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# **The performance of the staff of the Ministry of Social Affairs in the governorates of the West Bank between reality and developing mechanisms**

## **Abstract**

This study was conducted in the time period between the month of October / 2008 \_ May 2010, the society such as the study of all managers working at the Ministry of Social Affairs as well as all the beneficiaries of the services of Social Affairs.

The aim of this study was to recognize the reality of the functionality of the staff of the Ministry of Social Affairs in the governorates of the West Bank and propose mechanisms for its development from the perspective of managers and beneficiaries, as well as to detect whether there are differences in the average responses of the subjects of the beneficiaries about the reality of the functionality of the staff of the Ministry of Social Affairs in the provinces of West Bank and suggest mechanisms for its development, in the light of all of the gender variable, the number of family members, conservative nature of the benefit, the reason for the utilization qualification.

The rationale for this study was opening the door to study the reality performance of staff in the various ministries of the Palestinian Authority and the scarcity of studies which have focused on this topic.

The study population consisted of all managers working at the Ministry of Social Affairs and linked to a structure of the ministry in 2010, who are (60) manager, as well as all the beneficiaries of the services of Social Affairs, (20) A beneficiary according to statistics of the Ministry of Social Affairs in 2010.

The descriptive approach has been used, and analyze data and draw conclusions, which were prepared (two questionnaires) and one for managers and other beneficiaries, and consisted resolution of managers were finalized from (56) paragraphs he divided into six key areas, and has had steady rate (0.96%), while questionnaire the second beneficiary contained (27), paragraph effective in the public domain for the study, and has had steady rate (0.82%) is a good degree and fulfill the purposes of the study, has divided the questionnaire into three sections: The first section contains a paragraph guidelines for both questioners , Section II contains basic data response (Director, beneficiaries), Section III that axes study on the performance of the staff of the Ministry of Social Affairs in the West Bank and mechanisms of development of an area in which operational efficiency, the area of technical competence, the area of personal practices, the area of appointments and promotions, the obstacles that limit the performance staff, the area of substantive proposals to improve the performance of staff), and the tool for the response contained specific questions by the performance of the staff of the Ministry of Social Affairs in the governorates of the West Bank and propose mechanisms for its development under the theme year, information was gathered, examine and test hypotheses, and analysis of data contained in the resolution through the introduction of and compilation of data, and then analyzed using statistical program (SPSS), were extracted percentages, averages, standard deviations, as well as a (One way Anova) to signify the differences between the average responses of the subjects, and test (LSD) for comparisons a posteriori to examine the hypotheses of the study.

The results showed that the degree of performance of employees in the Ministry of Social Affairs in the governorates of the West Bank from the perspective of beneficiaries was a medium degree, and an average account of (2.97), also found that employees in the Ministry of Social Affairs to have the efficiency of a medium degree and an average account of (3.40) , in addition to that they have the technical competence as well as medium and average arithmetic (3.35), but of the practices in the personal was a medium degree and an average account of (3.38), as well as the appointments of the degree of evaluation of a medium degree and an average account (2.65), and show that there are significant differences between the variables of the study according to all its fields.

The researcher reaches to a set of conclusions concerning the operation of the staff of the Ministry of Social Affairs in the West Bank, where the overall performance including a number of pressures are subject workers, as well as the need to rehabilitate and train workers in order to improve services levels, and the recruitment process directly contributed to the achievement of the objectives of the ministry. There are several barriers limit the offering of quality services to beneficiaries, including the failure to revise the organizational structure of the ministry in away that kept with development, the lack of specialized training programs and the shortage in the budget and the possibilities, there are many proposed mechanisms to improve the performance of staff and educating the qualified people of the importance of their services and creating a system of incentives and promotions and coordination between public administrations and the polarization of outstanding staff and the trend towards strategic planning for the ministry. There was variation in the responses of the beneficiaries about their assessment of the performance of the staff of the Ministry of Social Affairs in the governorates of the West Bank due to the variation of (sex, number of family members, conservation, nature of access, the type of benefit, and qualifications).

The researcher recommended a set of recommendations, notably the need to clarify the objectives of the Foundation for all employees, restructuring of public administration to keep up with expansions and developments in the services provided by the ministry, the need for coordination between the ministry and departments in the governorates, and focus on highly qualified human resources excellence to raise the level of performance.

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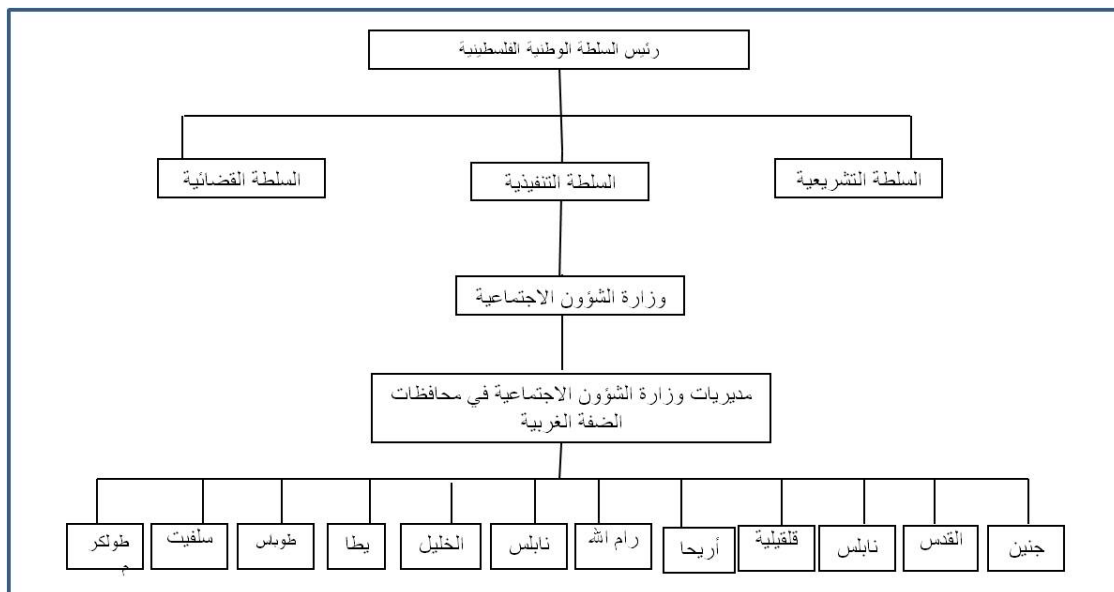
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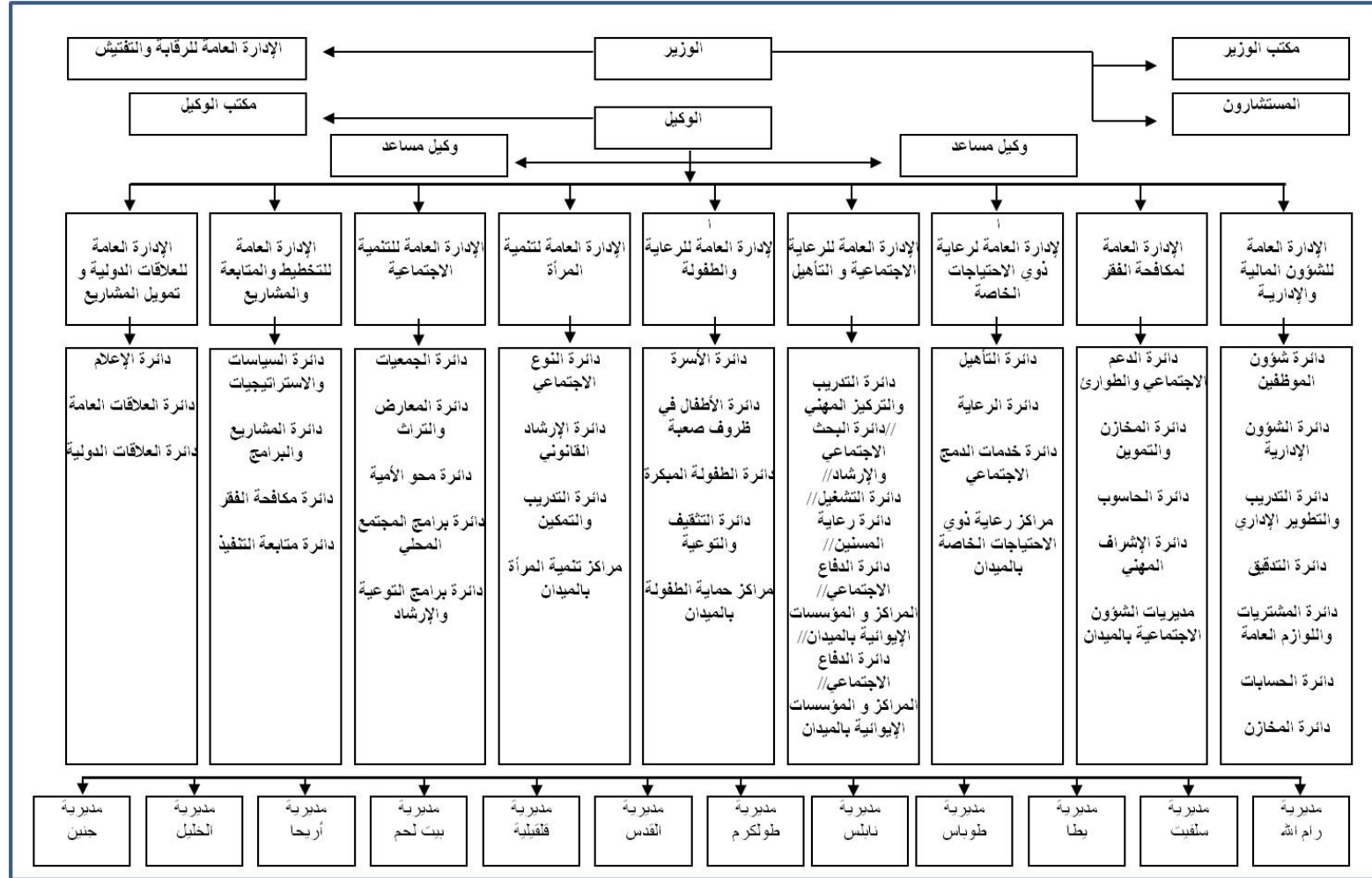
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%43.3	26	40-20
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%11.4	98	
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%22.5	193	
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2.60 – 1.81

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	0.747	3.483		.2
	0.590	3.416		.3
	0.715	3.383		.4
	0.563	3.566		.5
	0.609	3.366		.6
	0.724	3.516		.7
	0.845	3.616		.8
	0.963	3.433		.9
	0.979	2.916		.10
	0.783	3.383		.11
	0.816	3.333		.12
	0.675	3.466		.13
	0.932	3.333		.14
	1.013	3.083		.15
	0.935	3.650	( )	.16
	0.719	3.583		.17
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	0.650	3.533		1
	1.068	3.333	.	2
	0.692	3.166		3
	0.551	3.366		4
	0.751	3.333		5
	0.767	3.566		6
	0.791	3.483		7
	0.735	3.633	( )	8
	0.738	3.383		9
	0.898	3.350		10
	0.829	3.416		<b>11</b>
	0.743	3.416	.	12
	0.787	3.300		13
	1.006	3.266		14
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	0.700	3.183		6
	0.720	3.300		7
	0.691	3.383		8
	0.719	3.416		9
	0.724	3.466		10
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	1.115	2.900		3
	0.965	2.483		4
	1.132	2.650		5
	1.151	2.716		6

: -4.4

	1.086	2.650		7
	1.122	2.600		8
	1.096	2.516		9
	1.154	2.300		10
	1.210	2.600		11
	0.752	2.657		

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	1.270	3.866		10	1
	0.855	3.580		2	2
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	1.174	3.542		5	4
	0.860	3.417		1	5
	1.580	3.280		18	6
	1.287	3.280		27	7
	1.356	3.223		22	8
	1.382	3.219		19	9
	0.767	3.169		4	10

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0.018*	2.373	856	0.318	3.003		
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(One way-ANOVA)

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6	6-4	3-1	
2.927	3.008	2.994	

(Oneway-ANOVA)

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	<b>F</b>							
0.006 *	5.090	0.109	855	93.042	0.554	2	1.108	

(0.05 ≤ α)

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( $0.05 \leq \alpha$ )

(LSD) :10.4

<b>6</b> <b>(2.927)</b>	<b>6-4</b> <b>(3.008)</b>	<b>3-1</b> <b>(2.994)</b>	
.06770*	-.01339-	---	(2.994) 3-1
.08109*	---	---	(3.008) 6-4
---	---	---	(2.927) 6

:(10.4)

( $0.05 \leq \alpha$ )

( 6 ) ( 3-1 )

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( $0.05 \leq \alpha$ )

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(One way-ANOVA)

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2.834	2.982	3.111	

(Oneway-ANOVA)

:12.4

	<b>F</b>							
0.000 *	67.60	0.095	855	81.295	6.427	2	12.854	

(0.05 ≤ α)

(12.4)

(0.05 ≤ α)

(0.000)

(0.05 ≤ α)

(0.05 ≤ α)

(LSD) :13.4

(2.834)	(2.982)	(3.111)	
.27715*	.12912*	---	(3.111)
.14802*	---	---	(2.982)
---	---	---	(2.834)

:(13.4)

(0.05 ≤ α)

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(0.05 ≤ α)

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(0.05 ≤ α)

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(One way- ANOVA)

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:14.4

2.814		
2.917		
3.091		
2.870		
3.121		
3.014		
2.971		

(Oneway-ANOVA)

:15.4

	<b>F</b>							
0.000 *	9.477	0.104	851	88.253	0.983	6	5.897	

(7.4)

( $0.05 \leq \alpha$ )

(15.4)

(0.000)

(0.05 ≤ α )

(0.05 ≤ α)

(LSD) :16.4

(2.9714)	(3.014)	(3.121)	(2.870)	(3.091)	(2.917)	(2.81)	
-0.157-*	-0.199-*	-0.307-*	-0.056-	-0.277-*	-0.10-*	---	(2.814)
-0.054-	-0.096-*	-0.204-*	0.046	-0.174-*	---	---	(2.917)
0.119	0.077	-0.030-	0.220*	---	---	---	(3.091)
-0.101-	-0.143-*	-0.251-*	---	---	---	---	(2.870)
0.149*	0.107*	---	---	---	---	---	(3.121)
0.042	---	---	---	---	---	---	(3.014)
---	---	---	---	---	---	---	(2.9714)

:(16.4)

$(0.05 \leq \alpha)$  •  
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 (One way-ANOVA)  
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 $(0.05 \leq \alpha)$   
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:17.4

3.201		
2.825		
2.889		
2.953	-	
2.987		
2.821		
3.196		
3.220		

(Oneway-ANOVA)

:18.4

	F							
0.020	26.17	0.091	850	77.456	2.385	7	16.693	

(0.020)

.(0.05 ≤ α)

$$(0.05 \leq \alpha)$$

: (19.4)

$$(0.05 \leq \alpha)$$

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$$(0.05 \leq \alpha)$$

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$$(0.05 \leq \alpha)$$

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(LSD) :19.4

(3.22)	(3.1)	(2.82)	(2.98)	- (2.95)	(2.88)	(2.82)	(3.20)	
-0.0190-	0.0050	0.3800*	0.2130*	0.2470*	0.3120*	0.3750	---	( 3.20 )
-0.3940-*	-0.3700-*	0.0040	-0.1610-*	-0.1270-*	-0.0630-	---	---	(2.82)
-0.3310-*	-0.3060-*	0.0680	-0.0980-*	-0.0640-	---	---	---	(2.88)
-0.2670-*	-0.2420-*	0.1320*	-0.0330-	---	---	---	---	(2.95) -
-0.2330-*	-0.2080-*	0.1660*	---	---	---	---	---	(2.98)
-0.3990-*	-0.3750-*	---	---	---	---	---	---	(2.82)
---	---	---	---	---	---	---	---	(3.19)
---	---	---	---	---	---	---	---	(3.22)

$(0.05 \leq \alpha)$  •  
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(One way- ANOVA)

:

20.4

2.939		
2.890		
3.077		
2.939		
3.084		
2.796		

(Oneway-ANOVA)

:21.4

	F							
.000	13.76	.102	852	87.113	1.407	5	7.036	

(20.4)

$(0.05 \leq \alpha)$

(0.000)

$(0.05 \leq \alpha)$

(0.05 ≤ α)

(LSD) :22.4

(2.79)	(3.08)	(2.93)	(3.07)	(2.89)	(2.93)	
0.1423*	-0.1453*	-0.0003-	-0.1381*	0.048	---	(2.93)
0.0939	-0.1938*	-0.0487-	-0.1865*	---	---	(2.89)
0.2805*	-0.0072-	0.1377*	---	---	---	(3.07)
0.1427*	-0.1450*	---	---	---	---	(2.93)
0.2877*	---	---	---	---	---	(3.08)
---	---	---	---	---	---	(2.79)

:(22.4)

(0.05 ≤ α)

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.( ) ( ) ( )

(0.05 ≤ α)

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	$(0.05 \leq \alpha)$	•
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	$(0.05 \leq \alpha)$	•
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:23.4

%75	45		.1
%83	50		.2
%92	55		.3
			.4
%58	35		.5
%73	44		.6
%42	25		.7
%83	50		.8
%33	20		.9
%50	30		.10
%48	29		

(23.4)

%92

%83

%75

(23.4)

%73

%58

%50

%48

%33

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:24.4

%73	44		1
%87	52		2
%73	44		3
%58	35		4
%50	30		5
%90	54		6
%88	53		7
%95	57		8
%38	23		9
%48	29		10
%32	19		11

%95

%88

%90

%87

%73

%58

%73

%50

%48

%38

%32





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بسم الله الرحمن الرحيم  
معهد التنمية المستدامة  
Institute of Sustainable Development



التاريخ: ٢٩ / ٩ / ٢٠٠٩

الى من يهيمه الامر...

الموضوع: افادة طالب

تحية طيبة وبعد...

يفيد معهد الدراسات العليا في التنمية المستدامة- جامعة القدس ان  
الطالب/ة ..... رقمه الجامعي ..... ملتحق/ه بالبرنامج  
ويقوم حاليا باعداد بحث بعنوان:  
.....  
الصفة المرشحة بدرجة البكالوريوس في تخصص .....  
يرجى من حضرتكم التكرم وتقديم المساعدة الممكنة له لتسهيل مهمته/ا. شاكرين لكم  
تعاونكم.

وتفضلوا بقبول فائق الاحترام،

د. زياد قنাম  
مدير المعهد

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P.O.Box: 51000, 20002  
email: Info@srd.alquds.edu

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تلفاكس 009722790345  
ص.ب: 51000 او 20002  
البريد الإلكتروني: Info@srd.alquds.edu

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Palestinian National Authority  
Ministry of Social Affairs  
Administration for Human Resources  
Development



السلطة الوطنية الفلسطينية  
وزارة الشؤون الاجتماعية  
الإدارة العامة لتنمية الموارد البشرية

الرقم: ص / 37 / 2010  
التاريخ: 2010/03/03

الأخوات والإخوة المدراء العامون ونواب المدراء العامون ورؤساء الوحدات المحترمات  
والمحترمين

الموضوع: الطالبة سيرين نعييرات

تحية طيبة و بعد ،،،

نهدىكم أطيب تحياتنا، وبالإشارة إلى الموضوع أعلاه نود أن نعلمكم بأن الأخت المذكورة أعلاه تقوم بإعداد رسالة ماجستير تخصص تنمية ريفية وبناء مؤسسات، وأعدت استبيان حول تقييم الأداء، لذا نرجو التعاون معها ومساعدتها في تعبئة هذا الاستبيان لأغراض إنجاز هذه الدراسة شاكرين لكم حسن تعاونكم.

وتفضلوا بقبول فائق الاحترام ،،،

عاصم خميس

نائب مدير عام الإدارة العامة لتنمية الموارد البشرية

نسخة: عطوفة الوكيل حفظه الله

الوكيل المساعد لشؤون التنمية الإدارية والتخطيط حفظه الله

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بسم الله الرحمن الرحيم

Palestinian National Authority  
Ministry of Social Affairs  
Administration for Human Resources  
Development



السلطة الوطنية الفلسطينية  
وزارة الشؤون الاجتماعية  
الإدارة العامة لتنمية الموارد البشرية

الرقم: ح/م/٢٨  
التاريخ: ٢٠١٠/٢/٢

الأخ أنور حمام حفظه الله  
القائم بأعمال الوكيل المساعد لشؤون المديرية

تحية طيبة وبعد،،،

الموضوع: استبيان الطالبة (سيرين نعيرات)

نهدبكم أطيب تحياتنا وبالإشارة إلى الموضوع أعلاه ، نرجوا الإيعاز لمن يلزم لتقديم التسهيلات اللازمة والتعاون الكامل مع الأخت سيرين نعيرات والتي تدرس في جامعة القدس (أبو ديس) ماجستير تنمية ريفية وبناء مؤسسات حيث تقوم بإعداد رسالة ماجستير حول أداء موظفي وزارة الشؤون الاجتماعية. لذا نرجوا التعاون معها في تعبئة الاستبيان المعد لهذا الغرض وتحديداً في مديرية جنين وطوباس والمراكز التابعة لها .

واقبلوا فائق الاحترام والتقدير

عاصم خميس  
نائب مدير عام الإدارة العامة لتنمية الموارد البشرية



نسخة : الأخ الوكيل المساعد لشؤون التنمية الإدارية و التخطيط حفظه الله

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فاكس: + 970-2-2405642

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60-51 □ 50-41 □ 40-30 □ : .2

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16 □ 15-10 □ 10 □ .5

(x)

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						.22
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					( )	.25
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						.27
						.28

						.29
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		1.3
103	.....	2.3
104	.....	3.#
105	.....	
106	.....	4.3
109	.....	5.3
114	.....	6.3

41	.....	1.2
46	.....	2.2

54	.....	1.3
54	.....	2.3
55	.....	3.3
55	.....	4.3
55	.....	5.3
56	.....	6.3
56	.....	7.3
57	.....	8.3
57	.....	9.3
58	.....	10.3
58	.....	11.3
61		
	..... -	12.3
65		1.4
	.....	
67		2.4
	.....	
68		3.4
	.....	
70		4.4
	.....	
72		5.4
	(10)	
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75		6.4
	.....	



76		7.4
77	.....	8.4
77	..... (Oneway-ANOVA)	9.4
78	..... (LSD)	10.4
79	.....	11.4
79	.. (Oneway-ANOVA)	12.4
80	..... (LSD)	13.4
81	.....	14.4
81	..... (Oneway-ANOVA)	15.4
82	..... (LSD)	16.4
84	.....	17.4
84	..... (Oneway-ANOVA)	18.4
	.....	

86	(LSD)	19.4
88	.....	20.4
88	(Oneway-ANOVA)	21.4
89	.....	22.4
89	(LSD)	22.4
91	.....	23.4
92	....	24.4
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**1** ..... :

1	.....	1.1
3	.....	2.1
3	.....	3.1
3	.....	4.1
4	.....	5.1
5	.....	6.1
5	.....	7.1
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6	.....	9.1

**7** ..... :

7	.....	1.2
7	.....	2.2
9	.....	3.2
9	.....	4.2

10	.....	.1.4.2
10	.....	.2.4.2
13	.....	.3.4.2
13	.....	.1.3.4.2
14	.....	.2.3.4.2
15	.....	.4.4.2
16	.....	.5.4.2
17	.....	.6.4.2
18	.....	.7.4.2
19	.....	.8.4.2
20	.....	.9.4.2
20	.....	.1.9.4.2
21	.....	.2.9.4.2
21	.....	.1.2.9.4.2
22	.....	.2.2.9.4.2
27	.....	.10.4.2
28	.....	.11.4.2
30	.....	5.2
33	.....	6.2
33	.....	.1.6.2
34	.....	.2.6.2
34	.....	.3.6.2
35	.....(       +       )       :	.4.6.2
36	.....	7.2
37	.....	.1.7.2
37	.....	.2.7.2
39	.....	8.2
39	.....	.1.8.2
40	.....	.2.8.2
41	.....	9.2

41	.....	.1.9.2
41	.....	.2.9.2
42	.....	.1.2.9.2
42	.....	.2.2.9.2
43	.....	.3.2.9.2
43	.....	.4.2.9.2
44	.....	.5.2.9.2
45	.....	.6.2.9.2
45	.....	10.2
45	.....	.1.10.2
51	.....	.2.10.2
51	.....	.3.10.2
52	.....	.4.10.2
<b>53</b>	.....	:
53	.....	1.3
53	.....	2.3
53	.....	3.3
54	.....	4.3
59	.....	5.3
60	.....	6.3
60	.....	7.3
61	.....	8.3
62	.....	9.3
62	.....	.1.9.3
62	.....	.2.9.3
62	.....	10.3

<b>64</b>	.....	:	
64	.....		1.4
64	.....		2.4
75	.....		3.4
<b>94</b>	.....	:	
94	.....		1.5
95	.....		2.5
<b>97</b>	.....		
<b>115</b>	.....		
<b>116</b>	.....		
<b>117</b>	.....		
<b>120</b>	.....		