



The impact of performance management in enhancing strategic response process: field research in the middle refineries company

Mohanad Kudham Salman^a, Salah Abdal Qader Al Nuaimi^a

^aCollege of Administration and Economics, University of Baghdad, Iraq

(Communicated by Ehsan Kozegar)

Abstract

This paper aims to know the extent of the impact of performance management in its dimensions (performance planning, performance measures, performance standards, performance reports) in enhancing the strategic response. Design / Methodology / Approach: An intentional descriptive-analytical study was used that included 122 managers of senior, middle or operational levels, and structural equation modeling was used to test hypotheses. The performance management variable and strategic response achieved a high level of importance, and this indicates the agreement of the sample members that the company is interested in providing the necessary approach for interaction and cooperation to raise the level of performance, improve productivity, and adapt to changes that occur in the internal and external environment. Constraints/implications of the research: targeting a sample of the large oil sector, which includes more than 15 companies distributed over geographical areas spread throughout the country, and a refinery company adopted the research variables. Using the (Stepwise) method of testing the significance of dimensions and after deleting the non-significant dimensions, it becomes clear that the model ultimately depends on two sizes (performance planning, performance reports) from the dimensions of the performance management variable, which represents a significant impact in enhancing strategic response operations. This paper seeks to include the company's proactive business strategy and rapid response to environmental challenges and current and future crises and provide the basic requirements to confront competitors by paying attention to developing perceptions and expectations associated with potential environmental changes.

Keywords: Performance management, Strategic response processes
2020 MSC: 90B06

Email addresses: muhanad.salman1104@coadec.uobaghdad.edu.iq (Mohanad Kudham Salman),
Salachalnuaimy757@gmail.com (Salah Abdal Qader Al Nuaimi)

Received: October 2021 *Accepted:* December 2021

1. Introduction

Evaluating the petroleum refining industry's economic performance is complicated because many refineries can use crude oil of different quality as an input, while others cannot. This is mainly due to the refinery's configuration and strategy and the products to be produced. The purchase of light or heavy crude may have a role in the refining process and the loss of oil products. Another element that ensures the economical and effective operation of the refinery is the refinery's configuration, in terms of the primary inputs of crude oil, which are produced in many ways, of products, each of which in each market region interacts with a different combination of supply and demand and transportation pressures. To remain viable, refineries must balance several competing factors in selecting crude oil, capital investment, and the range of products to manufacture. These critical decisions are further complicated by the need to act in a sustainable and environmentally responsible manner to adapt through achieving strategic response. Petroleum is the second largest consumer on the planet - second only to water. As a country like Iraq, we depend on petroleum more than any other resource. The main products of refining are (gasoline, white oil, light distillates), middle distillates (diesel fuel, jet fuel, home heating oils, fuel oil), and other products (fuel gas, lubricants, waxes, solvents, refinery fuels).

2. Literature review

First. performance management

1. *The concept of performance management:*

According to Cambridge Dictionary: 1998, performance also refers to how well activity or job is performed. Whereas performance management: includes activities to ensure that objectives are carried out consistently, effectively, and efficiently. According to the Oxford Dictionaries: 2005:42, performance is defined as: "the completion, execution, action of anything that is commanded or done." Produces high performance and effective use of required knowledge, skills, and competencies.

Performance management is defined as "the process of linking an organization's overall business goals to management goals, team goals, and individual goals" [5]. "Performance" is an exciting concept. "Performance" is not an objective reality somewhere that is expected to be measured and evaluated. "Performance" is a socially constructed reality. "Performance" exists in people's minds if it exists anywhere at all. We have to define the meaning of "performance" before measuring performance. "Performance" may include inputs, outputs, intermediate results, results, net effects; Unintended results Performance may be related to economy, efficiency, effectiveness, costs, or equity [16], according to ([17], 684). Performance is defined as translating strategic plans into results and helping managers respond quickly and effectively to unintended changes. He added that it could be viewed as knowing how the organization works.

Performance management supports senior management to achieve strategic business objectives. Performance management is a complex approach that has received much attention in the operations management literature. Since the end of the 1950s, performance management has been designed and implemented in the commercial, public, military, and, more recently, the humanitarian sector to improve productivity, accountability, and service delivery. Performance management is defined as the use of performance management information to influence positive change in organizational culture, systems, and processes, setting performance goals, allocating resources, setting policies and objectives, and sharing performance results in pursuit of goals. Organizations that implement performance management outperform those that do not measure and manage performance [1]. According to ([2], p:9), performance management is a systematic process for improving organizational performance

by developing the performance of individuals and teams. It is a means to obtain better results by understanding and managing performance within an agreed framework of objectives, standards, and planned competency requirements. Similar to Armstrong ([12], 190) adopts performance appraisal as one component of a much broader performance management system. Contemporary performance evaluations are typically annual evaluations of employee performance. Performance management has been defined as "the systems and situations that assist organizations in planning, authorizing, and evaluating the operation of their services."

2. The main functions of performance management:

There are six main functions of a performance management system as defined by ([9], p:28):

- A. Strategic function: The primary purpose of performance management systems is to be strategic. Performance management systems aim to achieve the organization's strategic goals; This can be achieved by linking the organization's goals to individual goals.
- B. The managerial function: Many scholars have recognized that PM systems serve an organizational purpose. From an administrative standpoint, performance management provides critical information to help managers make crucial decisions such as salary increases, promotions, ratings, and bonuses.
- C. Informational functions: Management systems serve as an essential communication mechanism that may inform employees of their strengths and provide them with information about specific areas for improvement, however concerning strategic purpose, they also provide information about job expectations and individual contribution to the organization

Second: Strategic response process

1. The concept of strategic response

The results revealed that adopting strategic responses enabled oil companies to respond effectively to environmental dynamics. Moreover, it was revealed that oil companies that used strategic responses could maximize their core competencies and thus provided value-added goods and services at a lower price than their competitors ([11]:660) confirms (Santanam and Hartono).

Strategic responses are changes that affect the organization's strategic behavior. Terms such as cost-cutting, consolidation, and cost-cutting have become routine for survival. While (Ansoff, McDonnell) indicated that strategic responses include changes in the company's strategic behaviors to ensure success in transforming the future Environment ([7], 1). These responses may take many forms depending on the capacity of the organization and the nature of the Environment in which it operates. Well-defined and consistent strategic responses are a formidable weapon for an organization in gaining and maintaining a competitive edge.

Strategic responses have been adopted and implemented by companies as a way to address challenges in the Environment. These responses have produced the desired results in some companies, while the answers have failed. One of the methods that companies use to cope with the dynamism in the Environment is to take advantage of their core competencies and develop effective capabilities that their customers can appreciate. Improving value for customers is one of the main goals that make companies adopt strategic responses to design their products and services to meet the needs of consumers. [11] (RBV) Integrates Product Differentiation and Competitiveness The management of the company's strategic decisions and the alignment of these strategies with the company's vision and mission is critical in enhancing the effectiveness of product differentiation the company uses,

attracting many consumers with Retain existing consumers. Product differentiation is a resource for the enterprise; the effective use of product differentiation increases the range of customers, which leads to customer value and satisfaction. This attracts more customers, which leads to increased sales and company performance ([13], 1995), ([6], 39) see responsiveness as a set of values related to fast, flexible and reliable performance.

While ([4], p:11) it is a common mistake in diversification is to assume that the utilization of public resources such as (lean manufacturing) will be one of the main factors, while the source of competitive advantage regardless of (specific competition) the Companies that take advantage of (their appropriate resources) to build a range of capabilities and use them to achieve their goals are better.

2. Types of response

When sensing the environmental change, two types of responses can be developed, including:

The first: interactive response: such as (modifying product features changing resource allocation), while it includes response classification.

Second: Proactive response, such as (launching a new product, targeting a new customer segment, evaluating and expanding the organization's repertoire of skills, etc.) leads to the development of a reactive response while anticipating an appropriate response to the explored change leads to the development of a proactive response. Besides, the anticipation of change reduces losses and gives the organization the ability to continuously and rapidly adapt its business operations. ([14],65). Thus, dynamic coordination is needed for effective perception in a turbulent environment to speed up response execution. While facing change, companies must compromise between advanced response speed and quality, which requires making informed decisions based on reliable, understandable, and timely information related to the Environment tailored to user needs. as the interactive strategy that leads to reactions to adapt to developments and distinct conditions of work. This effectiveness determines the ability to achieve the strategic objectives of operations. Depends on the ratio of the achieved results to the desired target criterion. The quality of the results obtained by carrying out the considered operations must be improved to improve this effectiveness.

3. Strategic response operations

During response operations, supplies are needed without waiting, regardless of the identified request. Collections are made according to forecasts, albeit imperfect, using the payment flow from suppliers. Once recoveries are reached, actual needs must dictate the required volume of supplies, and supply chains must shift into a drag flow ([8], 474). Most previous studies have demonstrated that strategic responses that increase strategic agility and strategic insight are greatly enhanced. The superior performance of the company in various industries through the dimensions of the strategic response operations consisting of:

- Directing the internal response represented by (the liquidity of resources) (the maturity of work procedures): Internal Response Orientation (IRO) is a sub-structure of Strategic Response (SR). A strategic response is the ability of an organization, working in collaboration with its customers and business partners, to quickly and smoothly reconfigure its resources and operations to react or be proactive in line with changes and developments in the business environment is a tactical solution to prevailing and anticipated strategic opportunities and challenges ([10], 2).

- Directing the external response represented by (business response to the Environment) (proactive business to the Environment) External Response Orientation (ERO) has been defined as the ability to predict market events and developments in front of competitors. It means being open to as much information, intelligence, and innovation as possible by creating and maintaining relationships with various people and organizations. Hence companies need to be market-oriented to realize the need for change. He viewed External Response Orientation (ERO) as the organization's ability to re-act or take action with the business environment ([3],10).

3. Research methodology

The researchers adopted the descriptive analytical approach to analyze the data collected from the Middle Refineries Company, where the review of the literature of performance management and strategic response led to the formation of the hypothesis of the research as in Figure 1 and the formulation of the leading ideas, which are as follows:

1. The first primary hypothesis (H1): There is no significant correlation between performance management and strategic response operations.
2. The second primary hypothesis (H2): There is no significant effect of performance management in strategic response operations.

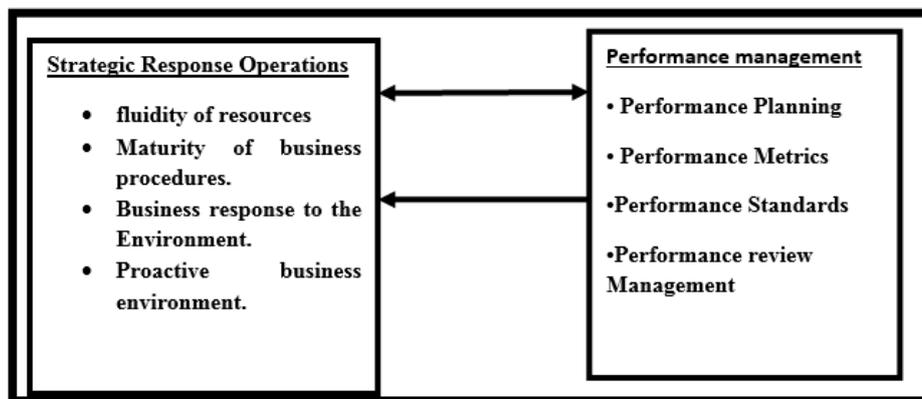


Figure 1: Conceptual model of research

4. Scale stability

Table 1 shows that the values of Cronbach's alpha coefficient, which ranged between (0.793-0.957) for the variables and dimensions, were found to be greater than (0.70), and this indicates that the variables and dimensions have an appropriate internal consistency, as they have a high evaluation. These results suggest that a high level of stability characterizes the scale The research, and this is evidence of the extent of its internal consistency and the strength of its paragraphs, and proof of the importance to which the scale can be repeated and give the same results, so other statistical tests can be performed based on these results, which is considered to have acceptable internal consistency (Hair et al. 2019:775 The difficulty of the stability of the measuring instrument (resolution) can be clarified as shown in Table 1.

Table 1: Results of Cronbach's alpha coefficient

Table (1) Results of Cronbach's alpha coefficient	
Cronbach's alpha coefficient	the scale
0.872	performance planning
0.825	Performance Standards
0.880	performance metrics
0.869	performance reports
0.949	Performance Management
0.840	resource fluidity
0.911	Business process maturity
0.793	Business response to the Environment
0.860	Proactive business for the Environment
0.928	strategic response

Source: SPSS V.25 output

The (performance management) scale: It is the independent variable, as it consists of (30) items distributed into four dimensions, namely (performance planning, performance measures, performance standards, performance reports) based on [9, 15].

The (strategic response) scale: It is the response variable, and it included (20) items, distributed on (4) dimensions, namely (resource liquidity, work procedures maturity, business response to the Environment, business proactiveness to the Environment). I was relying on [10].

5. The research sample

The intentional sample was used, as the entire community reached (130) directors of general managers, assistant directors, directors of bodies and departments, who represent the administrative leaders in the Central Refineries Company. Valid, and thus the research sample is (122) managers, representing a percentage of (90%) of the total community.

6. Discuss the results

To test the hypothesis (H1):: To test the first central hypothesis between the dimensions of the variable (performance management) and the dimensions of the variable (strategic response), as shown in Table 2 and Figure 2 to test the central research hypothesis (first), which states that (there is no A statistically significant correlation between performance management and strategic response) The correlation coefficient between performance management and strategic response was (0.724**) (at the significance level (0.000), which is less than the significance level (0.05), as the calculated (Z) value reached (9.992) which is greater than the tabular (Z) value of (1.96) and this result indicates the

significance of the correlation value, as it came at an intense level, and this indicates the rejection of the null hypothesis and acceptance of the alternative theory, which states that (there is a statistically significant correlation between performance management and Strategic response), which indicates the existence of a correlation between performance management and strategic response, that is, whenever the surveyed companies seek to pay attention to the application of performance management in terms of performance planning and setting performance standards in a clear, specific and understandable manner for all, with the presence of follow-up through performance reports whenever this helps to achieved The strategic response. As things are clear to clear mechanisms and criteria, this allows the researched company to have high flexibility and execute a strategic response.

Table 2: Correlation values between the dimensions of performance management and the dimensions of strategic response

dependent variable	Dimensions of a strategic response				Correlation value and significance level	Dimensions of the performance management variable
	Proactive business for the Environment	Business response to the Environment	Business process maturity	resource fluidity		
strategic response	0.623**	0.532**	0.515**	0.551**	R	performance planning
	0.000	0.000	0.000	0.000	Sig	
	7.962	6.468	6.213	6.761	Z	
	0.528**	0.480**	0.496**	0.517**	R	Performance Standards
	0.000	0.000	0.000	0.000	Sig	
	6.407	5.705	5.934	6.242	Z	
	0.585**	0.535**	0.587**	0.534**	R	performance metrics
	0.000	0.000	0.000	0.000	Sig	
	7.309	6.514	7.342	6.499	Z	
	0.606**	0.597**	0.642**	0.644**	R	performance reports
	0.000	0.000	0.000	0.000	Sig	
	7.664	7.510	8.308	8.345	Z	
0.724**	0.672**	0.617**	0.646**	0.648**	R	Performance Management
0.000	0.000	0.000	0.000	0.000	Sig	
9.992	8.884	7.856	8.382	8.420	Z	

1,97=tabular = t
Correlation at its significance level ** **

Source: SPSS V.25 output

It is also noted that the value of the correlation between the performance planning dimension and the dimensions of the strategic response was (resource liquidity 0.551**, business process maturity (0.515**), business response to the Environment (0.532**), business proactiveness to the Environment (0.623**) and all of them refer to The existence of positive and direct moral correlations at a level ranging between solid and medium.

It is also noted that the value of the correlation between the performance criteria dimension and the strategic response dimensions was (resource liquidity (0.517**) and business process maturity (.496**) and business response to the Environment (0.480**) and business proactiveness to the Environment (0.528**), while The value of the correlation between the dimension of performance measures and the dimensions of the strategic response was each of resource liquidity (0.534**), business process

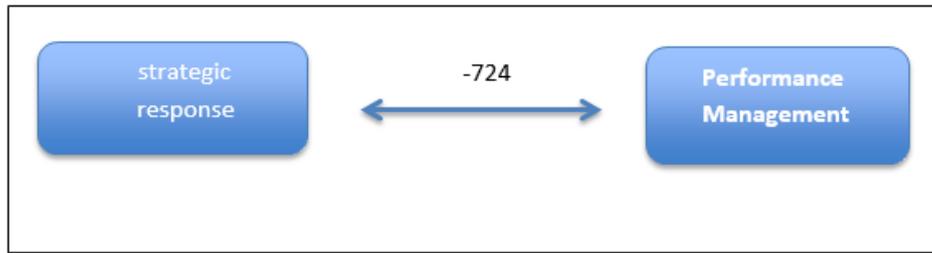


Figure 2: Correlation values between the Citation: Amos V.25. Output

maturity (0.587**) and business response to the Environment (0.535**) and business proactiveness to the Environment (0.528**), all of which indicate that there are correlations. It is also noted that the value of the correlation between the dimension of performance reports and the dimensions of the strategic response was (resource liquidity (0.644**), business process maturity (0.642**) and business response to the Environment (0.597**) and business proactiveness to the Environment. (0.606**). In total, the value of the correlation between the performance management variable and after resource liquidity was (0.648**), and the value of the correlation between performance management and the maturity of the business process was (0.646**), and the value of the correlation between performance management and business response to the Environment was (0.617*) *) The value of the correlation between performance management and business proactivity for Environment (0.672**).

To test the hypothesis (H2): The primary hypothesis test stipulated that (there is no statistically significant effect of the dimensions of performance management in the strategic response), as the effect of the dimensions of performance management (X) on the strategic response (Y) was determined.

The analysis will be carried out as in the simple linear regression model, as follows:

The calculated (F) value between performance management in the strategic response achieved (132.353). And it is greater than the tabular value (F), which amounted to (3.94) at the level of significance (0.05). Accordingly, we accept the hypothesis that (there is a statistically significant effect between performance management in the strategic response), that is, there is a substantial effect between performance management in achieving The strategic response, meaning that the Central Oil Company, whenever it contributes to the attention and activation of performance levels in terms of performance planning, setting standards, defining performance measures, as well as documenting through performance measures, this will have an effective and influential role in giving the company high flexibility in work as well as in achieving strategic response. Through the value of the corrected coefficient of determination (R^2), which reached (0.521), it is clear that performance management explains (52%) of the variables that occur in the strategic response, while the remaining (48%) is due to other variables that are not included in the research model. The value of (t) calculated for the marginal slope coefficient was recorded as (11.504). It is greater than the tabular value (t), which reached (1.984) at the level of significance (0.05), and this indicates the importance of the marginal slope coefficient of the performance management variable. It is clear from the value of the marginal slope coefficient (β) of (0.785) that increasing the performance management by one unit will lead to an increase in the strategic response by (78%), the value of the constant (α) was recorded in the equation (0.917), meaning when the performance management is equal to zero, the strategic response will not be less than this value.

Table 4 shows the statistical indicators among the dimensions of performance management in the

Table 3: Analysis of the dimensions of performance management in strategic response

connotation	P	(t)	(F)	Adjusted (R ²)	(R ²)	Dimensions of the performance management variable		dependent variable
function	0.000	8.723	76.090	0.383	0.388	1.429	(α)	performance planning
						0.628	(β)	
function	0.000	7.533	56.739	0.315	0.321	1.747	(α)	Performance Standards
						0.559	(β)	
function	0.000	8.819	77.770	0.388	0.393	1.508	(α)	performance metrics
						0.620	(β)	
function	0.000	10.678	114.019	0.483	0.487	1.827	(α)	performance reports
						0.575	(β)	
function	0.000	11.504	132.353	0.521	0.524	0.917	(α)	Performance Management
						.7850	(β)	
Tabular (F) value = 3.94 (t) tabular value =1.984 Sample volume =122								

Source: SPSS V.25 output

strategic response, and the following equation can express them.

$$Y\alpha = +\beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$$

$$Y = 1.054 + 0.260X_1 - 0.028X_2 + 0.159X_3 + 0.366X_4$$

It is clear from Table (4) that:

- The model’s calculated (F) value was achieved (36.686). And it is greater than the tabular value (F), which amounted to (2.46) at the level of significance (0.05). Accordingly, we accept the hypothesis and this means (there is a significant effect between the dimensions of performance management in (strategic response). That is, the interest of the surveyed companies in all dimensions Performance management together and as a whole will help increase the value of the impact and effectiveness of the company to achieve the strategic response. It appears through the value of the corrected determination coefficient (R²), which reached (0.541), the dimensions of performance management can explain (54%) of the changes that It occurs on the (strategic response). In comparison, the remaining percentage (46%) is dependent on other variables not included in the research model.
- Using the (Stepwise) method of testing the significance of the dimensions, and after deleting the non-significant sizes, it becomes clear that the model ultimately depends on the two dimensions (performance planning, performance reports), as the calculated (F) value of the new model was recorded (71,759) which is greater than the value of F.) tabular, which amounted to (3.04) at the level of significance (0.05), i.e., with a degree of confidence (95%). The performance planning and performance reports had the direct, effective, and most influential impact on achieving the strategic response. At the same time, we did not find the practical effect of performance measures and standards when using the method. (Stepwise) in influencing the strategic response, the researched companies do not adequately invest in each performance measures and standards to employ them in achieving the strategic response - as shown in Figure 4.

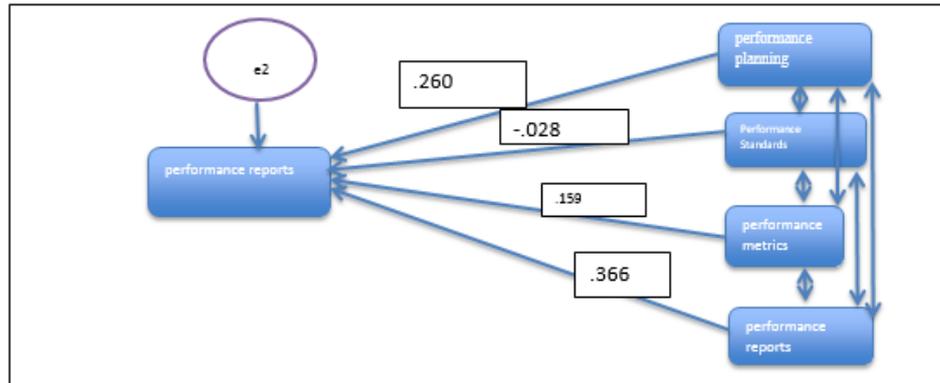


Figure 3: The impact of performance management dimensions on the strategic response
Source: Amos V.25. Output

- Through the value of the corrected coefficient of determination (R^2) which reached (0.539), it is clear that the dimensions of (performance planning performance reports) can explain (54%) of the changes that occur in (strategic response), while the remaining percentage (46%) It is dependent on other variables that are not included in the research model.
- It is clear from the value of the marginal slope coefficient of the performance planning dimension of (0.313) that an increase in the performance planning dimension by one unit will lead to a rise in the (strategic response) by (31%).
- It is evident from the value of the marginal slope coefficient for the dimension of performance reports of (0.417) that an increase in the measurement of performance reports by one unit will lead to a rise in (strategic response) by (42%).

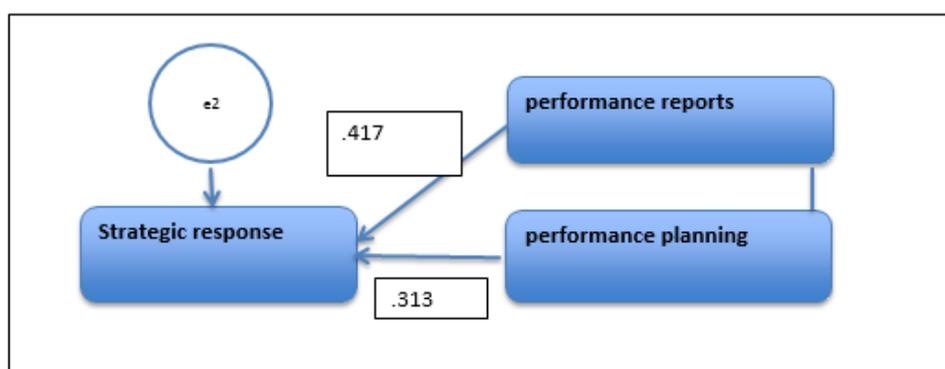


Figure 4: The effect of the dimensions of performance management on the strategic response using the (Stepwise) method.

Source: Amos V.25. output

Sense dimensions (performance planning, performance reports)
Non-significant sizes (performance standards, performance measures)
Source: SPSS V.25 output

7. Conclusions

The researcher reached some conclusions, which can be explained as follows:

Table 4: Statistical indicators of the dimensions of performance management in strategic response using multiple linear regression

Multiple linear regression model using method (Stepwise)			Multiple Linear Regression Model			Dimensions of performance management	
Dimensions entry order	P	(t)	(β)	P	(t)		(β)
2	.000	3.951	0.313	0.008	2.709	0.260	performance planning
--	--	--	--	0.783	0.276-	0.028-	Performance Standards
--	--	--	--	0.118	1.573	0.159	performance metrics
1	0.000	6.454	0.417	0.000	4.875	0.366	performance reports
1.172			1.054			(α)	
0.739			0.746			Multiple correlation value (R)	
0.547			0.556			The coefficient of determination (R ²)	
0.539			0.541			The corrected determination coefficient (R ²)	
71.759			36.686			computed value(F)	
0.000			0.000			P.	
3.09			2.46			tabular value(F)	
1.984			1.984			tabular value(T)	

1. The study showed a weakness in the company's interest in linking its long-term strategies and plans and clarity of objectives with performance indicators.
2. The results indicated that the company is keen on evaluating the performance of employees based on appropriate performance indicators with standards and hands that are understandable to everyone.
3. The company has some delays in submitting regular reports on standards, indicators, and targets to stakeholders.
4. The company is keen that the performance measures and standards be consistent and include all organizational levels.
5. Although the measures followed by the company reflect an appropriate balance between financial and non-financial performance, it does not care enough to link these measures with the required incentive systems.
6. The company provides an adequate and fair opportunity for all employees to make comments and observations about their performance reports.

8. Recommendations

Based on the conclusions reached, the researcher recommends the following:

1. Attention to linking plans and strategies to objectives according to performance indicators.
2. They present performance reports and their indicators to stakeholders, ensuring their participation in setting their standards and improving the quality of measurement.
3. It was adopting the appropriate mechanism that ensures linking the performance measures and standards adopted by the company to the various incentive systems.

4. Pay more attention to performance management to ensure the use of clear and acceptable evaluation criteria, that evaluation procedures are objective and fair, and that all employees are informed of the evaluation results.
5. It is maintaining appropriate administrative practices for performance management, continuously developing them, and holding training courses that support all that is new and advanced in this field.
6. Work to find a system of incentives and rewards based on transparent, fair, and acceptable bases for all employees while linking the performance evaluation program to this system because it improves the quality of work.

References

- [1] H. Abidi, *Performance Management in Supply Chains Applications to Humanitarian and Commercial Supply Chains*, PhD Thesis, Vrije Universiteit Amsterdam, 2019.
- [2] M. Armstrong, *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance*, Kogan Page Limited, Great Britain, 2009.
- [3] M.A. Arokodare and O.U. Asikhia, *Strategic agility: Achieving superior organizational performance through strategic foresight*, Glob. J. Manag. Bus. Res. 20(3) (2020) 7–16.
- [4] D.J. Collis and C.A. Montgomery, *Competing on resources*, Harvard Bus. Rev. 86(7/8) (2008).
- [5] P. Folan and J. Browne, *A review of performance measurement: Towards performance management*, Comput. Ind. 56(7) (2005) 663–680.
- [6] J. Heizer, B. Render and Ch. Munson, *Operation Management: Sustainability and Supply Chain Management*, 12th ed. Upper Saddle River. 2017.
- [7] S.W. Kamau, *Strategic responses to changes in the external Environment: the case of Kenya re-insurance corporation*, Doctoral Thesis, University of Nairobi, 2007.
- [8] L.J. Krajewski and L.P. Ritzman, *Operations Management, Strategy And Analysis*, 11th Addison-Wesley, U.S.A, 2016.
- [9] C.Z. Madlabana-Luthuli, *The Performance Management and Development System and Its Unintended Influence on Quality of Care in Re-engineered Primary Health Care Health Facilities*, University of KwaZulu-Natal, Howard College, 2019.
- [10] N. Mavengere, *Information Systems Role in Strategic Agility: A Supply Chain Context the University of Tampere*, School of Information Sciences Finland, 2013.
- [11] L. Muchiri, K. Ombui and MA. Bravo, *Impact of strategic responses on the performance of oil marketing companies in Kenya international*, J. Sci. Res. Pub. 7(10) (2017).
- [12] T. Redman, A.T. Wilkinson and T. Dundon, *Contemporary Human Resource Management: Text and Cases*, Pearson Education Limited, 5th ed Pearson Higher Ed. 2017.
- [13] R.A. Pitts and D. Lei, *Strategic Management Building Competitive Advantage*, Thomson/South-Western, 2003.
- [14] W. Triaa, L. Gzara and H. Verjus, *Organizational agility key factors for dynamic business process management*, IEEE 18th Conf. Bus. Inf. (CBI), 2016, pp. 64–73.
- [15] B.I. Wadongo, *Performance management and Evaluation in Non-profit Organizations: An Embedded Mixed-Methods Approach*, PhD Thesis, University of Bedfordshire, 2014.
- [16] J.S. Wholey, *Formative and summative evaluation: Related issues in performance measurement*, Ev. Pract. 17(2) (1996) 145–149.
- [17] A.H. Fawzi, A.J. Al-Kazemi and A.M. Hussein, *Sustainable Strategic Management: An Introduction to Managing Organizations in the Third Millennium*, First Edition Al-Warraaq Publishing and Distribution Foundation Amman, 2012.