement is another component that contributes to social loafing habits (Baltaci et al., 2017).

There are many practices that the HR department can use to reduce social loafing between teams. Some of the HR practices are to increase the visibility of tasks, to reduce group size, peer evaluation, and motivation.

2.4.1. Task Visibility and Job Social Loafing

Task visibility is defined as the perception that one's individual contribution to the team is being seen and tracked by the work supervisor (Kidwell and N. Bennet, 2010). When tasks in a team are highly interdependent, it is believed that task visibility will decrease since tracking the person's difficult contribution will be difficult (Jones, 2014). Referring to Kidwell & Bennett (2010), who stated that task visibility is basically an employee's conviction that his or her efforts are being noticed by the supervisor. (Yurdakul, 2021) contends that those involved in a group project will experience a loss of self-awareness, which will lead to a disdain for success criteria and a reduction in self-regulation. Whereas (chi et al., 2014) recommends that the HR department select team leaders and clearly define individual responsibilities within the organization to ensure that group members establish performance goals, communication protocols, and problem-solving techniques that are all used to enhance the mission vision and an individual's sense that others are doing their fair share of the work. This characteristic created peer pressure, which (Van et al., 2014) describe as a circumstance in which employees feel inconvenienced if their supervisors perceive them acting selfishly. Task visibility is described as an individual's belief about how much management is aware of his or her efforts on the job (Karadal et al., 2013).

Some researchers (Zhang et al., 2013) have discovered a link between task visibility and job social loafing. When task visibility is limited, employees may believe that their managers are unaware of their efforts. In this situation, job social loafing behavior is possible (Khan et al., 2020). Because when employees engage in social loafing, they may feel that their actions will go unnoticed. The level of visibility for any work is determined by the job's external elements as well as the worker's monitoring and evaluating level for performance. As a result, when people work alone, their task visibility is high and their output can be evaluated (Stouten et al., 2020). One of the causes of social loafing is a failure to evaluate an individual's efforts or contributions when working in a team. That would be to emphasize that task visibility influences social loafing behavior. When his/her manager does not notice his/her duties, he/she engages in social loafing. Thus, social loafing behavior can be reduced if an individual working in a group believes that his or her contribution is being observed or quantified and that his or her participation is valuable (Murphy et al., 2018). They will be able to observe the actions of others in real time. The establishment of peer effects, which Charness and Kuhn (2011) describe as a scenario in which workers work side by side for the same business but do not interact in any manner (save to monitor each other's job activities), can be strongly influenced by their belief that their superiors can successfully monitor their contribution (O'Leary et al., 2017) .

2.4.2. Team Size and Job Social Loafing

It has been discovered by (Nichols, 2014) that limiting team size improves the efficacy of group work on teams. Furthermore, well-functioning teams demonstrate behavioral norms for how teams will interact, decide on when they will communicate, decide how

commonly they should meet, and have systems and procedures for dealing with individuals who slack in their efforts or work (Hunsaker et al., 2011). It seems that as the size of the group grows, it becomes harder for individuals to encourage and supervise each other (Lam, 2015). This absence of feedback and encouragement may also play a role in social loafing. Several studies on social loafing and its effects on groups have been conducted. Naturally, social loafing has a negative impact on group or team performance, particularly in big groups (Mefoh & Nwanosike, 2012). Furthermore, they discovered that participants in their investigations did not work seriously in groups. This is because, when working with others in the group, some group members will expect that their coworkers will manage their tasks. That, obviously, has an impact on the team's performance overall. These findings are reinforced by (Ying, Li, Jiang, Peng, and Lin, 2014), who discovered that those with strong social loafing behaviors perform poorly in the workplace.

It has been discovered that forming a small group is a viable choice, which may lead to less social loafing (Kevin, 2016). Also, (Maiden and Perry, 2011) confirmed that lower group sizes decreased social loafing. Smaller groups, on the other hand, will be better at creating some value with different inputs. Evidence suggests that groups of seven or fewer people are more successful in taking action (Simms et al., 2014).

2.4.3. Peer Evaluations and Job Social Loafing

It's logical to assume that social loafers will be involved in the group. One of the most difficult aspects of teamwork is determining how the individual efforts of its members are evaluated (Donia, 2010). To address this issue, HRs are using peer evaluations to ensure that individual members are held accountable for their contributions (Donia,

2010). HR professionals must do some evaluation to establish the degree of social loafing within the group. Whereas The Peer Evaluation System (PES) is an instrument for evaluating group dynamics. This technique was developed to evaluate individual performance by utilizing the evaluations of other colleagues. According to (Arda et al., 2019), it is one method for reducing social loafing. The PES is influenced by their awareness of peer feedback systems as well as their perceived importance. It is commonly assumed that peer evaluation will help them to reduce social loafing, as referred to in the article (Nicholson, 2012). Peer evaluation can be used to improve self-awareness and understanding of performance criteria during the duration of a group project. By providing several assessment criteria, group members are made aware that their efforts are being seen and valued. Furthermore, group members who are underperforming are offered multiple opportunities to improve their performance during the group experience. (Hüffmeier et al., 2022) characterized recognizable tasks as the extent to which the work setting allows for the evaluation and monitoring of individual performance. Peer feedback, in particular, is frequently utilized to increase cooperation performance (Lount et al., 2014).

Peer assessments can be effective for increasing self-awareness and performance expectations. Most peer assessments take place after group activities have concluded. Using this type of criticism may incite members of the group to retaliate against non-performers (Hall et al., 2013).

Evaluation among partners is a useful approach to use. This is confirmed by Stevens, as mentioned in (Perron, 2011), who highlights that as coworker assessment increases, individuals will be less likely to engage in social loafing since their performance is evaluated by their coworkers. In this approach, it is beneficial in a group that has

frequent evaluations, particularly among group members, to individually review the performance of other employees. Loafing arises or is exacerbated in the absence of an environmental-imposed individual assessment framework (Reinholz et al., 2016). This happens because working in a group atmosphere reduces self-awareness (Mullen et al., 2017). A member of the sales staff for instance, a member of a sales staff will engage in job social loafing if collective sales are evaluated instead of personal sales efforts.

2.4.4. Motivation and Job Social Loafing

Motivation plays an important role due to (Fakhrazari et al., 2014) motives and conditions. "Job social loafing" describes a person who gives less than their maximum potential involvement or effort. In other words, the motivational reason for lowering effort has been connected to people's views that their contributions are small, but the circumstantial explanation for this phenomenon has been linked to environmental problems in recognizing individual contributions. HR leadership behavior, according to Khan et al. 2020, has a significant positive association with staff's motivation and, as a result, is crucial to reducing SL. Individuals who are highly motivated to achieve and have a strong desire to fight and succeed (Eliana et al., 2020).

Employees are motivated by benefits because they establish a relationship between employee effort and compensation. Employees are more likely to devote a sustained, concentrated cognitive-behavioral effort toward achieving those goals when valued rewards are aligned with explicit performance goals (Gerhart et al., 2015).

(De Dreu et al., 2011) mentioned that collaborative, or cooperative, incentives stimulate prosocial motivation by directing effort and attention toward interactions among team members, although this results in lower member accountability and effort. Individual

awards, on the other hand, according to (De Dreu et al., 2011), increase member satisfaction and create a stronger link between conduct and results, but do not inspire members to focus their attention on helping their colleagues. Furthermore, researchers (Siemsen et al., 2008) proposed that, for teams with high levels of task interdependence, mixed incentives could provide the benefits of both individual and shared rewards while avoiding many of their disadvantages. Mixed incentives, on the other hand, reduce job social loafing by increasing responsibility through continuous assessment ability while decreasing the dispensability of work by establishing a clear relationship between member effort and reward achievement. Motivated employees lead their effort and attention forward into achieving their duties by concentrating group members' motivational considerations on individual as well as developing commitment; this decreases the extent to which job social loafing arises inside the team and improves performance. The researcher agrees with the previous articles, which include HR practices to lower the social loafing phenomena and the essential role that HR management plays to avoid this issue. but also sustains greater levels of motivation and promotes major improvement while limiting challenging behaviors (Patel et al., 2012).

2.5 Pharmaceutical Sectors

The pharmaceutical sectors, such as (Medical Supplies and Services and Birzeit pharmaceutical company, Al-Quds pharmaceutical company, Pharmix.etc.) in Palestine, were chosen for this study because of the size of these companies, HR departments are more willing to employ new methods. The age of an organization: the effect of an organization's age is often argued to be important and can be developed in two directions; positive and negative. An older organization usually enjoys more resources

in terms of money and experience that make the adoption of innovative systems such as systems more feasible (Fakhrzari et al., 2014). In contrast, some researchers highlight a negative effect of age; in old organizations, employees are used to doing tasks in a specific way. Therefore, introducing an important change system such as an evaluation system (Fullerton, 2013). Therefore, the researcher believes this makes the study more interesting and more challenging.

2.5.1 HR practices in these Pharmaceutical Sectors.

Human resource management practices in these pharmaceutical companies are also defined as a collection of internally consistent policies and procedures that are established and implemented to guarantee that a company's human capital contributes to the attainment of its business objectives (Delery & Roumpi, 2017). It is also recognized as a collection of strategies used by organizations to manage human resources by encouraging the development of firm-specific abilities, producing complex social relationships, and generating organizational knowledge in order to maintain competitive advantage. These pharmaceutical companies enable their customers and patients to achieve more by providing them with the appropriate employees and capabilities. Also, HR staff guarantee that they value innovation, teamwork, and responsibility while conducting business in many places across the world. Furthermore, active HR staff serve both the pharmaceuticals and consumer health care business units. Some of the HR teams' primary tasks and actions for these pharmaceutical companies are listed below:

2.5.1.1 Recruitment and Selection

These companies place a greater emphasis on hiring people who are a good fit for the company's ideals. They make certain that the proper individuals are hired for the correct tasks, allowing their company to expand. The top management oversees the recruiting and selection guidelines to ensure a flawless hiring procedure. Although appropriate supervisors and line managers are responsible for recruiting employees based on job requisitions, human resources department is in charge of directing and coordinating the hiring process.

2.5.1.2 Training and Development

Training and development are regarded as one of the most effective techniques for improving an organization's human resources. These companies think that employees would become more efficient and productive after receiving training that bridges the gap between necessary and anticipated abilities. Keeping this idea in mind, they invest heavily in training and development at all levels of the organization, which is also known as learning and development (LND). This LND is part of their HR strategy, and it results in improved employee performance, skills, efficiency, and productivity, which leads to employee and organizational growth.

2.5.1.3 Performance Management

In these sectors, performance management is an integrated process in which managers collaborate with their employees to set expectations, measure and review results, and reward performance in order to improve employee performance, with the ultimate goal of positively affecting organizational success" (Den Hartog et al., 2020). The major goal

is to instruct employees on how to use their resources to benefit the business (Tian et al., 2016). Although proof of a direct correlation is still lacking, performance management methods are a significant component of the HRM process in these companies and have special relevance for conceptions of high commitment (Kim et al., 2011).

2.5.1.4 Performance Appraisals with Evaluation

Employee performance assessment is also known as performance review and evaluation. It provides a holistic picture of an employee's present performance and working abilities, and so serves as the final guideline for employers when it comes to bonuses, raises, promotions, and terminations. These companies conduct this performance evaluation on an annual and quarterly basis.

Chapter Three: Research Methodology

3.1. Overview

This chapter covers the comprehensive research plan as well as the methodology employed. The chapter will also clarify the techniques used in the analysis, including the challenges associated with the data collection process.

3.2. Research Strategy

The research strategy outlined an overall plan for collecting data and analyzing the outcomes. The researcher used quantitative and qualitative methods to answer the research questions and test hypotheses about the impact of HRM practices on reducing job social loafing in pharmaceutical companies. Although creating questions may appear simple, creating a meaningful questionnaire that allows respondents to answer research questions is difficult (Open Learn, 2016).

3.3. Research Timeframe

The researcher commenced her study on January 1st, 2022, instantly after the approval of the proposal. She also started working on the literature review in the same month but in a continuous and consistent manner until June 2022. The researcher completed data design in March 2022, data collection and fieldwork in April 2022 up to the beginning of May 2022; and data analysis, assessments, and evaluation in May 2022. Moreover, the researcher finished the data analysis, discussions, conclusions, and recommendations in May 2022.

The action research took place over April 2022 and the beginning of September 2021, comprising a high level of interaction and physical effort, the duration of almost one hour daily for five days a week.

3.4. Framework of the Research Methodology

A scientific paper should be understandable, definite, and concise—this is a rule that is repeated like a mantra in many handbooks and by university professors alike (Guides, 2020). This research must prove this truth through good planning and organizing, in addition to choosing the most suitable method for data collection and research strategy. As stated by McMeekin et al., the advantages of using methodological frameworks are numerous: they can improve activity consistency, reliability, and reporting; improve the quality of the research; standardize approaches; and optimize the truthfulness of study results (McMeekin et al., 2020).

Saunders et al. (2008) labeled a model the "Research Onion Model"; the model classifies research into six layers. It entails philosophies, methodologies, strategies, options, timeframes, techniques, and processes (MacLean, 2013).

At the beginning of the research, this "Research Onion Model" provided a clear path to outline the best methods and strategies to use. Research is important as it stimulates knowledge and generates ideas for finding an answer to research questions. The researcher applied the principles of the Research Onion Model broadly to each research question.

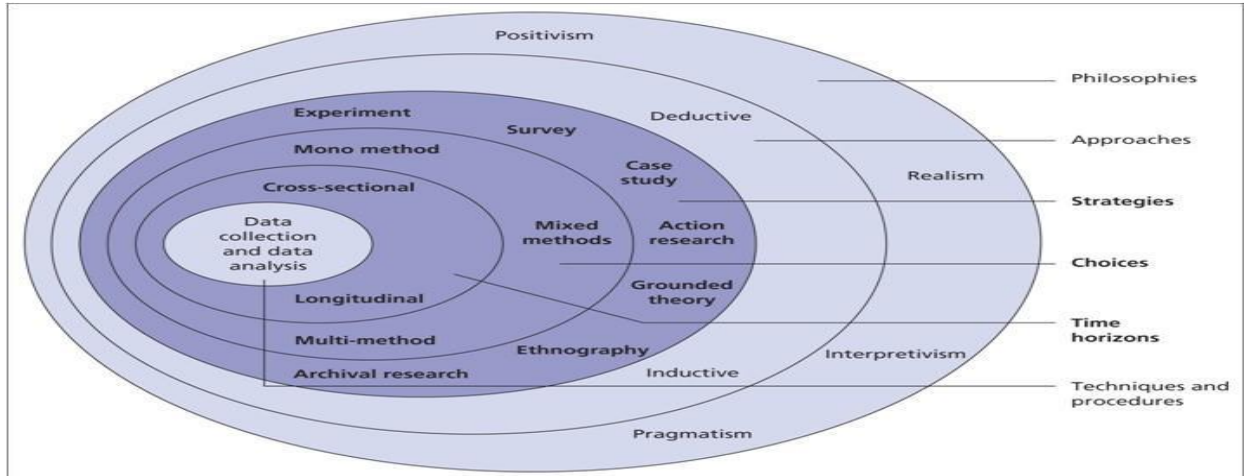


Figure 3.1: Research Onion Model

Source: Saunders Et Al. (2008)

This study's methodology, which includes the development of questionnaires, the validation of structured questionnaires, and data collection, can be expansively divided into six major stages, as explained below:

3.5. Design of the Study

According to Creswell & Plano Clark (2007), they define a research design as the "procedures for collecting, analyzing, interpreting, and reporting data in research studies" (Boru, 2018). This study was conducted using a mixed-method approach (qualitative and quantitative). A mixed-method study would include at least one quantitative and one qualitative data-gathering approach in a single research project (Creswell, 1999).

(Dodd & Epstein, 2020) defined Quantitative studies as defining a topic or research issue and determining the mechanisms by which one or more (quantitative) variable(s) influence another variable. On the other hand, qualitative methods can produce significant, illuminating, and rich data. Depending on the nature of the research topic,

they can be utilized alone or in conjunction with other research techniques. Interviews, for example, might be used to explain and understand quantitative research findings or to offer exploratory data that is subsequently refined by quantitative research (Lochrie et al., 2015).

This chapter explains both qualitative and quantitative methodologies used in this study, which was conducted utilizing a mixed-method approach. The researcher used the quantitative technique by administering the questionnaire to individuals who were chosen at random.

Inferential statistics are employed in the quantitative approach to evaluate and identify the relationship between the independent and dependent variables. The researcher also considered a qualitative data gathering approach because, as (Patton, 2002) states, qualitative data includes detailed descriptions of situations, individuals, interactions, observable behaviors, events, attitudes, ideas, and beliefs, as well as direct quotations from people who have witnessed or are seeing the phenomena (Srivastava & Thomson, 2009).

3.6. Research Location

The study was conducted at the headquarters of pharmaceutical companies in Ramallah, Palestine (Medical Supplies and Services, Pharmix, Al Quds pharmaceutical companies, and Birzeit company).

All these mentioned companies have the largest number of departments; their structure consists of several departments: marketing, customer care, operations, IT & Digital, technical, corporate, technical quality, sales, human resources, finance, public relations, supply chain, strategic planning & development, and internal audit.

Groups of employees of both sexes, working in the departments, were randomly chosen to participate in this study.

3.7. Research Population, Sample and Sampling Procedure

A 'sample' is a subset of a population chosen to be representative of the whole population. We must take a sample since we cannot examine the entire population. Sampling procedures are divided into 'probability' and 'non-probability' samples. The use of probability sampling allows a researcher to generalize the sample's findings to the target population. Simple random sampling, systematic random sampling, stratified random sampling, cluster sampling, and so on are all types of probability sampling (Acharya et al., 2013).

The population in this research comprised all employees working in the headquarters of the pharmaceutical sector companies.

The samples for the quantitative approach were chosen from the population using a simple random sampling procedure. Simple random sampling is a type of probability sampling that allows the researcher to choose a sample at random from the sampling frame.

Herbert Arkin provided a reasonable formula for obtaining an accurate number of samples using the basic random approach (1974). It is used to compute and get the smallest sample size.

The population of this study is represented by the total number of employees in the industrial companies (five pharmaceutical sectors were selected) in Ramallah, totaling (900 employees). However, to obtain the desired and correct sample size with reliable results, the researcher will distribute 269 questionnaires, based on the below equation:

(Herbert Arkin, 1974) suggested that the sample size for a population of 900 should be 269; therefore, the sample size will be limited to 269 employees from the pharmaceutical companies in Ramallah.

Herbert equation to compute the sample size:

$$n = P(1-P)/(E/Z)^2 + [P(1-P)/N]$$

n = required sample size.

Z = Confidence coefficient used to determine the precision interval, represents the number of standard errors along the horizontal axis about the mean under the normal distribution (1.96).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

E = the degree of accuracy expressed as a proportion (.05).

Additionally, because this issue was unknown to the pharmaceutical sector personnel, the researcher employed a qualitative method, conducting numerous unplanned interviews while delivering the questionnaire. To acquaint the staff with this topic, the researcher had to discuss certain topics such as the job social loafing. This sample strategy eventually assisted the researcher in answering all the research questions as well as meeting the study's objectives.

3.8. Instruments of the Study

This study's instruments were based on both quantitative and qualitative research techniques.

- i. A questionnaire based on the study's goals

ii. Unstructured Interviews: a series of questions that are less formal.

The interviewer changed the sequence and wording of the questions.

3.8.1. Questionnaire Design

The first questionnaire draft was intended to be changed in response to the pilot findings. The supervisor and four reviewers updated and enhanced the questionnaire structure. The questionnaire came with a cover letter that explained the purpose of the study, the confidentiality of the information to promote a high response rate, and the method of answering.

The diversity of questions aimed at achieving the research objectives, covered the key domains of the investigation, and enabled the researcher to obtain all of the required data to support the study findings, discussion, conclusions and suggestions.

The questionnaire was divided into four sections: Section A, Section B, Section C and Section D.

Section A: Demographic Information

Section A was primarily concerned with the demographic characteristics of the participants, background information. This section had six items: gender, age group, qualification, workplace, experience years and job position.

Section B: Human Resource Management Practices

This section is divided into four subsections. The researcher utilized the five-point Likert Scale in this section to determine the participant's preferences or degree of agreement with a series of statements established in the questionnaire. Furthermore, this provided the participants with a broader range of possible responses. When a participant

is unsure of the statement that is constructed in the questionnaire set, the neutral choice might be viewed as an easy alternative to select.

- The first subsection consisted of five statements that assessed recruitment & selection practices in pharmaceutical sector companies.
- The second subsection consisted of five statements, which assessed performance management practices in pharmaceutical sector companies.
- The third subsection consisted of five statements, which assessed the Training & development practices in pharmaceutical sector companies.
- The fourth subsection consisted of five statements, which assessed Performance Appraisal practices in pharmaceutical sector companies.

Section C: HRM Practices on Reducing Job Social Loafing

- The first subsection consisted of five statements that measured the Task visibility among teams in pharmaceutical sector companies.
- The second subsection consisted of five statements, which measured the Team size among teams in pharmaceutical sector companies.
- The third subsection consisted of five statements, which measured the Peer evaluation among teams in pharmaceutical sector companies.
- The fourth subsection consisted of six statements, which measured if employees feel Motivation among teams in pharmaceutical sector companies.

Section D – Open-Ended Question (Optional)

The use of open questions was intended to encourage participants to offer a comprehensive and developing response.

1. Are you currently motivated in your workplace?
2. Do you rely on others to solve problems you face during teamwork?

3. To what extent do you see the phenomenon of job social loafing occurring in your work? Do your colleagues rely on you for certain tasks when you engage in collective action?
4. How do you describe your relationships with your co-workers?
5. Is there a system for evaluating your teamwork by your colleagues?

Table 3.1: Likert Scale

Score	Responses
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Table 3.1: Sample of the Likert Scale used in the questionnaire

This type of questionnaire has the following advantages:

1. Because the questions have been constructed, it is simple to compare the results or outcomes of the research across personnel from different departments.
2. The researcher will not have any influence on the respondents.
3. It is easy to analyze the collected data, using the Statistical Package for Social Sciences.
4. The questionnaire covers every aspect of the topic.
5. The questionnaire provides meaningful and actionable data.

Unfortunately, there was a disadvantage:

1. It was difficult to fully capture emotional responses of respondents through a questionnaire.
2. Fear of filling out the questionnaire was obvious in the fact that 50 respondents were excluded because it was not completely filled out.

3.8.2. Pilot Study

A pilot study can be defined as a small experiment designed to gather information prior to a larger study and to test logistics in order to develop the latter's quality and efficiency (Altman et al., 2006; Woken, 2002).

For quantitative data, the purpose of conducting a pilot study is to ensure that the expectations of the researcher, in terms of the information that will be obtained from the questionnaire, are met (Aaker & Day, 1995, as cited in Rusli & Hasbee, 2011, p.141). In addition, piloting on the questionnaire will also help the researcher identify the reliability of the measurement scale used in the study before conducting the actual study and measure the validity of the data or scores. According to Foster and Cone (2006), the validity of scores is the extent to which scores on a measure are related to scores on other measures.

In this research, a pilot study was conducted after the survey questionnaire had been approved by the supervisor and referees. The questionnaire in this study was verified in terms of the language or statements used, their appropriateness, and suitability. In other words, the statements should be formulated in a polite and soft language (Ghauri et al., 1995, as cited in Rusli & Hasbee, 2011, p 137). In addition, the questionnaire had two versions: Arabic and English. It is believed that translation can iron out errors and distortions (Rusli & Hasbee, 2011, p.141).

In order to conduct the pilot study, the researcher administered a questionnaire to 40 participants. This means that 40 employees' have been involved in determining the reliability of the study questionnaire.

The reliability and validity of the questionnaire were analyzed using the Cronbach Alpha technique and the Statistical Package for Social Science (SPSS) Version 21.

According to Yu (1979) and Santos (1999), Cronbach Alpha is a measure of the squared correlation between observed scores and true scores. Cronbach's alpha is also a measure of internal consistency, and it is well known that a reliability alpha coefficient of 0.70 or higher is considered acceptable in most social science research situations (Santos, 1999). The purpose was to ensure the items in the questionnaires were consistent and were measuring the variables of the study (Sekaran, 2000).

Based on the Cronbach's Alpha values, as Table 3.2 below shows, it can be said that all subsections in the questionnaire had exceeded the value of 0.7. This indicates that these subsections have met the standard of reliability and all the statements constructed within these subsections are reliable.

Thereby, it can be said that the researcher has proved that the questionnaire was reliable, valid, and ready for administration to the population sample.

Table 3.2: Cronbach's Alpha Value

<i>Sections</i>	<i>Cronbach's Alpha Coefficient Values</i>
Recruitment and Selection	.769
Performance Management	.812
Training and Development	.861
Performance Appraisal	.935
Task visibility	.914
Team Size	.835
Peer Evaluation	.854
Motivation	.894
Job Social Loafing	.879

3.7.3. Data Collection Method and Procedures

In this study, two types of data gathering procedures were employed. The first was primary data, while the second was secondary data. The researcher collected primary data using a questionnaire and interviews. The secondary data was mostly based on books and academic articles. For the quantitative part, the researcher administered a questionnaire directly to pharmaceutical companies' employees after getting approval from the HR directors. The researcher eventually distributed the questionnaire to a random number of employees informally and through acquaintances. The questionnaire was gathered during a three-week period after it was administered. The researcher then had to double-check the number of completed questionnaire forms.

3.7.4. Data Analysis Technique

In order to test the research hypotheses, the researcher used inferential statistics. The researcher also used the Pearson Correlation test to find out whether there was a significant relationship between two variables (Coakes & Steed, 2007, p.58). In identifying whether the research hypotheses tested, using this technique, were significant or not, the researcher was primarily concerned with the significance level represented in the "correlation" column output. If the significant "Sig." value was equal to $p = 0.00$ or less than 0.05 ($p < 0.05$), then the researcher could conclude that the alternative research hypotheses were accepted or failed to be rejected.

So, to identify the strength of the relationship between the variables, the Pearson Correlation coefficient was used. When using Pearson Correlation in analyzing the data, the strength of the relationship was identified by looking at the value of "r" as shown in the Pearson Correlation table. Normally, the sign of the correlation coefficient indicates

the strength of the relationship or the degree of association between two variables. However, if there is no relationship, the correlation coefficient will show a value of zero.

Table 3.3: Adapted from Muchinsky (1993), this table shows the strength of the relationship between the independent and dependent variables.

Table 3.3: Pearson Correlation Value

Value of “r”	Strength of relationship between variables
0.00-0.20	Very low or no relationship
0.21-0.40	Low relationship
0.41-0.60	Moderate relationship
0.61-0.80	High relationship
0.81-1.00	Very high relationship

(Source: Muchinsky, 1993)

Several procedures and strategies were used in the data analysis technique for the mixed-method approach.

The quantitative technique involved screening and analyzing the study data using descriptive and inferential statistics in the Statistical Package for Social Science (SPSS) version 21.0. Before being processed to assess their importance to the study hypotheses, the quantitative data were checked to ensure that they were entered correctly. In the quantitative approach, the data screening methodology is known as part of the data cleansing process.

Since the possibility of data input mistakes is prevalent, data files were rigorously checked. The data was checked to see if it had been entered correctly using the

frequencies or descriptive commands within the descriptive statistics technique. According to the data screening findings, there were no missing values in any of the variables. As a result, there were no data losses or biases.

In any other way, descriptive statistics were used to assess the demographic profile (as given in Section A of the questionnaire). Descriptive statistics are an important element of preliminary data analysis because they serve as the foundation for comparing variables using inferential statistical tests (Yellapu, 2019). The participants' general demographic profile was explained using percentages and frequencies.

The researcher utilized inferential statistics to test the study hypotheses. Pearson correlation assesses the existence (as shown by a p-value) and strength (as indicated by the coefficient r ranging from -1 to +1) of a linear relationship between two variables (Samuels, 2015). The researcher was primarily concerned with the significance level indicated in the "correlation" column output when determining whether the study hypotheses evaluated using this approach were significant or not. If the significant "Sig." value was equal to or less than $p = 0.00$ ($p < 0.05$), the researcher may conclude that the alternative research hypotheses were accepted or failed to be dismissed.

As a result, the Pearson correlation coefficient was utilized to determine the strength of the link between the variables. When evaluating data with Pearson Correlation, the strength of the link was determined by looking at the value of " r " as indicated in the Pearson Correlation table. Normally, the sign of the correlation coefficient reflects the strength of the link or the degree to which two variables are associated. The correlation coefficient, on the other hand, will be zero if there is no link.

In addition, Table 3.4 represents a summary of the data analysis techniques used to analyze each of the research objectives of the study.

Table 3.4: Summary of Data Analysis Technique

Demographic Variable	Descriptive Statistics (Frequency and Percentage)
There is a significant relationship between HRM practices (Recruitment & Employment) and minimize job social loafing among teams	Pearson Correlation
There is a significant relationship between HRM practices (Performance Management) and minimize job social loafing among teams	Pearson Correlation
There is a significant relationship between HRM practices (Training & Development) and minimize job social loafing among teams	Pearson Correlation
There is a significant relationship between HRM practices (performance Appraisal) and minimize job social loafing among teams.	Pearson Correlation

3.8. Demographic Characteristics of the Participants

The questionnaire of the study was administered to **270** employees' working in pharmaceutical sector companies (Medical Supplies and Services, Pharmix, Birzeit, and Al Quds pharmaceutical company). The researcher was able to collect **250** copies of the questionnaire, of which **205** were fully completed.

Table 3.5: Overall Frequencies For Demographic Variables Of Participants

Items	Valid	Missing
Gender	205	0
Age	205	0
Educational Level	205	0
Experience	205	0
Workplace	205	0
Job Title	205	0

All the demographic variables were valid with no missing values.

Table 3.6: Shows The Demographic Characteristics Of Participants.

Demographic Data	Frequency	Percent
Gender		
Male	130	63.4%
Female	75	36.6%
Total	205	100.0%
Age		
Less than 31yrs	80	39.0%
31yr – less than 50yrs	115	56.1%
More than 51yrs	10	4.9%
Total	205	100.0%
Educational level		
Bachelor	143	69.8%
Master's degree	41	20.0%
Others	21	10.2%
Total	205	100.0%
Experience		
5 years and less	67	32.7%
6-15yrs	97	47.3%
More than 16yrs	41	20.0%
Total	205	100.0%
Workplace		
Medical supplies and services	79	38.5%
Al - Quds pharmaceutical Company	66	32.2%
Birzeit Pharmaceutical Company	44	21.5%
Pharmix Company	16	7.8%
Others	0	0%
Total	205	100.0%
Job title		
Employee	146	71.2%
Department head	37	18.0%
Manager	22	10.7%
Total	205	100.0%

Table 3.6 represents the demographic characteristics of the participants. It contains six variables. The first variable is gender. Male employees represented by 63.4% of the participants. Around 56% of them were between 31 to 50 years old. This table also

shows that 69.8% of the participants had a bachelor's degree, whereas almost half of the participants or (47.3%) had between 6 to 15 years of experience. The Medical Supplies and Services company had the highest rate of participation (38.5%), with more than 71% of participants being employees. *When it relates to pharmaceutical corporations, it's worth noting that the employees are predominantly male. The reason for this is that the natural male position is under more intense pressure than females, so their professions involve longer hours and a lot of work to market and promote the products, which also includes attending conferences and traveling. Females prefer administrative roles, but males can find them in a variety of departments, including warehousing, operations, and the field. We must also mention that in Palestinian culture, females are not allowed to stay late at work, whereas males can, regardless of working hours.*

3.9. Non-Parametric Test: Non-parametric methods are commonly used for studying populations that take on a ranked order. The use of non-parametric methods may be essential when data on an ordinal scale or data has a ranking but no clear numeric clarification. Non-parametric methods make fewer assumptions; their applicability is much wider than the corresponding parametric methods (Hoeffding, 1948). In particular, they may be practical in situations where little is known about the application in question. Also, due to the dependence on fewer assumptions, non-parametric methods are more successful. Another reason for the use of non-parametric methods is simplicity. When the researcher analyzes the data, it is not normally distributed, so she uses a non-parametric test in this study.

3.9.1. Sign Test

This test was used to determine if the mean of a statement was significantly different from a hypothesized value of 3 (the middle value of the Likert scale). If the P-value (Sig.) were smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of the statement would be significantly different from a hypothesized value of 3. The sign of the test value indicates whether the mean is significantly greater or smaller than a hypothesized value 3. However, if the P-value (Sig.) were greater than the level of significance, $\alpha = 0.05$, then the mean of the statement would be insignificantly different from the hypothesized value 3. However, in this study, the level of significance was less than 0.05. This means all statements were significantly different from the hypothesized value 3. (Dixon et al., 1946).

3.9.2. Mann-Whitney Test

This test was used to determine whether there was a statistically significant difference between two means among the participants (Mann & Whitney, 1947; Wilcoxon, 1945) in recruitment and selection, performance management, training and development, performance appraisal, and reducing social loafing among pharmaceutical company employees that could be attributed to gender.

3.9.3. Kruskal-Wallis Test

According to (Kruskal and Wallis, 1952) this test was used to find out if there was a statistically significant difference between several means among the participants, pertaining to their recruitment and selection, performance management, training and development, performance appraisal, and social loafing among employees that work in

pharmaceutical companies, which could be attributed to age, educational level, experience, workplace, and job title variables.

Table 3.7: Recruitment and Selection According to Demographic Data:

Recruitment and selection	<i>M</i>	<i>S.D</i>
Gender		
Male	3.79	0.70
Female	3.88	0.48
Age		
Less than 31yrs	3.89	0.61
31yr – less than 50yrs	3.77	0.66
More than 51yrs	3.92	0.47
Educational level		
Bachelor	3.81	0.68
Master's degree	3.89	0.39
Others	3.80	0.66
Experience		
5 years and less	3.93	0.68
6-15yrs	3.83	0.54
More than 16yrs	3.64	0.69
Workplace		
Medical supplies and services	3.62	0.68
Al - Quds pharmaceutical Company	3.91	0.66
Birzeit Pharmaceutical Company	4.20	0.00
Pharmix Company	4.02	0.56
Job title		
Employee	3.83	0.62
Department head	3.83	0.58
Manager	3.78	0.80

Table 3.7 shows recruitment and selection based on gender, age, educational level, experience, workplace, and job title. The "mean value" column was used to determine which category has a high level of agreement on recruitment and selection.

The researcher noticed that female employees registered the highest mean ($M=3.88$) than their male counterparts, indicating that they had stronger criteria for applying Recruitment & Selection practices. However, we can recognize that employees over

than 51 years old believe their companies have high recruitment and selection criteria. *This indicates that women's employment chances have improved and that they are more welcome in job interviews than they used to be 20 to 30 years ago. Palestinian women are now completing their education and entering the workforce in a variety of capacities, increasing the number of women in the workforce as society's attitude towards working women has changed.*

In terms of educational level, the researcher discovered that employees with a master's degree believe their companies have higher recruitment and selection criteria than other employees with a bachelor's degree. Employees with less than 5 years of experience were also found to have a high degree of satisfaction with the recruitment and selection process. *However, employees at Birzeit Pharmaceutical Company felt that their team was employed with a higher criterion for recruitment and selection than other companies, such as (Pharmix, MSS, and Al-Quds Pharmaceutical Company.etc), as observed during some interviews with respondents.* In terms of job titles, employees and department heads adhere that their companies maintain high standards of conduct in their recruitment and selection practices.

Table 3.8: Performance Management: According to Demographic Data:

<i>PERFORMANCE MANAGEMENT</i>	<i>M</i>	<i>S.D</i>
<i>GENDER</i>		
Male	3.47	0.80
Female	3.87	0.59
<i>Age</i>		
Less than 31yrs	3.78	0.82
31yr – less than 50yrs	3.51	0.61
More than 51yrs	3.60	0.41
<i>Educational level</i>		
Bachelor	3.58	0.82
Master's degree	3.64	0.61
Others	3.85	0.41

Experience		
5 years and less	3.72	0.87
6-15yrs	3.71	0.67
More than 16yrs	3.22	0.61
Workplace		
Medical supplies and services	3.33	0.77
Al - Quds pharmaceutical Company	3.73	0.71
Birzeit Pharmaceutical Company	4.00	0.00
Pharmix Company	3.62	0.60
Job title		
Employee	3.65	0.76
Department head	3.50	0.56
Manager	3.56	0.97

Table 3.8 represents the degree to which HRM practices (**performance management**) are implemented based on gender, age, educational level, experience, workplace, and job title. The "mean value" column was used to determine which category had a high level of HR practice implementation, particularly in Performance Management. The researcher found that female employees had a high mean ($M = 3.87$), which demonstrates they had a highest agreement of performance management practices than their male counterparts *This is due to the fact that women are more sensitive, meticulous, and detailed in their work*. Moreover, employees who hold a master's degree had a high level of agreement with performance management. However, we can observe that employees under the age of 30 years had a high level of agreement with performance management. Nevertheless, employees that work at **Birzeit Pharmaceutical Company** show more agreement with performance management than employees that work at other companies, *due to their workers' impressions of fairness; employee confidence in management; Management pursues employee development and career goals; And ultimately, create competency-based assessments*. The researcher also found that employees who had less than 15 years of experience had a

high level of satisfaction with performance management. Employees in general show greater agreement with performance management than in other positions. *Since I work for a pharmaceutical company, I understand that companies' authorized performance management practices are critical practices that increase employee confidence in management actions and workplace fairness, and that everyone can ensure that the perception of fairness is distributive, procedural, and reactive justice when it is implemented. The significance of performance management as an improvement strategy Organizational success and employee productivity benchmarks.*

Table 3.9: Training and Development According to Demographic Data:

TRAINING AND DEVELOPMENT	M	S.D
GENDER		
Male	3.83	0.78
Female	3.78	0.64
Age		
Less than 31yrs	3.89	0.69
31yr – less than 50yrs	3.78	0.76
More than 51yrs	3.56	0.69
Educational level		
Bachelor	3.76	0.69
Master's degree	3.78	0.76
Others	3.56	0.69
Experience		
5 years and less	3.89	0.74
6-15yrs	3.88	0.64
More than 16yrs	3.54	0.86
Workplace		
Medical supplies and services	3.76	0.76
Al - Quds pharmaceutical Company	3.69	0.71
Birzeit Pharmaceutical Company	3.00	0.00
Pharmix Company	4.00	0.65
Job title		
Employee	3.92	0.69
Department head	3.59	0.63
Manager	3.50	0.96

Table 3.9 illustrates the degree to which HRM practices (Training and Development) are implemented based on gender, age, educational level, experience, workplace, and job title. The 'mean value' column was used to determine which category had a high level of implementing of HR practices, especially in training and development.

The researcher noticed that the male employees had a higher mean ($M = 3.83$) than female employees, which indicates that they had a higher use of training and development practices than their female counterparts did. However, employees who are less than 31 years have a high agreement of HR practices for training and development, and employees who work at Pharmix Company believe that their company is more concerned with training and development practices than other companies. *For example, the HR team at Pharmix not only provides employees with new training opportunities but also tracks their training pathway; this was reported by the respondents during the unstructured interview.*

The researcher discovered that employees with a master's degree had a high level of agreement with training and development practices. Also, the researcher observed that employees who had less than 15 years of experience had a high level of satisfaction with HR practices for training and development practices. However, pertaining to job title, the employees believed that their companies had a high level of training and development practices.

Table 3.10: Performance Appraisal According to Demographic Data:

Performance Appraisal	<i>M</i>	<i>S.D</i>
Gender		
Male	3.43	0.92
Female	3.58	0.73
Age		
Less than 31yrs	3.60	0.84
31yr – less than 50yrs	3.40	0.89
More than 51yrs	3.52	0.52
Educational level		
Bachelor	3.45	0.84
Master's degree	3.47	0.84
Others	3.78	0.99
Experience		
5 years and less	3.56	0.83
6-15yrs	3.25	0.73
More than 16yrs	3.38	0.99
Workplace		
Medical supplies and services	3.35	0.95
Al - Quds pharmaceutical Company	3.47	0.78
Birzeit Pharmaceutical Company	3.80	0.00
Pharmix Company	3.80	0.61
Job title		
Employee	3.56	0.83
Department head	3.25	0.73
Manager	3.38	0.99

Table 3.10 depicts the extent to which HRM practices (Performance Appraisal) are implemented based on gender, age, educational level, experience, workplace, and job title. The 'mean value' column was used to determine which category had a high level of HR practice implementation, particularly performance appraisal practices.

The researcher discovered that female employees had a higher mean ($M = 3.58$), indicating that they had had been subject to performance appraisal practices more than their male counterparts. *Women, on average, seek feedback on their performance appraisal, thus they are more likely to establish all of their criteria to fulfill both their*

own and the company's goals. However, we can acknowledge that employees under the age of 31 years believe that their company has a high level of performance appraisal practices. *Young works are new blood, and they must show themselves and receive good performance ratings*. The researcher discovered that employees with a master's degree presume that their company has a high level of performance appraisal practices compared to other employees. *A master's degree holder has matured higher education and broad experience*. In terms of experience, the researcher discovered that employees with less than 5 years of experience consider their companies have a high level of applying performance appraisal practices. However, employees at Pharmix Company and Birzeit Pharmaceutical Company estimate their companies have a higher level of using performance appraisal practices than other companies. In terms of job titles, employees assume that their companies utilize performance appraisal practices extensively. *Employees are often worried about low ratings as well as criticism from leaders or managers*

Table 3.11: Task Visibility According to Demographic Data:

Task Visibility	<i>M</i>	<i>S.D</i>
Gender		
Male	3.77	0.84
Female	3.92	0.59
Age		
Less than 31yrs	3.92	0.62
31yr – less than 50yrs	3.77	0.85
More than 51yrs	3.70	0.51
Educational level		
Bachelor	3.83	0.77
Master's degree	3.78	0.52
Others	3.89	0.99
Experience		
5 years and less	3.88	0.70
6-15yrs	3.97	0.64

More than 16yrs	3.39	0.95
Workplace		
Medical supplies and services	3.70	0.87
Al - Quds pharmaceutical Company	3.81	0.67
Birzeit Pharmaceutical Company	3.00	0.00
Pharmix Company	3.96	0.57
Job title		
Employee	3.93	0.67
Department head	3.81	0.58
Manager	3.13	0.99

Table 3.11 highlights the extent to which Task Visibility was implemented based on gender, age, educational level, experience, workplace, and job title. The 'mean value' column was used to determine which category had a high level of task visibility implementation in pharmaceutical companies to reduce social loafing between team members. The researcher discovered that female employees had a high mean ($M = 3.92$), indicating that female employees think that their companies have a high level of task visibility implementation.

However, the research revealed that employees under the age of 31 years admit that their companies have a high level of task visibility between team members. In terms of educational level, the researcher discovered that employees with a BA degree report that their companies have a high level of task visibility adoption among team members.

The researcher found that employees with 6 to 15 years of experience had a high level of task visibility among team members.

However, the researcher discovered that Pharmix Company employees strongly acknowledge their company had a higher level of task visibility implementation among team members than other companies. *The supervisor also demands accountability for establishing teams to achieve the goal of the company, as well as visibility of their*

jobs to be completed in a cooperative manner. Furthermore, in terms of job title, employees consider that their companies have a high level of task visibility application among team members.

Table 3.12: Team Size According to Demographic Data:

Team Size	<i>M</i>	<i>S.D</i>
Gender		
Male	3.76	0.76
Female	3.88	0.65
Age		
Less than 31yrs	3.82	0.65
31yr – less than 50yrs	3.82	0.77
More than 51yrs	3.52	0.63
Educational level		
Bachelor	3.70	0.74
Master's degree	4.00	0.65
Others	4.14	0.60
Experience		
5 years and less	3.87	0.67
6-15yrs	3.88	0.61
More than 16yrs	3.51	0.95
Workplace		
Medical supplies and services	3.67	0.59
Al - Quds pharmaceutical Company	3.87	0.85
Birzeit Pharmaceutical Company	4.40	0.00
Pharmix Company	3.37	0.91
Job title		
Employee	3.82	0.68
Department head	3.89	0.61
Manager	3.57	0.99

The significance of small team size was shown in Table 3.12 based on gender, age, educational level, experience, workplace, and job title. The "mean value" column was used to determine which category employed small team sizes in pharmaceutical companies to reduce job social loafing among team members.

The researcher observed that female employees had a high mean ($M = 3.88$), indicating that female employees believe that a small team size is important for completing the task and reducing job social loafing.

However, the researcher notices that employees under the age of 50 years think that using a small team size is healthier to reduce job social loafing because every team member recognizes what he or she must do. In terms of educational level, the researcher discovered that employees with a master's degree agreed that small team size is important to reduce job social loafing. Simultaneously, it was noted that employees with less than 15 years of experience accepted that a small team size was critical for decreasing job social loafing. Still the researcher found that Birzeit Pharmaceutical Company employees assumed that a small team size was more efficient to reduce job social loafing than other companies, so they built small teams rather than large teams. In terms of job title, the department head confirmed that their companies should use small team sizes to reduce job social loafing.

Table 3.13: Peer Evaluation According to Demographic Data:

<i>PEER EVALUATION</i>	<i>M</i>	<i>S.D</i>
Gender		
Male	3.72	0.72
Female	3.78	0.68
Age		
Less than 31yrs	3.66	0.75
31yr – less than 50yrs	3.81	0.68
More than 51yrs	3.60	0.46
Educational level		
Bachelor	3.68	0.75
Master's degree	3.74	0.57
Others	4.14	0.51
Experience		
5 years and less	3.61	0.80
6-15yrs	3.91	0.58

More than 16yrs	3.57	0.74
Workplace		
Medical supplies and services	3.62	0.76
Al - Quds pharmaceutical Company	3.65	0.72
Birzeit Pharmaceutical Company	3.00	0.00
Pharmix Company	3.80	0.52
Job title		
Employee	3.71	0.68
Department head	3.78	0.57
Manager	3.91	0.99

The implication of peer evaluation is shown in Table 3.13 based on gender, age, educational level, experience, workplace, and job title. The "mean value" column determined which category had used peer evaluation in pharmaceutical companies to reduce job social loafing.

The researcher discovered that female employees had a high mean ($M = 3.88$), indicating that female employees perceive that peer evaluation is important in reducing job social loafing.

However, the researcher detected those employees between the ages of 31 to 50 years consider that peer evaluation is essential to decrease job social loafing. In terms of educational level, the researcher found that employees with a master's degree agree that peer evaluation is critical in reducing job social loafing. On the other side, the researcher noted that employees with 5 to 15 years of experience view that peer evaluation is vital in reducing job social loafing. Whereas it was observed that Pharmix Company employees claim that peer evaluation is more important for minimizing job social loafing, as their company allows them to evaluate each other more than other companies. Also, it was similar of job title, managers believe that peer evaluation is vital to reducing job social loafing, *since they can assure that everyone is working fairly, and no is job loafing.*

Table 3.14: Motivation According to Demographic Data:

<i>MOTIVATION</i>	<i>M</i>	<i>S.D</i>
Gender		
Male	4.25	0.57
Female	4.27	0.59
Age		
Less than 31yrs	4.12	0.56
31yr – less than 50yrs	4.33	0.58
More than 51yrs	4.48	0.34
Educational level		
Bachelor	4.23	0.58
Master's degree	4.25	0.63
Others	4.44	0.40
Experience		
5 years and less	4.12	0.60
6-15yrs	4.25	0.57
More than 16yrs	4.50	0.47
Workplace		
Medical supplies and services	4.21	0.51
Al - Quds pharmaceutical Company	4.25	0.65
Birzeit Pharmaceutical Company	4.80	0.00
Pharmix Company	4.17	0.71
Job title		
Employee	4.12	0.60
Department head	4.25	0.59
Manager	4.50	0.47

Table 3.14 displays the motivation of employees in teamwork based on gender, age, educational level, experience, workplace, and job title. The "mean value" column was used to determine which category used motivation in pharmaceutical companies to reduce job social loafing in teamwork the most.

The researcher discovered that both genders highly agree that motivation is important for teamwork, which on the other side would lead to less job social loafing.

although, the researcher noted that employees over the age of 51 years agreed that team motivation is important for reducing job social loafing. Simultaneously In terms of

educational level, the researcher discovered that all employees, regardless of their educational level, assure that team motivation is important for reducing job social loafing. moreover, the researcher observed that employees with more than 16 years of experience admit that team motivation is critical in reducing social loafing. Whereas the researcher notes that Birzeit Pharmaceutical Company and Al-Quds Pharmaceutical Company employees believe that team motivation is important in reducing social loafing, in terms of job title, managers certainly believe that motivation is important for teamwork, which will lead to a reduction in job social loafing. *Motivation is important for all the organization; employees and management deserve motivation because it encourages them to strive harder to achieve goals, knowing that their efforts will be appreciated.*

Table 3.15: Job Social Loafing According to Demographic Data:

JOB SOCIAL LOAFING	M	S.D
Gender		
Male	3.87	0.53
Female	3.96	0.44
Age		
Less than 31yrs	3.88	0.51
31yr – less than 50yrs	3.94	0.51
More than 51yrs	3.82	0.08
Educational level		
Bachelor	3.86	0.53
Master's degree	3.95	0.39
Others	4.15	0.39
Experience		
5 years and less	3.87	0.55
6-15yrs	4.00	0.43
More than 16yrs	3.74	0.50
Workplace		
Medical supplies and services	3.80	0.46
Al - Quds pharmaceutical Company	3.90	0.58
Birzeit Pharmaceutical Company	3.80	0.00
Pharmix Company	3.83	0.53

Job title		
Employee	3.91	0.50
Department head	3.95	0.44
Manager	3.82	0.58

Table 3.15 shows how to reduce job social loafing by implementing (task visibility, small team size, peer evaluation size, and motivation) based on gender, age, educational level, experience, workplace, and job title. The researcher discovered that female employees believe that all four factors (task visibility, small team size, peer evaluation, and motivation) contribute to minimizing job social loafing at teamwork.

However, the researcher noted that employees under the age of 50 years assure that (task visibility, small team size, peer evaluation, and Motivation) are significant factors that aim to decrease social loafing for teamwork. In terms of educational level, the researcher revealed that employees with a master's degree believe that (task visibility, small team size, peer evaluation, and motivation) are vital factors that help lower social loafing for teamwork. However, the researcher identified that (task visibility, small team size, peer evaluation, and motivation) are remarkable factors that significantly reduce social loafing for teamwork among employees with 6 to 15 years of experience. Whereas the researcher notes that Al-Quds pharmaceutical company employees agreed that (task visibility, small team size, peer evaluation, and motivation) are striking factors that help to reduce social loafing for teamwork. In terms of job titles, the department head believes that (task visibility, small team size, peer evaluation, and motivation) are important factors in reducing social loafing for teamwork.

3.10. Validity of the Study Questionnaire

Statistical validity of the questionnaire indicates the degree to which an instrument measures what it is assumed to be measuring (Poilt, 1985). Validity has a number of different aspects and assessment approaches.

To check the validity of the questionnaire, two statistical tests were used.

The first test was the Criterion-related Validity Test. This test measured the correlation coefficient between each statement in one field and the whole field, the researcher uses this type of validity because she needs to measure the concrete outcome they are designed to measure. The second test was the Structure Validity Test (**Pearson** test). This was used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measured the correlation coefficient between one field and all the fields of the questionnaire that had the same level. (Obilor, E. I., & Amadi, E. C. (2018)).

3.10.1. Criterion- Related Validity

Internal consistency of the questionnaire was measured by a scouting sample, which consisted of 40 copies of the questionnaires. It measured the correlation coefficients between each statement in one domain and the whole domains. The tables in **Appendix D** illustrate the correlation coefficient for each statement in each domain and the total domains. The p-values (Sig.) were found to be less than 0.05, so the correlation coefficients of this domain were significant at $\alpha = 0.05$. Therefore, the statement or item of each domain was consistent and valid to measure what it was set for.

3.10.2. Structure Validity of the Study Questionnaire

Structure validity was the second statistical test used to test the validity of the questionnaire's structure besting It the validity of each domain and the validity of the whole questionnaire were tested. It measured the correlation coefficient between one domain and all the domains of the questionnaire that had the same level of Likert scale. Table (4.12) shows the correlation coefficient for each domain and the whole questionnaire. The p-values (Sig.) were found to be less than 0.05. Therefore, the correlation coefficients of all the domains were significant at $\alpha = 0.05$. Accordingly, the domains were valid to measure what they were set measure.

Table 3.16: Correlation Coefficient of Each Domain and the Whole Questionnaire

Item	Correlation Coefficient (Pearson)	P-Value
Recruitment and selection	0.767**	.000
Performance management	0.832**	.000
Training and development	0.785**	.000
Performance Appraisal	0.803**	.000
Task visibility	0.713**	.000
Team Size	0.598**	.000
Peer evaluation	0.718**	.000
Motivation	0.494**	.000
HRMS practices	0.932**	.000
Social loafing	0.886**	.000

3.11. Reliability Analysis

Reliability aims at examining the quality of measurement. It is the "consistency" or "repeatability" of the analysis. The primary goal is the accuracy of the measures of the

dependent variable. In a correlation study both the dependent and independent variables should be examined. Reducing sources of measurement error is the key to enhance the reliability of the data.

The reliability of an instrument is the degree of consistency that measures the attribute it was supposed to measure (Poilt, 1985). The less variation an instrument generates in repeated measurements of an attribute, the higher its reliability.

Reliability can be equated with the consistency, stability, or dependability of a measuring tool. The test is administered twice to the same sample of people on two occasions and then the scores obtained are compared by computing a reliability coefficient (Poilt, 1985). This method was used to measure the reliability of the questionnaire between each domain and the mean of the whole domains of the questionnaire. The normal range of Cronbach's coefficient alpha value is between 0.0 and + 1.0 (Richard and Anita, 2008), and the higher values reflect a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each domain of the questionnaire.

Table (4.9) shows the values of Cronbach's Alpha for each domain of the questionnaire and the entire questionnaire. For the domains, values of Cronbach's Alpha were in the range of 0.826 and 0.950. This range is considered high; the result ensured the reliability of each domain of the questionnaire. Cronbach's Alpha equaled 0.886 for the entire questionnaire. This indicates excellent reliability of the entire questionnaire.

Table 3.17: Cronbach's Alpha Value

Sections	Cronbach's Alpha Coefficient Values
Recruitment and selection	0.780
Performance management	0.868
Training and development	0.845
Performance Appraisal	0.895
Task visibility	0.846
Team Size	0.880
Peer evaluation	0.876
Motivation	0.886
HRM practices	0.948
Social loafing	0.897

Chapter Four: Data Analysis and Discussion

4.1 Overview

This chapter is devoted to data analysis, hypothesis testing, and discussion of the study findings. Data has been analyzed using SPSS V.21, including descriptive and inferential statistical tools. This chapter also covers quantitative analysis of the questionnaire and testing of the research questions and research hypotheses.

4.2. Analysis of the Research Questions:

The research questions have been set to study the relations between using HRM practices (Recruitment and selection, Performance management, Training and development and Performance Appraisal) and reducing job social loafing in pharmaceutical company in West Bank.

The descriptive statistics, i.e. Means(M), Standard Deviations (SD) and finally Degree of Agreement (DOA) were established and presented in the research questions.

As the table below shows, the researcher has used the range of likert scale to describe the agreement on each item in the questionnaire.

Table 4.1: Scoring Range of Likert Scale

Range	Description of Range
1.00-1.80	Strongly Disagree
1.81-2.60	Disagree
2.61-3.40	Neither/Nor Agree
3.41-4.20	Agree
4.21-5.00	Strongly Agree

(Al-Khadash, 2015)

Q1: What is the Level of Effectiveness of HRM Practices within Pharmaceutical Companies?

To answer this question, the researcher developed four statements for each practice to analyze the HRM role of each practice. These statements were subjected to the views of the participants. The results of the analysis are shown as follows:

1 - Recruitment and Selection Practices

To answer this question, the researcher developed five statements to assess the role of recruitment and selection practices in pharmaceutical companies. These statements were subjected to the views of the participants. The results of the analysis are shown in **Table 4.2**.

The researcher found that the overall mean of the role of recruitment and selection practices was ($M = 3.83$, $S.D = 0.85$). *This indicates that the majority of participants agreed with all statements, implying that the majority of employees agreed that HR is hiring and selecting multi-skilled employees. Moreover, there is a link between educational qualifications and job duties, which implies that HR plays a key role in implementing the design for recruitment and selection processes and the nature of the tasks is clearly stated to each employee before he or she is appointed.*

Table 4.2: Descriptive Statistics of Recruitment and Selection Practices.

NO	Statement	M	SD	DOA
1	I feel HR is hiring and selecting multi-skilled employees.	3.77	.73	Agree
2	There is a link between my educational qualification and my current job.	4.22	.74	Strongly Agree
3	I see that senior management believes in the importance of the career path program in the recruitment and selection process.	3.73	.82	Agree
4	I believe that human resources play a major role in designing the system for recruitment and selection processes.	3.69	.96	Agree
5	The nature of the tasks is clear to each employee before he/she is appointed.	3.72	.99	Agree
	Overall Average	3.83	.85	Agree

2: Performance Management Practices

To answer this question, the researcher developed five statements to assess the role of performance management practices in pharmaceutical companies; these statements were subjected to the views of the participants. The results of the analysis are shown in Table 4.3.

It was figure out that the overall mean of the role of performance management strategies was (M = 3.62, S.D = 0.93). *This indicates that most of the participants agreed with all the statements.* This means that the majority of employees agreed that (the ease of work procedures contribute to achieving outstanding performance within the organization; the policies used to work within the organization allow employees to achieve outstanding performance; management information systems in human resource management allow employees to achieve outstanding performance; the decisions issued by the Human Resources Department contribute to employees achieving outstanding performance; and the use of modern administrative methods by human resources management in the performance appraisal process highlights employees' strengths).

Table 4.3: Descriptive Statistics of Performance Management Practices .

NO	Statement	M	SD	DOA
1	The ease of work procedures contributes to achieving my outstanding performance within the organization.	3.81	.89	Agree
2	The policies used to work within the organization allow me to achieve my outstanding performance.	3.66	.86	Agree
3	Management Information Systems in human resource management allow me to achieve outstanding performance.	3.65	.91	Agree
4	The decisions issued by the Human Resources Department contribute to achieving my outstanding performance.	3.51	.98	Agree
5	The use of modern administrative methods by the human resources management in the performance appraisal process highlights my strengths.	3.47	.99	Agree
	Overall Average	3.62	.93	Agree

3: Training and Development Practices

To answer this question, the researcher developed five statements to assess the role of training and development practices in pharmaceutical companies. These statements were subjected to the views of the participants. The results of the analysis are shown in Table 4.4.

The researcher found that the overall mean of the role of training and development practices was (M = 3.81, S.D = 0.92). *This indicates that the majority of participants agreed with statements 1, 3, 4, and 5.* This means that the majority of employees agreed that the training and development system meets the needs of employees; training and development contribute to the promotion of teamwork; employees view training as a solid foundation for communication at work; and training allows employees to share

knowledge, which improves collaboration among others at work. Furthermore, statements 2 and 3 present a neutral viewpoint. This means employees neither agree nor disagree (there are constant updates in the training and development system).

Table 4.4 :Descriptive Statistics of Training and Development Practices.

NO	Statement	M	SD	DOA
1	I believe that the training and development system meets my current needs.	3.47	.99	Agree
2	I feel there are constant updates in the training and development system.	3.38	.99	Neutral
3	I believe that training and development contribute to the promotion of teamwork.	4.04	.90	Agree
4	I see training as a solid foundation for communication at work.	4.08	.82	Agree
5	Having training helps me share knowledge that enhances collaboration between me and others at work.	4.10	.89	Agree
	Overall Average	3.81	.92	Agree

4: Performance Appraisal Practices

To answer this question, the researcher developed five statements to assess the relationship of performance appraisal practices in pharmaceutical companies. These statements were subjected to the views of the participants. The results of the analysis are shown in Table 4.5.

The researcher registered that the overall mean of the role of performance appraisal practices was ($M = 3.49$, $S.D = 0.98$). This means that the employees have agreed that their companies employ performance appraisal practice. It was also noted that most participants agreed with statements # 1, # 2, # 3, and # 5. This means most employees agreed that (clear criteria are adopted to assess the performance of employees in the company; employees get feedback on their strengths and weaknesses; employees have the right to object to their evaluation; the process of evaluation motivates the employees

to increase their performance). Furthermore, statements #4 and #5 provide a neutral opinion. This means employees neither agree nor disagree about (they feel the fairness of the evaluation system used in the company.)

Table 4.5: Descriptive Statistics of Performance Appraisal Practices.

NO	Statement	M	SD	DOA
1	Clear criteria are adopted to assess the performance of employees in the company.	3.51	.99	Agree
2	I get feedback on the strengths and weaknesses of my performance.	3.43	.99	Agree
3	I have the right to file an objection to the evaluation in the company.	3.55	.97	Agree
4	I feel the fairness of the evaluation system used in the company.	3.20	.99	Neutral
5	The process of evaluating my job performance in the company is a motivator for me to develop.	3.77	.98	Agree
	Overall Average	3.49	.98	Agree

Q2. What is the Level of Job Social Loafing within Pharmaceutical Companies?

To answer this question, the researcher created four statements for each suggestion practice that HRM can use to determine the level of job social loafing. These statements were subjected to the views of the participants. The results of the analysis are shown as follows:

1-Task Visibility

To answer this question, the researcher developed five statements to assess the level of task visibility practices in pharmaceutical companies. These statements were subjected to the views of the participants. The results of the analysis are shown in **Table 4.6**.

The researcher registered that the overall mean of the role of task visibility practices was ($M = 3.83$, $S.D = 0.92$). This means that the employees have agreed that their companies are using task visibility practices, that also signifies that it is a necessity in

their company. When employees are aware that they are being observed, monitored, and oriented on the job, the phenomenon of job social loafing decreases, which indicate that task visibility makes a difference when it is implemented.

Table 4.6: Descriptive Statistics of Task Visibility

NO	Statement	M	SD	DOA
1	My supervisor is aware of the amount of work I do.	3.88	.93	Agree
2	Getting support from officials increases my motivation at work.	4.13	.88	Agree
3	It's easy for my supervisors to determine how much effort I make in teamwork.	3.58	.90	Agree
4	My efficiency in teamwork increases because it is observed by the supervisor.	3.71	.95	Agree
	Overall Average	3.83	.92	Agree

2-Team Size

To answer this question, the researcher developed five statements to assess the level of team size in pharmaceutical companies. These statements were subjected to the views of the participants. The results of the analysis are shown in **Table 4.7**. The researcher recorded the overall mean team size as ($M = 3.81$, $S.D = 0.87$). This means that the employees have agreed that their team size is better when it is small, and that efficiency in teamwork is better and results in more accomplishments.

Table 4.7: Descriptive Statistics of Team Size

NO	Statement	M	SD	DOA
1	My efficiency in teamwork increases when working with a small team.	3.64	.87	Agree
2	I welcome challenging tasks when I participate in teamwork with a small team.	3.85	.92	Agree
3	I feel the speed of achievement when the team is small.	3.79	.93	Agree
4	I feel more responsible in the team when the team is small.	3.99	.77	Agree
5	I get support and help when the team is small.	3.76	.88	Agree
	Overall Average	3.81	.87	Agree

3-Peer Evaluation

To answer this question, the researcher developed five statements to assess the level of peer evaluation in pharmaceutical companies. These statements were subjected to the views of the participants. The results of the analysis are shown in **Table 4.8**.

The researcher noted the overall mean peer evaluation as ($M = 3.74$, $S.D = 0.86$). This means that the employees have agreed that using peer evaluation in their workplaces is critical, indicating that their opinions are valuable to others when evaluated by a team of other employees. This implies that their job social loafing will be reduced if their tasks and efforts are evaluated by others.

Table 4.8: Descriptive Statistics of Peer Evaluation

NO	Statement	M	SD	DOA
1	I get an evaluation from the team fairly.	3.56	.86	Agree
2	I feel that the team's evaluation was fair and satisfactory.	3.60	.92	Agree
3	I feel good about my relationship with my co-workers.	4.06	.82	Agree
4	I receive evaluation from the team while doing teamwork.	3.71	.86	Agree
5	I feel that my thoughts and opinions are important to others when evaluated by them	3.77	.84	Agree
	Overall Average	3.74	.86	Agree

4-Motivation

To answer this question, the researcher developed five statements to assess the level of motivation practice in pharmaceutical companies. These statements were subjected to the views of the participants. The results of the analysis are shown in **Table 4.9**.

The researcher noted the overall mean Motivation as ($M = 3.26$, $S.D = 0.68$). This means that the employees have agreed that using motivation in their workplaces is essential, stating that the employees' motivation and rewards will encourage them to

work harder to complete their tasks because they recognize that their efforts are appreciated and will be rewarded. That amply supports the notion that motivation is an useful technique that can prevent job social loafing.

Table 4.9: Descriptive Statistics of Motivation

NO	Statement	M	SD	DOA
1	I welcome praise for the performance of individuals in the teams.	4.30	.65	Strongly Agree
2	I welcome the leadership of individuals in teamwork.	4.26	.69	Strongly Agree
3	I welcome competition when participating in teamwork, even if it is a reward for all team members.	4.27	.68	Strongly Agree
4	I feel that collective motivation is fair and just.	4.11	.80	Agree
5	My sense of achievement makes me feel like I'm achieving my goals.	4.36	.62	Strongly Agree
	Overall Average	4.26	.68	Strongly Agree

4.3. Testing of Research Hypotheses

Hypotheses have been formulated to study relationships between variables; four hypotheses have been tested, using the Pearson correlation coefficient. The Pearson's Correlation coefficient was used to measure the strength and direction of the relationship (linear correlation) between two quantitative variables, where the value ($r = 1$) means a perfect positive correlation and the value ($r = -1$) means a perfect negative correlation. Each hypothesis was tested separately.

Ha1: Recruitment and Selection Practices have A Positive Relationship on Reducing Job Social Loafing.

Table 4.10: Relationship between the Recruitment and Selection and Reducing Social Loafing

Variables	
Recruitment and selection	$r = .521^{**}$
Reducing social loafing	$p = .000$

The result of Pearson Correlation between the Recruitment and selection practices and reducing social loafing showed that the test was **significant**, where the correlation value, $r = 0.521$ and significant value, $p = 0.000$ or $p < 0.05$. Thus, the first hypothesis (Ha1) was accepted assuming that there was a significant relationship between the Recruitment and selection practices and reducing social loafing.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between the Recruitment and selection practices and reducing social loafing was **(moderate) positive** because $r = 0.521$. This result means when one variable increases in value, the second variable also increases in value. In other words, using good criteria at Recruitment and selection practices would lead to reducing social loafing efficiently.

Only a few literatures highlight the negative relationship of selection and appointment. (Kantor and Crosser, 2017) state that recruiting is costly because it reduces work force hours for both owners and workers. Managers' time is consumed by reviewing resumes, scheduling interviews, conducting interviews, and finally the

selection process, leaving their subordinates to take on additional responsibilities in the interim. The time spent on the interview process overall results in a loss of productivity (Urgència, 2017). In contrast to the findings, the researcher believed that hiring unqualified employees has a negative relationship on teamwork in these states. Yitong Niu, on the other hand, strengthens the role of recruitment in reducing job social loafing in the workplace in another study.

Ha2: Performance Management has A Positive Relationship on Reducing Social Loafing.

Table 4.11: Relationship between the Performance Management and Reducing Social Loafing

Variables	
Performance Management	$r = .596^{**}$
Reducing social loafing	$p = .000$

The result of Pearson Correlation between performance management and reducing social loafing showed that the test was **significant** when the correlation value, $r = 0.596$, and significant value, $p = 0.000$ or $p < 0.05$. Thus, the second hypothesis (Ha2) was accepted, assuming that there was a significant relationship between performance management and reducing social loafing.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between performance management and reducing social loafing was **moderately positive** because $r = 0.596$. This result means when one variable increases

in value, the second variable also increases in value. In other words, using performance management as an HRM practice would lead to reducing social loafing efficiently.

In other words, when there is good performance management, it increases employee collaboration and decreases job social loafing. In this regard, (Doug Turner, 2017) states that as we help our employees find and harness their skills, we will come to regard their contributions to the organization as fulfilling their calling rather than filling time in a job (Doug Turner, 2007). (Pollitt, 2013).

Ha3: Training and development have a positive relationship on job reducing social loafing.

Table 4.12: Relationship between the Training and Development And Reducing Social Loafing

Variables	
Training and Development	$r = .610^{**}$
Reducing social loafing	$p = .000$

The result of Pearson Correlation between training and development and reducing social loafing showed that the test was **significant** when the correlation value, $r = 0.610$, and significant value, $p = 0.000$ or $p < 0.05$. Thus, the third hypothesis (Ha3) was accepted, assuming that there was a significant relationship between training and development and reducing social loafing.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. The researcher found that the relationship between training and development and reducing social loafing, was **highly positive** because $r = 0.610$. This result means when one variable increases in value, the second variable also

increases in value. *In other words, increasing training and development would lead to a reduction in social loafing. In other words, having a good training and development practice will motivate staff. Training and development, as a component of human resources, aim to improve group and individual performance by growing and sharpening skills and knowledge, as mentioned earlier in this study's literature review. Based on this, the researcher concludes that by fostering a training culture in the workplace, management encourages collaboration and teamwork while also actually promoting new ideas, all of which lead to teamwork.*

Ha4: Performance Appraisal has A Positive Relationship on Reducing Job Social Loafing.

Table 4.13: Relationship between the Performance Appraisal and Reducing Social Loafing

Variables	
Performance Appraisal	$r = .528^{**}$
Reducing social loafing	$p = .000$

The result of Pearson Correlation between performance appraisal and reducing social loafing showed that the test was **significant** when the correlation value, $r = 0.528$, and significant value, $p = 0.000$ or $p < 0.05$. As a result, the fourth hypothesis (Ha4) was accepted, suggesting that there was a connection between performance appraisal and social loafing reduction.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. The researcher found that the relationship between performance appraisal and reducing social loafing was **moderately positive** because $r =$

0.528. This result means when one variable increases in value, the second variable also increases in value. In other words, effectively using performance appraisal would mean an increase in reducing job social loafing.

Evaluation is essential for avoiding social loafing, as (Harkins,1987) stated that performance evaluation is only effective if targets are followed. Individual effort must first be identified, and then it must be compared to some performance criteria.

Table 4.14: Summary of Hypotheses Testing

Research Hypothesis	Measures	Significance
1. Recruitment and selection practices have a positive relationship on reducing social loafing	Pearson Correlation (r = 0.521)	p<0.05 (Accepted, where p = 0.000)
2. Performance management have a positive relationship on reducing social loafing	Pearson Correlation (r = 0.596)	p<0.05 (Accepted, where p = 0.000)
3. Training and development have a positive relationship on reducing social loafing	Pearson Correlation (r = 0.610)	p<0.05 (Accepted, where p = 0.000)
4. Performance Appraisal have a positive relationship on reducing social loafing	Pearson Correlation (r = 0.528)	p<0.05 (Accepted, where p = 0.000)

4.4 Hypothesis Related to Participants' Profiles (Analysis of responses)

Ha5: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample According to the Demographic Profile (Gender, Age, Educational Level, Experience, Workplace and Job Title).

This hypothesis predicted differences in the opinions of the participants toward using HRMS practices (Recruitment and selection, Performance management, Training and development and Performance Appraisal) and reducing social loafing according to the demographic variable.

The Mann-Whitney test and the Kruskal-Wallis test are nonparametric methods used to detect whether two or more samples come from the same distribution or to test whether medians between comparison groups are different, under the assumption that the shapes of the underlying distributions are the same.

H.1: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample Due to Gender.

Table 4.15:Kruskal Wallis Test Grouping By Gender

Constructs	Sig
Recruitment and selection	0.750
Performance management	0.002
Training and development	0.089
Performance Appraisal	0.641
Reducing Social Loafing	0.609

Table 4.15 shows that the p-value (sig.) was smaller than the level of significance $\alpha = 0.05$ for the domain: **Performance management**, there was also a significant difference among the participants in domain due to gender. The researcher concluded that gender had an effect on this domain. the p-value (sig.) was greater than the level of significance $\alpha = 0.05$. indicating there is no significant difference was found among the participants in this domain due to gender. Similarly, the researcher concludes that gender had no effect on the other domains.

H.2: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample Due to Age.

Table 4.16:Kruskal Wallis Test Grouping by Age

Constructs	Sig
Recruitment and selection	0.291
Performance management	0.013
Training and development	0.200
Performance Appraisal	0.278
Reducing Social Loafing	0.199

Table 4.16 shows that the p-value (Sig.) was smaller than the level of significance $\alpha = 0.05$ for this domain: **Performance management**, there was also a significant difference among the participants in this domain due to age. The researcher concluded that the age influenced this domain. the p-value (sig.) was greater than the level of significance $\alpha = 0.05$. meaning there is no significant difference was found among the participants in this domain due to age. The researcher concludes that age had no effect on the other domains.

H.3: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample Due to Educational Level.

Table 4.17:Kruskal Wallis Test Grouping by Educational Level

Constructs	Sig
Recruitment and selection	0.997
Performance management	0.328
Training and development	0.095
Performance Appraisal	0.087
Reducing Social Loafing	0.133

Table 4.17 shows that for all domains (Recruitment and selection, Performance management, Training and development, Performance Appraisal, and Reducing Social Loafing) in the table shown above, the p-value (sig.) was greater than the level of significance $\alpha = 0.05$. which implies that there is no significant difference was found among the participants in all domains in this study due to educational level. The researcher concludes that the educational level had no effect on all domains in this study (recruitment and selection, performance management, training and development, performance appraisal, and reducing social loafing).

H.4: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to experience.

Table 4.18:Kruskal Wallis Test Grouping by Experience

Constructs	Sig
Recruitment and selection	0.030
Performance management	0.004
Training and development	0.097
Performance Appraisal	0.829
Reducing Social Loafing	0.722

Table 4.18 shows that the p-value (sig.) was smaller than the level of significance $\alpha = 0.05$ for the domains: **Recruitment and selection, Performance management**, there was also a significant difference among the participants in domain due to experience. The researcher concluded that the experience had an effect on these domains, the p-value (sig.) was greater than the level of significance $\alpha = 0.05$. this signifies that there is no significant difference was found among the participants in this domain due to experience. The researcher concludes that the experience had no effect on the other domains.

H.5: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample Due to Workplace.

Table 4.19: Kruskal Wallis Test Grouping by Workplace

Constructs	Sig
Recruitment and selection	0.055
Performance management	0.001
Training and development	0.011
Performance Appraisal	0.318
Reducing Social Loafing	0.000

Table 4.19 shows that the p-value (sig.) was smaller than the level of significance $\alpha = 0.05$ for the domains: **performance management, training and development, and reducing social loaf.** There was also a significant difference among the participants in these domains due to workplace. The researcher concluded that the workplace influenced these domains, the p-value (sig.) was greater than the level of significance $\alpha = 0.05$. Due to this, meaning that there is no significant difference was found among the participants in this domain. The researcher concludes that the workplace had no effect on the other domains.

H.6: There are Statistically Significant Differences at $\alpha \leq 0.05$ in the Responses of the Research Sample Due to Job Title.

Table 4.20: Kruskal Wallis Test Grouping by Job Title

Constructs	Sig
Recruitment and selection	0.971
Performance management	0.355
Training and development	0.002
Performance Appraisal	0.122
Reducing Social Loafing	0.706

Table 4.20 shows that the p-value (Sig.) was smaller than the level of significance $\alpha = 0.05$ for the domain: **In training and development**, there was also no significant difference among the participants in the domain due to job title. The researcher concluded that the job title influenced this domain, the p-value (sig.) was greater than the level of significance $\alpha = 0.05$. that indicates that there is no significant difference was found among the participants in this domain due to job title. The researcher concludes that the job title had no effect on the other domains.

H.7: The HRM Practices Through (Recruitment and Selection, Performance Management, Training and Development and Performance Appraisal) will Positively Explain the Variation in Reducing Job Social Loafing in Pharmaceutical Companies

Table 4.21: Multiple Regressions Analysis

Constructs	Beta	T	Sig	R ²
Recruitment and selection	.090	1.166	.245	0.464
Performance management	.293	3.407	.001	
Training and development	.370	5.444	.000	
Performance Appraisal	.031	0.370	.712	

Predictors: Recruitment and selection, Performance management, Training and development and Performance Appraisal

Multiple regressions have been conducted in order to test the variance in dependent variables on whether reducing social loafing could be explained by four independent variables. The result shows that 46.4% of the variance (R-Square) in reducing social loafing could be significantly explained by four independent variables. By looking at the beta value, the highest number in the beta was 0.370 for training and development, which is significant at the 0.000 level. This means that training and development influenced the majority of the variation in social loafing reduction. In contrast, the

recruitment and selection and performance appraisals had no influence in reducing social loafing because their significant value was greater than the significant level.

This result implies that the independent variables (performance management, training, and development) positively explained the variance in the dependent variable (reducing social loafing). This supports hypothesis 6. In contrast, recruitment and selection and performance appraisal did not explain the variance in reducing social loafing. It also did not support hypothesis 6.

4.5. Open-Ended Questions (Analysis of Responses)

Five main questions formed the last section of the questionnaire as follows:

1. How Motivated are You Currently in Your Workplace?

The researcher came to know that 50% of participants respond positively to this question, with 22% indicating that they are not motivated at work, while the remaining 50% believe they are motivated at work.

2. Do you Rely on Others to Solve Problems You Face During Teamwork?

Fifty eight percent of participants answered this question, 40% of which answered this question that they do not rely on others to solve work problems that may arise during teamwork, whereas 17% of participants answered this question that they rely on others to solve problems, and 43% of the participants answered this question that they rely on others sometimes as the situation requires.

3. To What Extent do you See the Phenomenon of Job Social Loafing Occurring in your Work? Do your Colleagues Rely on you For Certain Tasks When you Engage in Collective Action?

The researcher discovered that 57% answered this question, 20% of which assumed that there was no job social loafing among their colleagues, while 39% of which answered

this question, figuring out the phenomenon of job social loafing obviously exists in their work. While other participants, with 41%, recognized the phenomenon of job social loafing persists but not all the time, it shows up in some situations.

4. How do you Describe your Relationships with your co-workers?

This question was answered by 57% of respondents, 52% described their relationship as excellent, wonderful, and as a relative, and 5% thought it was an awful relationship with employees.

5. Is there A system for Evaluating your Teamwork by your Colleagues?

The researcher discovered that 55% answered this question, 11% of which said that there is an evaluation system for teamwork by colleagues, and 44% said that there is no evaluation system for teamwork by colleagues. *Furthermore, some participants mentioned that job social loafing is more prevalent in government organizations than in private organizations which was reported by some respondents who employed in government.* The researcher concluded that human resources are the key to any relationship that can occur through teamwork by creating collaborative work with teamwork, paying attention to employee monitoring, creating a small team size, motivating each employee, and conducting peer evaluation. These factors will eventually eliminate job social loafing as well as provide training programs consistent with teamwork duties to motivate them and help keep them away from the routine work team or any influence that could cause the teamwork problems.

Chapter Five: Conclusion and Recommendations

5.1. Overview

This chapter is devoted to the study's summary, conclusions, and recommendations.

According to the objectives of the study

The chapter then closes with an overview, debate, and assessment of the extent to which the study objectives were fulfilled, as well as a discussion of the need for further research on this subject.

5.2. Conclusions of the Study Objectives

Four primary objectives have been determined through data analysis to meet the study's goals. These goals have been related to the research questions posed in order to expand one's knowledge and familiarity with this topic.

5.2.1 Findings Related to the First Objective

The first objective was to investigate the relationship between HRM practices and the *team size* of employees. This will allow the companies to pay attention when making any tasks with larger teams. The size of the group is another aspect that promotes social loafing. Individual efforts appear to be more essential while working in a small group, but this is not the case in big groups. The Ringelmann effect is evident, which means that as groups get larger, members prefer to expend less effort. Because being a part of a larger group reduces individual visibility, people believe their efforts aren't as valuable.

5.2.2 Findings Related to the Second Objective

The second objective was to study the relationship of HRM practices on the *task visibility* of team member, The HRP's function in team monitoring is critical. When task visibility is high, individuals perceive that their efforts are different from those of their teammates. When task visibility is low, individuals are more likely to participate in social loafing since neither an increase nor a reduction in effort will be seen, and so neither a reward nor a punishment will be imposed.

5.2.3 Findings Related to the Third Objective

The third objective was to determine the relationship of HRM practices on *Peer evaluation* of team members., We can determine that the greater use of many sources of evaluators in companies has resulted from an increase in collaboration. Traditionally, an individual's performance would be evaluated by a supervisor or management; but, with teamwork becoming such an essential aspect of the workplace, there is a growing desire for multiple sources of feedback. A peer evaluation is a critical assessment and technique in which others evaluate the quantity, level, value, worth, quality, or success of the items or outputs that HRM must execute in their organizations to ensure fairness.

5.2.4 Findings Related to the Fourth Objective

The fourth objective was to analyze the relationship of HRM practices on *motivating team members*, Lack of motivation can raise the probability of social loafing significantly. As a result, strong levels of motivation reduce social loafing at work, making motivation a key goal for team leaders. When people aren't motivated in the

first place, they're much more likely to put in less effort when they're put to work in a group situation.

5.2.5 Findings Related to the Fifth Objective

The fifth objective was to study the relationship of HRM practices (recruitment & selection, performance, and evaluation) on social loafing of teams' members. This will certainly allow companies to adopt the implementation of HRM practices in integrating an initial step in introducing practices that can reduce this phenomenon in pharmaceutical companies.

The results of the provided surveys revealed that employees perceive the potential relationship between HRM practices and job social loafing.

When the researcher checked the correlation between HRM practices and reducing job social loafing, it was found that the relationship was strongly high for all five practices.

The findings of the hypothesis testing revealed that the highest correlation was found between HRM practices (Performance management, Training and Development) and lowering job social loafing; this suggests that employees consider these two practices to have a high priority. The researcher underlines the importance of investing in performance management to determine whether employees require further help, are qualified for advanced training, or are deserving of a promotion. Also, the researcher emphasizes the significance of conducting training since it empowers teams to gain new skills, improve their existing ones, perform better, increase productivity, and become better leaders.

5.3. Recommendations:

The Following Recommendation Can be Made Based on the Results and Conclusions:

- It is recommended that team leaders can be created through self-manage of the team and clearly defined individual duties within the team. Assigning roles with clearly defined responsibilities and ensuring that team members establish performance targets through 5 Cs team member competencies, cooperating, coordinating communication, confronting, and conflict resolution are approaches used to increase task visibility and the individual's perception that others are contributing their fair share of the workload.
- Smaller teams perform better. As a result, it is strongly advised that the composition of establishing teams with the ideal number must be taken into consideration when constructing the team. It is highly suggested that while forming teams, cross-functionality be considered as it will serve a double benefit to increase job rotations and decrease job social loafing.
- Peer evaluation can be used to raise self-awareness and understanding of performance criteria during the tasks of teamwork. Benchmarking helps team members contact one another. As a result, suggestions for team evaluations will be established, which will include early implementation, evaluation site, and particular evaluating criteria. By incorporating various assessment criteria, work team members will be aware that their efforts are being seen and valued. Furthermore, team members who are underperforming are offered several opportunities to improve their performance during the team experience.

- HRM could incentivize a team based on their peers' evaluation in completing the assign work. As Motivation in reducing job social loafing.
- HRM must raise awareness to address several concerns related to job social loafing at both the individual and group levels. To combat social loafing, HRM will most likely recognize the need to foster collaboration and keep group sizes to a minimum. Given the corporate tendency toward task visibility through work teams, it may be simpler to notice the effect of peer assessment and motivation in reducing social loafing.
- It is highly recommended in order to minimize the job social loafing to establish a team through the following stages: Forming (Orientation), Storming (Dissatisfaction), Norming (Resolution), Performing (Production), Adjourning (Termination) if the members are not comfortable.

5.4. Recommendations for Further Studies

The researcher suggests that more research be conducted:

5.4.1. Conducting Comparative Study on Pharmaceutical companies after and before adopting the practices that reduce job social loafing.

5.4.2 Conducting a Study on Public governments bodies that measure the degree of job social loafing among government employees

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Appendixes

Appendix A: Questionnaire Revision

List of Academic and Professional Referees:

no	Referee	Place of Work
1	Dr. Raed Iriqat	Arab American University
2	Dr. Amal Nazzal	Birzeit University
3	Dr. Yousef Abu Farra	Al-Quds Open University
4	Dr. Zahi Yassin	Arab American University

Appendix B: Questionnaire-Arabic

Arab American University

Ramallah Site



الجامعة العربية الأمريكية

موقع رام الله

الموظفين الأعزّاء.. أسعدتكم أوقاتاً، وبعد/

الموضوع: استبانة لرسالة علمية

تقوم الباحثة بإجراء دراسة بعنوان: " ممارسات إدارة الموارد البشرية ودورها في الحد من الاتكالية الوظيفية لدى فرق العمل في شركات دوائية"، والهدف منها تحديد إلى أيّ درجة تؤثر هذه الممارسات على تقليل الاتكالية بين الموظفين؛ لذلك فإني أهيّبُ بكم تعبئة فقرات هذه الاستبانة، وذلك بغرض استكمال هذا البحث.

نبذة عن الدراسة

تهدف هذه الدراسة إلى الوصول إلى ماهيّة ممارسات إدارة الموارد البشرية ودورها في تقليل الاتكالية بين الموظفين، والتي بدورها تؤدي إلى نتائج مرضية للموظفين والمؤسسة، ووفقاً للعديد من الدراسات ومراجعة الأدبيات من قبل الباحثة، فإنّ ممارسات مراقبة المهام، وتقليل حجم الفريق، وتقييم الأقران والتحفيز يؤدي إلى التقليل من هذه الظاهرة؛ لذلك فإنّ الهدف من هذه الدراسة هو الخروج باستراتيجيات من قبل إدارة الموارد البشرية، والتي من شأنها التقليل من هذه الظاهرة بين أعضاء الفريق في مكان العمل؛ ما يُساعد على تطوير الموظفين خلال عملهم الجماعي، وضمان شعورهم بالإنصاف أثناء مهامهم، وفعالية أدائهم.

وعليه، فإنني أرجو منكم التعاون في تعبئة هذه الاستبانة بموضوعية، إذ إنّ البيانات التي سيتم جمعها مهمة وضرورية لإنجاح البحث، واستكمال متطلبات نيل شهادة الماجستير في تخصص إدارة الموارد البشرية.

ملحوظة: إنّ البيانات التي سيتم جمعها من خلالكم لن تُستخدم إلا لخدمة هذا البحث، وبسرّية تامّة، ولا حاجة للإدلاء بأي معلومة شخصية تخصّكم، وفي حال وجود أي استفسار، يمكنكم مراسلة الباحثة على البريد الإلكتروني manarhmz88@hotmail.com، أو الاتصال على الرقم: (0569120278).

شكراً لحسن تعاونكم

الباحثة: منار حموز

أولاً- البيانات الديموغرافية للمبحوثين: برجاء الإجابة على هذه البيانات من خلال وضع إشارة "✓"

• الجنس:

ذكر

أنثى

• الفئة العمرية:

30 عامًا فأقل

31-50 عامًا

51 عامًا فأكثر

• المؤهل العلمي:

بكالوريوس

ماجستير

غير ذلك، حدّد

• مكان العمل:

التوريدات والخدمات الطبية

شركة القدس للمستحضرات الطبية

شركة بيرزيت للادوية

شركة فارمكس

غير ذلك

• سنوات الخبرة:

5 أعوام فأقل

6-15 عامًا

16 عامًا فأكثر

• المنصب الوظيفي:

موظف

رئيس قسم

مدير دائرة

غير ذلك

ثانيًا- ممارسات إدارة الموارد البشرية:

الرجاء تحديد مدى انطباق العبارات الآتية على ممارسات إدارة الموارد البشرية في المؤسسة التي تعمل بها، من خلال التعبير عن درجة موافقتك على توفّر السمة فيها، ويمكنك أن تعكس ذلك من خلال واقع تجربتك الشخصية، علمًا بأنّ الإجابة ستكون وفقًا لمقياس ليكارت الخماسي (Likert Scale) (حيث القيمة العظمى للسلم = 5، وتعني: موافق بشدة، والقيمة الصغرى للسلم = 1، وتعني: معارض بشدة)، وفيما يأتي توضيح لرموز السلم:

موافق بشدة	موافق	إلى حد ما	غير موافق	غير موافق بشدة
م. ب	م	إلى حد ما	غ. م	غ. م. ب

م	البيان	م. ب	م	إلى حد ما	غ. م	غ. م. ب
التوظيف والاختيار:						
1	أشعر بأنّ الموارد البشرية تقوم بتوظيف وتعيين موظفين ذوي مهارات متعددة.					
2	يوجد صلة بين مؤهلي العلمي وبين وظيفتي الحالية.					
3	أرى أنّه يوجد لدى الإدارة العليا إيمان بأهمية برنامج المسار الوظيفي عند عملية الاختيار والتعيين.					
4	أعتقد بأنّ الموارد البشرية تلعب دورًا رئيسًا في تصميم أنظمة عمليات التوظيف والاختيار.					
5	طبيعة المهام تكون واضحة لكل موظف قبل تعيينه.					
إدارة الأداء:						
1	سهولة إجراءات العمل تساهم في تحقيق أدائي المتميز داخل المؤسسة.					
2	السياسات المتبعة للعمل داخل المؤسسة تسمح بتحقيق أدائي المتميز.					
3	نظم المعلومات الإدارية في إدارة الموارد البشرية تسمح لي بتحقيق الأداء المتميز.					
4	القرارات الصادرة عن إدارة الموارد البشرية تساهم في تحقيق أدائي المتميز.					

					استخدام الأساليب الإدارية الحديثة من قبل إدارة الموارد البشرية في عملية تقييم الأداء يُبرز نقاط قوتي.	5
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التدريب و التطوير:

					أرى أنّ نظام التدريب والتطوير يلبي احتياجاتي الحالية.	1
					أشعر بوجود تحديثات مستمرة في نظام التدريب والتطوير.	2
					أرى أنّ التدريب والتطوير يساهم في تعزيز العمل الجماعي.	3
					أرى أنّ التدريب يشكل أساساً متيناً لل اتصال والتواصل في العمل.	4
					وجود التدريب يساعدني على مشاركة المعرفة التي تعزّز التعاون بيني وبين الآخرين في العمل.	5

تقييم الأداء:

					يتم اعتماد معايير واضحة لتقييم أداء الموظفين في الشركة.	1
					أحصل على ملاحظات حول نقاط القوة ونقاط الضعف في أدائي.	2
					يحقّ لي الاعتراض على التقييم في الشركة.	3
					أشعر بعدالة نظام التقييم المُستخدم في الشركة.	4
					عملية تقييم أدائي الوظيفي في الشركة هي حافز لي للتطور .	5

ثالثاً- أبعاد تقليل الاتكالية في العمل: هناك مجموعة من الأبعاد التي تعكس مستوى القدرة على تقليل الاتكالية في العمل، منها: "مراقبة المهام، وتقليل حجم الفريق، وتقييم الأقران والتحفيز"، الرّجاء تحديد درجة موافقتك على كل فقرة من الفقرات الآتية:.

م	البيان	م. ب	م	إلى حد ما	غ. م	غ. م. ب
مراقبة المهام: Task visibility						
1	إن مشرفي على علم بحجم العمل الذي أقوم به.					
2	حصولي على الدعم من قبل مسؤولي يزيد من تحفيزي في العمل.					
3	من السهل على مشرفي تحديد مقدار الجهد الذي أبذله في العمل الجماعي.					

					4	ترتفع كفاءتي في العمل الجماعي ضمن الفريق؛ لأنه يتم ملاحظته من قبل المشرف.
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تقليل عدد أفراد الفريق: Team Size

					1	ترتفع كفاءتي في العمل الجماعي عند العمل مع فريق صغير.
					2	أرحب بالمهام الصعبة عندما أشارك في عمل جماعي مع فريق صغير.
					3	أشعر بسرعة الإنجاز عندما يكون الفريق عدده صغيراً.
					4	أشعر بوجود مسؤولية أكبر في الفريق عندما يكون فريق العمل صغيراً.
					5	ألقى الدعم والعون عندما يكون فريق العمل صغيراً.

تقييم الأقران: Peer evaluation

					1	أحصل على تقييم من الفريق بشكلٍ مُنصفٍ.
					2	أشعر بأن تقييم الفريق كان عادلاً ومرضيّاً.
					3	أشعر بالرضا عن علاقتي بزملائي في العمل.
					4	ألقى التقييم من الفريق عند القيام بعمل جماعي.
					5	أشعر أن أفكارني وأرائي مهمة للآخرين عند تلقي التقييم من قبلهم.

التحفيز: Motivation

					1	أرحب بالثناء على أداء الأفراد في فرق العمل.
					2	أرحب بقيادة الأفراد في العمل الجماعي.
					3	أرحب بالمنافسة عند الاشتراك بالعمل الجماعي، حتى لو كانت المكافأة لجميع أعضاء الفريق.
					4	أشعر بأن التحفيز الجماعي يكون منصفاً وعادلاً.
					5	شعوري بالإنجاز يُشعرنني بتحقيق أهدافي.

رابعًا- هذا الجزء اختياري، يمكنكم الإجابة عنه بناءً على رغبتكم:

إلى أي مدى تشعر بالتحفيز حاليًا في مكان عملك؟

هل تعتمد على الآخرين في حلّ المشكلات التي تواجهك أثناء العمل الجماعي؟

إلى أي مدى ترى أنّ ظاهرة الاتكالية الوظيفية موجودة في عملك؟ وهل يتكّل عليك زملاؤك بمهام معينة عندما تشترك بعمل جماعي؟

كيف تصف علاقاتك مع زملائك في العمل؟

هل يوجد نظام لتقييم عملك الجماعي من قبل زملائك؟

أي نقاطٍ ترغب بإضافاتها، من فضلك اكتبها هنا، وسأكون سعيدة برويتها:

انتهت الاستبانة

مع خالص الشكر لكم

Arab American League

Ramallah Website



Arab American University

Ramallah Site

Appendix C: Questionnaire-English

Dear employees.

Subject: A questionnaire for a scientific study

The researcher conducts a study entitled: " The role of HRM practices in minimizing Job Social Loafing among Team members in Pharmaceutical Companies " and aims to determine to what extent these practices affect the reduction of social loafing among employees, so I would like you to fill out the paragraphs of this questionnaire, in order to complete this research.

About the study

This study aims to find out the role of human resources management practices in minimizing job social loafing among team members, which in turn leads to satisfactory results for employees and the organization. According to several studies and literature reviews by the researcher, **task visibility practices, the size of the team, peer evaluation, and motivation** This phenomenon is being reduced, so the aim of this study is to come up with strategies by the Human Resources Department that will help to reduce this phenomenon among team members in the workplace, helping to develop employees during their team work and ensure that they feel fair during their tasks and evaluating the effectiveness of their performance.

Therefore, I ask you to cooperate in the objective mobilization of this questionnaire, as the data to be collected are important and necessary for the success of the research and to complete the requirements for obtaining a master's degree in human resources management.

Note: The data collected through you will only be used to serve this research, with complete ease, and no need to provide any personal information concerning you, and in the event of any inquiry, you can email the researcher manarhmz88@hotmail.com, or call (0569120278).

Thank you for your cooperation.

Researcher: Manar Hmouz

I. Demographic data for the researchers: please respond to this data by placing a "√" reference

- **Sex:**
 - male
 - female

- **Age group:**
 - 30 years and less.
 - 31-50 years old
 - 51 years and older

- **Scientific qualification:**
 - Bachelor
 - Master
 - Otherwise, select

- **Workplace:**
 - Medical supplies and services
 - Unipal
 - Al , Quds pharmaceutical Company
 - Birzeit Pharmaceutical Company
 - Pharmix Company
 - Otherwise

- **Years of experience:**
 - 5 years and less.
 - 6-15 years old
 - 16 years and older

- **Position:**
 - Officer
 - Head of department
 - Department Manager
 - Otherwise

Human resources management practices:

Please determine the applicability of the following terms to the human resources management practices in your organization, by expressing your approval of the availability of the name in it, and you can reflect this through the reality of your personal experience, knowing that the answer will be in accordance with the Likert Scale (where the great value of peace = 5) means: strongly approved, the

small value of peace = 1, which means: Strongly opposed), here is an explanation of the symbols of peace:

Strongly agreed.	Agree	Kind of	I don't agree.	I don't strongly agree.
S.A.	A	Kind of	I don't .A.	I.don't.S. A

M	Statement	S.A.	A	Kind of	I don't .A.	I.don't.S.A
Recruitment and selection:						
1	I feel that human resources recruit and select multi-skilled staff.					
2	There is a link between my scientific qualification and my current job.					
3	In my view, senior management has faith in the importance of the career path program in the recruit and selection process.					
4	I believe that human resources play a key role in the design of recruitment and selection systems.					
5	The nature of tasks is clear to each employee before being appointed.					
Performance management:						
1	The ease of the work procedures contributes to my outstanding performance within the organization.					
2	Policies to work within the organization allow for my outstanding performance.					
3	Management information systems in human resources management allow me to achieve outstanding performance.					
4	Decisions made by the Department of Human Resources contribute to my outstanding performance.					
5	The use of modern management methods by human resources management in the performance evaluation process highlights my strengths.					

Training and development:					
1	I believe that the training and development system meets my current needs.				
2	I feel there are constant updates in the training and development system.				
3	I believe that training and development contribute to the promotion of teamwork.				
4	I see training as a solid foundation for communication and communication at work.				
5	Having training helps me share knowledge that enhances collaboration between me and others at work.				

Performance Appraisal:					
1	Clear criteria are adopted to assess the performance of employees in the company.				
2	I get feedback on the strengths and weaknesses of my performance.				
3	I have the right to object to evaluation in the company.				
4	I feel fair to the evaluation system used in the company.				
5	Evaluating my job performance in the company is an incentive for me to develop.				

iii. Dimensions of reducing social loafing at work: There are a range of dimensions that reflect the level of ability to reduce social loafing at work, including: "task visibility, team size reduction, peer evaluation and motivation", please determine the degree to which you agree to each of the following paragraphs:

	Statement	S.A.	A	Kind of	I don't.A.	I don't. S.A
المهام مراقبة: Task visibility						
1	My supervisor is aware of the amount of work I do.					
2	Getting support from officials increases my motivation at work.					
3	It's easy for my supervisors to determine how much effort I make in teamwork.					

4	My efficiency in teamwork increases because it is observed by the supervisor.					
Reduce team members: Team Size						
1	My efficiency in teamwork increases when working with a small team.					
2	I welcome difficult tasks when I engage in teamwork with a small team.					
3	I feel the speed of achievement when the team is small.					
4	I feel more responsible in the team when the staff is young.					
5	I get support and help when the staff is young.					
الأقران تقييم: Peer evaluation						
1	I get an evaluation from the team fairly.					
2	I feel that the team's assessment was fair and satisfactory.					
3	I feel good about my relationship with my co-workers.					
4	I receive evaluation from the team when doing teamwork.					
5	I feel that my thoughts and opinions are important to others when receiving evaluation from them.					
التحفيز: Motivation						
1	I welcome praise for the performance of individuals in the teams.					
2	I welcome the leadership of individuals in teamwork.					
3	I welcome competition when participating in teamwork, even if it is a reward for all team members.					
4	I feel that collective motivation is fair and just.					
5	My sense of achievement makes me feel like I'm achieving my goals.					

This part is optional, which you can answer at your request:

How stimulating do you currently feel in your workplace?

Do you rely on others to solve the problems you face during teamwork?

How far do you see the phenomenon of job social loafing in your work? Do your colleagues rely on you for certain tasks when you participate in collective action?

How do you describe your relationships with your co-workers?

Is there a system for evaluating your teamwork by your colleagues?

Any points you'd like to add, please type them here, and I'd be happy to see them:

The questionnaire is over.

With my sincere thanks to you

Appendix D: Correlation Coefficient

Table D. 1 Correlation Coefficient Of Each Item of “Recruitment and Selection:” And The Total Domain.

Item	Correlation Coefficient (Pearson)	P-Value
I Feel Hr Is Hiring And Selecting Multi-Skilled Employees.	.726**	.000
There Is A Link Between My Educational Qualification And My Current Job.	.541**	.044
I See That Senior Management Believes In The Importance Of The Career Path Program In The Recruitment And Selection Process.	.643**	.000
I Believe That Human Resources Play A Major Role In Designing The System For Recruitment And Selection Processes.	.683**	.000
The Nature Of The Tasks Is Clear To Each Employee Before He/She Is Appointed.	.646**	.000

** . Correlation Is Significant At 0.01 Level (2-Tailed).

Table D. 2 Correlation Coefficient of Each Item of “Performance Management:” and the Total Domain.

Item	Correlation Coefficient(Pearson)	P-Value
The Ease Of Work Procedures Contributes To Achieving My Outstanding Performance Within The Organization.	.698**	.000
The Policies Used To Work Within The Organization Allow Me To Achieve My Outstanding Performance.	.438**	.000
Management Information Systems In Human Resource Management Allow Me To Achieve Outstanding Performance.	.554**	.000
The Decisions Issued By The Human Resources Department Contribute To Achieving My Outstanding Performance.	.674**	.000
The Use Of Modern Administrative Methods By The Human Resources Management In The Performance Appraisal Process Highlights My Strengths.	.665**	.000
The Ease Of Work Procedures Contributes To Achieving My Outstanding Performance Within The Organization.		

** . Correlation Is Significant At 0.01 Level (2-Tailed).

Table D. 3 Correlation Coefficient of Each Item of “Training and Development:” and the Total Domain.

Item	Correlation Coefficient(Pearson)	P-Value
I Believe That The Training And Development System Meets My Current Needs.	.720**	.000
I Feel There Are Constant Updates In The Training And Development System.	.411**	.000
I Believe That Training And Development Contribute To The Promotion Of Teamwork.	.392**	.000
I See Training As A Solid Foundation For Communication At Work.	.662**	.000
Having Training Helps Me Share Knowledge That Enhances Collaboration Between Me And Others At Work.	.702**	.000
I Believe That The Training And Development System Meets My Current Needs.		

** . Correlation Is Significant At 0.01 Level (2-Tailed).

Table D. 4 Correlation Coefficient of Each Item of “Performance Appraisal:” and the Total Domain.

Item	Correlation Coefficient(Pearson)	P-Value
Clear Criteria Are Adopted To Assess The Performance Of Employees In The Company.	.622**	.000
I Get Feedback On The Strengths And Weaknesses Of My Performance.	.614**	.000
I Have The Right To File An Objection To The Evaluation In The Company.	.560**	.000
I Feel The Fairness Of The Evaluation System Used In The Company.		.000
The Process Of Evaluating My Job Performance In The Company Is A Motivator For Me To Develop.	.494**	.000
Clear Criteria Are Adopted To Assess The Performance Of Employees In The Company.	.573**	

** . Correlation Is Significant At 0.01 Level (2-Tailed).

Table D. 5 Correlation Coefficient of Each Item of “Task Visibility” and the Total Domain.

Item	Correlation Coefficient(Pearson)	P-Value
My Supervisor Is Aware Of The Amount Of Work I Do.	.595**	.000
Getting Support From Officials Increases My Motivation At Work.	.522**	.000
It's Easy For My Supervisors To Determine How Much Effort I Make In Teamwork.	.624**	.000
My Efficiency In Teamwork Increases Because It Is Observed By The Supervisor.	.674**	.000

** Correlation Is Significant At 0.01 Level (2-Tailed).

Table D. 6 Correlation Coefficient of Each Item of “Team Size” and the Total Domain.

Item	Correlation Coefficient(Pearson)	P-Value
My Efficiency In Teamwork Increases When Working With A Small Team.	.635**	.000
I Welcome Challenging Tasks When I Participate In Teamwork With A Small Team.	.626**	.000
I Feel The Speed Of Achievement When The Team Is Small.	.534**	.000
I Feel More Responsible In The Team When The Team Is Small.	.611**	.000
I Get Support And Help When The Team Is Small.	.588**	.000

** Correlation Is Significant At 0.01 Level (2-Tailed).

Table D. 7 Correlation Coefficient of Each Item of “Peer Evaluation” And The Total Domain.

Item	Correlation Coefficient(Pearson)	P-Value
I Get An Evaluation From The Team Fairly.	.724**	.000
I Feel That The Team's Evaluation Was Fair And Satisfactory.	.680**	.000
I Feel Good About My Relationship With My Co-Workers.	.686**	.000
I Receive Evaluation From The Team While Doing Team Work.	.345**	.000
I Feel That My Thoughts And Opinions Are Important To Others When Evaluated By Them	.639**	.000

** Correlation Is Significant At 0.01 Level (2-Tailed).

Table D. 8 Correlation Coefficient of Each Item of “Motivation” and the Total Domain.

Item	Correlation Coefficient (Pearson)	P-Value
I Welcome Praise For The Performance Of Individuals In The Teams.	.388**	.000
I Welcome The Leadership Of Individuals In Teamwork.	.561**	.000
I Welcome Competition When Participating In Teamwork, Even If It Is A Reward For All Team Members.	.557**	.000
I Feel That Collective Motivation Is Fair And Just.	.700**	.000
My Sense Of Achievement Makes Me Feel Like I'm Achieving My Goals.	.563**	.000

** . Correlation Is Significant At 0.01 Level (2-Tailed).

الملخص

يهدف هذا البحث لدراسة واقع قيام شركات الأدوية بتطوير ممارسات إدارة الموارد البشرية التي تقلل من الاتكالية الوظيفية بين أعضاء الفريق، وضرورة ذلك؛ ما يُعزّز من سلوك الموظف في مكان العمل الذي سيؤدّي إلى الأداء الفعّال، ولتحقيق هذا الهدف؛ اعتمدت الباحثة المنهج الوصفي الذي حصلت من خلاله على البيانات بالطريقة الكمية. ولقد قامت الباحثة بجمع البيانات الأولية باستخدام الاستبانة، وكانت الاستبيانات تُدار ذاتيًا، وتُرسل من خلال البريد إلى المُستجيبين، أو تُعطى لهم شخصيًا، كما تمّ إجراء المُقابلات العميقة/ غير المنظمة لقياس الجاهزية، والقدرة، وفهم تأثير ممارسات إدارة الموارد البشرية في الحدّ من الاتكالية الوظيفية داخل أعضاء الفريق في الشركات الدوائية؛ لأنهم جميعًا عوامل مهمة يجب مراعاتها.

كشفت النتائج عن وجود صلة بين ممارسات إدارة الموارد البشرية، وتقليل الاتكالية الوظيفية بين أعضاء الفريق، ولوحظ أيضًا أنّ الموظفين اتفقوا على تأثير ممارسات إدارة الموارد البشرية على الحد من الاتكالية الوظيفية بين أعضاء الفريق عبر تنفيذ بعض الممارسات التي يمكن أن تقلل من ذلك؛ ويمكن الحدّ من الاتكالية الوظيفية من خلال التأكيد على تأثير العمل الجماعي من خلال الشفافية بشأن النتائج والإنجازات، أو مراقبة المهام لأعضاء الفريق، أو العمل مع فريقٍ بحجمٍ صغيرٍ، وهو أمرٌ ضروريٌّ عند القيام بالعمل الجماعي، كما يوضّح تقييم الأقران كلّ جهدٍ على حدة، وأهمية الحفاظ على تحفيز الفريق، كما أنّ للاتكالية الوظيفية تأثيرًا كبيرًا على إنتاجية الفريق، والروح المعنوية.

وتوصي الباحثة بضرورة تحسين منظور الإدارة العليا للموارد البشرية من أجل تطوير وتطبيق هذه الأساليب بشكلٍ كاملٍ داخل المنظمات، كما توصي بمزيد من البحوث حول كيفية تبني ممارسات إدارة الموارد البشرية لتقنياتٍ تقلل من الاتكالية الوظيفية من أجل تحقيق الأهداف المرجوة.

الكلمات الرّئيسة: ممارسات إدارة الموارد البشرية، الاتكالية الوظيفية، أعضاء الفريق، التقليل من الاتكالية الوظيفية، شركات الأدوية.