THE IMPACT OF ADMINISTRATIVE SKILLS ON THE PERFORMANCE OF EMPLOYEES: A STUDY OF INSURANCE COMPANIES' GOVERNANCE

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Abstract

The study's goal was to determine the impact of administrative skills on employee performance. The descriptive-analytical method was used for the current study's objectives. A questionnaire was created to gather data based on theoretical literature and prior research that evaluated the study factors. The study population consisted of 410 employees in Jordanian insurance companies, where the questionnaire was distributed to all of them, and 388 questionnaires valid for statistical analysis were retrieved. The study's findings showed a statistically significant effect at the level (0.05) of the administrative skills with their dimensions (connection, planning, digital knowledge, team building, and integrity) combined on employee performance in its dimensions (performance efficiency, performance size, and performance type) with Jordanian insurance companies. The study recommends increasing the significance of taking into consideration personal characteristics in administrative work since they play a significant influence in obtaining outstanding performance and emphasizing the importance of factors of employee performance in insurance companies.

Keywords: Administrative Skills Employee Performance, Jordanian Insurance Companies

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1. INTRODUCTION

Administrative skills are considered the main engine that organizations depend on to achieve their objectives regardless of their specializations, especially in the environment in which they operate, which is characterized by development, change, and continuous movement (Shatnawi, 2022). The management reputation requires high skills from all its employees to achieve maximum

effectiveness and make the best use of available resources, such as time and energy, and prevent waste of materials and various resources in order to improve overall performance, adapt to the environment, continue survival and stability, provide better services to customers, reach their satisfaction, improve the organization's reputation, and introduce. Advanced technologies to raise the level of performance and enhance continuous support for its employees (Alsakarneh et al., 2024). The world has witnessed great interest in the issue of administrative skills and their impact on improving the performance of employees (McKenzie, 2017), increasing their abilities to work and give, and seeking to pay attention to human resources as it is the main and most important resource in any organization. It is distinguished by its scarcity and difficulty of imitation, its inherent ability to create and innovate, and its ability to learn and acquire new skills, which give the organization a competitive advantage (Al-Zoubi & Shatnawi, 2022). Some believe that skill is measured by the percentage of employees (managers and non-managers) who have a university degree (Nicholas, 2020). The importance of communication quality among employees must be emphasized, as effective communication leads to the alignment of interests (Deimen & Szalay, 2019). This study demonstrated the impact of administrative skills in improving the performance of employees in Jordanian insurance companies. The study was reviewed through a questionnaire prepared for this purpose and the opinions of the sample members. Hypotheses and objectives were prepared, data were analyzed using the descriptive analytical approach, and conclusions were drawn using arithmetic averages and the Social Package for the Human Sciences program. In light of the above, this study aimed to identify the impact of administrative skills in improving the performance of employees in Jordanian insurance companies.

The structure of the current study is as follows. Section 2 reviews the relevant literature and develops the hypotheses. Section 3 describes the study model. Section 4 analyses the data collected by the questionnaire prepared for that purpose, and reviews and explains the study's results. Section 5 discusses the findings. Section 6 presents the most important recommendations.

2. LITERATURE REVIEW AND HYPOTHESES DESIGN

2.1. Arabic studies

The study by Mukhlif (2023) aimed to examine the causal relationship between administrative skills and organizational performance in the Union Bank of Iraq. The researcher collected data from the study sample that was drawn using the random sampling method from the study population, and its size reached 142 individuals. To achieve the aim of the study, the descriptive analytical approach was followed. One of the most important findings of the study is the presence of a positive and significant effect for all dimensions of strategic alignment on organizational performance, with the exception of the dimension related to information technology (IT) structure and operations.

The study by Alzahrani et al. (2023) aimed to determine the dimensions of employees' capabilities (experimentation and openness, sharing and transferring knowledge, dialogue, and interaction with the external environment) that had the greatest impact on knowledge capital at Wasit University in Iraq. The study relied on the descriptive analytical approach and the questionnaire, with the aim of collecting the data necessary for the study. The questionnaire was distributed to a sample of 63 respondents from the heads of departments at the University of Wasit. Amongthe results of the study is a positive and significant effect of the dimensions of organizational learning on knowledge capital.

Alzahrani et al.'s (2023) study aimed to determine the impact of strategic alignment between IT and business on organizational performance. The study was conducted on a sample of 560 executives working in tourism companies in Egypt, where the required data was collected from them through a questionnaire distributed to them. The results of the study showed that there is a positive impact of strategic alignment between IT and business on organizational performance.

2.2. Foreign studies

The study by Klang (2012) aimed to determine the relationship between personal skills and improving job performance in the context of sales in Sweden. The study concluded that extraversion, conscientiousness, and neuroticism are moderately related to job performance. The study concluded that extraversion, conscientiousness, and neuroticism are moderately related to job performance.

The study by Ceschi et al. (2016) aimed to determine the relationship between administration skills and job performance from the point of view of managers and employees It was found that the results of the study contradict previous theoretical literature regarding the viewpoints of workers and employees, as it turned out that the difference in the level of job performance is primarily attributed to the individual's behavioral personality traits. Wilkerson and Levan (2017). This study aimed to identify and evaluate performance in small companies. The study sample consisted of 185 respondents, who were involved in the study through a questionnaire distributed over the Internet. The results revealed employees' perceptions of the accuracy and evaluation of performance and its usefulness. The results reached: that 91 out of 94 employees in small companies that included (100 employees or less) realized a benefit.

2.3. Hypotheses formulation

Based on a review of relevant literature, the following hypothesis is proposed (*H1*):

H1: No impact is statistically significant at the significance level ($0.05 \geq \alpha$) features administrative skills (connection, planning, digital knowledge, team building, and integrity) combined performance dimensions (efficiency of performance, size of performance, and type of performance) for an insurance company of Jordan.

The following sub-hypotheses branch out:

H1a: There is no statistically significant effect at the level of semantics ($0.05 \geq \alpha$) of the administrative skills (connection, planning, digital knowledge, team

building, and integrity) combined with the efficiency of performance of employees in Jordanian insurance companies.

H1b: There is no statistically significant effect at the level of semantics (0.05 ≥ α) of the administrative skills (connection, planning, digital knowledge, team building, and integrity) combined with the size of performance of employees in Jordanian insurance companies.

H1c: There is no statistically significant effect at the level of semantics (0.05 ≥ α) of the administrative skills (connection, planning, digital knowledge, team building, and integrity) combined on the type of performance of employees in Jordanian insurance companies.

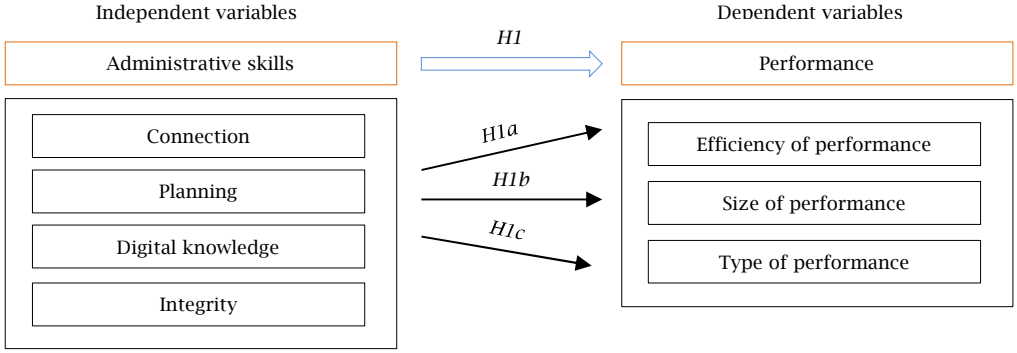
3. RESEARCH METHODOLOGY

The descriptive quantitative analytical method was used in this study due to its suitability for linking its variables, which linked the independent variable *administrative skills* and the dependent variable improving performance for employees in Jordanian insurance companies.

The study's significance stems from two aspects theoretical and practical, which the researchers believe will add to the knowledge library and allow Jordanian insurance decision-makers to benefit from its findings and recommendations. Identifying the influence of administrative skills (connection, planning, digital knowledge, team building, and integrity) on performance in its three dimensions (efficiency of performance, size of performance, and type of performance) for Jordanian insurance company employees (Okour et al., 2019).

The study model includes one independent variable, which is *administrative skills*, and one dependent variable, which is *performance* (see Figure 1).

Figure 1. Study model



Source: Authors' elaboration based on the following Arabic and foreign studies.

The study was conducted based on the descriptive analytical approach in data collection and to test the hypotheses the researchers used the descriptive method to deal with data classification (Mishra & Alok, 2017).

The study community consists of thirteen Jordanian insurance companies, listed), according to the website of the Jordanian Ministry of Trade and Industry (https://www.mit.gov.jo/Default/En) in Table 1.

The study community unit consisted of the senior and middle management (managers, their deputies, and heads of departments) in the Jordanian insurance company, number of 410 individuals, and 410 questionnaires were recovered and distributed to them in a comprehensive survey method, and 13 questionnaires were excluded because it is not valid for analysis, and 388 questionnaires were analyzed by (94.63%).

Table 1. Insurance company — Ministry of Commerce

No.	*Number of employees*	*Company name*
1	36	Jordan for Insurance
2	32	Middle East Insurance
3	23	American Insurance
4	24	Al Manara for Insurance
5	57	Arab Insurance
6	41	Jerusalem for Insurance
7	26	The Holy Lands of Insurance
8	29	Delta Insurance
9	31	Philadelphia Insurance
10	25	Patriotism Insurance
11	40	Arab Eagle Insurance
12	46	United Insurance

Source: Authors' elaboration using the data of the Federation of Jordanian Insurance Companies (https://www.joif.org/en/companies-details).

4. DATA ANALYSIS AND RESEARCH FINDINGS

4.1. Descriptive statistics

Table 2 shows that the arithmetic means of the independent variable for *administrative skills* (4.34) is highly estimated and that the highest dimension is the dimension of *integrity* was highly estimated with an arithmetic average of 4.43 and a standard deviation (0.44) which is a higher than the overall average of 4.34. Followed by *team building* was a high estimate with an arithmetic average of 4.42 and a standard deviation (0.52). Followed by *planning* was a high estimate with an arithmetic average of 4.33 and a standard deviation (0.65). Followed by *digital knowledge* was a high estimate with an arithmetic average of 4.30 and a standard deviation (0.63). After, the *connection* came an average arithmetic was 4.24 and his estimate is high, which is the lowest arithmetic average between dimensions and is lower than the general average of 4.34. This indicates that the dimensions of *administrative skills* are high among employees of Jordanian insurance companies. The researcher attributes the reason for this to the interest of insurance companies in Jordan in the importance of training and developing the skills of their employees to benefit from them in improving the performance of companies.

Table 2. Arithmetic averages, standard deviations, and degree of approval for *administrative skills*

Independent variable	*Field*	*Arithmetic average*	*Standard deviation*	*Degree of approval*
Administrative skills	Connection	4.24	0.60	High
	Planning	4.33	0.65	High
	Digital knowledge	4.30	0.63	High
	Team building	4.43	0.52	High
	Integrity	4.45	0.44	High
Total arithmetic average		4.34		High

Source: Authors' elaboration.

Table 3 shows the computational averages and standard deviations of the degree of approval of the members of the inspection unit to the first sub-independent variable (*connection*). The calculation average values of the previous paragraphs, all of which received a high approval rating, indicate the awareness of insurance employees of the connection dimension and the acceptance and sense of the value of others. The researchers explained the interest of employees and management in the communication process among workers to ensure good workflow.

Table 3. Computational averages, normative deviations, and degree of consent for *connection*

No.	*Sentence*	*Arithmetic average*	*Standard deviation*	*Arrangement*	*Degree of approval*
1	The company uses a variety of communication systems	3.84	0.526	5	High
2	Easy to contact administrators	4.35	0.739	1	High
3	Contacting my colleagues is very easy	4.36	0.838	2	High
4	I feel comfortable communicating with others	4.30	0.916	4	High
5	Contacting our company is not complicated	4.35	0.914	3	High
Total arithmetic average		4.24			High

Source: Authors' elaboration.

Table 4 shows the arithmetic averages and standard deviations of the paragraphs of the second sub-independent variable (*planning*), where it is clear that all paragraphs received a high degree of approval from the inspection unit members. The awareness of insurance employees of the diastolic dimension, as well as their sense of happiness and drive rush, was noted by values of high arithmetic averages. The researcher explained this increase in results to the administration's interest in the planning process because of its great importance in improving performance, maintaining work schedules, and disbursing insurance on time.

Table 4. Calculation averages, standard deviations, and degree of consent for *planning*

No.	*Sentence*	*Arithmetic average*	*Standard deviation*	*Arrangement*	*Degree of approval*
6	I can plan my work well	4.36	0.877	2	High
7	Work with my colleagues in developing action plans	4.32	0.911	4	High
8	Adopt advanced planning systems	4.30	0.937	5	High
9	I like to rely on myself in preparing plans for the future	4.32	0.838	3	High
10	My company encourages smart employees to plan	4.35	0.762	1	High
Total arithmetic average		4.33			High

Source: Authors' elaboration.

Table 5 displays the overall average of the inspection unit members' responses to the third sub-independent variable (*digital knowledge*). It received a 4.30 rating with a high approval rating. The high arithmetic averages on insurance employees' awareness of the dimension of openness and their commitment to work can be inferred. Relying on modern methods and the Internet to provide and follow up on services for insurance subscribers.

Table 5. Calculation averages, standard deviations, and degree of consent for *digital knowledge*

No.	*Sentence*	*Arithmetic average*	*Standard deviation*	*Arrangement*	*Degree of approval*
11	Know how to use different devices	4.32	0.824	1	High
12	My colleagues are knowledgeable about technology	4.25	0.844	3	High
13	The administration is concerned with digital culture	4.33	0.884	2	High
14	The company's technology level is advanced	4.28	0.894	4	High
Total arithmetic average		4.30			High

Source: Authors' elaboration.

Table 6 shows that the general average of the inspection unit members' responses on the fourth sub-independent variable (*team building*) was 4.43, indicating a high level of approval. High arithmetic averages indicate that insurance employees are aware of the dimensions of acceptability, respect for others, and acceptance of opposing viewpoints. This may be explained by the employees' desire to work in a team spirit, accept others, and accept their opinions to enrich the work.

Table 6. Calculation averages, standard deviations, and degree of consent for *team building*

No.	*Sentence*	*Arithmetic average*	*Standard deviation*	*Arrangement*	*Degree of approval*
15	I love teamwork.	4.28	0.880	5	High
16	I work with my colleagues constantly.	4.47	0.660	2	High
17	We share knowledge between us in the company.	4.44	0.680	4	High
18	Facilitates group work.	4.48	0.642	1	High
19	The company encourages teamwork.	4.46	0.734	3	High
Total arithmetic average		4.43			High

Source: Authors' elaboration.

Table 7 displays the overall average of the inspection unit members' responses to the fifth sub-independent variable (*integrity*) (4.45) out of five stars, with a high approval rating. The high arithmetic averages indicate that insurance employees are conscious of the dimension of living conscience, value time, and do not waste much time before starting work. *Employee performance* was measured in three dimensions as the dependent variable (performance quality, performance speed, and performance accuracy). Answers for members of the study sample paragraphs for each dimension are obtained through descriptive statistical analysis, and the averages of the deviations are calculated. This demonstrates the following:

Table 7. Calculation averages, standard deviations, and degree of consent for *integrity*

No.	*Sentence*	*Arithmetic average*	*Standard deviation*	*Arrangement*	*Degree of approval*
20	Work within the laws of the country	4.33	0.807	5	High
21	Respect and abide by work instructions	4.44	0.687	3	High
22	I do not accept any abuses in my work	4.44	0.707	4	High
23	My colleagues are transparent	4.55	0.507	1	High
24	We feel proud and moral	4.49	0.504	2	High
Total arithmetic average		4.45			High

Source: Authors' elaboration.

Table 8 shows that the arithmetic average of the dependent variable *employee performance* as a whole (4.37) and a high estimate, and that the dimension of the *size of performance* was estimated high by an arithmetic average of 4.43 and standard deviation (0.51), which is higher than the general average of 4.37, followed by the dimension (*efficiency of performance*) came by an arithmetic average (4.38) and from the general average (4.37). This indicates the interest of Jordanian insurance companies in the dimensions of *employee performance* and the level of their implementation and application in a high and proper manner the researchers attribute this to the insurance companies' keenness to pay attention to performance in general in order to create added value to insurance, serve customers and attract them to insurance.

Table 8. Calculation averages, standard deviations, and approval of *employee performance* dimensions

Variable	*Field*	*Arithmetic average*	*Standard deviation*	*Degree of approval*
Employee performance	Efficiency of performance	4.384	0.5091	High
	Size of performance	4.43	0.5131	High
	Type of performance	4.298	0.6311	High
Total arithmetic average		4.37		High

Source: Authors' elaboration.

Table 9 displays the calculation averages and standard deviations for the first sub-dependent variable's paragraphs (*efficiency of performance*). The arithmetic average values, all of which received a high approval rating from the inspection unit, show that insurance companies strive to maintain a high level of work and try to satisfy customers.

Table 9. Calculation averages, standard deviations, and approval for *efficiency of performance*

No.	*Sentence*	*Arithmetic average*	*Standard deviation*	*Arrangement*	*Degree of approval*
25	I strive to keep the level of work to a high degree	4.35	0.741	4	High
26	I work to accomplish all the duties required of me in action	4.40	0.656	3	High
27	I have the enthusiasm for the work I do	4.41	0.608	1	High
28	Have the ability to take responsibility for tasks that I do	4.41	0.706	2	High
29	I have the skills to get the job done with high quality	4.35	0.863	5	High
Total arithmetic average		4.384			High

Source: Authors' elaboration.

Table 10 displays the arithmetic averages and standard deviations of the second sub-dependent variable's paragraphs (*size of performance*). It should be noted that all paragraphs received a high approval rating from the inspection unit, indicating that insurance companies are interested in properly distributing tasks assigned in order to expedite task completion.

Table 10. Calculation averages, standard deviations, and approval for *size of performance*

No.	*Sentence*	*Arithmetic average*	*Standard deviation*	*Arrangement*	*Degree of approval*
30	I do the required work within the specified time	4.36	0.763	4	High
31	Be sure to meet customers' requests without delay	4.45	0.665	1	High
32	I follow up on my duties first	4.46	0.665	2	High
33	I work to distribute the tasks assigned to me appropriately in order to speed up the completion of tasks	4.44	0.634	3	High
Total arithmetic average		4.43			High

Source: Authors' elaboration.

Table 11 displays the arithmetic averages and standard deviations of the third sub-dependent variable's paragraphs (*type of performance*). It should be noted that the values of all paragraphs have received a high degree of approval from the members of the inspection unit, confirming that insurance companies can handle the duties assigned without the supervision of the official.

Table 11. Calculation averages, standard deviations, and approval for *type of performance*

No.	*Sentence*	*Arithmetic average*	*Standard deviation*	*Arrangement*	*Degree of approval*
34	I carry out my work fully in accordance with the objectives of the foundation	4.43	0.751	1	High
35	I have the ability to handle the duties assigned to me without the supervision of the administrator	4.26	0.895	4	High
36	Have adequate knowledge of the duties that I do at work	4.26	0.947	5	High
37	My job is limited to performing tasks associated with my job description	4.33	0.872	2	High
38	Be sure to respect the official working hours when arriving and leaving	4.24	0.944	6	High
39	I am adept at time management so I perform tasks within the specified time limit	4.27	0.935	3	High
Total arithmetic average		4.298			High

Source: Authors' elaboration.

4.2. Normal distribution test

The normal distribution of the dependent variable, the performance of the two employees, was tested by testing the Kolmogorov-Smirnov (KS) values as shown in Table 12.

Table 12. Normal distribution of the data

Tests	*Efficiency of performance*	*Size of performance*	*Type of performance*	*Employee performance as a whole*
Sample size	378	378	378	378
Arithmetic average	4.381	4.427	4.301	4.371
Standard deviation	0.5091	0.5133	0.6312	0.4161
Absolute value	0.182	0.132	0.182	0.112
Positive	0.147	0.131	0.114	0.070
Negative	0.182	0.122	0.182	0.112
Kolmogorov-Smirnov	0.182	0.131	0.182	0.112
Sig. semantic level	3430	3350	340	330

Source: Authors' elaboration.

Table 12 shows that the dependent variable and all of its dimensions have a normal distribution because the Kolmogorov-Smirnov Z-values (0.182, 0.131, 0.182, 0.112) are less than 1.96 and the moral Sig. is greater than 0.05.

Table 13. Variance inflation coefficient test and allowable variance of influencing factors

Variables	*VIF*	*Tolerance*
Connection	1.477	0.674
Planning	1.680	0.595
Digital knowledge	1.734	0.575
Team building	2.3	0.451
Integrity	1.6	0.622

Note: VIF — variance inflation factor.
Source: Authors' elaboration.

Table 13 shows the values of the VIF and tolerance for each variable where we note that the value VIF of all variables was less than 5 and ranged from 1.477–2.3 and that the tolerance value of all variables was greater than 0.05 and ranged from 0.451–0.674. Based on the decision rule on VIF, the values indicate that there is no correlation between independent variables that impedes the regression test (Healy & Malhotra, 2010).

4.3. The results of the first main hypothesis test

Table 14 demonstrates how the decision rule on t-value allows for the rejection of *H1* if the semantic value of the t-value is less than 0.05. *H1* will be rejected for all dimensions of the *administrative skills* with their dimensions (connection, planning, digital knowledge, team building, and integrity) that have a statistically significant effect on *employee performance*.

Table 14. Results of transactions on the impact of *administrative skills* on *employee performance*

Independent variables	*Non-standard transactions*		*Normative transactions*	*t-value*	*Sig.*
	B-value	*Std. dev.*	*Beta value*		
Constant	0.62	0.14		4.16	0.001
Connection	0.05	0.02	0.07	1.99	0.040
Planning	0.31	0.02	0.44	11.63	0.000
Digital knowledge	0.08	0.02	0.11	3.05	0.002
Team building	0.17	0.03	0.19	4.42	0.001
Integrity	0.23	0.03	0.22	6.08	0.001

Source: Authors' elaboration.

4.4. The results of the first sub-hypothesis test

Table 15 shows, based on the decision rule on t-value, that the *H1a* is rejected if the semantic value of the t-value is less than 0.05. *H1a* will be rejected for the dimensions of the *administrative skills* with their dimensions (connection, planning, digital knowledge, team building, and integrity) because they have a statistically significant effect on performance efficiency, whereas neuroticism does not have a statistically significant effect on the *efficiency of performance*.

Table 15. Results of transactions on the impact of *administrative skills* on the *efficiency of performance*

Independent variables	*Non-standard transactions*		*Normative transactions*	*t-value*	*Sig.*
	B-value	*Std. dev.*	*Beta value*		
Connection	-0.068	0.032	-0.081	-1.84	0.062
Planning	0.165	0.033	0.213	4.65	0.001
Digital knowledge	0.078	0.034	0.094	1.97	0.047
Team building	0.288	0.055	0.292	5.48	0.001
Integrity	0.384	0.057	0.334	7.39	0.001

Source: Authors' elaboration.

4.5. The results of the second sub-hypothesis test

Table 16 shows, based on the decision rule on t-value, that the *H1b* is rejected if the semantic value of t-value is less than 0.05. *H1b* will be rejected for the dimensions of *administrative skills* (connection, planning, digital knowledge, team building, integrity) because they have a statistically significant effect on performance, whereas team building and integrity do not have a statistically significant effect on the *size of performance*.

Table 16. Results of transactions on the impact of the *administrative skills* traits on the *size of performance*

Independent variables	*Non-standard transactions*		*Normative transactions*	*t-value*	*Sig.*
	B-value	*Std. dev.*	*Beta value*		
Connection	0.0531	0.041	0.060	1.33	0.187
Planning	0.2521	0.041	0.321	6.34	0.000
Digital knowledge	0.0241	0.043	0.028	0.5641	0.572
Team building	0.2312	0.055	0.234	4.050	0.001
Integrity	0.2092	0.058	0.183	3.672	0.001

Source: Authors' elaboration.

4.6. The results of the third sub-hypothesis test

Table 17 shows the results based on the t-value decision rule, which states that the *H1c* is rejected if the moral value of t-value is less than 0.05. *H1c* of the dimensions of *administrative skills* (connection, planning, and digital knowledge) will be rejected because they have a statistically significant effect on performance accuracy, whereas acceptability (team building and good integrity) does not have a statistically significant effect on *efficiency of performance*.

Table 17. Results of transactions on the impact of the *administrative skills* of *efficiency of performance*

Independent variables	*Non-standard transactions*		*Normative transactions*	*t value*	*Sig.*
	B value	*Std. dev.*	*Beta value*		
Connection	0.1811	0.0421	0.1710	4.242	0.001
Planning	0.5168	0.0421	0.5340	12.422	0.001
Digital knowledge	0.1577	0.0442	0.1590	3.622	0.000
Team building	-0.0066	0.0602	-0.0040	-0.0761	0.931
Integrity	0.1144	0.0601	0.0790	1.8711	0.061

Source: Authors' elaboration.

5. DISCUSSION

This section includes a presentation and discussion of the researcher's findings, which enabled him to answer the study's questions and validate its various hypotheses. The researcher made several recommendations and proposals based on these findings, which can be summarized.

The study's findings revealed that the arithmetic average of the independent variable *administrative skills* as a whole (4.34) was high and that the highest dimensions are after *integrity*, with an arithmetic average of 4.34 and a standard deviation of 4.44. This is higher than the general average (4.34), followed by *team building* with an arithmetic average of (4.42) and a standard deviation (0.52), and that after *digital knowledge* was a high estimate with an arithmetic average of 4.30 and a standard deviation (0.63). This is the arithmetic average between dimensions that is lower than the overall average (4.34). This suggests that the dimensions (*administrative skills*) are high among Jordanian incurrence employees.

The study's findings revealed that the arithmetic average of the dependent variable *employee performance* was 4.37 and a high estimate and that the dimension (*size of performance*) was a high estimate, with an arithmetic average of 4.42 and a standard deviation of 0.51. This is greater than the general average (4.37) and is followed by the dimension *efficiency of performance*. Whichever came first was lower than the overall average (4.37). This demonstrates the "incurrence of employees" interest in the dimensions of *employee performance*, as well as the level of its high and proper implementation and application.

Some of the recommendations that Jordanian insurance companies hope to implement can be derived from the study's findings. The works of personal administrative skills are studied because they are important in achieving exceptional performance. Furthermore, research the various aspects of insurance employee performance because they play an important role in developing performance. This has a positive impact on insurance companies' performance in general. Furthermore, activating and leadership support to raise the level of performance of employees. Activation can occur in a variety of ways, with the personal skills of staff playing a key role in raising the level of performance of employees. Finally, conduct additional studies and research, such as determining the extent to which personality skills influence competitive advantage and other aspects of administrative work.

6. CONCLUSION

This section includes a presentation of the results of the study, as follows.

The arithmetic means of the independent variable (administrative skills) was high, and its highest dimensions were (integration) followed by (team building). This indicates the interest of insurance companies in Jordan in the administrative skills of their employees. Besides, they are keen to develop these skills in order to improve the performance of the two tasks on the one hand and improve the overall performance of companies on the other hand. The dependent variable (employee performance) was also high, followed by (performance volume) and then (performance efficiency), which indicates the keenness of insurance companies to pay attention to employee performance and try to constantly improve it to get outstanding performance and a wide market share.

Based on the study problem and the results reached, the following recommendations are as follows:

1. Working to support employees and focusing on raising the level of their skills, which has a role in raising the efficiency of companies' performance in general, as well as urging the conduct of more studies that focus on work skills.

2. The administrative personality is the reason for achieving exceptional and distinguished performance, improving and developing the level of services provided by insurance companies, and working to activate the role of leadership to raise the level of employee performance.

3. There is also the need to prepare training programs to develop and improve employees' skills on a regular basis, empower them psychologically, give them more freedom and authority, and give them more freedom and authority to participate in making administrative decisions related to their business affairs, and for the administration to work on learning about the experiences of other countries in this field, which are characterized by wonderful insurance services.

This research had some limitations, as it was pointed out that it is difficult to obtain some data from employees in insurance companies due to the confidentiality of information related to their clients, as well as their fear of competitors knowing it. Most of the respondents' answers were restricted by strict instructions from the management of these companies not to give any information that might affect contracts in the future. These insurance companies work with clients.

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