

Impact of Human Competencies on Caritas Jordan Employees Performance

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Abstract

This study aimed at investigating the impact of human competencies (Behavioral, Functional, and Managerial), on Caritas Jordan employees' performance; to achieve this aim the study surveyed Caritas Jordan employees. A questionnaire was designed to collect the required data. The study sample and population consisted of Caritas employees (managers, supervisors, and caseworkers). Caritas Jordan Human Resources department helped to distribute the questionnaires to all branches that are located in 10 cities (Amman, Zarqa, Madaba, Jarash, Ajloun, Huson, Fuhais, Salt, and Karak). The questionnaires were distributed, and 212 statically viable questionnaires were gathered, the collected data was analyzed by using different statistical techniques such as descriptive statistics, correlation, and multiple regressions, the SPSS software was used. The questionnaires were evaluated by a panel of experts, and the employees of Caritas Jordan. The results indicated positive relationships between behavioral, functional, and managerial human competencies, and suggested the enhancement of employees' performance at Caritas Jordan. The behavioral competence was the one with the highest importance among the three competencies, and the results showed that the respondent believed that there was a strong interrelated connection between the three independent variables and the employees' performance. Finally, the study suggested that the management has to undertake some decisions to improve the employees' performance.

Keywords: Competencies, Behavioral Competences, Functional Competences, Managerial Competencies, Employee Performance, Caritas

1. Introduction

Human resource management (HRM) department plays a critical role in Caritas Jordan. It attributes to the fact that human resources are the most important asset Caritas Jordan has. Employees are mandated to transform Caritas strategies and goals into tangible outcome and for this reason, they provide a source of competitive advantage to Caritas.

Caritas is an international confederation with 164 members where its head offices are in Rome- Vatican. It belongs to a big network of humanitarian work societies worldwide, operating in 200 areas and countries.

Caritas Jordan is a humanitarian charity non- governmental organization that is affiliated with the Catholic Church. It has an international representation, handling social and humanitarian work. It was established in 1967 as a result of June war, responding to the humanitarian needs that emerged from the wars and the displacement of the Palestinian people to Jordan. (Caritas, 2017)

Caritas Jordan works to help the poor and the needy in the society, and develop self- potential of the needy to support their right in work and decent life, in addition to that, they provide primary & secondary health services for maternity and child care.

The Jordanian community who is aware of the local humanitarian causes and the importance of participating in the welfare actions by helping refugees, homeless and victims of wars and disasters. (Caritas, 2017)

The collaboration with the public and voluntary institutions is necessary in addition to the Caritas international members in order to achieve Caritas Jordan goals.

The Administrative body is responsible for the execution of the projects and programs and supervision of the work flow, for various activities, and events in Caritas.

Caritas Jordan works with individuals, families and communities, to help them meet their needs by addressing

their concerns and life challenges.

On one side, Caritas Jordan takes an active role in helping needy and vulnerable people, both Jordanians and migrants, regardless of gender, nationality or religion. Its actions addresses the humanitarian needs of the families such as food and nonfood items, health and educational services. (Caritas, 2017)

To serve those people, the job required a qualified team who can work together to achieve a one common purpose by giving the beneficiaries many types of assistant (medical, humanitarian, and educational).

Human resources or employees of any organization are the most vital part so they need to be inclined and influenced towards tasks fulfillment. Organizations must plan different strategies to compete with the competitors and for increasing the performance of the organizations in order to achieve success. "Competence is a specific appearance that can be measured through behavioral reflections which affect positively or negatively the organizational efficiency" Tett et. al, (2000).

Amsterdam and Tims (2016) had examined a potential motivational process in which career competencies, as a personal resource, would enhance career success through expansive job crafting. The results showed that job crafting mediated the positive relationship between career competencies and both internal and external perceived employability. On the other hand showing that career competencies may be considered a personal resource, also empirically examining the role of job crafting in motivational processes, and showing that enhanced subjective career success can be an outcome of motivational processes. Wahabi (2015) mentioned that organizations may use these findings to implement developmental HR practices which aimed at increasing career competencies and job crafting.

Wani and Butt (2016) stated that the entrepreneurial competencies exhibit a strong impact on the performance. Marjan et al, (2017) suggested that framework of obstacles and challenges in talent management had classified into four categories that are structural, environmental, behavioral and lastly managerial challenges and barriers.

There are very few organizations who believe that the human resource or employees of any organization are its main assets which can lead them to success or to decline if not focused well. Hence we can assume that none of the organizations can progress or achieve success unless the employees of any organization are contented with it, are not motivated for the tasks fulfillment and goals achievement (Khan, Anwar and Rizwan, 2013).

2. Problem Statement

One of the greatest challenges organizations face today is how to manage turnover of work force that may be caused by migration of a lot of workers. Moreover, it has been observed many times that employees who are satisfied with their jobs are still not good performers. This may be because of their lack of motivation and commitment for the organization; this point of view emphasizes the importance of the study of human competencies (Behavioral, Functional, and Managerial) and its relationship to employee performance (Singh and Tiwair, 2011)

3. Problem Questions

Previous studies have addressed information about the impact of human competencies on employee's performance, on each of which handled one or two competencies, some of these studies have recommended carrying out further studies using more than one human competence.

The current study problem can be perceived by having scientific answers to the following questions:

The main question:

Is there any significant impact of human competencies (behavioral, functional, and managerial) on employees' performance in Caritas Jordan?

The main question can be divided into the following sub-questions:

1. Is there any significant impact of behavioral competencies on employees' performance in Caritas Jordan?
2. Is there any significant impact of functional competencies on employees' performance in Caritas Jordan?
3. Is there any significant impact of managerial competencies on employees' performance in Caritas Jordan?

4. Significance of the Study

The current study might be considered an initiative one that presents the degree of effectiveness of human competencies and its impacts on employees' performance in Caritas Jordan.

Therefore, the importance of this study stems from scientific and practical considerations as follows:

- a. The importance of human competencies on Caritas Jordan and their role in employees' performance, and thus the Caritas's goals.
- b. Future researchers may benefit from the results of the current study in their future studies regarding human competencies in other sectors.
- c. Providing top management to enact better policies that may serve their organizations' goals

5. Hypotheses:

Based on the mentioned problem statement, and its elements, and according to the study model, the following main hypothesis can be developed:

There is no statistically significant impact of human competencies (behavioral, functional, and managerial) on Caritas Jordan employees 'performance at $\alpha \leq 0.05$.

The main hypothesis can be divided into three sub-hypotheses as follows:

H1: There is no statistically significant impact of behavioral competencies on Caritas Jordan employees 'performance at $\alpha \leq 0.05$.

H2: There is no statistically significant impact of functional competencies on Caritas Jordan employees 'performance at $\alpha \leq 0.05$.

H3: There is no statistically significant impact of managerial competencies on Caritas Jordan employees 'performance at $\alpha \leq 0.05$.

6. Literature review

Human competencies is one of the most common areas in the management of people at workplaces Omotayo et, al, (2014). It is very difficult to enjoy life without doing some productive work, and any activity which has so much importance must evoke strong positive or negative reactions from, and these reactions tell how satisfied or dissatisfied one is with his/her work.

Human compétences and the connection of these variables to performance attracted the interest of researchers both in the field of social psychology and the organizational psychology. This issue has been addressed over time, differently from different perspectives and in different ways. Although experts have not reached a conclusion universally accepted and universally valid, however, certain specific features which explain these phenomena and their importance in organizational activity have emerged Lut (2012) . Therefore, it has become an important area of research that how to motivate employees which leads to job satisfaction and which ultimately improve organization's commitment.

In his study Ranky (2013) said that process are attributable to human error. Errors can occur not only during the implementation of various processes, but also in the design and operation control of processes the technical knowledge which is interested in implementation work as well as mental competence which is interested in analyzing and realizing the behavioral competences ability of dealing with other and understanding their behavior. (Maher, 2010)

In order to try and solve this issue, Myszewski (2012) stated that "First, there are decisions made in favor of the management systems that increase risk of human errors in processes. The conflict between managers and employees', who are blamed for the errors, may obstruct the elimination of errors and the improvement of management systems. Second, managers are expected to resolve the conflict by establishing and maintaining a policy regarding prevention against system specific mechanisms of human error".

Tretten, et. al. (2015) stated that by taking a human factors in perspective, actions can be taken to minimize human errors in work as well as to allow for an effortless work that is accomplished in the proper way.

Therefore, it's worthy to study the impact of human competencies on employees' performance, which would lead to improvement in productivity and efficiency

Human Competencies is a commonly used term of people asserting their working potential in real activities. Excellent performance depends on characteristics of working abilities, skills and talents and also refine these skills.

Behavioral competencies, the achievement and success of individual in an organization can be measured by Behavioral competencies such as knowledge, attitudes, behaviors, skills and abilities. Behavioral competence

refers to a set of characteristics, motivations and attributes which forms the behavior and reflects how to use and utilize knowledge and skill to achieve the desired results (Boyatzis, 2009)

Functional competencies are job-specific competencies that drive proven high-performance, quality results of a given position. Wahabi (2015) mentioned that the functional competence is a set of qualities possessed and used by an individual in appropriate way to complete or achieve the desired performance, and these attributes include knowledge, skills and professional values (David, 2004).

The functional competence can be applied to different roles and functions based on the maturity of the function. They are job-specific competencies that drive proven high-performance, quality results of a given position. They are often technical or operational in nature.

Wahabi (2015) Managerial competencies are the skills, motives and attitudes that are necessary to a job, and which include such characteristics like communication skills, problem solving, customer focus and the ability to work within a team. Nirachon et al., (2007) Organizations 'managers should have specific set of competencies, in order to succeed in enhancing organizational performance".

The employees performance is a value used to define the abilities of safety related parts of control systems to perform safety function under foreseeable conditions. Shahzad et al.,(2012) many studies indicated that strong organizational culture has a positive impact on employee performance Gruman and Saks, (2011) performance management and critical aspects of organizational efficiency.

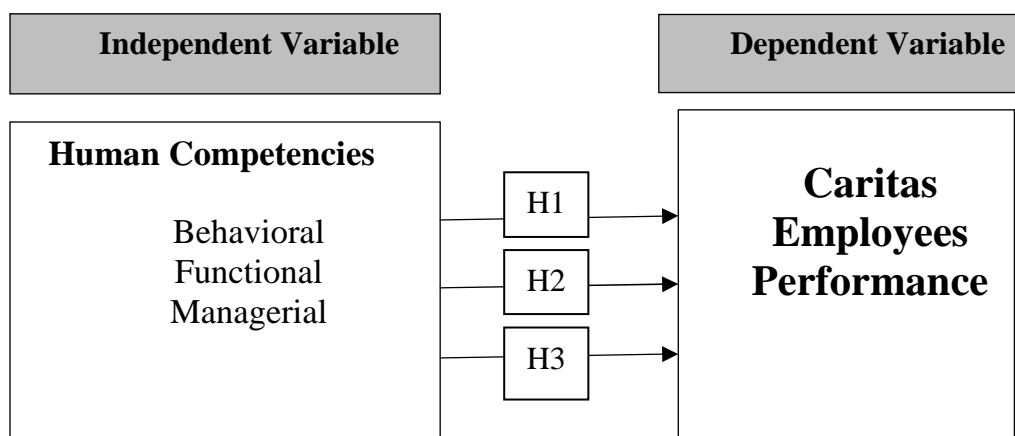
Although the individual performance requirements of the HRM has placed more emphasis on viewing performance from an organizational perspective than was previously the case with traditional personnel management, the strong emphasis on fully utilizing every employee's potential clearly dictates an equally strong imperative to measure and enhance performance at the individual level. A number of end result measures of individual performance can and have been used for various purposes. These include the productivity, absentee, and turnover.

The individual abilities of the employees in relation to job performance is that it constitutes the first step in the process of enhancing individual performance to the benefit of the organization and hopefully also for the individuals themselves.

There is a different type of human abilities that exist and their implications for HRM procedures and practices.

7. Study Model:

The figure below illustrates the relationship between human competencies, (behavioral, functional, and managerial) and employees' performance level in Caritas Jordan.



Resources: Halim and Abhyankar, Ignacio, et,al. (2014), Masood (2013), Ramble, et. al. (2015), the Professional HR Encyclopedia.

8. Statistical Analysis

This section clarify the methods and procedures that has been used, since it gives a detailed description of study methodology, population, sample , tools used for data collection, and explains statistical methods used to analyze data; in order to obtain the results.

9. Research Methodology

9.1 Study Design

In this research, books, periodicals, journals, references and the Internet, as a secondary source, were used for collecting the required data. The survey, as a primary source, was used to collect the relevant data that handled impact of human competencies on Caritas Jordan employees 'performance. The quantitative methods were used in this study which enabled the researcher to have insight on how sample's subjects perceived impact of human competencies on Caritas Jordan employees 'performance. The research strategy dealt with the process of the research data collection that would help in achieving the research objectives according to Saunders, et al. (2009).

9.2 Population and Samples:

The questionnaires have been distributed and collected from 10 centers for the year 2017 from all employees of Caritas Jordan in all levels and departments. The sample consisted of (212) questionnaires. They were all collected that is (100 %) of the distributed total questionnaires..

9.3 Data collection method

The obtained data was transferred into qualitative data through arranging it in tabular forms and presenting it with the aid of figures. Some results were combined together to provide better analysis of the data collected. The results were presented in two phases; the first one presented the descriptive data of the study sample, while the second presented the variables establishing a general view about the sample's characteristics, and the attitude of the sample.

The questionnaire in this research was developed and consisted of three parts, the first part included the covering letter in which the research goals were explained. The covering letter included research subject's assurance that their responses will be treated confidentially. The second part included questions related to demographic data. While the third part included all statements that measured research independent and dependent variables. Five-Likert scale was applied for the subjects responses on the statements as follows strongly agree= 5 scores, agree = 4 scores, neutral = 3 scores, disagree = 2 scores and strongly disagree = 1 score.

The special questionnaire designed and developed to gather the necessary data on the practices which are based on behavioral competencies, functional competencies, management competencies, and the level of performance. To identify the impact of the competencies in the development of Caritas Jordan employees performance. The questionnaire consisted of four main parts, where the first segment was devoted to learn about the demographics of the respondents, and devoted the second part of the vertebrae which covered variables of the study, and consisted of four main axes. Two versions of the questionnaire were made and handed to research subjects: (Arabic and English), the Arabic version is given to those who don't master English language. The questionnaire was distributed by mail to Caritas Jordan employees.

9.4 Questionnaire Scale Selection:

The data analysis consisted of many steps. The collected data from participants were coded and further subjected to an Excel database. All data were analyzed by using a SPSS software program. In order to analyze the information on the questionnaire, the researcher transferred the raw data into codes so that the statistical software could handle it. The data analyses were divided into three parts. a: data analyses for demographic information, and b: data analyses for each research question, and c: regression to test the study hypothesis. Most of the researchers used five points Likert Scale in their research since it is one of the most scales used to measure opinions and responses, due to ease understanding. The study sample indicates the extent of their agreement on each paragraph according to the scale in question, and as follows:

Table (1)

Strongly agree	Agree	To some Extent	Disagree	Strongly disagree
5	4	3	2	1

Means and standard deviations of samples' responses were used to find sample's attitudes towards questionnaires statements that measure the impact of human competencies on Caritas Jordan employees 'Performance. The following scores were used for evaluating sample's responses. The sample's responses are divided to three levels

of agreement: high, medium or low as follows:

Thus, the three levels as follows:

A - Low degree = 1-2.33.

B - Medium degree 2.34-3.67

C - High degree 3.68-5

Test standard amounting (3) , the output of dividing the sum of the highest value of the scale (5) and the lowest value in which (1) over (2) , that is $\{ (5 + 1) / 2 = 3 \}$, for the purpose of diagnosis sampling unit responses negative and positive as follows: Limits of negative response are 1-299 Limits of positive response are 3-5.

Therefore study instrument in its final form directed to Caritas Jordan employees consisted of (39) paragraphs.

9.5 Reliability Test (Cronbach's Alpha):

Reliability refers to the degree that the dimension is free of accidental errors and offer constant data and is expressed as a coefficient. The coefficient ranges from (0, 00–1.00), so if the coefficient is high this means the reliability is high and vice versa. There are several methods to measure the research reliability such as test, re-test and multiple forms. Cronbach Alpha was used in this research to calculate questionnaire's reliability.

Table (2) Reliability of the Scale's Variables

Independent Variables	Number of Items	Cronbach alpha
Behavioral Competences	10	0.915
Functional Competences	9	0.883
Managerial Competencies	8	0.893
Employees Performance	13	0.762
All	39	0.947

9.6 Respondents' Demographic Description:

The analysis of the gathered data through the self-administrated questionnaire of the responding sample revealed the following results in terms of sample, gender, age, academic level, career position, work experience, and experience in Caritas Jordan Nationalities, Centers..

Table (3): Sampling Distribution by Demographic Information

Variable	Options	Frequency	Percentage
Age	Less than 25 years	31	14.6
	25 -35 years	112	52.8
	36-45 years	48	22.6
	Above 45 years	21	9.9
Total		212	100%
Academic Level	Secondary School	25	11.8
	Diploma	45	21.2
	Bachelor Degree	135	63.7
	High Level Degree	7	3.3
Total		212	100%
Career position	Supervisor	11	5.3
	Coordinator	9	3.8
	Head of Department	1	0.5
	Administrative Employee	29	13.9
	Case worker	90	42.5
	Others	72	34
Total		212	100%

Work Experience	Less than 5 years	137	64.6
	5-10 years	47	22.4
	10-15 years	13	6.1
	More than 15 years	15	7.1
Total		212	100%
Experience in Caritas	Less than 1 year	51	24.1
	1-5 years	129	60.8
	5-10 years	28	13.2
	10-15 years	4	1.9
	More than 15 years	0	0
Total		212	100%
Gender	Male	73	34.4
	Female	139	65.6
Total		212	100%
Nationalities	Jordanian	206	97.2
	Non Jordanian	6	2.8
Total		212	100%
Centers	Amman	91	42.9
	Zarqa	1	0.5
	Madaba	15	7.1
	Karak	15	7.1
	Mafraq	13	6.1
	Hoson	32	15.1
	Jarash	8	3.8
	Ajloun	10	4.7
	Salt	11	5.2
	Fuhais	16	7.5
Total		212	100%

The study sample by age year's distribution: it is clear that 14.6% of the study sample aged less than 25 years, and 52.8%, ranging from 25 to less than 35 years, and 22.8%, ranging from 36 to less than 45 years, while 9.9% are larger than 45 years. The results indicated that most of samples 'subjects are in the middle age.

The study sample distribution by the academic level: it is clear that 63.7% holds a Bachelor's degree, and that 3.3% are holding graduate degree, and that 21.2% have obtained diploma, and that 11.8% are without a degree. The results indicated that the majority of sample's subjects have Bachelor's which is considered as an added value for Caritas

The study sample by Career position distribution: it is clear from the table that accounted for 42.5% are caseworker, and 34% are among others, and 13.7% Administrative employee, and 5.2% Supervisor, and that Coordinator of 4.2%, 0.5% Head of Department.

The study sample distribution by practical experience: The table indicated that 64.6% of the study sample number of years of practical experience have less than 5 years, and 22.3%, ranging from 5 to less than 10 years, and 6.1%, ranging from 10 to less than 15 years, and a rate of 7.1% the number of years of experience they have is more than 15 years.

The study sample distribution depending on the duration of work in Caritas: The table indicated that 24.1% of the study sample the number of years to work in Caritas was less than a year, and 60.8%, ranging from 1 to less than 5 years, and 13.2%, ranging from 10 to less than 15 years, and accounted for 1.9%, the number of years for the work they have is more than 15 years.

The study sample distribution by sex: We concluded from the table that 34.4% of the study sample were males, while the remaining 65.6% were females.

The study sample distribution by nationality: it can be seen from the table that 97.234.4% of the study sample were Jordanians, while the remaining 2.8% were non-Jordanians.

The study sample distribution by center work: it is clear that 42.9% are from Amman, and 15.1% Hoson, and 7.5% Fuhais, and 7.1% Karak, Madaba, and 6.1% Mafraq, and 5.2% Salt, and 4.7% Ajloun, and 3.8% Jerash, and 0.5% Zarqa.

9.7 Study Variable Analysis:

A- Independent Variables Analysis:

This section contains an analysis of the data of the study sample, so by responding questions about the study, and review the most important results of the questionnaire, which was reached through analyzing the statements, and in light of the hypotheses identified by the researcher utilized the averages, standard deviations, and the relative weight and significance of the paragraphs.

Is there any significant impact of behavioral competencies on employee performance in Caritas Jordan?

Table (4): Means and Standard Deviations of Sample Responses Regarding Behavioral competencies

No	Statements	Mean	S. D.	Rank	Degree
1	Employees pay full attention to work details to ensure high level of safety	4.4	0.93	1	High
2	Employees possess good ability to communicate with others.	3.9	0.97	5	High
3	Each employee has the ability to lead a team	3.11	1.18	10	Medium
4	Employees are able to adapt to sudden arising problems.	3.47	1.1	9	Medium
5	Employees are able to prioritize tasks appropriately to achieve pre- specified goals.	3.56	1.06	8	Medium
6	Employees maintain professionalism through difficult situations.	3.59	1.04	7	Medium
7	Employees avoid unnecessary risk when taking a job related decisions	3.77	0.99	6	High
8	Employee strives to reach required standards.	4.05	0.91	4	High
9	Respecting the hierarchy and accepting orders is a positive thing for the sake of the team work spirit.	4.38	0.89	2	High
10	The presence of a staff in a committee strengthens his loyalty and belonging	4.09	0.94	3	High
General Mean		3.84	0.76	High	

Table (4) indicates that the study sample attitudes regarding impact of human behavioral competencies ranged between (3.47 - 4.4) with a standard deviations of

(1.18 - 0.89) respectively. The results indicated different degrees of sample's agreement from medium to high level. The results also showed that statement no.(1) "Employees' pay full attention to work details to ensure high level of safety" ranked the first, and the general mean (3.84) confirms impact of behavioral competences on the employees' performance from the sample's subject's point of view.

- Is there any significant impact of functional competencies on employee performance in Caritas Jordan?

Table (5): Means and Standard Deviations for Sample Responses Regarding Functional competencies

No	Statements	Mean	S. D.	Rank	Degree
1	Experienced employees views are taken into consideration	4.02	1	5	High
2	Knowledge is shared among employees	3.85	1.13	7	High
3	Written notes are very important to communicate technical orders to others.	3.84	1.08	8	High
4	Active listening is an effective mean to improve technical skills	4.23	0.92	2	High
5	Employees learn other skills like organizing along with technical skills	4.43	0.87	1	High
6	The academic level play an important role of determine the professional role.	3.96	0.95	6	High
7	The foreign nationalities are a new experience and exposure to the different cultures	3.72	1.24	9	High
8	The employee's work is based on the Caritas' mission and vision.	4.11	1.03	4	High
9	Assigning jobs that matches the educational level and degree.	4.19	1.05	3	High
General Mean		4.04	0.75	High	

Table (5) indicates that study sample attitudes regarding impact of functional competencies means ranged between (3.71-4.43) and standard deviations of (1.24-0.87) respectively. The results indicated different degrees of sample's agreement from medium to high level. Statement no. (5) — Employees learn other skills like organizing along with technical skills ranked the first, while statement no. (7) " The foreign nationalities are a new experience and exposure to the different cultures" ranked the last. The general mean (4.04) confirms impact of behavioral competences on the employees 'performance from the sample's subject's point of view.

- Is there any significant impact of managerial competencies on employee performance in Caritas Jordan?**

Table (6): Means and Standard Deviations of Sample Responses Regarding the Managerial Competencies

No	Statements	Mean	S. D.	Rank	Degree
1	Caritas Jordan strategic related issues are clear to all employees.	3.38	1.22	8	Medium
2	The importance of any task, no matter how small, is appreciated by higher management	3.96	1.02	3	High
3	Management. Encourages positive attitudes always	3.64	1.31	7	Medium
4	Management makes sure that responsibilities are clear to all	3.89	1.11	5	High

	employees.				
5	Management regularly discusses performance to provide either positive or negative feedback	4	0.99	1	High
6	Management actively support employees development	3.9	1.07	4	High
7	The staff's knowledge of the rules and regulations and tasks dedicated to him.	3.75	1.25	6	High
8	Caritas' readiness in case of emergencies and national disasters is high.	3.99	1.04	2	High
General Mean		3.81	0.86	High	

Table (6) indicates that the study sample attitudes regarding impact of managerial competencies on company performance means ranged between (3.38-4) with standard deviation of (1.25-0.99). The results indicated that the sample's agreement ranged between low and medium. Statement no. (6) " Management regularly discusses performance to provide either positive or negative feedback" ranked the first with a mean of (4), while statement no. (1) " Caritas Jordan strategic related issues are clear to all employees" ranked the last. With a mean of (3.38). The general mean (3.81) confirms impact of managerial competencies on the employees' performance from the sample's subject's point of view.

B- Dependent Variables Analysis:

Table (7): Means and Standard Deviations of Sample Responses Regarding the employees' performance

No	Statements	Mean	S. D.	Rank	Degree
1	The employees' performance related on salary	4.22	1.02	3	High
2	The employees' performance related on voluntary work	2.92	1.39	12	Low
3	Caritas successes depend on all employees performing excellent job at their perspective positions	3.41	1.22	10	Medium
4	Employees perform effective processes to contribute in achieving performance expectation.	4.51	0.9	1	High
5	Below expectations performance can be traced to having employees with low competencies.	4.11	0.92	5	High
6	Continuous learning is the best way to continuously improve the level of performance	3.64	1.12	8	Medium
7	Employees are keen to reduce communication gaps to improving performance level	4.49	0.77	2	High
8	The employees performance related on Bonuses	3.67	1.03	7	Medium

9	A unified dress (Uniform) affects the conduct.	3.25	1.44	11	Medium
10	Temporary Reallocation of the staff member from different centers is a positive thing and affects the performance in a positive way.	3.51	1.27	9	High
11	Strict adherence by the rules and regulations by all the staff members of Caritas.	4.13	0.97	4	High
12	The right work environment, abilities and assets are enough to do the work.	3.85	1.06	6	High
General Mean		3.81	0.58	High	

Table (7) indicates that study sample attitudes regarding organizational performance means ranged between (2.92-4.51) and standard deviations of (1.44-0.9) respectively. The results indicated different degrees of sample's agreement from low to high level. Statement no. (4) " Employees perform effective processes to contribute in achieving performance expectation" ranked the first, with a mean of (4.51), and Statement no. (2) " The employees' performance related on voluntary work" ranked the last with a mean amounting (2.92). The general mean confirms the obtained results which was (3.81)

9.8 Testing Study Hypothesis:

To test the research hypothesis multiple regression was used. Before conducting the test, multicollinearity must be checked as indicated in the following table:

Table (8): Multicollinarty table

#	Competencies	Tolerance	VIF Test Result (VIF)	The critical value
1	Behavioral Competences	2.11	0.474	5
2	Functional Competences	2.55	0.391	5
3	Managerial Competencies	1.87	0.534	5

- VIF (+) or (-) Tolerance must be less than the critical value

Results indicated that there is no Multicollinearity between the independent variables. This was confirmed by VIF test since all values are less than the critical values 50, so it is possible to measure the impact of human competencies on organization performance.

9.9 The Main Hypothesis:

There is no statistically significant impact of human competencies (behavioral, functional, and managerial) on Caritas Jordan employees 'performance, at $\alpha \leq 0.05$.

Table (9): Regression model summary for the main hypothesis

Independent Variables	Variance	Sum of Square	df	F	Sig.	Decision
behavioral, functional, and managerial	Regression	37.556	3	75.924	0.000	Reject
	Error	34.296	208			
	All	71.851	211			
R2	0.523					
R	0.723					

Model validity was tested through multiple regressions. Table (9) shows the obtained results of the first independent variable that were used in the model F (75.924) at significant (0.000) level. The correlation coefficient was R(0.723) which indicated a strong and positive relation between independent variable and dependent variable, in addition R2 (0.523) which indicated that 52.3 % of variance in performance may be interpreted through the variance in human competencies. This means that the model is valid for interpreting the variance in the dependent variable is high, so there is a possibility to carry out the multiple regression.

Evident from the data presented in the table above, that the value of F calculated is 75.924, with a value of tabular 2.60, and comparing the values that have been reached in testing this hypothesis, it is evident that the calculated value is greater than the tabular value, so it is rejected the premise of nihilism, and the acceptance of the hypothesis alternative, which states that "there is a statistically significant effect of human competencies (behavioral, technical, and administrative) in Caritas Jordan employees' performance in $\alpha \leq 0.05$ and this is confirmed by the value of the significance level ($0.00 = \alpha$) which is less than the level of significance ($0.05 \geq \alpha$), as the table indicates that the variation in the independent variables (R2) were explained and accounted for 0.523 of the variance in the dependent variable. As for the sub-test hypotheses derived from this hypothesis, the following tables show the results that have been reached.

9.10 Test the first sub-hypothesis

States the hypothesis that ":

There is no statistically significant impact of behavioral competencies on Caritas Jordan employees' performance at $\alpha \leq 0.05$.

Table (10): Simple linear regression analysis of test results (Simple Regression) impact of behavioral competencies on Caritas Jordan employees' performance

Independent Variables	Variance	Sum of Square	D.F	F	T	Sig.	Decision
Behavioral competencies	Regression	27.642	1	131.306	11.459	0.000	Reject
	Error	44.209	210				
	All	71.851	211				
R2	0.385						
β	0.62						

It is Clear from the data presented in the above table that the value of T calculated is 11.459, with a value of Indexed 1.96, and comparing the values that have been reached in testing this hypothesis turns out that the calculated value is greater than tabular value, so it is rejected the premise of nihilism, and accepted the alternative hypothesis, which states that:

There is statistically significant impact of behavioral competencies on Caritas Jordan employees' performance at $\alpha \leq 0.05$.

This is confirmed by the value of the significance level ($0.00 = \alpha$) which is less than the level of significance ($0.05 \geq \alpha$), as the table indicates that the variation in the independent variable (R2) explains accounted for 0.385 of the variance in the dependent variable..

Table (11): Simple linear regression analysis of test results (Simple Regression) impact of functional competencies on Caritas Jordan employee's performance

Independent Variables	Variance	Sum of Square	D.F	F	T	Sig.	Decision
Functional competencies	Regression	29.461	1	145.949	12.081	0.000	Reject
	Error	42.39	210				
	All	71.851	211				
R2	0.401						
β	0.640						

- Tabulated value of T when the level of significance ($0.05 \geq \alpha$) equal to 1.96

Evident from the data presented in the above table that the value of T calculated is 12.081, with a value of tabular 1.96, and comparing the values that have been reached in testing this hypothesis turns out that the calculated value is greater than tabular value, so it is rejected the premise of nihilism, and accept the alternative hypothesis states that:

There is statistically significant impact of functional competencies on Caritas Jordan employees' performance at $\alpha \leq 0.05$.

This is confirmed by the value of the significance level ($0.00 = \alpha$) which is less than the level of significance ($0.05 \geq \alpha$), as the table indicates that the variation in the independent variable (R2) explains accounted for 0.401 of the variance in the dependent variable.

9.11 Sub-test the hypothesis third this hypothesis states that:

There is no statistically significant impact of managerial competencies on Caritas Jordan employees' performance at $\alpha \leq 0.05$.

Table (12): Simple linear regression analysis of test results (Simple Regression) impact of managerial competencies on Caritas Jordan employees 'performance

Independent Variables	Variance	Sum of Square	D.F	F	T	Sig.	Decision
Managerial competencies	Regression	29.146	1	143.327	11.972	0.000	Reject
	Error	42.705	210				
	All	71.851	211				
R2	0.406						
β	0.637						

- Tabulated value of T when the level of significance ($0.05 \geq \alpha$) equal to 1.96

It is Clear from the data presented in the above table that the value of T calculated is 11.972, with a value of Indexed 1.96, and comparing the values that have been reached in the test this hypothesis turns out that the calculated value is greater than tabular value, so it is rejected the premise of nihilism, and accept the alternative hypothesis states that: There is no statistically significant impact of managerial competencies on Caritas Jordan employees' performance at $\alpha \leq 0.05$.

This is confirmed by the value of the significance level ($0.00 = \alpha$) which is less than the level of significance ($0.05 \geq \alpha$), as the table indicates that the variation in the independent variable (R2) explains accounted for 0.406 of the variance in the dependent variable

10. Results

\Based on statistical analysis of the data collected to achieve the objectives of the study and its problem, and based on the outcome of the tested hypotheses, and in Relation to the obtained results and the limitations of the study, a number of conclusions have been reached. The independent variables of the study behavioral, functional, and managerial were combined and separated, positive impact on Caritas Jordan employees' performance. The study showed that the most important elements that affect Caritas Jordan employees' performance is managerial competencies, followed by functional competencies, and finally behavioral competencies, and so from the standpoint of the study sample. What is more, the analyzed results indicated that there are positive relationships between behavioral, functional, managerial human competencies and the enhancement of employees 'performance at Caritas Jordan. In addition to that there is a strong interrelated connection between the three independent variables and the employee's performance.

11. Recommendations

On the basis of the results of this study, the researcher proposes a number of points be taken into consideration by Caritas Jordan to adopt new ways to encourage its employees 'to developing team work mentality. Also, they should teach their employees to cope with changing work conditions and unplanned circumstances. Furthermore, most senior employees must share their experience and knowledge with new employees through in-house seminars. Management should clarify to employees the importance of their work and the consequences of any shortage in completing it, no matter how trivial is their work on both moral and financial fronts. What's more, Management should recognize the non-financial achievements, working on establishing new leaders who can be able to lead the team.

They should teach the employees how to adapt to sudden arising problems and maintain professionalism through difficult situations. The presence of a staff in a committee strengthens their loyalty and belonging. Assigning jobs that matches the educational level and degree. The importance of any task, no matter how small, is appreciated by higher management regularly discusses performance to provide either positive or negative feedback. The employees' performance related to salary that means the management have to shed light on the scales of the wages and salaries because their work is not connected directly with voluntary work. The management must realize that below expectations performance can be traced to having employees with low competencies

A unified dress (Uniform) affects the conduct, it is healthy for employee performance to have experience in different parts of the organization because the Temporary Reallocation of the staff member from different centers is a positive thing and affects the performance in a positive way.

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