

Deanship of Graduate Studies

Al-Quds University



**The Relationship between Human Resources Strategies and
Improving Employees' Performance in Palestinian Ministry of
Interior**

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M.A. Thesis

Jerusalem –Palestine

1441 / 2020

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Employees' Performance in Palestinian Ministry of Interior**

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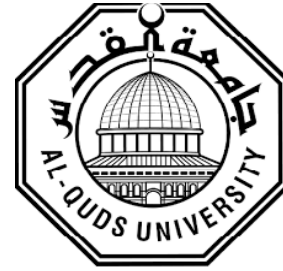
B.Sc.: Economics sciences /Business economics option/ Hassan the second
University / Casablanca / Morocco

Supervisor: Dr. Ibrahim M. Awad

A thesis Submitted in Partial Fulfillment of Requirements for the Degree of Master
of Sustainable Development / Organization Development and Human Resources
Development from the Faculty of Graduate Studies at
Al-Quds University.

1441 / 2020

Al-Quds University
Deanship of Graduate Studies
Master of Sustainable Development Institute



Thesis Approval

**The Relationship between Human Resources Strategies and Improving
Employees' Performance in Palestinian Ministry of Interior**

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Master thesis submitted and accepted, Date: 4-6-2020

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Jerusalem – Palestine

1441 / 2020

Dedication

الى روح والدتي الغالية في مستقر رحمة ربها,,التي ربنتني صغيرة

وتعهدتني كبيرة، صدى صوتك ما زال يرن في اذني

To my beloved and dear mother in her rest place, may Allah " the greatest have a big mercy on her",,,,,, who raised me when I was a child, and when I grew up,,,,,

the echo of your sound is still in my ears

الى روح والدي الغالي في مستقر رحمة ربه، السيد عبد القادر العلوي البلغيثي...الذي زرع في نفسي حب العلم والعمل وتعلمت
,, منه حسن الخلق

To my dear father, in his rest place, who planted in me love of science and work, and learned from him good manners

الى اخواني الاعزاء,,,مع محبتي الكبيرة

To my dear brothers', with my great love

إلى زوجي الغالي العقيد علي أبو هلال الذي جسّد الحب بكل معانيه فكان السند والعطاء.

To my dear husband, Colonel Ali Abuhilal, who embodied love in,,, all of its meanings, so it was support and giving.

إلى أبنائي الأعزاء (يوسف، آلاء وسيرين) العيون التي أستمد منها القوة والاستمرار. أعذب ما في حياتي

To my dear children (Youssef, Alaa, and Sireen) the eyes which I get
strength and continuity from ... the sweetest things in my life

أهدي رسالتي المتواضعة

I give my humble thesis

With all my love

Somia Abdelkader Ibrahim Alaoui Belghiti

Declaration:

I certify that this thesis submitted for Master Degree, is the result of my own research, except where otherwise acknowledged, and that this study (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Signed:A handwritten signature in blue ink, appearing to be 'Somia', written in a cursive style.**Somia Abdelkader Ibrahim Alaoui Belghiti****Date: 4/6/2020**

Acknowledgement

I thank Allah the greatest for all his good and help.

I would like to pay special thankfulness, warmth and appreciation to the persons below, who made my research successful and assisted me at every point to reach my goal:

My Supervisor, Dr. Ibrahim M. Awad for his vital support and assistance. His encouragement made it possible to achieve my goal. This project would not have been possible without his continuous guidance and support.

I also extend my thanks to the members of the discussion committee for their guidance so that this work can be fully accomplished.

All the faculty, doctors and staff members, whose services turned my research a success,

To all the heads of the Palestinian ministry of Interior, my responsible for his support, my colleagues in Abu-Dees directorate and all employees whose were my study society.

My family and friends for their inspiration, patience, love, and understanding.

All who sacrificed with their bloods and souls for beloved Palestine my second country.

To my beloved country Morocco, may God protect it.

May God bless all of you.

Somia Abdelkader Ibrahim Alaoui Belghiti

Abstract:

This study aims to identify the relationship between human resources strategies and improving employees' performance in the ministry of interior/West bank /Civil Section, and to determine dimensions of human resources strategies and determine the factors that need improvements in order to improve the level of performance of the Palestinian Ministry of Interior.

Thus, descriptive and analytical method approach to achieve the study objectives. A representation stratified random of the study is consisted of 169 individuals of 423 employees in the supervisory management level at the ministry, from all over the West Bank branches of the Interior ministry of Palestine. The questionnaire, which used a 5-point Like scale questions and was built from six main axes, five for the independent variables and sixth axis for the dependent variable. 169 questionnaires have been distributed, although 146 questionnaires were used in the analysis. The study used descriptive statistics (Frequencies, means and percentages) to answer the research questions. The statistical tests: (T-test, One Way Analysis of Variance, Tukey test, Pearson Correlation, Cronbach Alpha), were used to test the hypotheses study.

After the analysis, the results revealed that the implementation level of human resources strategies was moderate, as the mean was (3.07) and standard deviation equaled (0.557). The study concluded that, despite of the existence of human resources strategies inside the Palestinian Ministry of Interior, currently; the human resources strategies were insufficiently implemented.

The results have also shown that the application level of improving employees' performance was also moderate, as the mean was (2.87) and the standard deviation equaled (0.722).

Findings from correlation analysis revealed human resources strategies have a strong positive relationship with improving employees' performance, as the correlation was 0.721.

The study concluded that, innovative recruitment and selection system, regular training and development of personnel, equity-based compensation system, performance appraisal system, are the key of human resources strategies that influence improvement of functional performance in Palestinian Ministry of Interior.

Keywords: Recruitment, Selection, Training, Performance Appraisal, Compensation, Human resource practices, Employees' performance, Palestinian, Ministry of Interior.

الملخص

تهدف هذه الدراسة الى التعرف على العلاقة بين استراتيجيات الموارد البشرية وتحسين أداء الموظفين في وزارة الداخلية / الضفة الغربية / الشق المدني، وتحديد أبعاد استراتيجيات الموارد البشرية والعوامل التي تحتاج إلى تحسينات لتحسين مستوى الأداء بوزارة الداخلية الفلسطينية.

استخدمت الباحثة المنهج الوصفي لتحقيق أهداف الدراسة. تكون التمثيل الطبقي العشوائي للدراسة من 169 فردًا من 423 موظفًا في مستوى الإدارة الإشرافية في الوزارة، من جميع مديريات وزارة الداخلية الفلسطينية بالضفة الغربية، وقد استخدم الاستبيان أسئلة بمقياس ليكرت من خمس نقاط وتم بناؤه من ستة محاور رئيسية: خمسة للمتغيرات المستقلة والمحور السادس للمتغير التابع. تم توزيع 169 استبيان وتم استخدام 146 استبيان في التحليل. استخدمت الدراسة إحصائيات وصفية: (Frequencies, Means and Percentages) للإجابة على أسئلة الدراسة.

واستخدمت الاختبارات الإحصائية: T-test, One Way Analysis of Variance, Pearson, Tukey test, Cronbach Alpha, Correlation) لاختبار الفرضيات.

كشفت النتائج بعد التحليل أن مستوى تنفيذ استراتيجيات الموارد البشرية كان متوسطًا، حيث كان المتوسط (3.07) والانحراف المعياري (0.557). وخلصت الدراسة إلى أنه بالرغم من وجود استراتيجيات الموارد البشرية داخل وزارة الداخلية الفلسطينية يبقى تطبيقها بشكل غير كافي.

كما أظهرت النتائج أن مستوى التطبيق لتحسين أداء الموظف كان متوسطًا أيضًا، حيث كان المتوسط (2.87) والانحراف المعياري (0.722).

النتائج المستخلصة من تحليل الارتباطات أظهرت بأن هناك علاقة إيجابية قوية بين استراتيجيات الموارد البشرية وتحسين أداء الموظفين بقيمة 0.721.

وخلصت الدراسة إلى أن نظام التوظيف والاختيار المبتكر، والتدريب المنتظم وتطوير الموظفين، ونظام التعويض القائم على الإنصاف ونظام تقييم الأداء، هي مفتاح استراتيجيات الموارد البشرية التي تؤثر على تحسين الأداء الوظيفي في وزارة الداخلية الفلسطينية.

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1. Chapter One:

1.1. Introduction

Human resource management according to Armstrong (2010) “as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations.” The ways, which the human resources are managed, has modified dramatically in contemporary years. Therefore, the human resources management has celebrated an obvious shift, from a personnel management as part of the executive management (Personnel affairs: recruitment, compensation, filing ...etc.), to human resources management that has branched out, in many alternative sub-fields such as: staffing, training, performance management, compensation and labor relations and also the most vital factor is that it's distinguished by its strategic role that differs from the traditional role by its interest in integrating the human resources strategy with the strategy of the institution, and adapting the human resources system to the environmental conditions surrounding the institution. (Aquili,2005)

This change in the patterns of management is not limited to private, industrial or commercial institutions, but also extends to the government sector. Governments in Western countries have begun to transform traditional bureaucratic governmental organizations into flexible organizations that rely on an open management, interact with external influences and respond to ongoing changes. (Vermeeren, 2014). There are many strategies for adjusting and changing government work patterns, which are the primary strategy that the organization or government agency seeks to achieve, and the strategy for performance implications associated with developing an effective system of incentives and a control strategy that rebuilds the organizational structure in order to get rid of centralization and excess units and empower employees by giving them a large amount of responsibility and decision-making authority, then the culture strategy that focuses on changing the set of values and customs that exist among government employees and then changing their behavior for the better. (Abdul-Qader, 2012)

Citizens expect greater from authorities. They count on public offerings to be of excessive awesome and to be custom designed to their desires. Lately, the general overall performance of the overall public area has come beneath even greater interest, because of the cuts due to the economic crisis what is forcing public corporations to enhance overall

performance on the identical time as the use officer staff (Vermeeren, 2014). This leads to increased interest to the advantages associated with the use of human resources practices in organizational settings. Generally, it is evidenced that organizations in developing nations also implement a barrage of human resource management practices whose usefulness has grown dramatically in the recent years. (Martin, 2001)

In this study the researcher try to look out inside the Palestinian ministry of Interior, which is a governmental institution, with moral , social responsibility, civil and security duties, that contributes to the development of a free and democratic society in an independent and sovereign Palestinian state, by providing security and safety, enforcing the rule of law and creating a stable security architecture that is respected and supported at the national, regional and international levels. (www.moi.pna.ps)

Since the ministry of Interior has all these duties and missions, the services furnished to citizens should be of exact quality, efficient and effective, so it is vital to consider the level to which human resources management can enhance the overall performance of the Ministry.

The present study intends to describe the relationship between human resource management strategies and improving functional performance in the Ministry of Interior through testing hypotheses, taking improving functional performance as dependent and human resources strategies as independent factors.

1.2. Problem Statement of the study

The Palestinian Ministry has a unique characteristic of government institutions in the world, where organizations were being built from scratch, with challenging condition because Palestine is not yet a fully independent country (Olof Palme International Center, 2016; World Bank, 2015; Sayigh, Shikaki and Rocard, 1999). The difficult environment because of the occupation, which controls the land and local resources, and the focus of the National Authority on the concept of employment in the public sector as a wall to support the weak economy and fulfill the wage bill to maintain stability It undermined the ability to create a culture of good performance in the public sector. (Word bank, 2017)

Underneath the restrictions of the Israeli occupation, and the critical condition that PNA organizations face, the importance of attaining competent employees in PNA organizations are,

consequently, justified (Porterfield and Clark, 2011). Their vital contributions to Palestinian Authority institutions are well recognized, as competent staff are able to perform well and support the survival of Palestinian Authority organizations under very difficult circumstances (World Bank, 2007). It became cited that the Palestinian ministries tried to direct their human resources to align with the general strategy of the national authority, but the difficult legal environment and the division among the West Bank and Gaza made this mission hard to accomplish. Sooner or later, Palestine as an rising 'state' with the absence of natural resources, for this reason the function of human resources is critical. Also, human factor becomes the only means for economic and social development (World Bank, 2017). Therefore, PNA organizations can develop human resources by using a competitive human resource practices. Thus, investigating HRM practices in the context of Palestine is necessary in order to attain better human capital outcomes.

This study aims to describe the relationship between human resources management and improving the employees' performance in the Palestinian Ministry of Interior as one of the governmental institutions of the Palestinian National Authority.

The Ministry of Interior, as a governmental institution, its mission to supply extra efficient and effective services, it's far important to evaluate the level to which human resources management can grow the overall performance of the Ministry.

Consequently, the problem of the study could be specified by answering the following questions:

Question one: what is the level of applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior? This question is divided into five subsequent questions:

a: what is the level of applying Recruitment strategy from the perspective of the respondents in Palestinian ministry of interior?

b: what is the level of applying Selection strategy from the perspective of the respondents in Palestinian ministry of interior?

c: what is the level of applying Training strategy from the perspective of the respondents in Palestinian ministry of interior?

d: what is the level of applying Performance appraisal strategy from the perspective of the respondents in Palestinian ministry of interior?

e: what is the level of applying Compensation strategy material and moral incentives from the perspective of the respondents in Palestinian ministry of interior?

Question two: What is the level of applying human resources strategies to improve employees' performance from the perspective of the respondents in Palestinian Ministry of Interior?

Question three: Is there any relationship between the level of applying human resources strategies and employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior?

Question four: Is there any differences in the level of Applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the variables (Gender, Scientific qualification, Years of experience, Job position, Place of work) ?

1.3. Importance and Justifications of the Study

We hope that study will provide the official and governmental departments with its findings about the requirements of Strategic Human Resource Management.

The results of the present study may assist those responsible for administration of Ministry of Interior departments to improve the strategy of human resources management, and increase the effectiveness of the administration to become more flexible and consistent with the continued changes.

It is hoped that the study will contribute to enlightening decision makers, especially administrative officials, to have effective improvement mechanisms, and to help in choosing a human resource strategy that is capable of advancing and achieving success.

1.4. The Objective of the study

The main objective of this research is to discuss and to examine the relationship between human resources management strategies and improving employees' performance from the perspective of

employees in Palestinian Ministry of Interior. To achieve the aforementioned objective, this study seeks to achieve the following specific objectives:

- 1-To examine the relationship between recruitment and improving employees' performance in Palestinian ministry of interior.
2. To examine the relationship between selection and improving employees' performance in Palestinian ministry of interior.
3. To examine the relationship between training and development and improving employees' performance in Palestinian ministry of interior.
4. To examine the relationship between appraisal performance and improving employees' performance in Palestinian ministry of interior.
5. To examine the relationship between compensation and improving employees' performance in Palestinian ministry of interior.

1.5. Hypotheses of the study

In the light of the previous presentation, in order to explain the problem, and to answer the previous questions, the following hypotheses are formulated for discussion and validation, which can be summarized as follows:

The main first hypothesis: There is no statistically significant relationship at the level of significance $\alpha=0.05$ between the level of applying human resources strategies and employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior " this hypothesis is subdivided from the following six sub hypotheses:

There is no statistically significant relationship at $\alpha=0.05$ between recruitment strategy and employees' performance from the perspective of employees in Palestinian Ministry of Interior.

There is no statistically significant relationship at $\alpha=0.05$ between selection strategy and employees' performance from the perspective of employees in Palestinian Ministry of Interior.

There is no statistically significant relationship at $\alpha=0.05$ between training and development strategy and employees' performance from the perspective of employees in Palestinian Ministry of Interior.

There is no statistically significant relationship at $\alpha=0.05$ between performance appraisal strategy and employees' performance from the perspective of employees in Palestinian Ministry of Interior.

There is no statistically significant relationship at $\alpha=0.05$ between compensation strategy and improving employees' performance from the perspective of employees in Palestinian Ministry of Interior.

The second main hypothesis: There are no statistically significant differences in level in applying human resources strategies from the perspective of the respondents in Palestinian Ministry of Interior according to the variables (gender, education, years of experience, position, location).

This hypothesis is divided into five sub-hypotheses:

a: "There are no statistically significant differences at the level of significance $\alpha=0.05$ in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior due to the gender variable"

b: "There are no statistically significant differences at the level of significance $\alpha=0.05$ in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior due to the education variable"

c: "There are no statistically significant differences at the level of significance $\alpha=0.05$ in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior due to the Years of experience variable"

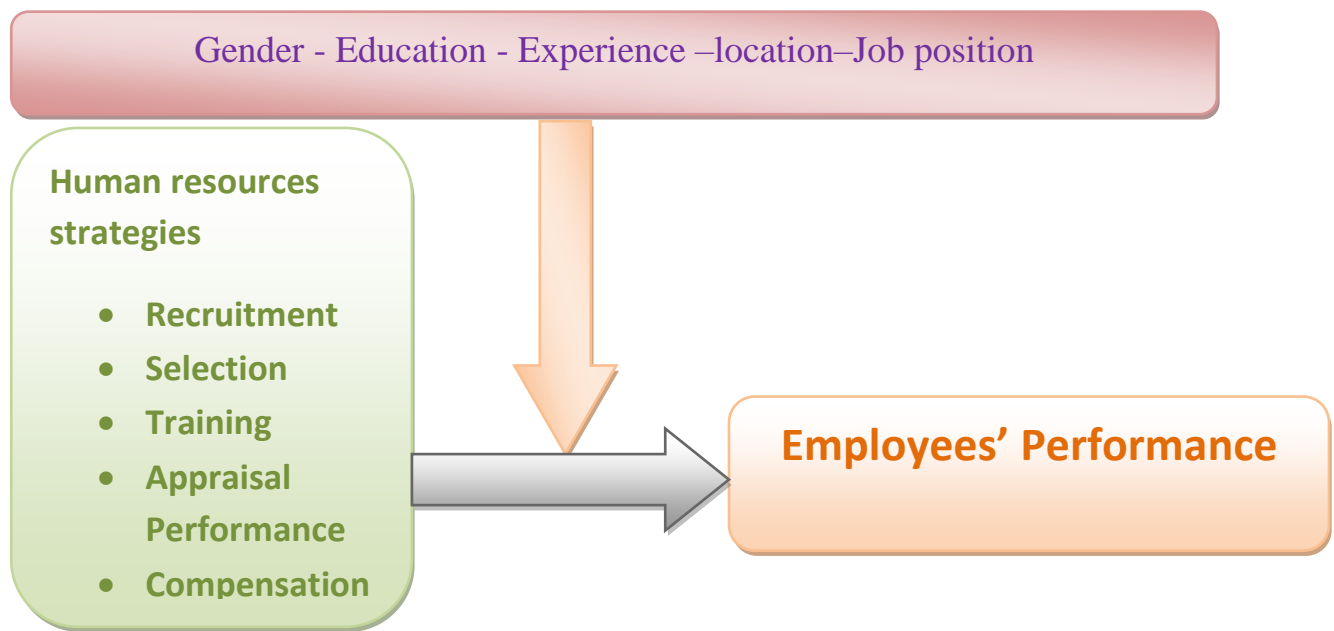
d: "There are no statistically significant differences at the level of significance $\alpha=0.05$ in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior due to the position variable"

e: "There are no statistically significant differences at the level of significance $\alpha=0.05$ in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior due to the location variable"

1.6 The model of the study

In order to achieve the objectives of the study, the researcher has developed the following model based on the above hypotheses that illustrated in Figure 1.

Figure #1: Variables of the study



Source# The researcher

Figure 1#variables of the study

1.6.1 Definition of terms

1.6.1.1 Independent Variables

Human resources strategy: Means a system of human resource practices for a particular job or collection of jobs aimed at the best possible performance of employees to meet the firm's ultimate goals (Al-Kasasbeh, 2013). The main dimensions of the independent variable are:

- 1- Recruitment strategy: is "the process of generating a pool of capable people to apply for employment to an organization and selection which is the process by which managers and others use specific instruments to choose from a pool of applicants a person or

persons more likely to succeed in the job(s) given management goals and legal requirements” (Bratton and Gold,2007).

2-Selection strategy: Selection is: “ selection which is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s) given management goals and legal requirements.” (Bratton and Gold,2007).

Training and development strategy: This strategy refers to “the organized efforts that contribute to teaching job-related knowledge, skills and behavior of staff. It is a knowledge-based system of the human resources in the organization and the development of their existing skills and their acquisition of new and varied skills in order to achieve the long-term goals of the organization.” (Aquili, 2005).

- 3- Performance appraisal strategy: “An objective measuring process of the size and the level of what has been achieved in comparison with what to be accomplished quantitatively and qualitatively” (Shawish, 2005).
- 4- Compensation strategy: What is realized by employees as an exchange for their efforts and doing their job? This compensation includes two main components that are: Direct financial payments, which may take the form, of wages, salaries, incentives and profit; and indirect financial payments, which take the form of financial benefits, such as insurance and paid vacations (Al-Qadi, 2012).

1.6.1.2 Dependent Variable

Improving employees’ performance: Improving performance is trying to get up with something to a better condition or to maintain and develop it if it is good, using all available resources to improve outputs and performance, and by using measures to measure planned performance by relying on an accurate feedback to provide this information and present it to workers for the purpose of correcting deviations and then applying inputs.. (Siam, 2010)

2. Chapter Two: Theoretical Framework and Literature Review

2.1. Theoretical Framework

2.1.1 Introduction

This section attempts to focus on the HR strategies and practices that value and support an organization's human resources and issues related to core human resource practices in most organizations, including recruitment and selection, training and development, performance appraisal and compensation and incentives.

2.1.2 The concept of Human resources management

Human Resource Management is that the process of getting, training, assessing, and compensating employees, and maintaining labor relations, health and safety, and fairness concerns (Dessler and Varkkey, 2009) during a related fashion, Mondy et al, (2005) placed that "Human Resource Management is the utilization of individuals to achieve organizational objectives." Similarly, Noe et al, (2007) argued Human Resource Management refers to the policies, practices, and systems that influence employees' behavior, attitudes and performance.

Human resource management according to Bratton and Gold (2007) is a strategic approach to managing employment relations, which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage. A practice goes with competence and professionalism in dealing with people and the organization policies for the achievement of goals. Human resource is the key elements to run any organization. Armstrong (2010) further defined human resource management as "a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations and this has a strong conceptual basis drawn from the behavioral sciences and from strategic management, human capital and industrial relations theories". This theory was able to stipulate that human resource management entailed policies, practices, and systems that was able to influence employees' behavior, attitudes, and performance.

2.1.3 Human Resource Management strategies

According to Armstrong : “HR strategies indicate what the organization wants to do about its human resource management policies and practices and how they should be integrated with the business strategy and each other. They set out aspirations that are expressed as intentions.

HR strategy describe the overall system or bundle of complementary HR practices that the organization proposes to adopt or puts into effect in order to improve organizational performance.” (Armstrong 2010)

It therefore requires the strategic implementation of some human-centered practices including but not limited to the most common HR practices such as; recruitment, selection, training and development, compensation, reward and recognition (Yeganeh and Su, 2008). HR practices which includes; selective hiring, compensation, reward, recognition, training and development, and information sharing have also been studied with relations to employees’ job satisfaction (Dessler, 2007).

In the Palestinian context, the PNA organizations employed necessary HRM dimensions which generally conducted in similar developing countries and public sector organizations. PNA actually employed those necessary HRM dimensions which described in developing countries. Studies conducted at the developing countries suggested the importance of the four HRM elements of recruitment and selection, training, compensation, and performance practices of these developing countries (Marwat, et al., 2009; Aggarwal and Bhargava’s, 2009; Chiang, Shih and Hsu, 2014). However, these four dimensions are considered to be the critical dimensions and are important for improving performance and survival of the PNA organizations (World Bank, 2009).

The practices selected for this study are based on its importance in relation to the sector selected for the analysis. The practices used in this study are listed and defined as follows:

2.1.3.1 Recruitment and Selection

“Recruitment which is the process of generating a pool of capable people to apply for employment to an organization and selection which is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to

succeed in the job(s) given management goals and legal requirements” (Bratton and Gold, 2007).Recent reputation of the strategic potential of recruitment and choice to beautify organizational

Overall performance put numerous emphasis on getting the ‘proper person’ for a post. Selecting the ‘right person’, method that the personnel recruitment and choice agenda should be dominated with the aid of a concern with formalization, enshrined in its language of ‘objectivity’, ‘reliability’, and ‘validity’, and a generation and approach which attempts to maximize ‘decision-making accuracy’, as well as a subject with the choice-overall performance relationship.

Equally, in many Arab countries; the literature demonstrates that the recruitment and choice procedure is fraught with problems. These can be defined as; (i) rarely primarily based on merit and ability; and (ii) hardly ever systematic or objective. Vacant positions are typically filled through ‘connections’; and these are generally supplied to friends, family and

family members as a right given to the person’s talent and achievements (Budhwar and Mellahi, 2006; Melham, 2004; EL-Said and McDonald, 2001).

In order to attract and retain Palestinian professionals in the institutions of the Palestinian Authority, the Palestinian Authority government has put in place policies and procedures to regulate recruitment and selection processes that are able to achieve the selection of suitable employees (Jargoun, 2009).

Palestinian National Authority institutions use these more familiar recruitment and selection practices in developing countries as well as public sector organizations (Soomro, et al., 2011). In the context of employment and selection, the Palestinian Authority institutions have applied the recruitment and selection practices mentioned above, such as the written examination in the recruitment and interview test (Civil Service Law, 2005). Moreover, most recruitment and selection practices begin with job analysis, online recruitment, university employment, written exams, basic interviews, medical examination, and final placement (GPC, 2011).

2.1.3.2 Training and development

Training may be defined as the “planned effort by a company to facilitate employees’ learning of job-related competencies. These competencies include knowledge, skills or behavior that are critical for successful job performance” (Noe et al, 2006). In addition, development interventions are future oriented and serve to develop skills within employees, which will enable them to move into jobs that possibly do not yet exist (Noe et al, 2006)

Further distinctions between the concepts of training and development are highlighted in Table 5.1 below.

	TRAINING	DEVELOPMENT
Focus	Current	Future
Use of Work Experiences	Low	High
Goal: Preparation for	Existing Job	Changes
Participation	Required	Voluntary

Figure 2: The Differences between Training and Development (adapted from Noe et al, 2006)

Table 5.1: The Differences between Training and Development (adapted from Noe et al, 2006). In addition, to what has been highlighted, a review of the literature in Arab countries; including Jordan, shows that training and development is still not regarded as a significant function that contributes to organizational success. Instead, this function is considered as a vacation, or leisure time activity, which is normally given to the managers’ friends or relatives. Furthermore, the literature also demonstrates that the training appraisal process in some Jordanian and Arab organizations more generally is an infrequent and uncommon practice (Altarawneh, 2009).

In the Palestinian context, like the Arab and developing countries, efforts to develop and train employees have become a growing concern, and an increased level of effort is required to increase efficiency and raise the level of employees’ performance (Madhoun and Analoui, 2003). And, Palestinian Authority organizations affiliated to the public sector have implemented the Palestinian Development Plan (PDP) to focus on human capital development. This plan was funded largely from the public budget. As a result, several training programs have been created aimed at developing Palestinian National Authority organizations. Training departments in the ministries, the National Center for Public Administration and vocational training organizations

became responsible for providing training. The training programs outlined in (PDP 2008-2010) are basic learning programs necessary for the professional development of employees and for improving the level of employees' performance and also their level of competence.

2.1.3.3 Performance Management

The organizations considered performance management as one of the most important duties of management, it focused to identify the fact of the performance and to know the factors that specify it, and affect it, in order to find the defect and to correct it. This is to achieve the highest levels of performance in the organizations because the performance is only a reflection of the individual performance in their departments. (Al-Shanti, 2006).

Performance management (PM) is a goal-orientated process (Erez and Kanfer, 1983) that is intended to make sure that the organizational approaches are in place to maximize the employees' productivity (Huselid,1995).

Noe et al (2006) define performance management as “the process through which managers ensure that employees' activities and outputs are congruent with the organization's goals”. This definition emphasizes the need for performance management to be aligned to the strategy of the organization.

Noe et al (2006) emphasizes that performance appraisal is only a component of performance management as it involves the administrative and relatively isolated duty of measuring aspects of an employees' performance. As indicated in Figure 6.1 on the following page, performance management is a broader concept than performance appraisal in that it provides not only for the measurement of performance (performance appraisal), but the defining of performance according to organizational goals as well as the provision of performance feedback.

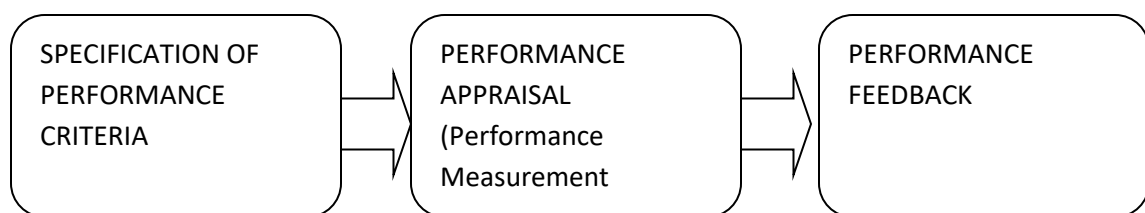


Figure 3:Performance Management (adapted from Noe et al, 2006:330)

The purposes of performance management are strategic, administrative and developmental.

Performance appraisal is one of the core functions of human resource development (Hughes, 2019). Performance appraisal “means evaluating an employees’ current and/or past performance relative to his or her performance standards” (Dessler, 2013). It is a “formal system of reviewing and appraisal of individual or team task performance” (Mondy and Martocchio, 2016). The performance appraisal involves three-step performance appraisal processes, which are: “setting work standards, assessing the employees’ actual performance relative to those standards, and providing feedback to the employee with the aim of helping him or her to eliminate performance deficiencies or to continue to perform above par” (Dessler, 2013).

According to the Palestinian Civil Service Law, the performance appraisal system in Palestinian institutions in public sector is conducted once a year, and the appraiser’s manager is essentially responsible for leading and conducting the appraisal system. Furthermore, the performance appraisal system within Palestinian private sector has had a greater and significant impact on promotions, retention, lay-offs and identifying employees’ training needs than the public sector. Increasingly, this performance appraisal practice in the Palestinian organizations a more effective research focus, and that managers need to include more appropriate performance considerations than has hitherto been the case when conducting the performance appraisal.

2.1.3.4 Compensation and incentives

According to Ivancevich, compensations defined as “...the human resource management function that deals with every type of reward individuals receive in exchange for performing organizational tasks” (Ivancevich, 1998).

As indicated by (Milkovitch and Newman, 2005), in Compensation, it is "all types of monetary returns and unmistakable administrations and advantages employees get as a major aspect of a business relationship". The expression "monetary returns" alludes to a person's base pay, just as short-and long-haul motivating forces. "Substantial administrations and advantages" are the things, for example, protection, paid excursion and days off, annuity plans, and worker limits. Advancement Practices Promotion consistently go with a compensation increment, it is possible that it is far done inside an assessment or to the better assessment.

Noe et al (2006) emphasize how Equity Theory influences compensation. Equity theory argues that “a person compares her own ratio of perceived outcomes (e.g. pay, benefits, working

conditions) to perceived inputs (e.g. effort, ability, experience) to the ratio of a comparison other” (Noe et al, 2006). If equity is perceived, no change will occur in the employees’ behavior or attitudes. However, if inequity is perceived, the employee will take steps to restore equity through, for example, reducing the amount of effort he/she exerts.

Types of Incentive Compensation Systems Noe et al (2006) identify a number of incentive-based compensation systems. These include merit pay programs, individual incentives, profit sharing and ownership, gain sharing and the balanced scorecard.

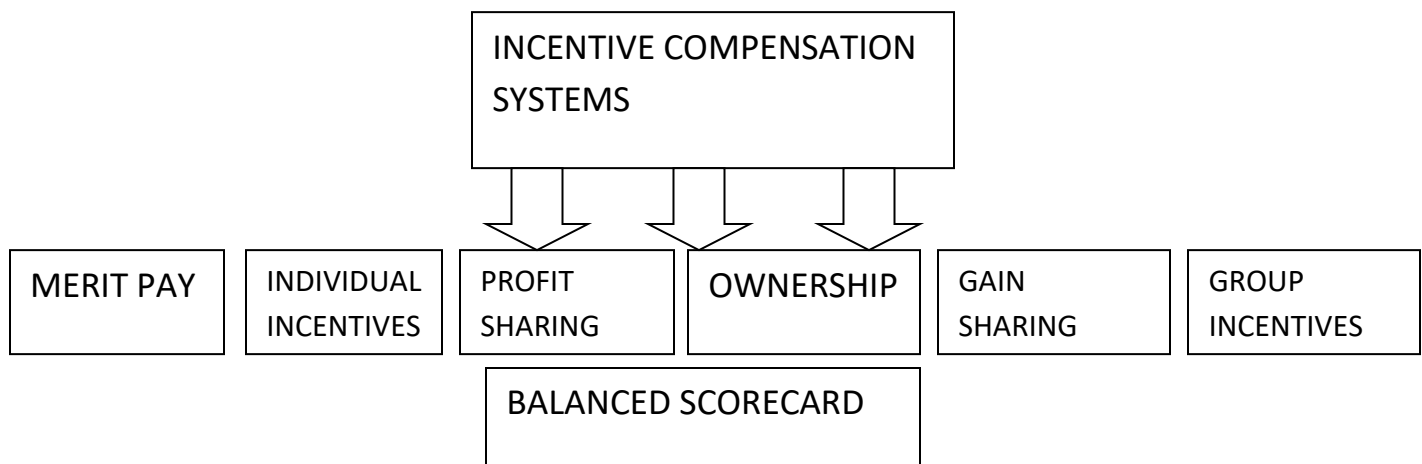


Figure 4:Types of Incentive-Based Compensation Systems Adapted from (Noe et al, 2006).

Within the different Palestinian sectors, the government always decides and controls the minimum levels of wages and salaries for all employees. The reward system is also related closely to the employees’ experience, age and position. The majority of employees receive a basic salary in addition to bonuses and incentives, which are determined on an employees’ position, age and type of work.

The studies examining PNA performance appraisal practices criticizes at the confidential appraisal report conducted by the supervisors (Awwad, 2005; Alnono, 2004). It is claimed that this method could lead to an individual bias. Additionally, the appraisal process takes place only once a year, therefore, the organization might inadvertently become involved in the time appraisal bias because insufficient time is spent on the employee appraisal (Awwad, 2005; Alnono, 2004).

According to the Palestinian Civil Law, the employees in the public sector are entitled to get financial support and incentives. Furthermore, the PNA organizations employ compensations which include monetary and non-monetary rewards, which an organization exchanges for the contributions of its employees in both job performance and personal contributions (Miaari, 2009).

The PNA compensation practices indicated that the employees classify the pensions as professionally in the long term rather than the short term. On the other hand, employees considered that insurance is proper, but a monthly salary is the least effective compensation practice (Abu-sultan and Habil, 2011).

2.1.4 Employees' Performance

Performance is one of the most important concepts that have received a great attention in administrative studies in general and human resource studies in particular, because the concept is important at the level of the individual and the institution and for the intervention of influences that affect performance and its diversity.

Employees' performance has been a priority for organizations and researchers. For decades, researchers are trying to find alternative ways to reinforce employees' job performance. Job performance refers to "behaviors or actions that are relevant to the goals of the organization in question" (McCloy, Campbell, and Cudeck, 1994). Performance may be a multi-dimensional variable within which every job has distinct performance components (McCloy et al., 1994). Porter and Lawler (1968) argued that attitudes influence performance. as an example, Christen, et al. (2006), Cohrs, et al. (2006), Rayton (2006), found evidence that job satisfaction – an attitudinal variable – influences job performance – a behavioral variable. In their empirical study, Lawler and Porter (1967) reported that "satisfaction of higher order needs would be the foremost closely associated with performance". Although the causal direction between job satisfaction and job performance continues to be not resolved, Judge, Therese, Bono and Patton (2001) found that the typical true correlation between job satisfaction and job performance was estimated to be 0.30.

Today, all kinds of institutions seek to maximize productivity and raise the level of employees' performance to the highest levels, in order to ensure their survival and continuity in the practice

of their activities. To achieve the goals and the organizational and service message. (Al-Zibak, 2004)

In addition to the previous elements, there are other additional elements for performance that are the amount of work done, persistence and reliability, and the quality of work. (Shaheen, 2010)

Performance standards: Precise and clear performance standards are established through several methods, the most important standard: (Al-Hour, 2006)

- Using brainstorming technique and creative thinking.

- organize priorities based on its importance and degree of difficulty.

- Setting priorities within priorities.

- Using the elements of quality, quantity, time and process in formulating tasks and defining methods for measuring implementation therein.

- Reviewing the previous performance standards used and work to evaluate their usefulness in measuring work performance.

- Discussing standards with managers.

- Elements of Total Quality Management: Total Quality Management consists of five basic elements or layers that are guidance, basic concepts, processes of receipt and delivery, organizational impact, rewards and recognition of the credit. (Almrabaa, 2004)

- Steps to improve performance: The steps to improve performance are determined as follows:

The first step: analyzing the performance (Ayesh, 2008)

Step 2: Finding the Roots of Causes (Al-Balbisi, 2012)

Step 3: Choosing the way to intervene or treatment (Ayesh, 2008)

Step Four: Application (Ayesh, 2008)

Step Five: Direct Communications (Al-Balbisi, 2012)

Step Six: Revision and Following up (Al-Ajlah, 2009)

2.1.4.1 Performance improvement:

Improving performance is trying to get up with something to a better condition or to maintain and develop it if it is good, using all available resources to improve outputs and performance, and by using measures to measure planned performance by relying on an accurate feedback to provide this information and present it to workers for the purpose of correcting deviations and then applying inputs. Improving performance of any institution requires the following elements: (quality, productivity, technology, cost). This integrated approach is called comprehensive quality improvement management. (Siam, 2010)

2.1.5. Human Resources strategies and Employees' Performance

The strategic human resources practices based on organizational performance and employee behavior, or HR practices in general, has been one of the best subjects of study in the developing world for many years. The efficient examinations that connected HRM practices and performance were distributed by (Gerhart and Milkovich, 1992; Arthur 1994; Huselid in 1995; MacDuffie, 1995; Guest, 1997). There is a very limited number of studies on HR practices in developing countries in general (Budhar and Debrah, 2001, Singh, 2004). Studies in the literature examine recent practices and research for human resource management. The importance and value of human resource management (HRM), which ensures that organizations achieve their goals by meeting individual expectations and needs of employees as their primary goal, and thus the organization's human resources division has increased. The content of the work done by HR managers who have a major role in the SHRM process has changed dramatically. Singh (2004) suggested that HR policies should be made compatible with business planning. Organizations should not consider people as variable expenses, but as assets and must bear in mind that they are valuable and a source of competitive advantage (Sing, 2004). Budhar (2001) has indicated that "people, their skills, potential, and overall experiences, when they join company skills for the good of the company , are considered an important resource and contribute to the company's success and competitive advantage. According to Bratton and Gold (2007), "SHRM is the process of linking the HR function to the organization's strategic objectives for improving performance. " They added that SHRM is a management practice required under HR policies and

practices that will be linked to the organization's strategic goals. From that point countless explores were directed on various segments of various nations. The majority of the looks into indicated critical effects of HRM practices on employees' performance. Worker performance is legitimately connected with the performance of the organization. The fruitful organizations consider HRM practices as a critical factor that straightforwardly influences the employees' performance.

2.2 Literature Review

2.2.1. Arabic studies

1- Al-Qatawneh and Mobaideen (2017): The Impact of Human Resources Strategies in the Administrative Empowerment: A Case Study in Arabian Qatrana Cement.

This study aims to identify the impact of human resources strategies in administrative empowerment in the Arabian Qatrana Cement Company, the study used a questionnaire instrument., the study was applied to a sample of the company's employees who totaled (95) employees. After the analysis, the results revealed that the implementation level of human resources strategies was high. The results have shown that the implementation level of administrative empowerment at the company was also high. The study concluded that there is a statistically significant impact at $\alpha = 0.05$ of human resources strategies by its dimensions (selection and placement strategy, compensation strategy, training and development strategy and performance appraisal strategy) in administrative empowerment in Arabian Qatrana Cement Company.

2- Sayyad, (2017): The Impact of Competitive Strategies, and Strategic Human Resource Management on Firm Performance of Palestine.

This study examines the impact of competitive strategies and strategic Human Resource Management in improving corporate performance among mentioned firms in Palestine. 106 respondents selected from 45 firms across the three zones (A,B,C) of Palestine. The results showed that there is a strong positive correlation between strategic HRM and performance level of competition in the firms. It was also concluded that SHRM is an important and indispensable tool for any organization's performance.

3-Tabuoli, Habtoor, and Nashief. (2016). The Role of Human Resources Management on Employees' performance: Organizational Commitment Mediator Variable”.

This study aims to look at the role of the human resources management strategies on the worker's performance at Jumhoriya bank in Libya. This examination expects to explore the job of "hierarchical duty" as an arbiter variable between the policies of (HRM) and the worker's performance. To accomplish this objectives, the study used a questionnaire instrument. The examination is focusing on all representatives working in Jumhoriya bank and all its branches, in the capital city of Libya Tripoli. The results indicate that there is a positive connection between the (HRM) and the worker's performance.

4- Ilyas, Farooqi, and Ahmad. (2016). “Effect of Human Resource Management Practices on Employees' Performance: A Study of Telecom Sector”

The study examine the impacts of human resource management practices, in private telecom segment organization of Rawalpindi and Islamabad. A sum of 100 workers of telecom organizations reacted to the structured survey,, which estimated the three HRM practices and representative execution. After the analysis, the results revealed that there is a positive relationship of these three practices with representative exhibition. The investigation gives understanding to the administration of the organizations to utilize these HRM Practices for better and improved implementation and contributes to restricted empirical information about Pakistan.

5-AladwanK. Mahmoud (2012). The Impact of Human Resource Management Practices on Employees' Attitude in Jordanian Organizations

This study aims to examine the impact of human resource management practices on job satisfaction, organizational commitment, work values, and intention to quit among frontline employees in Jordanian organizations. A survey was completed by 493 frontline employees from Jordanian organizations. Principal component analysis was used to determine the underlying factor structures. The measurement models were tested on the complete data set using exploratory factor analysis employing SPSS 17.0. Confirmatory factor analysis was employed using to further investigate the latent structure of the factors. The final model supported a conceptual framework that is inclusive of five domains: human resource management practices,

job satisfaction, organizational commitment, work values, and intention to quit. The current study found evidence that the human resource management practices have a significant impact on employees' attitudes such as; job satisfaction and organizational commitment. Whereas, the current study found that the human resource management practices has no direct or significant impact on employees' work values and intention to quit.

6- Shammout. (2014). The role of human resources management practices represented by employees' recruitment and training and motivation for realization of competitive advantage.

The examination distinguished job of human asset the executives in the acknowledgment of intensity in mechanical associations to increase upper hand and the developments in HRM in the 21st century will be breaking down in a key view. Information were drawn from a sample of two mechanical business associations in the city of Amman. The investigation results demonstrated that there is a criticalness connection between the variables, for example, preparing, spurring, pulling in, utilizing, assessing representatives, and the setting of compensations, charges and awards of workers and laborers and the acknowledgment of aggressiveness among mechanical business associations. In addition, this outcome is steady with the result of past examinations.

7- Al_Qudah, Osman, and Al_Qudah. (2014). The Effect of Human Resources Management Practices on Employees' performance

This paper aimed to examine the effect of HRM practices towards employees' performance in Malaysian Skills Institute (MSI). It investigated the factors that affect on recruitment and selection, compensation toward employees' performance in MSI. The study population, which consisted of employees in the MSI, comprised 40 respondents. To achieve the study objectives, the researcher developed and distributed a questionnaire, and collected and analyzed the data using SPSS. An overall analysis was performed based on the descriptive statistics and correlation analysis. The results indicated that recruitment, selection, and compensation significantly correlated with the employees' performance in MSI. The paper provided recommendations for improving recruitment and selection and compensation in MSI.

8- K. Aladwan, B. Ramudu and A. Fish (2011), Integrating Western HRM Practices in Jordanian Organizations: The constraints and potential for convergence

Little is known about the practice of human resource management (HRM) in either Jordan, or other Arab countries. In addition, the few studies that are available, are not based on empirical realities, and tend to be anecdotal in nature.

The aim of this paper is first to highlight and provide a stronger focus on the nature of HRM in Jordan; reflecting an awareness of national cultural values, and secondly; to identify possible future directions for HRM strategy development and professional practice in Jordan. The study shows that many Arab organizations including public and private Jordanian organizations need to devote more attention to their HRM practices.

2.2.2 Foreign studies

1-Hassan, S. (2016).Role of HRM Practices on Employees' Performance.

This study was conducted to determine the role of HRM practices on employees' performance in the Textile industry of Pakistan. Random sampling technique was used to collect data for this research study. A questionnaire based on 34 items was distributed among 68 employees of textile industry for data collection. To check the association between HRM practices and employees' performance, Pearson correlation statistical technique and regression analysis was applied on the data. The results indicate that HRM practices have a positive role on employees' performance. Hence, it is proved that independent variables contribute positively towards change in the dependent variable.

2-Kisanga and zawadi. (2015) The Influence of Strategic Human Resources Practices on The Performance of Public Sector: The Case of Ministry of Water

A study aims to study the influence of SHRM practice on performance of public sector in Tanzania. Data were collected through uses of questionnaires, interviews and documentary review. The study concluded that, the level of practice SHRM is of low level. The study shows that; there is a positive relationship between SHRM practice and performances of public entities in Tanzania. The study recommended that, concept of SHRM create new competitive weapon to the organization which is difficult to imitate by other competitors. In Tanzania, public organization the effective implementation of SHRM practice can be achieved if both HR

function and other functions in organization work as the team. In addition, the allocation of fund for employee training and development should be in line with strategic human resource planning.

3-Jalil, Shaikh and Alam. (2014) Human Resource Management Practices and Operational Performance: An Empirical Study on Kushtia Sugar Mills Ltd Md.

This research is conducted to study human resource management (HRM) practices in the public sector and explore the impact of HRM practices on the operational performance. For this purpose, primary data has been collected through questionnaire from 62 employees working in a state-owned entity (SOE) namely Kushtia Sugar Mills Ltd (KSML), which is operating under Bangladesh Sugar and Food Industries Corporation (BSFIC). Simple random sampling was used to select respondents from KSML. Correlation analysis, regression analysis and T-test were carried out to examine the relationship between the selected HRM practices and operational performance of KSML. The analysis of the opinion and perception collected from the respondents revealed that, there is a positive and significant relationship between effective HRM practices (especially recruitment and selection, performance appraisal, involvement and communication and employee relationship) and the operational performance of KSML.

4-Francis. (2013). The Impact of Strategic Integration of Human Resource Management Practices on Organizational Performance: Some Evidence from Nigeria

This study aims to investigate the impact of strategic human resource management practices on performance of Nigerian organizations. A multi-respondent survey of companies was undertaken and data collected were derived from questionnaires completed by 225 human resource managers from 186 out of 195 organizations listed on the Nigeria stock exchange that have implemented performance management systems. The internal reliability of the scales varies from 77 to .90. The results show that strategic human resource management practices affect performance of organizations generally and that recruitment and selection practices if strategically integrated with business in Nigeria will positively lead to organizational performance. The findings also show that majority of enterprises in Nigeria had a LOW level of recruitment and selection strategic integration in business strategy formulation and implementation. The study recommends that more strategic elements of human resource management practices be integrated

into the performance management system to increase competitiveness and the survival of Nigerian organizations.

5-Jimoh and Danlami. (2010) Strategic Human Resource Management and Organizational Performance in the Nigerian Manufacturing Sector: An Empirical Investigation

This paper aims to examine the extent of practice of Strategic HRM Nigerian manufacturing sector and its impact on organizational performance. A multi-respondent survey of 21 Nigerian manufacturing companies was undertaken and data collected was subjected to correlation and regression analysis as well descriptive statistics to investigate the fit between organizational performance and strategic human resource management practices. Results show that strategic HRM was moderately practiced by the companies operating in the Nigerian manufacturing sector. The study recommended that, the Nigerian manufacturing sector should pay more attention to these practices, in order to improving their implementation across the industry.

Nurul, Nimalathan and Muhammad (2010) describe researched the topic of that article was impact of HR Practices on Organizational Performance in Bangladesh. The main purposed of this researched article to examine the relationship between human resources practices and organizational performance in the level of developing countries like Bangladesh. Recruitment and selection, training and development, performance appraisal were independent variables and organizational Performance as dependent variable. Data collected from 50 manufacturing firms in Bangladesh .The questionnaire was used and send to HR managers. The analysis of the opinion and perception collected from the respondents revealed that HR practices have significant association with organizational performance. Out of HR practices, only performance appraisal is found to have significant impact on organizational performance.

2.2.3 Comments on the previous studies:

After reviewing previous studies, most of them have shown the significance of using human resources strategies to improve the performance of the workers.

Strategic human resources is an important and indispensable tool for any organization's performance (Sayyad, 2017). Necessity of developing a comprehensive strategy for human resources in the Company in line with the improvement of policies and procedures relating to the

selection and placement of employees, and to develop their abilities, preparing the right climate that contributes to raising their morale and creating trust between managers and employees(Al-Qatawneh and Mobaideen , 2017). An investigation of 100 workers of telecom associations gives understanding to the administration of the associations to utilize these HRM practices for better and improved execution and contributes than the constrained experimental information about the country. The study of (Alkhazaliand Ab. Halim, 2015) builds up an applied system that clarifies the connection between SHRM, and Firm Performance of Jordan's Corporate Organizations. (Al_Qudah, Osman, and Al_Qudah, 2014) indicated that recruitment and selection and compensation significantly correlated with the employees' performance in Malaysian Skills Institute.

Hassan, S. 2016 considered that HRM practices have a positive role on employees' performance in the Textile industry of Pakistan. The key factors are Line management development, creative recruitment, proper selection system, regular training, and development of personnel, compensation system, performance appraisal system, effective career planning system and participation of employees in organization decision and action programs in the Indian manufacturing industry(SUTHA and Thangadurai, 2016).Positive relationship lies between SHRM practice and performances of public entities in Tanzania (Kisanga and zawadi, 2015).There is a positive and significant relationship between effective HRM practices (especially recruitment and selection, performance appraisal, involvement and communication and employee relationship) and the operational performance of Kushtia Sugar Mills Ltd Md.

The strategic human resource management practices affect performance of organizations generally and that recruitment and selection practices if strategically integrated with business in Nigeria will positively lead to organizational performance (Francis,2013).(Jimoh and Danlami,2010) recommended that, the Nigerian manufacturing sector should pay more attention to these practices, in order to improving their implementation across the industry. The study of (Aladwanet al, 2011) shows that many Arab organizations including public and private Jordanian organizations; need to devote more attention to their HRM practices.

Compared with previous studies, this study looks and investigates the relationship between human resources strategies and employees' performance in the ministry of interior/West bank

/Civil Section, and determines dimensions of the human resources management strategies and determine the factors that need improvements in order to improve the level of performance of the Palestinian ministry of interior. The study is characterized by that dealing with the subject from the employee point of view.

As indicated by the introduction of past investigations, the fundamental augmentations of this examination are as following:

- 1- The place of conducting this study and its population, which concerns the public sector in Palestine (West Bank).
- 2- This study will be led to be comprehensive to all human resources strategies in the public sector, which covers the human resources management work at the organization. While other studies concerned the HRM practices not conform to the institutions in the Palestinian public sector.
- 3- The reality of HRS existence will be examined, and the role of the existence or no-existence will be investigated.

2.3 Overview of the Palestinian Ministry of Interior

The Ministry of the Interior originated from the first day of the establishment of the Palestinian National Authority in 1994, and the ministry has received the attention and care of the political leadership as one of the most important sovereign ministries for its role in providing security and safety for the Palestinian citizen, and it makes important changes and seeks to develop new capabilities in order to implement its role and provide a security service More inclusive to the Palestinian public by joining all security services under its responsibility, in addition to fulfilling its primary role of protecting the basic pillars of the state, safeguarding the rights and freedoms of the citizen, ensuring the Palestinian public to live in safety and confidence, and looking towards a promising future .(www.moi.pna.ps)

The Ministry of Interior has set itself an eye to restore consideration to its citizens by following the shortest way to complete the transactions, so it has developed an organizational and structural building plan and was able in a record time to deliver the easiest services related to security and civil affairs that provide the service to the Palestinian citizen as issuing the Palestinian passport that put an end to the suffering of the citizen in Airports and the countries that he intends. The

Ministry also took care of organizing civil life through the care and follow-up of civil society organizations and submitted draft laws to regulate civil life.

The Palestinian Ministry of the Interior is a sovereign national institution, with moral and social responsibility and civil and security duties, that contributes to the development of a free and democratic society in an independent and sovereign Palestinian state, by providing security and safety, enforcing the rule of law and creating a stable security architecture that is respected and supported at the national, regional and international levels.

The Ministry supervises the protection and respect of public rights and freedoms in accordance with the principles of international law and local legislation, and contributes to promoting and entrenching the Palestinian national identity and safeguarding the rights and duties of citizenship without any discrimination on the basis of color, sex, religion, race or belief, so everyone is equal before the law. (www.moi.pna.ps)

The Ministry of Interior as a Governmental institution, its duty to provide more efficient and effective services, it is particularly appropriate to assess the degree to which human resources management can enhance the performance of the Ministry.

3. Chapter Three: Methodology

3.1 Introduction

This chapter presents the methodology and procedures used toward accomplishing the study, in addition to achieving the objectives and answering the main questions of the study. However, this chapter include detailed presentation for the procedures used in the quantitative analysis, toward extracting the results of the study.

3.2 Methodology

This study used a descriptive and analytical approach that is related to the achievement of the study objectives, in order to describe the main phenomenon of the reality of using the HRM at the interior ministry from the employees' point of view.

In addition, the study establishes causal relationships between human resources strategies and employees' performance. The emphasis here is on studying a situation in order to explain the relationships between variables. In order to follow those approaches the quantitative method has been used as the main method, using the questionnaire as the main tool of data gathering, in order to collect the perspectives and facts for the subject of the study.

3.3 Population of the study

According to the data obtained by the researcher from the Ministry of Interior, the population of the study consisted of (423) employees in the supervisory management of the divisions of all West Bank's districts of the ministry of interior.

3.4 Sample of the study

In order to achieve the objectives of the study, in addition to be comprehensive regarding answering questions of the study, the researcher used the random stratified sampling technique, for the reason of covering all districts of the WEST Bank with all supervisory management positions, as well as to compare between districts in term of describing the reality of applying the HRM, and its role on the employees' performance.

The sample of the study is consisted of (169) individuals of (423) individuals in the supervisory management level at the ministry, from all over the West Bank branches of the Interior ministry of Palestine. It is worth to mention that (169) questionnaires have been distributed over the managers covering all over the branches in the West Bank, That is, almost 40% of the study population, although (148) questionnaires were used in the analysis, That is, almost 35% of the study population, because (23) questionnaires are not fulfilled completely so those has been excluded from the analysis. The details of the sampling are shown in Table 1.

3.4.1.Sample Design and Administration

- ☐ A Stratified random sample was divided into five strata, simple random subsamples are drawn from within different strata that share some common characteristic.
- ☐ A simple random sample was applied for each stratum .This type of sampling was adopted because it offers more representative samples and less random sampling error; however, the disadvantage of this type is represented in complex information on the strata that might be difficult to obtain.
- ☐ The estimated level of confidence = 95% ($z = 1.96$)
- ☐ The estimated margin of error was tolerated = 5%
- ☐ The estimated proportion of responses = 100%

3.4.1.1 Stratified Sampling

If the variable we are interested in takes on different mean values in different subpopulations, we may be able to obtain more precise estimates of population quantities by taking a stratified random sample. The word stratify comes from Latin words meaning “to make layers”; we divide the population into H subpopulations, called strata. The strata do not overlap, and they constitute the whole population so that each sampling unit belongs to exactly one stratum. We draw an independent probability sample from each stratum, then pool the information to obtain overall population estimates.

1. We use stratified sampling for one or more of the following reasons:

2. We want to be protected from the possibility of obtaining a really bad sample.
3. We may want data of known precision for subgroups of the population.
4. A stratified sample may be more convenient to administer and may result in lower cost for the survey.
5. Stratified sampling often gives more precise (having lower variance) estimates for population means and totals.

Table 3.1 Sampled population

Category	Agent	General Director	Manager	Deputy Manager	Head of department	Total of number of employees	Employees selected using systematic sampling	Response Rate	% Rate Response
Ministry	8	22	59	38	35	162	65	65	43.3
Ramallah	0	1	10	1	13	25	10	7	4.6
Al-Ram	0	1	1	2	3	7	3	3	2
Alquds- AbuDees	0	1	2	4	1	8	4	4	2.7
Bethlehem	0	3	5	7	10	25	10	10	6.7
Hebron	0	1	8	7	8	24	10	10	6.7
Halhoul	0	1	6	3	3	13	5	5	3.3
Dora	0	1	6	3	2	12	5	5	3.3
Jerico	0	1	4	7	2	14	6	6	4
Jeneen	0	1	9	8	7	25	10	0	0
Tolkarem	0	1	11	8	9	29	11	11	7.3
Nablus	0	1	14	8	25	48	19	12	9.3
Qalqilia	0	2	7	4	1	14	5	5	3.3
Tobas	0	1	0	0	1	6	0	0	0
Salfit	0	2	6	2	1	11	4	4	2.7
Total	8	22	59	38	35	423	169	148	100

3.5 Characteristics of the sample

The data revealed that according to the gender variable, that 53.4% of respondents are males and 46.6% are females. The Scientific qualification variable shows that 20.3% are Diploma, 62.1%

are Bachelor's, 17.6% are postgraduate studies. The variable of years of experience shows that the rate of 17.6% for less than 10 years, 19.6% for 10- less than 15 years, and 62.8% for 15 years and above. The Job position variable shows that the rate of 12.8% for (Director general/ Assistant of a general manager), 39.8% for Manager, and 24.3% for Deputy director, and 22.9% for Head of the department. The location (Place of work) variable shows that the rate of 43.9% for Ministry, 56.1% for the directorates. The directorate variable shows that the rate of 2.7% for (Al-Quds – Abudees), 6.7% for Hebron, and 9.4% for Nablus, and 2% for Al- Ram, and 7.4% for Tol- karem, and 4.7% for Ramalla, and 6.7% for Bethlehem, and 3.3 for Qualqilia, and 3.3for Dora, and 3.3% for Salfit.

Table 3.2Sample Characteristics

Variables	Levels	N	%
Gender	Male	79	53.4
	Female	69	46.6
Education	Diploma	30	20.3
	B.A.	92	62.1
	M.A.	26	17.6
Years of experience	Less than 10 years	26	17.6
	10 –less than 15 years	29	19.6
	15 years and above	93	62.8
Position	Director general/ Assistant of a general manager	19	12.8
	Manager	59	39.8
	Deputy director	36	24.3
	Head of the department	34	22.9
Location	Ministry	65	43..9

	The directorates	83	56.1
	Ministry	65	43.9
	Ramallah	7	4.7
	Al-Ram	3	2
	Alquds-AbuDees	4	2.7
	Bethlehem	10	6.7
	Hebron	10	6.7
	Halhoul	5	3.3
	Dora	5	3.3
	Jerico	6	4
	Tolkarem	11	7.4
	Nablus	14	9.4
	Qalqilia	5	3.3
	Salfit	4	3.3

3.6 Data Gathering process

After delivering the questionnaires by mail for directorates, the questionnaires have been fulfilled and delivered at the main ministry in Ramallah. During the time of delivering the questionnaires, the researcher daily was calling all directorates in order to follow up with them in any inquiries about the questionnaires, as well as emphasizing the fulfillment of the questionnaires.

3.7 Tool of data gathering

Questionnaire survey technique is used in this study to collect the data through questionnaire on variables of the study. The main reason of selecting the survey questionnaire technique that data can be collected easily through five linker scale questions and this technique is very useful and widely used in social sciences. A survey describes a population by providing “a quantitative or numeric description of some portion of the population the sample, through the data collection procedure of asking questions of people. This facilitates a researcher to simplify the findings from a sample of responses to a population.” In addition, questionnaire survey data can provide

useful statistics to the researcher, which can be used to describe how things are and why the phenomena occur.

3.8 Validity of the tool

A questionnaire was developed in order to achieve the objectives of the study; it has been arbitrated by members of the academic staff in Business Administration department for ensuring the concepts and words, which is referred to content validity. The questionnaire was divided into 2 sections: • The first section: Includes the demographic factors • the second section: Includes the independent and dependent variables.

Linker five-point scale was adopted to the second part of the questionnaire as the following:

- 5 - Strongly agree
- 4 – Agree
- 3 –Middle
- 2 – Disagree
- 1 - Strongly disagree.

Based on that the values of the arithmetic averages found by the study will be dealt with in order to interpret the data as follows:

- From 1.00 to 2.33 low degree
- From 2.34 to 3.67 moderate degree
- From 3.68 to 5.00 high degree.

Table 3.3: Pearson Correlation results for The level of applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior

N	Value (R)	Sig	N	Value (R)	Sig	N	Value (R)	Sig
1	0.458**	0.000	25	0.725**	0.000	49	0.546* *	0.000
2	0.557**	0.000	26	0.609**	0.000	50	0.190*	.0021

3	0.641**	0.000	27	0.590**	0.000	51	0.252* *	0.002
4	0.572**	0.000	28	0.646**	0.000	52	0.251* *	0.002
5	0.527**	0.000	29	0.735**	0.000	53	0.273* *	0.001
6	0.511**	0.000	30	0.759**	0.000	54	0.198*	0.016
7	0.564**	0.000	31	0.772**	0.000	55	0.271* *	0.001
8	0.499**	0.000	32	0.696**	0.000	56	0.326* *	0.000
9	0.426**	0.000	33	0.761**	0.000	57	0.547* *	0.000
10	0.346**	0.000	34	0.724**	0.000	58	0.646* *	0.000
11	0.417**	0.000	35	0.728**	0.000	59	0.566* *	0.000
12	0.559**	0.000	36	0.747**	0.000	60	0.636* *	0.000
13	0.448**	0.000	37	0.768**	0.000	61	0.714* *	0.000
14	0.484**	0.000	38	0.719**	0.000	62	0.676* *	0.000
15	0.769**	0.000	39	0.564**	0.000	63	0.712* *	0.000
16	0.622**	0.000	40	0.708**	0.000	64	0.436* *	0.000
17	0.632**	0.000	41	0.556**	0.000	65	0.603* *	0.000
18	0.591**	0.000	42	0.677**	0.000	66	0.622* *	0.000
19	0.657**	0.000	43	0.650**	0.000	67	0.721* *	0.000
20	0.440**	0.000	44	0.772**	0.000	68	0.644* *	0.000
21	0.718**	0.000	45	0.200*	.0015	69	0.747* *	0.000
22	0.712**	0.000	46	0.439**	0.000	70	0.768* *	0.000

23	0.682**	0.000	47	0.416**	0.000	71	0.604*	0.000
24	0.741**	0.000	48	0.482**	0.000			

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 3.4: Pearson Correlation results for The level of applying employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior

N	Value (R)	Sig	N	Value (R)	Sig	N	Value (R)	Sig
1	0.765**	0.000	7	0.831**	0.000	13	0.569*	0.000
2	0.772**	0.000	8	0.803**	0.000	14	0.658*	0.000
3	0.716**	0.000	9	0.830**	0.000	15	0.675*	0.000
4	0.714**	0.000	10	0.789**	0.000	16	0.469*	0.000
5	0.727**	0.000	11	0.700**	0.000	17	0.635*	0.000
6	0.704**	0.000	12	0.802**	0.000			

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The results indicated that most of paragraphs correlation values with total degree of the instrument are statistically significant, indicating that the internal consistency of the paragraphs of the tool and they share together in the measurement of the level of the organization under study between human resource strategy and employees' performance.

3.9 Reliability of the study

The researcher verified the stability of the tool, by calculating the stability of the total score of the stability factor, for the fields of study according to the stability equation of Cronbach Alpha, and the overall score for The level of applying human resources strategies from the perspective

of the respondents in Palestinian ministry of interior (0.970), and (0.930) for The level of applying employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior, and this result indicates that this tool has the stability that meets the purposes of studying. The following table shows the coefficient of stability for the domains and the overall score.

Table 3.5 Stability coefficient results for fields

	number of cases	number of items	Cronbach Alpha
The axis of the questionnaire: The first axis: the recruitment strategy	148	14	0.88
the strategy for selecting and appointing employees	148	16	0.94
the training strategy	148	14	0.95
performance appraisal strategy	148	12	0.90
compensation strategy material and moral incentives	148	15	0.92
Total degree	148	88	0.97
Improving employees' performance	148	17	0.93

3.10 Statistical Treatment

After collecting the study data, the researcher reviewed it in preparation to be entered to the computer, it have been entered to the computer by giving specific figures, that means to transfer the answer from verbal to digital, where the answer strongly agree were given 5 degrees, agree were given 4 degrees, neutral were given 3 degrees, not agree 2 degrees, and the strongly disagree were given one degree, so the higher the degree be the higher the level of the "organization under study between human resource strategy and employees' performance". The data has been statistically processed, by extraction the numbers, the percentages, the averages,

and the standard deviations. The hypotheses have been examined at the level of $\alpha = 0.05$, by the following statistical tests: T-test, (One Way Analysis of Variance, Tukey test, (Pearson Correlation), (Cronbach Alpha), by using the computer with statistical packages for Social Sciences (SPSS).

Chapter Four: Statistical Analysis

4.1 Introduction

This chapter included a presentation of the results of the study, which was reached by the researcher on the subject of the study, which is "The Relationship Between Human Resources Strategies and Improving Employees' Performance in Palestinian Ministry of Interior" and the effect of each of the variables through the response of the sample members to the study tool, and the analysis of the statistical data obtained. In order to determine the degree of average response of the study sample, the following degrees were adopted:

Degrees	Means range
Low	2.33 and below
Middle	Form 2.34-3.67
High	From 3.68 and above

4.2 Answering the Study Questions:

Results related to the first question: what is the level of applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior?

The researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire paragraphs that express the field of the level of applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior.

Table 0.1: Means and standard deviations for The level of applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior

N	Fields	Mean	SD	Degree
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1	Recruitment strategy	3.29	0.603	Middle
2	Selection strategy	3.15	0.787	Middle
3	Training strategy	3.12	0.773	Middle
4	Performance appraisal strategy	2.98	0.536	Middle
5	Compensation strategy material and moral incentives	2.80	0.776	Middle
Average		3.07	0.557	Middle

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the level of applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior that the arithmetic mean for the total score (3.07) and a standard deviation (0.557) and this indicates that the level of applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior came middle degree.

The field of Recruitment strategy obtained the highest mean of (3.29), and then the Selection strategy field with mean of (3.15), and then the Training strategy with mean of (3.12), followed by the field of the Performance appraisal strategy with mean (2.98), and then the Compensation strategy with mean (2.80).

The results indicated that the implementation of human resources strategies in the Palestinian ministry of interior, was not sufficient.

The first sub-question: what is the level of applying recruitment strategy from the perspective of the respondents in Palestinian ministry of interior?

The researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire paragraphs that express the field of the level of applying Recruitment strategy from the perspective of the respondents in Palestinian ministry of interior.

Table 0.2: Means and standard deviations for the level of applying Recruitment strategy from the perspective of the respondents in Palestinian ministry of interior

N	Statement	Mean	Std. Deviation	Degree
13	Successful recruitment reduces preparation and training costs.	3.70	0.986	High
9	Filling jobs through the ministry raises the morale of employees.	3.64	0.941	Middle
14	The recruitment strategy facilitates the recruitment process.	3.59	0.946	Middle
8	The Ministry prefers to rely on internal sources such as (promotion, transfer, co-workers, etc.) to fill vacancies in jobs.	3.47	0.979	Middle
1	The Ministry has a clear plan for determining the future needs of employees	3.35	0.917	Middle
4	The ministry announces the vacant jobs as they happen.	3.24	1.006	Middle
6	There are specialized committees to attract employees.	3.24	1.054	Middle
12	The task of planning is assigned to attract staff to manage human resources.	3.22	0.871	Middle
2	Job analysis is used as a basis in determining the type of individuals to be recruited and appointed.	3.20	0.974	Middle
5	The Ministry is studying the cost component when selecting the source of recruitment.	3.17	0.844	Middle
3	The Ministry attracts employees to fill vacancies in jobs according to specific official controls	3.14	0.973	Middle
10	The Ministry uses external sources such as (advertising, employment offices, universities, etc.) to fill vacancies	3.10	1.008	Middle

	in jobs.			
7	The Ministry is studying the element of time when selecting the source of recruitment.	3.03	0.896	Middle
11	Recruitment is often sought from the external source for jobs with creative requirements.	2.95	0.917	Middle
Average		3.29	0.603	Middle

The results indicate in Table No. (4.2) that one sentence came with a high degree and (13) sentence came with a middle degree. The paragraph "Successful recruitment reduces preparation and training costs" at the highest arithmetic average (3.70), followed by the paragraph " Filling jobs through the ministry raises the morale of employees " with an average of (3.64). The paragraph "Recruitment is often sought from the external source for jobs with creative requirements." at the lowest mathematical average (2.95), followed by the paragraph "The Ministry is studying the element of time when selecting the source of recruitment." with an average of (3.03).

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the field of the level of applying Recruitment strategy from the perspective of the respondents in Palestinian ministry of interior that the arithmetic mean for the total score (3.29) and standard deviation (0.603) and this indicates that the field of the level of applying Recruitment strategy from the perspective of the respondents in Palestinian ministry of interior came with a Middle degree.

The second sub-question: what is the level of applying Selection strategy from the perspective of the respondents in Palestinian ministry of interior?

The researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire paragraphs that express the field of the level of applying selection strategy from the perspective of the respondents in Palestinian ministry of interior.

Table 0.3: Means and standard deviations for the level of applying Selection strategy from the perspective of the respondents in Palestinian ministry of interior

N	Statement	Mean	Std. Deviation	Degree
6	The selection policy affects future promotion opportunities.	3.41	1.029	Middle
7	The Ministry conducts systematic interviews with applicants for positions to verify personal capabilities.	3.33	1.033	Middle
12	The new employee is introduced to the Ministry's internal regulations and regulations.	3.33	1.103	Middle
5	The Ministry uses specific types of tests for applicants to fill positions to reach the right person.	3.32	0.905	Middle
9	The Ministry abides by the laws and regulations upon appointment and selection.	3.26	1.071	Middle
4	There are specific major steps for selecting and appointing employees in the ministry.	3.25	1.016	Middle
10	The Ministry is choosing between applicants for jobs in light of the results of interviews and tests.	3.22	1.110	Middle
3	The ministry collects the required information about the candidates before the selection process.	3.17	0.979	Middle
13	Priority in occupying jobs is given to Ministry employees.	3.17	1.157	Middle
15	The Ministry follows up the performance of new employees after the appointment.	3.11	0.956	Middle
1	The Ministry has a clear strategy for selection and	3.09	1.039	Middle

	appointment.			
14	Attention is paid to the career rotation of the new employee to help familiarize him with all the tasks in the ministry.	3.05	1.090	Middle
2	The internal environment is studied in the ministry before appointment.	3.01	0.965	Middle
8	The responsible party avoids personal bias when possible.	3.01	1.085	Middle
11	The Ministry has an honest interview committee.	3.01	1.212	Middle
16	I have satisfaction with the appointment and selection policy of the Ministry.	2.73	1.193	Middle
Average		3.15	0.787	Middle

The results indicate in Table No. (4.3) that all the sentences came with a middle degree. The paragraph " The selection policy affects future promotion opportunities " at the highest arithmetic average (3.41), followed by the paragraph " The Ministry conducts systematic interviews with applicants for positions to verify personal capabilities " and " The new employee is introduced to the Ministry's internal regulations and regulations " with an average of (3.33). The paragraph "I have satisfaction with the appointment and selection policy of the Ministry." at the lowest mathematical average (2.73), followed by the paragraph "The Ministry has an honest interview committee." and "The responsible party avoids personal bias when possible" and "The internal environment is studied in the ministry before appointment" with an average of (3.01).

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the field of the level of applying Selection strategy from the perspective of the respondents in Palestinian ministry of interior that the arithmetic mean for the total score (3.15) and standard deviation (0.787) and this indicates that the field of the level of applying Selection strategy from the perspective of the respondents in Palestinian ministry of interior came with a Middle degree.

The third sub-question: what is the level of applying Training and development strategy from the perspective of the respondents in Palestinian ministry of interior?

The researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire paragraphs that express the field of the level of applying Training strategy from the perspective of the respondents in Palestinian ministry of interior.

Table 0.4: Means and standard deviations for the level of applying Training strategy from the perspective of the respondents in Palestinian ministry of interior

N	Statement	Mean	Std. Deviation	Degree
13	Training helps to overcome employee weaknesses.	3.35	0.996	Middle
11	Specialized centers are used to train employees from outside the Ministry.	3.32	0.949	Middle
9	The staff training process is carried out by a specialized team from within the Ministry.	3.28	0.911	Middle
1	The training objectives are determined in light of the actual needs of the trainees.	3.24	0.978	Middle
2	The Ministry has a clear staff training strategy.	3.22	0.961	Middle
12	The Ministry allocates a sum of money from its annual budget for training.	3.20	0.962	Middle
3	The Ministry encourages employees to join training courses.	3.18	1.094	Middle
4	The employee is subject to training courses when introducing new work techniques.	3.18	0.969	Middle
5	The Ministry provides training courses throughout	3.07	1.044	Middle

	the year.			
8	The training the employee receives meets the requirements of his position.	3.01	0.922	Middle
10	Training needs are determined through periodic performance appraisal.	2.97	1.003	Middle
14	There is a continuous monitoring of the outputs of the training process.	2.95	1.035	Middle
6	The employee will undergo training courses when upgrading to a higher position.	2.77	0.997	Middle
7	The employee is subject to training courses when structural changes occur in the ministry.	2.75	1.003	Middle
Average		3.12	0.773	Middle

The results indicate in table No. (4.4) that all the sentences came with a middle degree. The paragraph "Training helps to overcome employee weaknesses" at the highest arithmetic average (3.35), followed by the paragraph "Specialized centers are used to train employees from outside the Ministry" with an average of (3.32). The paragraph "The employee is subject to training courses when structural changes occur in the ministry." at the lowest mathematical average (2.75), followed by the paragraph "The employee will undergo training courses when upgrading to a higher position" with an average of (2.77).

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the field of the level of applying training strategy from the perspective of the respondents in Palestinian ministry of interior that the arithmetic mean for the total score (3.12) and standard deviation (0.773) and this indicates that the field of the level of applying training strategy in Palestinian ministry of interior came with a Middle degree.

The fourth sub-question: what is the level of applying performance appraisal strategy from the perspective of the respondents in Palestinian ministry of interior?

The researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire paragraphs that express the field of the level of applying Performance appraisal strategy from the perspective of the respondents in Palestinian ministry of interior.

Table 0.5: Means and standard deviations for the level of applying Performance appraisal strategy from the perspective of the respondents in Palestinian ministry of interior

N	Statement	Mean	Std. Deviation	Degree
2	The process of evaluating your business in general is satisfactory.	3.36	0.765	Middle
3	Compared to other institutions the appraisal in my institution is effective.	3.34	0.804	Middle
9	The performance appraisal process is part of the overall enterprise management (its results are used to improve performance).	3.17	0.868	Middle
10	The performance appraisal process at the Ministry is routine.	3.14	0.700	Middle
8	Managers are qualified to adequately manage the performance appraisal process.	3.02	0.820	Middle
4	A meeting is held between the employee and the person responsible for the appraisal process.	2.94	0.875	Middle
6	The performance appraisal relates to the job description.	2.86	1.021	Middle

7	Employees are sufficiently involved in the performance appraisal process in your organization.	2.85	0.722	Middle
1	The performance appraisal process at the Ministry of Interior is appropriate.	2.84	0.625	Middle
5	A discussion is held between you and your official responsible for evaluating your performance.	2.80	0.638	Middle
12	It results from an appraisal process to determine the training needs.	2.73	0.635	Middle
11	Emerging from an appraisal process to perform a business plan for next year.	2.71	0.538	Middle
	Average	2.98	0.536	Middle

The results indicate in Table No. (4.5) that all the sentences came with a middle degree. The paragraph " The process of evaluating your business in general is satisfactory" at the highest arithmetic average (3.36), followed by the paragraph " Compared to other institutions the appraisal in my institution is effective" with an average of (3.34). The paragraph "Emerging from an appraisal process to perform a business plan for next year." at the lowest mathematical average (2.71), followed by the paragraph "It results from an evaluation process to determine the training needs" with an average of (2.73).

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the field of the level of applying Performance appraisal strategy from the perspective of the respondents in Palestinian ministry of interior that the arithmetic mean for the total score (2.98) and standard deviation (0.536) and this indicates that the field of the level of applying Performance appraisal strategy from the perspective of the respondents in Palestinian ministry of interior came with a Middle degree.

The fifth sub-question: what is the level of applying Compensation strategy from the perspective of the respondents in Palestinian ministry of interior?

The researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire paragraphs that express the field of the level of applying Compensation strategy material and moral incentives from the perspective of the respondents in Palestinian ministry of interior.

Table 0.6: Means and standard deviations for the level of applying Compensation strategy material and moral incentives from the perspective of the respondents in Palestinian ministry of interior

N	Statement	Mean	Std. Deviation	Degree
8	Granting incentives in the ministry to employees who do not deserve it affects the performance of employees.	3.90	1.067	High
1	The Ministry realizes that motivation has a positive role on the employee.	3.46	1.097	Middle
9	The employee receives praise from his immediate boss when he presents a distinguished job.	3.03	1.118	Middle
11	The employee has sufficient powers to enable him to develop his work capabilities.	2.90	1.171	Middle
12	The employee in the ministry has an opportunity to participate in taking decisions related to his work.	2.81	1.026	Middle
4	Personal considerations are avoided when setting incentives for employees in the ministry.	2.80	1.184	Middle
10	The basic salary I earn is proportional to the effort spent.	2.77	1.149	Middle

14	The Ministry's administration adopts collective motivation whenever possible to motivate employees to work with the same team spirit.	2.69	1.029	Middle
2	Incentives are granted in the Ministry on the basis of sound scientific foundations announced.	2.66	1.021	Middle
13	The Ministry nominates the distinguished for training courses.	2.58	1.075	Middle
15	The transportation fee I earn is commensurate with the transportation cost.	2.55	1.163	Middle
3	I get letters of thanks and appreciation from the Ministry.	2.54	1.052	Middle
5	The direct manager recommends that the competent employee be granted exceptional rewards.	2.49	1.103	Middle
7	There are just normal and exceptional promotions in the ministry.	2.49	1.128	Middle
6	The employee of the Ministry will receive bonuses for any additional work that he performs.	2.26	1.095	Low
Average		2.80	0.776	Middle

The results indicate in Table No. (4.6) that one sentence came with a high degree and (13) sentences came with middle degree and one sentence came with a low degree . The paragraph " Granting incentives in the ministry to employees who do not deserve it affects the performance of employees" at the highest arithmetic average (3.90), followed by the paragraph " The Ministry realizes that motivation has a positive role on the employee " with an average of (3.46). The paragraph "The employee of the Ministry will receive bonuses for any additional work that he performs." at the lowest mathematical average (2.26), followed by the paragraph "There are just

normal and exceptional promotions in the ministry " and " The direct manager recommends that the competent employee be granted exceptional rewards" with an average of (2.49).

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the field of the level of applying Compensation strategy material and moral incentives from the perspective of the respondents in Palestinian ministry of interior that the arithmetic mean for the total score (2.80) and standard deviation (0.776) and this indicates that the field of the level of applying Compensation strategy material and moral incentives from the perspective of the respondents in Palestinian ministry of interior came with a Middle degree.

Results related to the second question: What is the level of applying HRS to improving employees' performance from the perspective of the respondents in Palestinian Ministry of Interior?

The researcher calculated the arithmetic averages and the standard deviations of the responses of the study sample individuals on the questionnaire paragraphs that express the field of the level of applying employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior.

Table 0.7: Means and standard deviations for the level of applying employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior

N	Statement	Mean	Std. Deviation	Degree
16	The lack of powers makes me frustrated at work.	3.48	1.140	Middle
17	Means of communication with officials are available.	3.24	1.103	Middle
13	The employees' performance is evaluated by his direct boss only.	3.20	0.980	Middle
15	The Ministry provides employees with the criteria	3.17	1.013	Middle

	and principles for performance evaluation.			
4	The Ministry's employee shall be granted sufficient powers to perform his work.	2.97	1.017	Middle
3	The Ministry's employee is proposing new methods to do the work.	2.95	1.012	Middle
8	Mutual trust prevails among employees to improve their performance.	2.91	0.989	Middle
6	The Ministry provides an encouraging work environment that improves employees' performance.	2.85	1.046	Middle
14	The current performance appraisal system differentiates between an inefficient and inefficient employee.	2.82	1.017	Middle
5	The manager encourages competition among employees to excel in performance.	2.80	1.054	Middle
12	Adequate experience and knowledge are available to the heads of the evaluation process.	2.80	0.987	Middle
1	The Ministry provides me with an opportunity to develop my educational qualifications.	2.77	1.057	Middle
9	The Ministry is keen to determine the employees' need for training courses that help in improving performance.	2.74	1.065	Middle
10	Training courses (internal and external) are approved based on the results of the performance evaluation.	2.64	1.024	Middle

7	The Ministry appreciates the creative employee in his work.	2.56	1.064	Middle
2	The opportunity to upgrade is available in my work.	2.51	1.066	Middle
11	The annual performance evaluation results are the main tool for granting incentives and bonuses.	2.45	1.052	Middle
Average		2.87	0.722	Middle

The results also indicate in Table No. (4.7) that all the sentences came with a middle degree. The paragraph " The lack of powers makes me frustrated at work " at the highest arithmetic average (3.48), followed by the paragraph " Means of communication with officials are available " with an average of (3.24). The paragraph "The annual performance evaluation results are the main tool for granting incentives and bonuses" at the lowest mathematical average (2.45), followed by the paragraph "The opportunity to upgrade is available in my work" with an average of (2.51).

It is noted from the previous table that expresses the arithmetic averages and the standard deviations of the responses of the study sample individuals on the field of the level of applying HRS to improving employees' performance from the perspective of the respondents in Palestinian Ministry of Interior that the arithmetic mean for the total score (2.87) and standard deviation (0.722) and this indicates that the field of the level of applying employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior came with a Middle degree.

Results related to the third question: Is there any relationship between the level of applying human resources strategies and employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior?

To answer this question, It was converted to the following hypotheses:

4.3 Examining the Hypotheses

4.3.1 Examining the first main hypothesis:

There is no statistically significant relationship at the level of significance ($\alpha=0.05$) between the level of applying human resources strategies and employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior''

In order to test the hypothesis, Pearson correlation analysis was used and the results of the test are shown in table (4.8).

Table 0.8: The results of (Pearson correlation) for the relationship between the level of applying human resources strategies and employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior.

Strategy	Employees' Performance		
	Number	Correlation	Sig.
Recruitment	148	0.465	0.000
Selection and Appointment	148	0.625	0.000
Training	148	0.696	0.000
Performance appraisal strategy	148	0.018	0.000
Compensation	148	0.782	0.000
Average	148	0.721	0.000

It is clear from the previous table that the value of the Pearson correlation coefficient for the total degree (0.721), and the level of significance (0.000) is less than ($\alpha =0.05$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha = 0.05$) between the level of applying human resources strategies(except Performance appraisal strategy) and employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior. That is, the higher the level of applying human resources strategies, the greater the level of employees' performance improvement from the perspective of the respondents in Palestinian Ministry of Interior. Thus the null hypothesis was rejected and the alternative hypothesis should be accepted.

Whenever the score of the level of the organization under study between human resource strategies increased the score of the level of the employees' performance.

The first sub-hypothesis There is no statistically significant relationship at $\alpha = 0.05$ of recruitment strategy in improving employees' performance

Table 0.9: The results of (Pearson correlation) for the relationship between recruitment strategy and employees' performance

	Number	Pearson Correlation	Sig
relationship between recruitment strategy and employees' performance	148	0.465**	0.000

In order to test the hypothesis, Pearson correlation analysis was used and the results of the test are shown in table (4.8).

It is clear from the previous table that the value of the Pearson correlation coefficient for the total degree (0.465), and the level of significance (0.000) is less than ($\alpha=0.05$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha=0.05$) between the level of applying recruitment strategy and improving employees' performance in Palestinian Ministry of Interior.

Form what is mentioned above the null hypothesis which states "there is no statistically significant relationship at $\alpha = 0.05$ between recruitment strategy and improving employees' performance from the perspective of employees in Palestinian Ministry of Interior" should be rejected and the alternative hypothesis should be accepted which means that there there is a relationship at $\alpha = 0.05$ between recruitment strategy and improving employees' performance .Whenever the score of the level of recruitment strategy and employees' performance increased, the score of the level of the employees' performance increased.

The second sub-hypothesis there is no statistically significant relationship at $\alpha = 0.05$ between selection strategy in improving employees' performance.

Table 0.10: The results of (Pearson correlation) for the relationship between selection strategy and employees' performance

	Number	Pearson Correlation	Sig
relationship between selection strategy and employees' performance	148	0.625**	0.000

In order to test the hypothesis, Pearson correlation analysis was used and the results of the test are shown in table (4.10).

It is clear from the previous table that the value of the Pearson correlation coefficient for the total degree (0.625), and the level of significance (0.000) is less than ($\alpha=0.05$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha=0.05$) between the level of applying selection strategy and improving employees' performance in Palestinian Ministry of Interior.

Form what is mentioned above the null hypothesis which states "there is no statistically significant relationship at ($\alpha=0.05$) between selection strategy and improving employees performance" should be rejected and the alternative hypothesis should be accepted which means that there is a statistically significant role of selection strategy as a dimension of HR Strategies in Palestinian Ministry of Interior at ($\alpha=0.05$).

The results of analysis in the table 4.10 indicated that there was (Positive) relationship between selection strategy and employees' performance. Whenever the score of the level of the organization under study between human resource strategy and employees' performance increased, the score of the level of the strategy for selecting and appointing employees increased.

The third sub-hypothesis there is no statistically significant relationship at $\alpha = 0.05$ between training strategy and improving employees' performance

Table 0.11: The results of (Pearson correlation) for the relationship between the level of the organization under study between human resource strategy and employees' performance and the level of the training strategy

	Number	Pearson Correlation	Sig
relationship between training strategy and employees' performance	148	0.696**	0.000

In order to test the hypothesis, Pearson correlation analysis was used and the results of the test are shown in table (4.11).

It is clear from the previous table that the value of the Pearson correlation coefficient for the total degree (0.696), and the level of significance (0.000) is less than ($\alpha=0.05$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha=0.05$) between the level of applying training strategy and improving employees' performance in Palestinian Ministry of Interior.

Form what is mentioned above the null hypothesis which states "there is no statistically significant relationship at $\alpha = 0.05$ between training strategy and improving employees' performance" should be rejected and the alternative hypothesis should be accepted which means that there is a statistically significant relationship between training strategy and improving employees' performance at $\alpha = 0.05$.

The results of analysis in the table 4.11 indicated that there was (Positive) relationship between the level of the organization under study between human resource strategy and employees' performance and the level of the training strategy. Whenever the score of the level of the

organization under study between human resource strategy and employees' performance increased, the score of the level of the training strategy increased.

The fourth sub-hypothesis there is no statistically significant relationship at $\alpha = 0.05$ between performance appraisal strategy and improving employees' performance.

Table 0.12: The results of (Pearson correlation) for the relationship between performance appraisal strategy and employees' performance

	Number	Pearson Correlation	Sig
relationship between performance appraisal strategy and employees' performance	148	0.018**	0.000

In order to test the hypothesis, Pearson correlation analysis was used and the results of the test are shown in table (4.12).

It is clear from the previous table that the value of the Pearson correlation coefficient for the total degree (0.018), and the level of significance (0.000) is less than ($0.05 = \alpha$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha = 0.05$) between the level of applying performance appraisal and improving employees' performance in Palestinian Ministry of Interior.

Whenever the score of the level of human applying performance appraisal strategy increased, the score of the level of the employees' performance increased. Also, can be added that this relationship is weak.

The fifth sub-hypothesis there is no statistically significant relationship at $\alpha = 0.05$ between applying compensation strategy and improving employees' performance.

Table 0.13: The results of (Pearson correlation) for the relationship between applying compensation strategy and employees' performance.

	Number	Pearson Correlation	Sig
relationship between applying compensation strategy and employees' performance	148	0.782**	0.000

In order to test the hypothesis, Pearson correlation analysis was used and the results of the test are shown in table (4.13).

It is clear from the previous table that the value of the Pearson correlation coefficient for the total degree (0.782), and the level of significance (0.000) is less than ($\alpha=0.05$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha=0.05$) between the level of applying compensation strategy and improving employees' performance in Palestinian Ministry of Interior.

Form what is mentioned above the null hypothesis which states "there is no statistically significant relationship at $\alpha = 0.05$ between compensation strategy and improving employees' performance." should be rejected and the alternative hypothesis should be accepted which means that there is a statistically significant relationship at $\alpha = 0.05$ between compensation strategy and improving employees' performance.

The results find out that there was strong relationship between compensation strategy and employees' performance. Whenever, the score of the level of compensation increased, the score of the level of the employees' performance increased.

4.3.2Examining the second main hypothesis

The main second hypothesis: There are no statistically significant differences at the level of significance $\alpha=0.05$ in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the variables(gender, education, years of experience, Job position, location) ?

The first sub-hypothesis: There are no statistically significant differences at the level of significance $\alpha=0.05$ in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior due to the gender variable"

In the Table (4.14), (T test) indicated that there were no significant differences at $\alpha=0.05$ between applying human resource strategies and employees' performance according to the gender, so the hypothesis is accepted.

This result found because the male/female gender is not affected by HRM strategies, due to the equity of both genders regarding the HRM into the organization, throughout the law and bylaws applied in the MOI.

Table 0.14: The results of (t-test) for the differences between human resource strategies and employees' performance according to the gender

	Gender	Number	Mean	Std. Deviation	DF	T	Sig
Recruitment strategy	Male	76	3.33	0.57	141	1.030	0.305
	Female	67	3.23	0.63			
Selection strategy	Male	76	3.19	0.74	141	0.537	0.592
	Female	67	3.12	0.83			
Training strategy	Male	76	3.16	0.68	141	0.842	0.402
	Female	67	3.05	0.85			
Performance appraisal strategy	Male	76	2.93	0.51	141	-1.072	0.285
	Female	67	3.03	0.56			
Compensation Strategy	Male	76	2.84	0.72	141	0.687	0.493
	Female	67	2.75	0.82			
Improving	Male	76	2.99	0.67	141	2.264	0.025

employees' performance	Female	67	2.73	0.73			
Total degree	Male	76	3.07	0.51	141	1.088	0.278
	Female	67	2.97	0.59			

The second sub-hypothesis: There are no statistically significant differences at the level of significance $\alpha=0.05$ in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the education

In the table (4.15), (one-way analysis of variance) indicated that there were no significant differences at $\alpha=0.05$ between applying human resource strategies and employees' performance according to the education, so the hypothesis was accepted.

There are no differences regarding education between respondents, due to the system of promotion used in the MOI and other governmental organizations, where the employee must hold BA as lowest degree accepted for employing, if there are employees holding Master or postgraduate degrees the law gives them same increase on their salaries in the different positions.

Table 0.15: The results of one-way analysis of variance between applying human resource strategies and employees' performance according to the education

		DF	Sum of squares	Mean Squares	F	Sig
Recruitment strategy	Between groups	2	3.671	1.836	4.993	0.008
	Within groups	131	48.165	0.368		
	Total	133	51.836			
Selection strategy	Between groups	2	3.594	1.797	2.901	0.059
	Within groups	131	81.153	0.619		
	Total	133	84.747			
Training strategy	Between groups	2	2.180	1.090	1.834	0.164
	Within groups	131	77.847	0.594		
	Total	133	80.027			
Performance appraisal	Between groups	2	1.058	0.529	1.748	0.178
	Within groups	131	39.662	0.303		

strategy	Total	133	40.720			
Compensation Strategy	Between groups	2	4.853	2.427	4.068	0.019
	Within groups	131	78.137	0.596		
	Total	133	82.990			
Improving employees' performance	Between groups	2	1.078	0.539	1.015	0.365
	Within groups	131	69.576	0.531		
	Total	133	70.654			
Total degree	Between groups	2	1.737	0.869	2.751	0.068
	Within groups	131	41.354	0.316		
	Total	133	43.091			

The third sub-hypothesis: There are no statistically significant differences at the level of significance $\alpha=0.05$ in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the years of experience

Table 0.16: Numbers, means, and standard deviation for the difference of the level of the organization under study between strategic human resource practices and improving functional performance according to the years of experience.

	Years of experience	Number	Mean	Std. Deviation
Recruitment	Less than 5 years	2	3.75	0.75
	5-less than 10 years	20	3.17	0.67
	10 –less than 15 years	29	3.36	0.60
	15 years and above	93	3.29	0.55
Selecting and appointing employees	Less than 5 years	2	3.50	1.50
	5-less than 10 years	20	3.09	1.06

	10 –less than 15 years	29	3.08	0.88
	15 years and above	93	3.21	0.65
Training	Less than 5 years	2	3.35	1.31
	5-less than 10 years	20	2.92	0.92
	10 –less than 15 years	29	3.04	0.99
	15 years and above	93	3.17	0.65
Performance appraisal	Less than 5 years	2	3.04	0.53
	5-less than 10 years	20	2.87	0.66
	10 –less than 15 years	29	2.95	0.56
	15 years and above	93	3.02	0.49
Compensation (Material and moral incentives)	Less than 5 years	2	3.23	0.98
	5-less than 10 years	20	2.58	1.06
	10 –less than 15 years	29	2.84	0.82
	15 years and above	93	2.83	0.69
Improving employees' performance	Less than 5 years	2	2.14	0.45
	5-less than 10 years	20	2.55	0.81
	10 –less than 15 years	29	2.80	0.83

	15 years and above	93	2.98	0.65
Total degree	Less than 5 years	2	3.14	0.75
	5-less than 10 years	20	2.86	0.68
	10 –less than 15 years	29	3.01	0.65
	15 years and above	93	3.08	0.49

In the table (4.16), (One-way analysis of variance) indicated that there were no significant differences at $\alpha=0.05$ for the level of the organization under study between human resource strategy and employees' performance according to the years of experience, so the hypothesis was accepted.

It is obvious that years of experience variable at the MOI is not making differences between the answers of respondents, which makes us say that the employees' performance does not affected by experience in the MOI, due to the implementation of the HRM strategy over all employees, with different years of experience.

Table 0.17: The results of one-way analysis of variance for the level of organization under study between human resource strategy and employees' performance according to the years of experience

		DF	Sum of squares	Mean Squares	F	Sig
Recruitment strategy	Between groups	3	0.820	0.273	0.804	0.494
	Within groups	140	47.606	0.340		
	Total	143	48.426			
Selection strategy	Between groups	3	0.764	0.255	0.422	0.738
	Within groups	140	84.470	0.603		
	Total	143	85.234			
Training	Between groups	3	1.327	0.442	0.721	0.541

strategy	Within groups	140	85.893	0.614		
	Total	143	87.221			
Performance appraisal strategy	Between groups	3	0.436	0.145	0.502	0.681
	Within groups	140	40.467	0.289		
	Total	143	40.902			
Compensation (material and moral incentives)	Between groups	3	1.440	0.480	0.787	0.503
	Within groups	140	85.376	0.610		
	Total	143	86.815			
Improving employees' performance	Between groups	3	4.350	1.450	2.829	0.041
	Within groups	140	71.763	0.513		
	Total	143	76.113			
Total degree	Between groups	3	0.906	0.302	0.969	0.409
	Within groups	140	43.632	0.312		
	Total	143	44.538			

The fourth sub-hypothesis: There are no statistically significant differences at the level of significance $\alpha=0.05$ in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the job position.

In the table (4.18), (One-way analysis of variance) indicated that there were significant differences at $\alpha=0.05$ between human resource strategy and employees' performance according to the job position.

To find the source of these differences extracted (Tukey test) for bilateral comparisons posteriori hypotheses of the level of the organization under study between applying human resource strategies and improving employees' performance according to the job position, as shown from table (4.19).

Tukey test results for bilateral comparisons posteriori between human resource strategies and employees' performance according to the name. The differences between manager and between

Deputy director in favor of manager, and the differences between manager and between Head of the department in favor of manager, so the hypothesis was rejected.

The main differences regarding the HRM strategy and its role in the performance of employees was because of the position of the respondents. We can make illustration of this result that says employees seeks for career, position, rewards promotion, in which they will do their best toward achieving the higher positions in the directorates or in the main headquarter of the ministry. Thus, the most important practice for employees regarding their position is obtaining higher promotion, due to the increase in their salaries and compensations after they leave.

Table 0.18: Numbers, means, and standard deviation differences at the level of significance ($\alpha=0.05$) in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the according to the position.

	Name	Number	Mean	Std. Deviation
Recruitment strategy	Director general	11	3.39	0.60
	Assistant of a general manager	2	3.75	0.35
	Manager	60	3.31	0.58
	Deputy director	30	3.24	0.49
	Head of the department	43	3.18	0.67
Selection strategy	Director general	11	3.63	0.41
	Assistant of a general manager	2	3.84	0.66
	Manager	60	3.29	0.69
	Deputy director	30	2.81	0.74
	Head of the department	43	2.97	0.84
Training strategy	Director general	11	3.22	0.48
	Assistant of a general manager	2	3.60	0.55

	Manager	60	3.26	0.65
	Deputy director	30	2.99	0.72
	Head of the department	43	2.86	0.93
Performance appraisal strategy	Director general	11	2.46	0.56
	Assistant of a general manager	2	3.08	0.00
	Manager	60	3.11	0.51
	Deputy director	30	3.02	0.42
	Head of the department	43	2.86	0.56
Compensation strategy	Director general	11	3.13	0.37
	Assistant of a general manager	2	3.23	0.23
	Manager	60	3.04	0.65
	Deputy director	30	2.41	0.65
	Head of the department	43	2.55	0.90
Improving employees' performance	Director general	11	3.31	0.46
	Assistant of a general manager	2	3.32	0.54
	Manager	60	3.15	0.61
	Deputy director	30	2.55	0.65
	Head of the department	43	2.61	0.75
Total degree	Director general	11	3.22	0.40
	Assistant of a general manager	2	3.48	0.40
	Manager	60	3.20	0.49
	Deputy director	30	2.82	0.49

	Head of the department	43	2.83	0.62
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Table 0.19: The results of one-way analysis of variance for differences in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to position

		DF	Sum of squares	Mean Squares	F	Sig
Recruitment strategy	Between groups	4	1.125	0.281	0.788	0.535
	Within groups	141	50.294	0.357		
	Total	145	51.419			
Selection strategy	Between groups	4	9.416	2.354	4.286	0.003
	Within groups	141	77.438	0.549		
	Total	145	86.854			
Training strategy	Between groups	4	5.113	1.278	2.253	0.066
	Within groups	141	79.986	0.567		
	Total	145	85.099			
Performance appraisal strategy	Between groups	4	4.723	1.181	4.487	0.002
	Within groups	141	37.104	0.263		
	Total	145	41.827			
Compensation strategy	Between groups	4	12.239	3.060	5.853	0.000
	Within groups	141	73.713	0.523		
	Total	145	85.952			
Improving employees' performance	Between groups	4	13.127	3.282	7.521	0.000
	Within groups	141	61.526	0.436		
	Total	145	74.653			
Total degree	Between groups	4	5.526	1.381	4.938	0.001
	Within groups	141	39.445	0.280		
	Total	145	44.971			

Table 0.20: Tukey test results for bilateral comparisons posteriori hypotheses for differences in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the job position according to job posit

	Job position	Director general	Assistant of a general manager	Manager	Deputy director	Head of the department
Recruitment strategy	Director general		-0.21307	-0.33589	*0.81402	-0.65830
	Assistant of a general manager			-0.54896	-1.02708	-0.87137
	Manager				*0.47812	-0.32241
	Deputy director					-0.15572
	Head of the department					
Selection strategy	Director general		-0.61364	*-0.64975	*-0.55530	-0.39077
	Assistant of a general manager			-0.03611	-0.05833	-0.22287
	Manager				-0.09444	-0.25898
	Deputy director					-0.16453
	Head of the department					
Training strategy Compensation strategy	Director general		-0.10000	-0.08889	*-0.72222	-0.57829
	Assistant of a general manager			-0.18889	-0.82222	-0.67829
	Manager				*0.63333	*0.48941
	Deputy director					-0.14393
	Head of the department					
Performance appraisal strategy	Director general		-0.00802	-0.16061	*0.76257	*0.69581
	Assistant of a general manager			-0.16863	0.77059	-0.70383
	Manager				*0.60196	*0.53520

	Deputy director					-0.06676
	Head of the department					
Compensation strategy	Director general		-0.25775	-0.02521	-0.40475	-0.39170
	Assistant of a general manager			-0.28295	-0.66250	-0.64945
	Manager				*0.37955	*0.36649
	Deputy director					-0.01305
	Head of the department					

4.3.2.5 The fifth sub-hypothesis: There are for differences in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the location.

Table 0.21: The results of (t-test) for the differences applying human resource strategy and employees' performance according to the location

	place of work	Number	Mean	Std. Deviation	DF	T	Sig
Recruitment strategy	Ministry	65	3.22	0.58	144	-1.106	0.271
	The directorate	81	3.33	0.62			
Selection strategy	Ministry	65	3.19	0.69	144	0.569	0.570
	The directorate	81	3.11	0.86			
Training strategy	Ministry	65	3.12	0.63	144	0.176	0.860
	The directorate	81	3.09	0.87			
Performance appraisal strategy	Ministry	65	2.67	0.57	144	-6.910	0.000
	The directorate	81	3.22	0.33			

Compensation strategy	Ministry	65	2.81	0.63	144	0.401	0.689
	The directorate	81	2.76	0.87			
Improving employees' performance	Ministry	65	2.87	0.56	144	-0.008	0.994
	The directorate	81	2.87	0.83			
Total degree	Ministry	65	2.98	0.43	144	-0.758	0.450
	The directorate	81	3.05	0.64			

In the table (4.21): (t-test) indicated that there were no significant differences at $\alpha=0.05$ between applying human resource strategies and employees' performance according to the location (place of work), so the hypothesis was accepted. The employees at directorates and ministry headquarter treated under the same law, which is the civil service law applied over all government organizations, this illustrates why there were no significant differences among respondents regarding the place of work.

5. Chapter Five: Results, conclusions and recommendations

5.1 Introduction

This chapter presents the results of the study and its conclusions, in addition to analyzing the results of the study and comparing it with previous studies. Some recommendations are provided on the results of the study

5.2 Discussion of results

In this section we discuss the results in addition to analyzing the results of the study and comparing it with previous studies.

5.2.1 The first main hypothesis: There is no statistically significant relationship at a significant level of 0.05 between applying human resource strategies and improving employees' performance.

It is noted from Table (4. 8) that the value of the Pearson correlation coefficient for the total degree (0.721), and the level of significance (0.000) is less than ($\alpha=0.05$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha=0.05$) between the level of applying human resource strategies and improving employees' performance in Palestinian Ministry of Interior.

While the use of human resources strategies leads to enhanced in-role employees' performance, the use of motivation-enhancing HR practices results in increased employees' performance. This means that the ministry of interior should put more attention to the human resources strategies. This result is adapted with the results of Ilyas, Farooqi, and Ahmad. (2016) study, which implies that the HR practices of the organization, is related positively with the employees' performance.

Human resource management practices in Palestine are unique, difficult experience, and therefore, it has become clear that the success of Palestinian National Authority organizations depends on their ability to achieve sustainable human resources (World Bank, 2007). Therefore, the Ministry of Interior must move forward regularly to improve its human resource management in terms of recruitment and selection, training, compensation, and performance evaluation (Marwat, Arif and Jan, 2009).

The first sub-hypothesis: There was no relationship at $\alpha=0.05$ between the level of the organization under study between human resource strategy and employees' performance and the level of the recruitment strategy

It is noted from Table (4. 9) that the value of the Pearson correlation coefficient for the total degree (0.465), and the level of significance (0.000) is less than ($\alpha=0.05$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha=0.05$) between the level of applying recruitment strategy and improving employees' performance in Palestinian Ministry of Interior.

This means that whenever the ministry of interior applies the human resources strategy, the policy of the recruitment will be applied accordingly with the main strategy. As well as the respondent's perspectives toward the recruitment strategy were respected the human resources strategy regarding the recruitment of the employees, which interprets the positive relationship with employees' performance. This result is adapted with the results of (Al-Qudah, 2014) study, which implies that the recruitment strategy of the organization is related positively with the employees' performance.

In order to attract and retain Palestinian professionals in the ministry of interior, the Palestinian ministry should put in place procedures to regulate recruitment processes that are able to achieve the selection of suitable employees (Jargoun, 2009).

The second sub-hypothesis: There was no relationship at $\alpha=0.05$ between selection strategy and employees' performance

It is noted from Table (4. 10) that the value of the Pearson correlation coefficient for the total degree (0.625), and the level of significance (0.000) is less than ($\alpha=0.05$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha=0.05$) between the level of applying selection strategy and improving employees' performance in Palestinian Ministry of Interior. This implies that whenever the selecting and appointment process done correctly according to the human resources strategies, the performance level of the employees will be raised.

The selecting and appointment strategy should consider the qualifications and skills of the candidate, in which the candidate will have the potential toward achieving the job tasks. This result is similar to the result of (Shammout, 2015) study, where the study found out that there is positive relationship between selection of candidates and their performance. Because this will motivate the employees toward compete in achieving their tasks correctly, as there are other employees who have the qualification towards accomplishing the same and higher tasks given.

The third sub-hypothesis: There was no relationship at $\alpha=0.05$ between training strategy and employees' performance

It is noted from Table (4. 11) that the value of the Pearson correlation coefficient for the total degree (0.696), and the level of significance (0.000) is less than ($\alpha=0.05$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha=0.05$) between the level of applying training strategy and improving employees' performance in Palestinian Ministry of Interior.

The results of analysis in the table above indicated that there was (Positive) relationship between training strategy and employees' performance. Which means that training strategy for the employees will occur positive roles on the employees' performance. When the training gives the employee much more skills and competencies toward accomplishing his/her job tasks. However, the training of employees is necessary for the organization (MOI) towards achieving its goals throughout its employees. The training programs outlined in (PDP 2008-2010) are basic learning programs necessary for the professional development of employees and for improving the level of employees' performance and also their level of competence.

This result has an importance for the employees' performance as well as the MOI performance. According to the studies of (Hassan, 2016; Shammout, 2014; Abu Naseeb and Yousef, 2013; Marwat, et al. 2007), they all verify the importance of training strategy in employees' performance.

The fourth sub-hypothesis: There was no relationship at $\alpha=0.05$ between performance appraisal strategy and employees' performance

It is noted from Table (4. 12) that the value of the Pearson correlation coefficient for the total degree (0.018), and the level of significance (0.000) is less than ($\alpha=0.05$), that is, there is a positive direct relationship with statistical significance at the level of significance ($\alpha=0.05$) between the level of applying performance appraisal strategy and improving employees' performance in Palestinian Ministry of Interior.

Also, can be added that this relationship is weak. The possible reason for these results may be the performance appraisal practices in the public sector are not based on the performance criteria. The mentioned result adapted with the studies (Ilyas, et al. 2016; Shammout, 2014), when they found out that employees' performance affected by the performance evaluation.

The studies examining PNA performance appraisal practices criticizes at the confidential appraisal report conducted by the supervisors (Awwad, 2005; Alnono, 2004). It is claimed that this method could lead to an individual bias. Additionally, the appraisal process takes place only once a year, therefore, the organization might inadvertently become involved in the time appraisal bias because insufficient time is spent on the employee evaluation (Awwad, 2005; Alnono, 2004).

The fifth sub-hypothesis: There was no relationship at $\alpha=0.05$ between compensation strategy and employees' performance

It is noted from Table (4. 13) that the value of the Pearson correlation coefficient for the total degree (0.782), and the level of significance (0.000) is less than ($\alpha=0.05$), that is, there is a strong positive direct relationship with statistical significance at the level of significance ($\alpha=0.05$) between the level of applying compensation strategy and improving employees' performance in Palestinian Ministry of Interior.

This implies that the compensation whatever was moral or financial, has an important role on the employees' performance.

This result has been founded in number of studies such as (Ilyas, et al. 2016; Hassan, 2016; Al-Qudah, 2014; Mphil, et al. 2014; Al-Qadi, 2012; Marwat, et al. 2007), those studies founded that there is positive relationship between employees' performance and HRM. However, they founded that the compensation strategy and policy have important roles on the performance.

Bassiso (2009) indicated that the Palestinian compensation system needs more important improvements to be effective. In that vein, the PNA government is to set a reliable standard to be fixed in the law of the Civil Service, and the government to improve its contribution in the fund insurance and pensions.

5.2.2.The main second hypothesis: There are no statistically significant differences at the level of significance ($\alpha=0.05$) in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the demographic variables (Gender – Education - Experience – Work place - Position), five sub-hypotheses emerged from this hypothesis:

The first sub-hypothesis: There are no statistically significant differences at the level of significance ($\alpha=0.05$) in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the gender

It was found there are no statistically significant differences at $\alpha=0.05$ for the level of the organization under study between human resource strategy and employees' performance according to the gender, so the hypothesis is accepted. This result found because the male/female gender is not affected by HRM strategies, due to the equity of both genders regarding the HRM into the organization, throughout the law and bylaws applied in the MOI.

The second sub-hypothesis: There are no statistically significant differences at the level of significance ($\alpha=0.05$) in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the education

It was found there are no statistically significant differences at $\alpha=0.05$ for the level of the organization under study between human resource strategy and employees' performance according to the education, so the hypothesis was accepted. There are no differences regarding education between respondents, due to the system of promotion used in the MOI and other governmental organizations, where the employee must hold BA as lowest degree accepted for employing, if there are employees holding Master or postgraduate degrees the law gives them same increase on their salaries in the different positions.

The third sub-hypothesis: There are no statistically significant differences at the level of significance ($\alpha=0.05$) in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the years of experience

It was found there are no statistically significant differences at $\alpha=0.05$ for the level of the organization under study between human resource strategy and employees' performance according to the years of experience, so the hypothesis was accepted. It is obvious that years of experience variable at the MOI is not making differences between the answers of respondents, which makes us say that the employees' performance does not affected by experience in the MOI, due to the implementation of the HRM strategy over all employees, with different years of experience.

The fourth sub-hypothesis: There are no statistically significant differences at the level of significance ($\alpha = 0.05$) in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the job position.

It was found that there are statistically significant differences at $\alpha=0.05$ for the level of the organization under study between applying human resource strategies according to the job position.

Tukey test results for bilateral comparisons posteriori between human resource strategy and employees' performance according to the position. The differences between manager and between Deputy director in favor of manager, and the differences between manager and between Head of the department in favor of manager, so the hypothesis was not accepted. The main differences regarding the HRM strategy and its role in the performance of employees was because of the position of the respondents. We can make illustration of this result that says employees seeks for career, position, rewards promotion, in which they will do their best toward achieving the higher positions in the directorates or in the main headquarter of the ministry. Thus, the most important practice for employees regarding their position is obtaining higher promotion, due to the increase in their salaries and compensations after they leave.

The fifth sub-hypothesis: There are no statistically significant differences at the level of significance ($\alpha=0.05$) in applying human resources strategies from the perspective of the respondents in Palestinian ministry of interior according to the location

It was found there are no statistically significant differences at $\alpha=0.05$ for the level of the organization under study between human resource strategy and employees' performance according to the place of work, so the hypothesis was accepted. The employees at directorates and ministry headquarter treated under the same law, which is the civil service law applied over all government organizations, this illustrates why there were no significant differences among respondents regarding the place of work.

5.3 Conclusions

The research concluded that HR Practices is always having a very important function on organizational performance. HR Managers or Head of departments has to play a direction role for the sake of motivation of the employees. Recruitment, selection, training, performance appraisal and compensation are derived as HR Practices. All of the above analyses are found positively linked with employees' performance improvement.

The results of correlation recruitment, selection, training, performance appraisal and compensation; and employees' performance are ($r= 0.465$, $p = 0.000$, $r= 0.625$, $p = .000$, $r= 0.696$, $p = .000$, $r= 0.018$, $p= 0.827$, and $r= 0.782$, $p= .000$ respectively). The magnitudes of the above discussed, we see the relationship of recruitment, selection, training, ($r= 0.465$, $p = 0.000$, $r= 0.625$, $p = .000$, $r= 0.696$) and employees' performance is moderately related to each other, and the variable performance appraisal is correlated weakly to employees' performance ($r= 0.018$, $p = 0.000$) . One correlation is greater than 0.70, which shows the strong correlation between compensation and employees' performance ($r=0.782$, $p= .000$). All the above correlations are statistically significant at less than five percent level of significant. In the case of these correlations the null hypothesis that were stated above of no correlation are rejected as the P-values are lesser than 0.05.

The aim of the study was to investigate the relationship between human resources management strategies and employees' performance. The results of the study show that effective HR system

increases the employees' performance. HR system has important outcome on employees' performance and their effect is dependable.

Briefly, we can say that all human resources management practices from recruiting practices, until compensation practices, have important role on the employees' performance according with gender, education, and experience, position and location of the respondents. It is worth to mention here that all previous studies, which examined the relationship between human resources strategies and employees' performance, affirmed that there are important and positive relations between the use of HRM practices and the employees' performance. The relationship is positive and important for the ministry of interior toward enhancing the whole performance.

Consequently, the important contribution of this study is that it provided sufficient information for managers and practitioners in different organizations in Palestine about the level of HR strategy practices among frontline employees.

5.4 Recommendations

With regards to the study results, we provide the following recommendations :

- The human resources management practices must be updated within the ministry, in order to comply with the latest updates on human resource development within the public sector.
- The ministry of interior human resource system must be improved in order to employ the most appropriate candidates in its positions, as well as to give the directorates the opportunity to select their employees accordingly with their needed qualifications.
- Establishing scientific standards for recruitment and selection processes.
- Reviewing the human resources policies related to training, development, planning and, building a training program commensurate with the needs of the Ministry.
- Providing employees with continuous information and administrative training courses to improve the quality of their work and accomplish their tasks and duties more efficiently.
- Appraisal performance practices must rely on different sources of evaluation practices; attention should be paid to analyzing the results of the performance appraisal.
- The Palestinian compensation system should be more appropriate for the job, salary, gratuities, and benefits associated with end of service and retirement as well.

- The importance to establish and develop a system that provides incentives and rewards to public sector employees according to their performance toward gaining the highest performance for employees.
- Policymakers inside the ministry should concentrate on the emotional aspects of the employees, which in turn result in a higher positive influence on their performance compared with the direct role in their performances.

5.5 Limitations of the Study:

Although this study provides several theoretical and practical implications, there are several limitations that would provide excellent opportunities for future contributions to this important stream of research. First, since the study focus was on the ministry of interior in Palestine, the generalization of the results to other countries is limited. Future studies may test the relationship between Human Resources Management and employees' performance in other countries in the same region. Second, the cross-sectional design of the research could be another limitation. Additional research using a longitudinal methodology addresses the relationship between Human Resources Management and employees' performance through a mediator variable.

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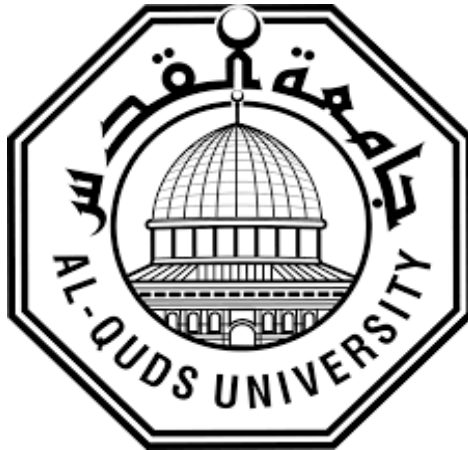
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Annexes

Annex # 1 : Questionnaire (English)



Questionnaire

My brother, the employee, my sister the employee,

Greetings

I have the honor to place in your hands a questionnaire entitled "The role of human resources strategies on improving employees' performance in the Palestinian Ministry of Interior in the West Bank, from the viewpoint of administrators in supervisory positions. This study is for obtaining a master's degree from Al-Quds University – Abu Dees. With all accuracy and objectivity by placing, an X in the box that represents your answer, knowing that all answers will be completely confidential and will be used for scientific research purposes only.

Thank you in advance for your response and cooperation.

Researcher: Somia Abdelkader Ibrahim Alaoui Belghiti

Supervisor: Dr. Ibrahim M Awad

First: Demographic Information**Gender:** Male Female**Education:** Diploma and less BA Postgraduate**Experience:** Less than 5 years 5-10 10-15 More than 15.**Position:** Assist Agent General Manager General Manager Assistant
Manager Deputy Manager Head of Department Head of Division**Place of Work:** Ministry Headquarter Directorate**Second: The axis of the questionnaire****The first axis: Recruitment strategy**

No	Sentence	Strongly Agree	Agree	neutral	Disagree	Strongly Disagree
1	The Ministry has a clear plan for determining the future needs of employees.					
2	Job analysis is used as a basis in determining the type of individuals to be recruited and appointed.					
3	The Ministry attracts employees to fill vacancies in jobs according to specific official controls.					
4	The ministry announces the vacant jobs as they happen.					
5	The Ministry is studying the cost component when selecting the source of recruitment.					
6	There are specialized committees to attract employees.					
7	The Ministry is studying the element of time when selecting the source of recruitment.					
8	The Ministry prefers to rely on internal sources such as (promotion, transfer, co-workers, etc.) to fill vacancies in jobs.					
9	Filling jobs through the ministry raises the morale of employees.					
10	The Ministry uses external sources such as (advertising, employment offices, universities, etc.) to fill vacancies in jobs.					
11	Recruitment is often sought from the					

	external source for jobs with creative requirements.					
12	The task of planning is assigned to attract staff to manage human resources.					
13	Successful recruitment reduces preparation and training costs.					
14	The recruitment strategy facilitates the recruitment process.					

The second axis: Selection strategy:

No .	Sentence	Strongly Agree	Agree	neutral	Disagree	Strongly Disagree
1	The Ministry has a clear strategy for selection and appointment.					
2	The internal environment is studied in the ministry before appointment.					
3	The ministry collects the required information about the candidates before the selection process.					
4	There are specific major steps for selecting and appointing employees in the ministry.					
5	The Ministry uses specific types of tests for applicants to fill positions to reach the right person.					
6	The selection policy affects future promotion opportunities.					
7	The Ministry conducts systematic interviews with applicants for positions to verify personal capabilities.					
8	The responsible party avoids personal bias when possible.					
9	The Ministry abides by the laws and regulations upon appointment and selection.					
10	The Ministry is choosing between applicants for jobs in light of the results of interviews and tests.					
11	The Ministry has an honest interview committee.					
12	The new employee is introduced to the Ministry's internal regulations and regulations.					
13	Priority in occupying jobs is given to Ministry employees.					
14	Attention is paid to the career rotation of the new employee to help familiarize him					

	with all the tasks in the ministry.					
15	The Ministry follows up the performance of new employees after the appointment.					
16	I have satisfaction with the appointment and selection policy of the Ministry.					

The third axis: Training strategy

No .	Sentence	Strongly Agree	Agree	neutral	Disagree	Strongly Disagree
1	The training objectives are determined in light of the actual needs of the trainees.					
2	The Ministry has a clear staff training strategy.					
3	The Ministry encourages employees to join training courses.					
4	The employee is subject to training courses when introducing new work techniques.					
5	The Ministry provides training courses throughout the year.					
6	The employee will undergo training courses when upgrading to a higher position.					
7	The employee is subject to training courses when structural changes occur in the ministry.					
8	The training the employee receives meets the requirements of his position.					
9	The staff training process is carried out by a specialized team from within the Ministry.					
10	Training needs are determined through periodic performance evaluation.					
11	Specialized centers are used to train employees from outside the Ministry.					
12	The Ministry allocates a sum of money from its annual budget for training.					
13	Training helps to overcome employee weaknesses.					
14	There is a continuous monitoring of the outputs of the training process.					

Fourth axis: Performance appraisal strategy

No.	Sentence	Strongly Agree	Agree	neutral	Disagree	Strongly Disagree
1	The performance appraisal process at the Ministry of Interior is appropriate.					
2	The process of evaluating your business in general is satisfactory.					

3	Compared to other institutions the appraisal in my institution is effective.					
4	A meeting is held between the employee and the person responsible for the appraisal process.					
5	A discussion is held between you and your official responsible for evaluating your performance.					
6	The performance appraisal relates to the job description.					
7	Employees are sufficiently involved in the performance appraisal process in your organization.					
8	Managers are qualified to adequately manage the performance appraisal process.					
9	The performance appraisal process is part of the overall enterprise management (its results are used to improve performance).					
10	The performance appraisal process at the Ministry is routine.					
11	Emerging from an appraisal process to perform a business plan for next year.					
12	It results from an appraisal process to determine the training needs.					

The fifth axis: compensation strategy (material and moral incentives)

No.	sentence	Strongly Agree	Agree	neutral	Disagree	Strongly Disagree
1	The Ministry realizes that motivation has a positive role on the employee.					
2	Incentives are granted in the Ministry on the basis of sound scientific foundations announced.					
3	I get letters of thanks and appreciation from the Ministry.					
4	Personal considerations are avoided when setting incentives for employees in the ministry.					
5	The direct manager recommends that the competent employee be granted exceptional rewards.					
6	The employee of the Ministry will receive bonuses for any additional work that he performs.					
7	There are just normal and exceptional promotions in the ministry.					

8	Granting incentives in the ministry to employees who do not deserve it affects the performance of employees.					
9	The employee receives praise from his immediate boss when he presents a distinguished job.					
10	The basic salary I earn is proportional to the effort spent.					
11	The employee has sufficient powers to enable him to develop his work capabilities.					
12	The employee in the ministry has an opportunity to participate in taking decisions related to his work.					
13	The Ministry nominates the distinguished for training courses.					
14	The Ministry's administration adopts collective motivation whenever possible to motivate employees to work with the same team spirit.					
15	The transportation fee I earn is commensurate with the transportation cost.					

The sixth axis: Improving Employees' performance

No.	Sentence	Strongly Agree	Agree	neutral	Disagree	Strongly Disagree
1	The Ministry provides me with an opportunity to develop my educational qualifications.					
2	The opportunity to upgrade is available in my work.					
3	The Ministry's employee is proposing new methods to do the work.					
4	The Ministry's employee shall be granted sufficient powers to perform his work.					
5	The manager encourages competition among employees to excel in performance.					
6	The Ministry provides an encouraging work environment that improves employees' performance.					
7	The Ministry appreciates the creative employee in his work.					
8	Mutual trust prevails among employees to improve their performance.					
9	The Ministry is keen to determine the					

	employees' need for training courses that help in improving performance.					
10	Training courses (internal and external) are approved based on the results of the performance appraisal.					
11	The annual performance appraisal results are the main tool for granting incentives and bonuses.					
12	Adequate experience and knowledge are available to the heads of the appraisal process.					
13	The employees' performance is evaluated by his direct boss only.					
14	The current performance appraisal system differentiates between an inefficient and inefficient employee.					
15	The Ministry provides employees with the criteria and principles for performance appraisal.					
16	The lack of powers makes me frustrated at work.					
17	Means of communication with officials are available.					

Annex #2: Questionnaire (Arabic)



استبانته

أخي الموظف، أختي الموظفة،

تحية طيبة

أتشرف بأن أضع بين أيديكم استبانته بعنوان " دور استراتيجيات الموارد البشرية في تحسين الأداء الوظيفي في وزارة الداخلية الفلسطينية في الضفة الغربية، من وجهة نظر الإداريين في الوظائف الإشرافية، هذه الدراسة للحصول على درجة الماجستير من جامعة القدس-أبوديس. آملّة تكرمكم بالإجابة عن فقرات الإستبانة بكل دقة وموضوعية من خلال وضع إشارة (X) في المربع الذي يمثل إجابتكم، علماً بأن جميع الإجابات ستحظى بالسرية التامة وستستخدم لأغراض البحث العلمي فقط.

شاكرين سلفاً لكم لحسن تعاونكم و استجابتكم

الباحثة: سومية العلوي البلغيثي

إشراف: د. إبراهيم عوض

القسم الأول: البيانات الشخصية والوظيفية

الجنس: £ ذكر. £ أنثى
المؤهل العلمي: £ دبلوم فأقل £ بكالوريوس £ دراسات عليا
سنوات الخبرة: £ أقل من 5 سنوات £ من 5 - أقل من 10 سنوات
£ من 10 سنوات - أقل من 15 سنة £ 15 سنة فأكثر
المسمى الوظيفي: مدير عام مساعد مدير عام مدير

نائب مدير رئيس قسم

مكان العمل: £ مقر الوزارة £ مديرية

ثانياً: محاور الاستبانة: المحور الأول: إستراتيجية التوظيف

رقم	الفقرة	موافق بشدة	موافق	متوسطة	غير موافق	غير موافق بشدة
1	توجد في الوزارة خطة واضحة لتحديد الاحتياجات المستقبلية من الموظفين.					
2	يستخدم التحليل الوظيفي كأساس في تقرير نوعية الأفراد الواجب استقطابهم وتعيينهم.					
3	تقوم الوزارة باستقطاب الموظفين لملء الشواغر في الوظائف وفق ضوابط رسمية محددة.					
4	تقوم الوزارة بالإعلان عن الوظائف الشاغرة فور وقوعها.					
5	تدرس الوزارة عنصر التكلفة عند اختيار مصدر الاستقطاب.					
6	يوجد لجان متخصصة لاستقطاب الموظفين.					
7	تدرس الوزارة عنصر الزمن عند اختيار مصدر الاستقطاب.					
8	تفضل الوزارة الاعتماد على المصادر الداخلية مثل (الترقية، النقل، زملاء العمل... الخ) لملء الشواغر في الوظائف.					
9	ملء الوظائف من خلال الوزارة يرفع من الروح المعنوية للموظفين.					
10	تستعين الوزارة بالمصادر الخارجية مثل (الإعلان، مكاتب التوظيف، الجامعات... الخ) لملء الشواغر في الوظائف.					
11	يتم اللجوء إلى الاستقطاب من المصدر الخارجي غالباً للوظائف ذات المتطلبات الإبداعية.					
12	تناط مهمة التخطيط لاستقطاب الموظفين لإدارة الموارد البشرية.					
13	يساعد الاستقطاب الناجح في تقليل تكاليف الإعداد والتدريب.					
14	تساهم إستراتيجية الاستقطاب في تسهيل عملية اختيار الموظفين.					

المحور الثاني: إستراتيجية الاختيار:

رقم	الفقرة	موافق بشدة	موافق	متوسطة	غير موافق	غير موافق بشدة
1	يوجد في الوزارة إستراتيجية واضحة للاختيار والتعيين.					
2	يتم دراسة البيئة الداخلية في الوزارة قبل التعيين.					
3	تقوم الوزارة بجمع المعلومات المطلوبة عن المرشحين قبل عملية الاختيار.					
4	توجد خطوات رئيسية محددة لاختيار وتعيين الموظفين في الوزارة.					
5	تستخدم الوزارة أنواعاً محددة من الاختبارات للمتقدمين لشغل					

					الوظائف للوصول إلى الشخص المناسب.
6					تؤثر سياسة الاختيار في فرص الترقية مستقبلاً.
7					تجري الوزارة مقابلات منهجية للمتقدمين لشغل الوظائف للتأكد من القدرات الشخصية.
8					تتجنب الجهة المسؤولة عند المقابلة التحيز الشخصي قدر الإمكان.
9					تلتزم الوزارة بالأنظمة والقوانين عند التعيين والاختيار.
10					تقوم الوزارة بالمفاضلة بين المتقدمين لشغل الوظائف على ضوء نتائج المقابلات الشخصية والاختبارات.
11					يوجد في الوزارة لجنة مقابلات نزيهة.
12					يتم تعريف الموظف الجديد بالأنظمة واللوائح الداخلية للوزارة.
13					تعطى الأولوية في شغل الوظائف لموظفي الوزارة.
14					يتم الاهتمام بالدوران الوظيفي للموظف الجديد للمساعدة على إلمامه بكافة المهام في الوزارة.
15					تقوم الوزارة بمتابعة أداء الموظفين الجدد بعد التعيين.
16					يوجد لدي رضا عن سياسة التعيين والاختيار في الوزارة.

المحور الثالث: إستراتيجية التدريب

رقم	الفقرة	موافق بشدة	موافق	متوسطة	غير موافق	غير موافق بشدة
1	تحدد أهداف التدريب في ضوء الاحتياجات الفعلية للمتدربين.					
2	توجد لدى الوزارة إستراتيجية واضحة لتدريب الموظفين.					
3	تشجع الوزارة الموظفين على ضرورة الالتحاق بالدورات التدريبية.					
4	يخضع الموظف لدورات تدريبية عند إدخال تقنيات جديدة بالعمل.					
5	توفر الوزارة دورات تدريبية على مدار السنة.					
6	يخضع الموظف لدورات تدريبية عند الترقية إلى وظيفة أعلى.					
7	يخضع الموظف لدورات تدريبية عند حصول تغيرات هيكلية في الوزارة.					
8	يتلاءم التدريب الذي يتلقاه الموظف مع متطلبات الوظيفة التي يشغلها.					
9	يتولى عملية تدريب الموظفين فريق متخصص من داخل الوزارة.					
10	يتم تحديد الاحتياجات التدريبية من خلال التقييم الدوري للأداء.					
11	يتم الاستعانة بمراكز متخصصة لتدريب الموظفين من خارج الوزارة.					
12	تقوم الوزارة بتخصيص مبلغ مالي من موازنتها السنوية للتدريب.					
13	يساعد التدريب في التغلب على نقاط الضعف الموجودة لدى الموظف.					
14	توجد متابعة مستمرة لمخرجات العملية التدريبية.					

المحور الرابع: إستراتيجية التعويض (الحوافز المادية والمعنوية)

رقم	الفقرة	موافق بشدة	موافق	متوسطة	غير موافق	غير موافق بشدة
1	تدرك الوزارة بأن التحفيز يؤثر إيجاباً على الموظف.					
2	تمنح الحوافز في الوزارة وفق أسس علمية سليمة معلنة.					
3	أحصل على خطابات شكر وتقدير من الوزارة.					
4	يتم تجنب الاعتبارات الشخصية عند تحديد الحوافز للموظفين في الوزارة.					

5	يوصي المدير المباشر بمنح الموظف المكافآت استثنائية.				
6	يتقاضى موظف الوزارة مكافآت لقاء أية أعمال إضافية يقوم بها.				
7	يوجد ترقيات عادية واستثنائية عادلة في الوزارة.				
8	منح الحوافز في الوزارة لمن لا يستحقها من الموظفين يؤثر على أداء الموظفين.				
9	يتلقى الموظف الثناء من رئيسه المباشر في العمل عندما يقدم عملاً متميزاً.				
10	يتناسب الراتب الأساسي الذي أتقاضاه مع الجهد المبذول.				
11	يملك الموظف الصلاحيات الكافية التي تمكنه من تطوير قدراته في العمل.				
12	تتاح للموظف في الوزارة فرصة المشاركة في اتخاذ القرارات المرتبطة بعمله.				
13	ترشح الوزارة المتميزين لدورات تدريبية.				
14	تعتمد إدارة الوزارة التحفيز الجماعي كلما أمكن لحفز الموظفين على العمل بروح الفريق الواحد..				
15	يتناسب بدل المواصلات الذي أتقاضاه مع تكلفة المواصلات.				

المحور الخامس: تحسين أداء الموظفين

رقم	الفقرة	موافق بشدة	موافق	متوسطة	غير موافق	غير موافق بشدة
1	توفر لي الوزارة فرصة تطوير مؤهلاتي العلمية.					
2	فرصة الترقية متاحة في عملي.					
3	يقوم موظف الوزارة باقتراح أساليب جديدة لأداء العمل.					
4	يُمنح موظف الوزارة الصلاحيات الكافية التي تخوله لأداء عمله.					
5	يشجع المدير روح المنافسة بين الموظفين من أجل التفوق في الأداء.					
6	توفر الوزارة بيئة عمل مشجعة تؤدي إلى تحسين أداء الموظف.					
7	تقدر الوزارة الموظف المبدع في عمله.					
8	تسود الثقة المتبادلة بين الموظفين لتحسين أدائهم.					
9	تحرص الوزارة على تحديد حاجة الموظف للدورات التدريبية التي تساعد في تحسين الأداء.					
10	تقر الدورات التدريبية (الداخلية والخارجية) بالاستناد على نتائج تقييم الأداء.					
11	نتائج تقييم الأداء السنوي هي الأداة الرئيسية لمنح الحوافز والمكافآت.					
12	تتوفر الخبرة والمعرفة الكافية لدى الرؤساء القائمين بعملية التقييم.					
13	يتم تقييم أداء الموظف من قبل رئيسه المباشر فقط.					
14	نظام تقييم الأداء الحالي يفرق بين الموظف الكفء والموظف غير الكفء.					
15	تزود الوزارة الموظفين بمعايير وأسس تقييم الأداء.					
16	غياب الصلاحيات يشعرني بالإحباط في العمل.					
17	وسائل الاتصال مع المسؤولين متوفرة.					