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Human resources development at the municipalities and ministry of local governorate in the south of the West Bank

Abstract

This study aimed to identify the reality of human resources management and development at the municipalities and ministry of local governorate in the south of the West Bank which form an important part of the Palestinian public sector. In addition this study aimed to understand the situation of the local municipalities and the local governorate in the south of the West Bank. Moreover, it is important to study and know the obstacles that face administrating and developing human resources at these institutions and the techniques for developing them which is considered as a second objective for this study.

Community study includes all employees of the ministry of the local governorate and the employees of the municipalities in Hebron and Bethlehem. The staff number (1875) employee. The number of the municipalities in the south of the West Bank is (27), (16) in Hebron province, (11) in Bethlehem district, and the directorate of the local governorate in the two districts.

The sample study was a random from the community study including staff in the offices and directorates of the Ministry of local governorate in addition to the staff in the municipalities of the south Bank. The researcher distributed (350) questionnaire, (313) were returned, by recovery at (89%). (272) questionnaire were accepted for analysis at (14.5)% for the community study.

Descriptive approach was used for this study as a methodology of scientific research. Questionnaire has been designed for the purpose of this study consists of two parts; the first to address the Demographic data. The second test questions and study hypothesis. Part two has been divided in to three axis. The first, examines the reality of human resources management and development in the sample of community study. The second, the obstacles in the management and human resource development. Finally the third axis included in the institutions in question. This study was to verify the authenticity by introducing it to a group of arbitrators.

The stability of the tool was measured by calculating the coefficient Krounbakh Alpha to measure the consistency between paragraphs.

The researcher analyzed the data from the study sample answers by using statistical program packages (SPSS) to reach to the result of this study. The results showed that the reality of management and human resources development in the ministry of local governorate and the municipalities of the Southern West Bank tend to dissatisfaction. There one of the most important obstacles of the management and human resources development was the lack of promotion and motivation systems, Bureaucratic laws and legislation by municipalities. The eminent point of responding of the study group is about the mechanism of developing, promoting and administering human resources mainly by having a strategic plan for the institution written and documented, good planning for human resources, job description, and putting a fair, just system of evaluation for motivating the employees at the municipalities and local governorate.

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The Impact of Environmental Volatility on : (Huselid,1993)
Human Resource planning and Strategic Human resource management.

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The Theory and Practice of HR Planning : (Nkomo,1988)

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Corporate Business and Human Resource :

(Burack,1986)

Planning Practices ;Strategic Issues and Concems.

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1997	2584863		50		3
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1998	2523001		40		6
1995	2256002		50		7
1999	2200005		30		8
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1967	2280355		50		10
1999	2299215		30		11
1997	2550001		40		12
1971	2279394		100		13
1997	2268001		40		14
1997	2229157		40		15
1997	2561001		40		16
1872	2741322		75		17
1911	2742601		75		18
1921	2773667		65		19
1997	2520035		40		20
1997	2769755		24		21
1997	2763142		20		22
1996	2742380		8		23
1997	2775152		13		24
1997	2762171		16		25
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0.88	4		4
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670.	4		6
0.92	17		7
0.87	5		8
0.96	56		9
0.91	25		10
0.98	34		11

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.75	3.34		2
.95	2.99		3
.69	2.96		4
.65	2.93		5
.82	2.87		6
.90	2.59		7
.93	2.47		8
.63	2.92		

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.83	4.16		1
.90	4.00		2
.83	3.99		3
.94	3.96		4
.90	3.94		5
1.02	3.86		6

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1.20	3.64		7
1.03	3.44		8
1.03	3.40		9
1.04	3.24		10
1.06	3.14		11
1.18	3.13		12
1.21	3.12		13
1.14	3.10		14
1.11	3.05		15
1.07	3.04		16
1.05	3.04		17
1.12	3.03		18
1.09	3.01		19
1.17	3.00		20

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1.08	2.99	.	21
1.03	2.97	.	22
1.09	2.97	.	23
1.18	2.91	.	24
1.08	2.88	.	25
1.10	2.87	.	26
1.00	2.83	.	27
1.10	2.81	.	28
1.11	2.79	.	29
1.03	2.79	.	30
1.00	2.70	.	31
1.04	2.70	.	32
1.03	2.69	.	33
1.01	2.68	.	34

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1.10	2.67		35
1.13	2.66		36
1.07	2.66		37
1.12	2.63		38
1.05	2.62		39
1.11	2.61		40
1.08	2.61		41
1.07	2.58		42
1.16	2.57		43
1.20	2.55		44
1.13	2.54		45
.96	2.53		46

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1.14	2.51		47
1.02	2.51		48
1.06	2.51		49
.98	2.48		50
1.08	2.44		51
1.09	2.43		52
1.10	2.41		53
.97	2.40		54
1.08	2.39		55
1.06	2.29		56

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1.03	3.94		2
0.87	3.94		3
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0.87	3.84		6
0.92	3.82		7
0.83	3.80		8
0.95	3.80		9
1.00	3.80		10
0.95	3.80		11
0.92	3.79		12
0.91	3.78		13
0.88	3.78		14
1.02	3.78		15
0.99	3.77		16

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1.11	3.76		17
0.91	3.72	.	18
0.91	3.67		19
0.99	3.67		20
0.96	3.66		21
0.89	3.61		22
1.01	3.57		23
1.07	3.49	.	24
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1.21	3.83	.	5
1.01	3.82	.	6
1.09	3.78	.	7
1.13	3.76	.	8
1.19	3.75	.	9
1.16	3.73	.	10
1.22	3.73	.	11
1.17	3.72	.	12

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1.09	3.71	.	13
1.11	3.68	.	14
1.11	3.68	.	15
1.25	3.67	.	16
1.16	3.66	.	17
1.34	3.66	.	18
1.32	3.65	.	19
1.21	3.64	.	20
1.25	3.64	.	21
1.10	3.62	.	22
1.22	3.62	.	23
1.19	3.61	.	24
1.29	3.58	.	25

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1.17	3.57		26
1.21	3.57		27
1.21	3.55		28
1.21	3.55		29
1.21	3.55		30
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1.19	3.52		32
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(6.4)

0.05<

2.96 2.89

: : **.1.1.3.4**

.(7.4)

()

: -7.4

.535	.622	171	.77	3.74	172		
		97	.77	3.68	98		
.010	-2.597	171	.83	2.79	172		
		97	.79	3.09	98		
.118	-1.569	171	.68	2.89	172		
		97	.57	3.04	98		

()

: -7.4

.557	-.588	171	.99	2.97	172		
		97	.87	3.05	98		
.138	-1.490	171	.93	2.54	172		
		97	.86	2.73	98		
.152	-1.437	171	.74	3.30	172		
		97	.79	3.45	98		
.223	-1.220	171	.71	2.92	172		
		97	.65	3.04	98		
.107	-1.616	171	.91	2.40	172		
		97	.97	2.61	98		
.091	-1.696	171	.65	2.88	172		
		97	.62	3.03	98		

0.05

(7.4)

0.05>

3.09

2.79

()

0.05

0.05<

2.88 3.03

: .3.13.4

(8.4)

:8.4

.72	2.93	18	20	
.64	2.91	186	39-20	
.60	2.93	68	40	
.63	2.92	272		

(8.4)

40) (20)

(39-20)

(2.93)

(

(2.91)

.(9.4)

() : -9.4

.434	.837	.495	2	.989		
		.591	267	157.853		
			269	158.842		
.962	.038	.026	2	.053		
		.685	267	182.873		
			269	182.926		
.855	.157	.066	2	.133		
		.422	267	112.664		
			269	112.797		
.212	1.559	1.413	2	2.826		
		.906	267	241.950		
			269	244.776		
.761	.273	.223	2	.445		
		.815	267	217.664		
			269	218.109		
.007	5.014	2.713	2	5.427		
		.541	267	144.489		
			269	149.916		
.988	.012	.006	2	.011		
		.471	267	125.729		
			269	125.741		
.956	.045	.039	2	.077		
		.861	267	229.941		
			269	230.018		
.979	.021	.008	2	.017		
		.402	267	107.330		

0.05

(9.4)

0.05>

.(10.4)

0.05

0.05<

:10.4

40	39-20	20			
	.29374		3.08	20	
			3.43	39-20	
			3.14	40	

20

20

39-20

(0.293)

20

: **.1.1.3.4**

(11.4)

:11.4

.73	3.05	48		
.63	2.89	204		
.45	2.90	20		
.64	2.92	272		

(11.4)

2.90

3.05

2.89

(12.4)

: -12.4

.141	1.970	1.156	2	2.313		
		.587	265	155.546		
			267	157.859		
.551	.596	.412	2	.824		
		.691	265	183.088		
			267	183.912		

: -12.4

.755	.282	.119	2	.238		
		.423	265	112.006		
			267	112.244		
.921	.082	.075	2	.151		
		.920	265	243.750		
			267	243.901		
.164	1.817	1.485	2	2.970		
		.817	265	216.545		
			267	219.515		
.001	7.622	4.096	2	8.192		
		.537	265	142.408		
			267	150.601		
.230	1.476	.699	2	1.399		
		.474	265	125.533		
			267	126.932		
.072	2.659	2.269	2	4.538		
		.853	265	226.160		
			267	230.698		
.304	1.197	.484	2	.967		
		.404	265	107.032		
			267	107.999		

0.05

(12.4)

0.05>

.(13.4)

0.05

0.05<

:13.4

	.37099		3.61		
-.48235			3.24		
			3.73		

: / .5.1.3.4

.(14.4)

:14.4

0.72	2.99	44		
0.70	2.92	97		
0.54	2.88	115		
0.65	2.97	16		
0.63	2.92	272		

(14.4)

2.99

2.92

2.97

2.88

(15.4)

: -15.4

.790	.349	.209	3	.627		
		.598	267	159.552		
			270	160.179		
.475	.836	.571	3	1.713		
		.684	267	182.497		
			270	184.211		

: -15.4

.468	.850	.354	3	1.062		
		.417	267	111.255		
			270	112.318		
.106	2.059	1.848	3	5.545		
		.898	267	239.678		
			270	245.222		
.837	.284	.233	3	.700		
		.822	267	219.389		
			270	220.089		
.108	2.045	1.133	3	3.398		
		.554	267	147.869		
			270	151.268		
.912	.177	.084	3	.251		
		.473	267	126.369		
			270	126.620		
.758	.393	.339	3	1.018		
		.863	267	230.506		
			270	231.525		
.753	.400	.161	3	.484		
		.403	267	107.628		
			270	108.113		

0.05

(15.4)

0.05<

: .6.1.3.4

(16.4)

:16.4

.76	3.03	50	1999-1000	
.63	2.89	121	2999-2000	
.64	2.88	66	3999-3000	
.39	2.94	33	4000	
.63	2.92	270		

(16.4)

(1999-1000)

(4000)

(3.03)

(2999-2000)

2.94

(3999-3000)

2.89

2.88

(17.4)

.199	1.562	.913	3	2.739		
		.584	266	155.420		
			269	158.159		
.670	.519	.353	3	1.059		
		.680	266	180.897		
			269	181.955		
.959	.102	.043	3	.130		
		.423	266	112.460		
			269	112.590		
.089	2.197	1.976	3	5.929		
		.900	266	239.333		
			269	245.262		
.132	1.887	1.523	3	4.570		
		.807	266	214.685		
			269	219.255		
.154	1.766	.980	3	2.941		
		.555	266	147.619		
			269	150.560		
.760	.391	.186	3	.557		
		.475	266	126.225		
			269	126.782		
.916	.172	.147	3	.441		
		.857	266	228.003		
			269	228.445		
.563	.683	.274	3	.823		
		.402	266	106.924		
			269	107.747		

0.05

(17.4)

0.05<

: : **.7.1.3.4**

(18.4)

:18.4

.77	3.01	52	()	
.55	2.96	92		
.62	2.83	93		
.66	2.90	29		
.64	2.91	266		

(18.4)

3.01

2.96

2.83

2.90

(19.4)

.492	.806	.480	3	1.440		
		.596	262	156.047		
			265	157.487		
.058	2.529	1.706	3	5.118		
		.675	262	176.723		
			265	181.841		
.277	1.295	.543	3	1.630		
		.420	262	109.988		
			265	111.618		
.989	.041	.038	3	.113		
		.930	262	243.662		
			265	243.775		
.728	.435	.357	3	1.071		
		.822	262	215.341		
			265	216.413		
.039	2.819	1.535	3	4.604		
		.544	262	142.618		
			265	147.222		
.526	.745	.356	3	1.069		
		.478	262	125.342		
			265	126.411		
.312	1.194	1.027	3	3.080		
		.859	262	225.180		
			265	228.260		
.346	1.109	.447	3	1.342		
		.403	262	105.687		
			265	107.029		

0.05

(19.4)

0.05>

.(20.4)

0.05

0.05<

:20.4

			()			
	.33954			3.03	()	
				2.96		
				2.69		
				2.82		
				2.87		
	.29342			3.52	()	
				3.27		
				3.23		
				3.55		
				3.33		

: **.8.1.3.4**

:21.4

.63	3.04	73	5	
.61	2.83	93	9-5	
.62	2.87	60	14-11	
.70	2.97	46	15	
.63	2.92	272		

(21.4)

5

(14-11)

(2.83)

(9-5)

15

(22.4)

.356	1.085	.641	3	1.923		
		.591	268	158.333		
			271	160.256		
.520	.756	.515	3	1.546		
		.682	268	182.682		
			271	184.228		
.697	.479	.202	3	.605		
		.420	268	112.656		
			271	113.261		
.018	3.402	3.006	3	9.017		
		.884	268	236.790		
			271	245.807		
.020	3.346	2.651	3	7.952		
		.792	268	212.309		
			271	220.261		
.089	2.192	1.208	3	3.625		
		.551	268	147.757		
			271	151.382		
.246	1.389	.650	3	1.951		
		.468	268	125.457		
			271	127.408		
.0	2.259	1.911	3	5.733		
		.846	268	226.668		
			271	232.401		
.154	1.768	.702	3	2.106		
		.397	268	106.447		
			271	108.554		

0.05

(22.4)

0.05>

.(23.4)

0.05

0.05<

:23.4

15	14-11	9-5	5			
		.42285		3.16	5	
				2.74	9-5	
				3.06	14-11	
				3.12	15	
				2.99		
		.40096		2.84	5	
				2.44	9-5	
				2.46	14-11	
				2.66	15	
				2.59		

9-5

5

. 5

: : **.9.1.3.4**

(24.4)

:24.4

.63	2.88	56		
.66	2.89	128	3-1	
.52	3.00	41	5-4	
.66	2.99	46	5	
.63	2.92	271		

(24.4)

(5-4)

(3-1)

2.88

(25.4)

.080	2.277	1.328	3	3.984		
		.583	267	155.746		
			270	159.730		
.864	.246	.166	3	.499		
		.675	267	180.222		
			270	180.721		
.336	1.133	.466	3	1.397		
		.411	267	109.809		
			270	111.206		
.884	.218	.197	3	.591		
		.904	267	241.254		
			270	241.845		
.703	.471	.382	3	1.146		
		.811	267	216.590		
			270	217.735		
.589	.641	.361	3	1.082		
		.562	267	150.186		
			270	151.268		
.286	1.268	.592	3	1.775		
		.467	267	124.612		
			270	126.387		
.709	.462	.397	3	1.190		
		.858	267	229.056		
			270	230.245		
.653	.543	.216	3	.648		
		.397	267	106.132		
			270	106.780		

0.05

0.05<

: .2.3.4

0.05

()

:

: : .1.2.3.4

(26.4)

()

:26.4

.097	1.667	171	.54	3.79	172	
		99	.54	3.68	100	

0.05 (26.4)

0.05<

(3.68) (3.79)

: : **.2.2.3.4**

(27.4)

()

:27.4

.506	-.667	171	.53	3.73	172	
		97	.59	3.78	98	

0.05

(27.4)

0.05<

(3.78)

(3.73)

: : **.3.2.3.4**

(28.4)

:28.4

.65	3.76	18	20
.53	3.79	186	20.39
.53	3.64	66	40
.54	3.75	270	

(28.4)

20 (3.79) (39- 20)
(3.64) 40 (3.76)

(29.4)

:29.4

.167	1.799	.526	2	1.053	
		.293	267	78.119	
			269	79.172	

0.05

(29.4)

0.05<

:

:

.4.2.3.4

(30.4)

:30.4

.64	3.68	44	
.52	3.76	204	
.54	3.93	20	
.54	3.76	268	

(30.4)

(3.93)

(3.68)

(3.76)

(31.4)

:31.4

.244	1.417	.418	2	.836	
		.295	265	78.180	
			267	79.016	

0.05

(31.4)

0.05<

:

:

.5.2.3.4

(32.4)

:32.4

.51	3.69	44	
.48	3.78	97	
.60	3.75	114	
.57	3.83	16	
.54	3.75	271	

(32.4)

(3.69)

(33.4)

:33.4

.768	.379	.112	3	.337	
		.296	267	79.124	
			270	79.461	

0.05

(33.4)

:

:

.6.2.3.4

(34.4)

(34.4)

3.85

(3999-3000)

3.83

(1999-1000)

3.71

(2999-2000)

3.59 4000
 (35.4)

:34.4

.55	3.83	50	1999-1000
.57	3.71	121	2999-2000
.52	3.85	66	3999-3000
.46	3.59	33	4000
.54	3.75	270	

(34.4)

3.85 (3999-3000)

3.83 (1999-1000)

3.71 (2999-2000)

3.59 4000

(35.4)

0.05 (35.4)

0.05<

:35.4

.087	2.215	.646	3	1.937	
		.291	266	77.536	
			269	79.473	

: : .7.2.3.4

(36.4)

:36.4

.53	3.80	52	()
.54	3.78	92	
.57	3.72	93	
.55	3.64	29	
.55	3.75	266	

(36.4)

3.64

(37.4)

:37.4

.534	.731	.218	3	.653	
		.298	262	78.061	
			265	78.715	

0.05

(37.4)

0.05<

: : **.8.2.3.4**

(38.4)

(38.4)

(9-5)

5

15

(39.4)

:38.4

:

.56	3.69	73	5
.55	3.86	93	9-5
.52	3.69	60	14-11
.52	3.72	46	15
.54	3.75	272	

:39.4

.141	1.835	.535	3	1.604	
		.291	268	78.100	
			271	79.704	

0.05

(39.4)

0.05<

: : .9.2.3.4

(40.4)

:40.4

.51	3.77	56		
.53	3.79	128	3-1	
.60	3.66	41	5-4	
.56	3.72	46	5	
.54	3.75	271		

(40.4)

(3-1)

(5-4)

5

(3.66)

(41.4)

0.05

(41.4)

0.05<

:41.4

.587	.644	.191	3	.572	
		.296	267	79.068	
			270	79.640	

: **.5.4.7**

0.05

()

:

: : **.1.3.3.4**

(42.4)

0.05

(42.4)

0.05<

(3.66) (3.68)

() :42.4

.838	.204	171	.98	3.68	172	
		99	.81	3.66	100	

: : **.2.3.3.4**

(43.4)

() :43.4

.990	.013	171	.96	3.65	172	
		97	.82	3.64	98	

0.05

(43.4)

0.05<

(3.64) (3.65)

: : **.3.3.3.4**

(44.4)

:44.4

.70	3.68	18	20
.93	3.73	186	20.39
.91	3.51	66	40
.91	3.67	270	

(44.4)

(39-20)

40

20

(3.51)

(45.4)

0.05

(45.4)

0.05<

:45.4

.258	1.363	1.135	2	2.269	
		.832	267	222.244	
			269	224.513	

: : **.4.3.3.4**

(46.4)

:46.4

.89	3.72	44	
.93	3.65	204	
.94	3.71	20	
.92	3.67	268	

(46.4)

3.72

3.65

3.71

(47.4)

:47.4

.896	.110	.094	2	.188	
		.859	265	227.764	
			267	227.953	

0.05

(47.4)

0.05<

.

: **.5.3.3.4**

(48.4)

(48.4)

(3.95)

(3.75)

(3.51)

(3.62)

(49.4)

:48.4

.81	3.51	44	
.87	3.75	97	
1.00	3.62	114	
.82	3.95	16	
.92	3.67	271	

:49.4

.287	1.265	1.066	3	3.197	
		.842	267	224.884	
			270	228.081	

0.05

(49.4)

0.05<

: : **.6.3.3.4**

(50.4)

:50.4

1.03	3.45	50	1999-1000
.90	3.60	121	2999-2000
.85	3.94	66	3999-3000
.87	3.72	33	4000
.92	3.67	270	

(50.4)

(3999-3000)

(3.72) (4000) (3.94)

(3.60) (2999-2000)

(3.45) (1999-1000)

(51.4)

:51.4

.023	3.229	2.661	3	7.984	
		.824	266	219.214	
			269	227.198	

0.05

(51.4)

0.05>

(52.4)

:52.4

4000	-3000 3999	-2000 2999	-1000 1999		
	-.49212			3.45	1999-1000
				3.60	2999-2000
				3.94	3999-3000
				3.72	4000

1999

(0.492)

3999-3000

(1999)

:

:

.7.3.3.4

(53.4)

:53.4

.96	3.75	52	()
.87	3.74	92	
.95	3.60	93	
.91	3.45	29	
.92	3.66	266	

(53.4)

3.45 ()
(54.4)

:54.4

.385	1.018	.866	3	2.598	
		.851	262	223.029	
			265	225.627	

0.05

(54.4)

0.05<

:

:

.8.3.3.4

(55.4)

:55.4

.82	3.66	73	5
1.04	3.71	93	9-5
.84	3.66	60	14-11
.92	3.63	46	15
.92	3.67	272	

(55.4)

(9-5)

(14-11)

5

(3.63)

(15)

(56.4)

:56.4

.963	.094	.080	3	.240	
		.850	268	227.885	
			271	228.125	

0.05

(56.4)

0.05<

:

: **.9.3.3.4**

(57.4)

:57.4

.86	3.64	56	
.97	3.64	128	3-1
.80	3.75	41	5-4
.96	3.69	46	5
.92	3.67	271	

(57.4)

5

(3.75)

(5-4)

(3.64)

(3.69)

(58.4)

:58.4

.913	.176	.149	3	.447	
		.846	267	225.907	
			270	226.354	

0.05

(58.4)

0.05<



1.5

.1.1.5

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(3.4)

(2.29) (3.10)

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.2.1.5

(4.4)

2.5

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$0.05 = \alpha$

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$0.05 <$

$0.05 = \alpha$

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0.05 >
(2.88) (3.03)

0.05 <

0.05 = α

(.20)

0.05 >

(0.05)

0.05 = α

(0.49)

(0.05)

0.05 = α

0.05 <

$0.05 = \alpha$

$0.05 <$
 0.05

(3999-3000)

(1999)

(0.492)
(1999)

$0.05 = \alpha$

(0.05)

$0.05 = \alpha$

-5)

(5)

(9

$0.05 = \alpha$

$0.05 = \alpha$

$0.05 <$

$0.05 <$

3.5

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75		1.4
	
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78		-3.4
	
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