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## Evaluating Human Resources Management Polices in the Palestinian Public Sector Comparative Study

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**Key words:** Evaluating, human resources management, polices, public sector, comparative study

**Abstract:** The purpose of the study is to investigate the development that happened in the policies of human resources management in the Palestinian public sector in Palestine through a comparison between 2015-2019 for all jobs of human resources departments in the public sector with the help of public employee's office in Palestine; through the analytical comparative approach. The study concluded that: There has been no significant development in the policies and systems of performance evaluation, training and development processes and motivation systems in the Palestinian public sector during the years 2015 and 2019 as the general degree of performance evaluation policies continued to be at the intermediate level. While there has been a noticeable development in the selection and appointment policies where the study showed a shift in the degree from average to high in terms of adopting merit and competency standards only in employment and selecting the best competencies and elements qualified for the civil service while there has been a noticeable development in job design and organizational structures in the shift from average to high in terms of a noticeable development in terms of achieving a match between the job and its occupant in terms of the required skills and experience, achieving a match between the job and its incumbent in terms of scientific qualifications and enabling work design to create and arouse enthusiasm in the hearts of the public occupants with a remarkable development in terms of creating a formal communication network between departments that allows for a smooth exchange of information, clearly and properly defining the roles and tasks of each employee and the role of the functional structure in avoiding conflict of powers among employees and taking into account specialization in business to reach the maximum possible efficiency.

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## INTRODUCTION

The Human Resources Department undertakes a set of policies and practices required to implement various activities related to human resource management that a business organization needs to practice its functions in light of the changing environment of organizations and businesses which is the administrative activity related to identifying the project's needs of working resources, working to provide them with numbers and competencies commensurate with the needs of the project and working to use these resources effectively in achieving the objectives of productive efficiency. The management of human resources whether in the public or private sector in the world as a whole faces enormous challenges as it is on the verge of the 21st century which is teeming with political, economic, social, technological and cultural changes which are rapid and complex changes<sup>[1]</sup>.

What increases the significance of the human element and the necessity to raise its efficiency are the globalization, privatization, degradation and competition challenges that organizations face. The question that can be asked in this context is: How can the human resources department fulfill its tasks? The significance of the human element in the production process has prompted organizations to sponsor the activity related to the element by an organizational unit specialized in human resources working to create an appropriate organizational climate that contributes to achieving employee satisfaction<sup>[2]</sup>.

In light of these recent situations, a basic fact became clear which is the utmost importance of the human factor as it is the effective means and the real source for accomplishing any development or innovation in work and production methods and in fact it is the main source for developing organization's capabilities to compete as the human being is the real source of competitiveness, he/she is the only resource that enjoys the advantage of the mind and the mental capacity for thinking, creativity and innovation which are the sources for renewal and development and then distinction. Therefore, there is an increasing interest of contemporary management in the human resource and work to innovate and develop the best ways and mechanisms to invest its energies and employ its mental and creative abilities in creating and developing competitive advantages in the form of new and superior commodities, services and technologies<sup>[3]</sup>.

There is no doubt that the field of human resource planning in any organization is one of the important areas which aims to meet the needs of the organization in terms of numbers and characteristics commensurate with the nature and size of the activities practiced by the organization and in a way that helps to achieve its goals

for a future period and under changing circumstances<sup>[4]</sup>. Therefore, good planning of human resources helps to increase the effectiveness of utilizing human resources that are characterized by a high degree of ability and desire to work which results in a decrease in the financial cost and achieving a balance between supply and demand for these resources according to the needs of the organization.

The human resource management has acquired an important role from being a management of the most important assets of the organization as it is about planning, organizing, controlling and directing human resources to achieve the goals of the organization. As excellence for any organization is its performance, performance is the reason for the survival and continuation of the organization, it became necessary for any organization Obtaining efficient human resources and applying modern human resource management practices in it which directly affect the employee's work and performance and eventually leads to raising the level of the organization's performance in general, since, it is without the human element, no organization can emerge, so, interest in it has increased throughout all ages and until now<sup>[5]</sup>.

The human resources strategy focuses on improving an organization's use of its human resources to help it maintain or improve its competitiveness in the labor market, so, it is defined as the general and comprehensive plan of the organization in its effective use of its people in order to accomplish its mission and achieve its goals. In order to put this plan or strategy into practice, it is necessary to develop operational (tactical) programs that help in achieving this plan or strategy and it is evident that the strategy precedes the tactic because of its importance and comprehensiveness in addition to that it forms the general framework for the programs and objectives that emanate from it later.

**Statement of problem:** There are many justifications that prompted the world with its various institutions, to pay special attention and great care to human resources and perhaps the most important of these justifications is the large size of institutions which in turn led to increased government intervention in directing the activity of the work of various institutions in addition to the realization of officials at all administrative levels that increasing productivity depends on improving the use of human resources as well as the emergence of new legislations that try to improve human resources in order to increase productivity in addition to achieving growth and the pursuit of economic stability that requires attention to human resources as they are the most important entrances to economic growth. It is also working on developing production methods as technological developments have resulted in a change in production methods and so on.

Consequently, the human being is the goal and the means for any institution because it is the one who plans, executes watches and achieves the goals. Based on the above, the problem of the study is represented in answering the following question: What is the reality of the development of human resource management policies in the Palestinian government sector?

**Previous studies:** Al-Dmour<sup>[6]</sup> this study entitled the reality of strategic planning for human resources in the public sector in Jordan. In his study, the researcher adopted the descriptive and analytical approach and the method of the field study as the study was applied to the study population consisting of all workers in the human resources departments in the Jordanian ministries (n = 22) where a simple sample of workers was recruited (n = 166 workers), i.e. 50% of the study population. The study reported a number of results, the most important of which were: Among the most prominent findings of the study is the presence of a positive correlation between attracting human resources and practicing strategic planning for human resources management and the existence of a positive correlation between training and developing human resources and the practice of strategic planning for human resources management and the absence of significant differences in the impact of human resource management activities on the practice of strategic planning for human resources management due to the variable of gender, age, educational or career level and practical experience. The study recommended increasing the financial resources needed for strategic planning of human resources in the General sector and increase interest in the training courses to raise the efficiency of workers in human resources management, and to provide human resources management with the trained forces capable of participating in strategic planning for human resources in the public sector, paying attention to the feedback system in the organizational structure in the public sector and creating an effective information system that serves the strategic planning of human resources.

Al-Bitar<sup>[7]</sup> this study entitled “The role of strategic planning for human resources in raising the level of job empowerment in non-governmental institutions in the Gaza Strip”. In her study, the researcher adopted the descriptive and analytical approach. The population of the study was represented by (870) non-governmental institutions (local and international). The study reported a number of results, the most important of which were: One of the most prominent findings of the study is the existence of a positive relationship between the vision and the strategic philosophy of strategic planning for human resources and career empowerment which is due to the availability of an organizational culture supportive of strategic planning for human resources and considering the human element as a supportive force for the

institution, thus increasing the level job empowerment also raises the rate of administrative empowerment and thus increases the level of job empowerment in general. the study recommended the necessity of creating an organizational culture supportive of strategic planning for human resources and considering human resources as a real investment and a supportive force capable of achieving and creating a competitive advantage for institutions and the need to diagnose organizational obstacles that may limit Spreading the culture of empowerment through managers, the influential factor in making this culture and the source supporting it or vice versa and work to develop strategies related to the incentives and compensation system in non-governmental institutions on objective grounds to ensure justice and employee satisfaction because it directly affects the employee’s actual performance and the extent of his/her affiliation with the institution in which he/she works.

Mushtaha<sup>[8]</sup> study entitled “Reality of Human Resources Strategies in the Ministry of Education and Higher Education”. The researcher adopted the descriptive analytical cross-sectional approach in his study as this approach was applied to the study population consisted of (636) male and female employees, where (240) regular random samples were distributed from the employees lists in the Ministry of Education and Higher Education in the Gaza Strip. The study reached a number of results, the most important of which are: One of the most prominent findings of the study is the detection of weakness in the domain of the human resources strategy according to the perceptions of employees in the Ministry of Education and Higher Education which requires diligent work to amend the Human resources strategy through developing ambitious and realistic plans to reach better levels and the study indicated that the domain of training was at a good degree according to the employees’ point of view and the presence of a good level of those who considered that training reduces the theoretical and practical reality. The study revealed the importance of a training program for the new employee and showed that there is a weakness of those who see training being done at the workplace, so attention must be paid to training at the workplace because it has the effect of raising the morale of employees and reducing costs. The study recommended more attention to the strategic planning process for human resources in the ministry and working to create a fair work environment that distinguishes equal opportunities and combating discrimination, and to intensify training and follow-up of the trainees after obtaining the training session to determine the extent of their benefit from the training with the need to pay attention to training in the workplace because of its many advantages including raising the morale of employees.

Kwaik<sup>[9]</sup> study the aimed to identify the effect of administrative structures and systems on the efficiency of the performance of the security services in the Gaza Strip, and thus the study reported a set of recommendations, most notably: Working on adopting organizational structures for security agencies and housing organizational sites in them in accordance with the Ministry of Planning with the participation of specialists, Professionals and security personnel according to the specialization of each agency, redistribution of human resources in proportion to the tasks for each position in the organizational structure, work to implement tests for administrative positions according to the nature of each job and specialization and the best selection according to the test results to ensure performance rights, intensify training courses for officers, especially those who are in a direct contact with the local community, the necessity to activate all job titles in the organizational structure, especially those related to higher levels of management, commitment to apply administrative regulations and laws for officers, reconsider selection and recruitment policies and work to improve these policies in proportion to the nature of the security service's work because of its subsequent effects on the performance of the officers and then the performance of the security services, so that, these policies guarantee the activation of the free competition among the officers nominated for administrative positions.

Othman<sup>[10]</sup> study entitled as "The effect of human resource management functions on employee performance". The study reported a number of results, the most important of which were: the existence of policies that guide the human resource department in the practice of its functions, there is a relationship between the human resource management and other departments and the existence of a specific budget for training, incentives give a practical building of a degree of excellence in performance, there are models for evaluating performance, and the performance of employees is achieved with a high degree of efficiency, as well as the results of the test showed that there are statistically significant relationships between the elements of training, incentives and the performance evaluation with the dependent variable that represents the performance of employees, thus, the study concluded with a set of recommendations by training and qualifying human resources, seeking to establish a stable and comprehensive incentive system for various types of incentives and their multiplicity and evaluating performance on the basis and criteria based on competence, the need to improve and develop the performance of human resources management personnel, opening the way for more postgraduate studies and scientific research that deals with the issue of human resources management and works to implement the recommendations of those studies and research.

Abdulaziz's<sup>[11]</sup> study the aimed to identify the impact of the organizational climate on the institutional performance of the Saudi Telecom Company. In his study, the researcher adopted the descriptive and analytical approach. the study introduced a set of recommendations, the most prominent of which are: Paying attention to the organizational climate and its components and providing and preparing all means to improve it, paying attention to incentives, both material and moral because of their impact on increasing levels of performance, involving workers in decision-making and spreading the spirit of cooperation in them by empowering them and delegating more powers to them, building clear recruitment and promotion strategies based on standards of efficiency and equality.

#### **Study questions:**

- To what extent have human resources management policies developed in terms of the evaluation of the Palestinian government sector performance?
- To what extent have human resources management policies developed in terms of training and development in the Palestinian government sector?
- To what extent have human resources management policies developed in terms of selection and recruitment in the Palestinian government sector?
- To what extent have human resources management policies developed in terms of motivation in the Palestinian government sector?
- To what extent have human resources management policies developed in terms of job design in the Palestinian government sector?
- To what extent have human resource management policies developed in terms of organizational structures in the Palestinian government sector?

#### **Study hypothesis**

- Human resource management policies have developed in terms of performance evaluation in the Palestinian government sector to a moderate degree
- Human resource management policies have developed in terms of training and development in the Palestinian government sector to a high degree
- Human resource management policies have developed in terms of selection and recruitment in the Palestinian government sector to a high degree
- Human resource management policies have developed in terms of motivation in the Palestinian government sector to a moderate degree
- Human resources management policies have developed in terms of job design in the Palestinian government sector to a moderate degree
- Human resource management policies have developed in terms of organizational structures in the Palestinian government sector to a moderate degree

**Significance of the study:** Providing an academic research work and a modest contribution to find out the development of human resource management policies. As this importance is evidenced by the interest of many researchers in the topic of human resources.

This study coincides with the efforts made by the ministries and the General Personnel Bureau in order to seek change in the proposed programs and policies and raise the level of these programs in a manner that responds to the rapid and successive environmental changes in all areas and is consistent with the nature of the new roles they undertake. The researcher hopes that this study will provide a number of recommendations that may contribute to achieving this.

The practical importance of the study is derived from the fact that the topic of the study is an attempt to identify the reality of the development of human resource management policies in Palestinian public organizations. The study derives its practical importance, also from the fact that the topic of the study is one of the important topics that can support the direction of the Palestinian Authority towards achieving development hopes and aspirations in the Palestinian reality and improving human development in directions that serve the goals.

Its practical importance is derived from the fact that it seeks to employ contemporary concepts in developing one of the most important resources available to Palestinian public organizations which is the human resource and posing problems and obstacles that hinder the work of public institutions on those tasks.

Providing recommendations, proposals and information that will advance and improve human resource management and prepare it to improve the job performance of workers, since, human resources are among the most important resources in any institution that gives excellence and creativity in various fields as much as interest and care.

### **THEORETICAL FRAMEWORK**

The definitions of resource management policies differed as there were many broad and different definitions about these policies and the reason for the diversity in the definition of these policies is the difference in the orientation, location or role of these policies. The definition of policies may differ from one institution to another and among these definitions is that it is one of the basic functions or departments in all types of organizations and the focus of its work is all the human resources that work in it and everything related to job matters from the time of its appointment in the organization until the time of the end of its service and work in it. It carries out a set of activities and tasks related to assessing the organization's needs of human resources and providing them with the required specifications and

at the required time and then working to train and develop them, stimulate these resources and help them to achieve their goals and solve their problems in an effort to achieve compatibility between its goals and the organization's goals. It can also be explained as those efforts to ensure the permanent presence of the workforce that the organization needs, starting from recruitment, selection and appointment to the end of service within the organization in order to put the right person in the right place and then work to motivate them, develop their capabilities and improve their performance in order to achieve a balance between the interest of workers and the interest of the organization<sup>[12]</sup>. It is also considered one of the important functions in modern organizations that depend on the human element. Therefore, a number of activities must be carried out, the most important of which is the presence of a stable and efficient workforce and this comes through several sub-activities; the most important of them are: job analysis, human resource planning, research and recruitment, research and development, performance evaluation, compensation, outcome and benefits, labor relations and finally labor security and safety<sup>[13]</sup>. Finally, the human resource department is a functional and strategic one that works to achieve the objectives of the enterprise and the goals of individuals by taking the necessary measures and policies that create effective individuals by working to raise their efficiency through training, evaluation and good planning in addition to maximizing their desire to work in the organization by motivating them and creating a wage and salary structure commensurate with their efforts<sup>[14]</sup>.

### **THE GOALS OF HUMAN RESOURCES MANAGEMENT POLICIES**

The management of human resources in business organizations represents a strategic importance because it is closely related to the individuals working in the organization who can be described as a basic source for the success or failure of the organization as they are the main source that is invested in to raise the efficiency and productivity of human resources and the Human resource strategy must be closely related to the strategic objectives in their short-term and long-term dimensions of the organization and therefore human resources management as one of the various fields of administration in the management of business organizations that work in an integrated manner to improve the level of the organization's performance and achieve a competitive advantage in the market<sup>[15]</sup>.

And as many researchers including consider that the competitive advantage of the institution can only be achieved through its employees and to judge the quality or weakness of the institution's performance is limited to

its staff. Accordingly, Human resources management is of great importance in this field by defining a set of goals that are achieved through the achievement of an essential contribution to achieving the organization's strategic goals. In order to complete the understanding of the performance and role of human resources management, it is necessary to address what are the goals that the human resource department seeks to achieve and work to implement them in line with the strategic objectives of the organization. At the community level, Before going into an explanation of the goals of human resources management, it is worth mentioning that the goals of human resources management by their nature are of a strategic nature, working to harmonize the goals of the organization with a long-term strategic dimension which can be described as integrated, flexible, ethical, social and short-term goals which can be described. It is of a professional and organizational. The goals of human resources management can be summarized and classified into three levels: organizational-level goals, employee-level goals and community-level goals. Before entering into an explanation of the goals of human resources management, it is worth mentioning that the goals of human resources management by their nature are of a strategic nature that work to harmonize the objectives of the organization with a long-term strategic dimension that can be described as integrated, flexible, ethical, social and short-term goals that can be described. It is of a professional and organizational nature. Goals at the community level which are those goals whose result is community service present in its environment which is represented by employing members of the community in the sense of providing new job opportunities, i.e., contributing to reducing the unemployment rate of members of society as well as working to provide an appropriate environment for workers in the organization, which leads to an increase in their productivity competencies which in turn reflects on the financial return to them in addition to improving the level of well-being of workers which in turn is reflected in their quality of life<sup>[15]</sup>.

Likewise, it can be considered that the goals of the public human resources department that it seeks to achieve are to work mainly in achieving and fulfilling the goals of the organization and to employ distinguished competencies that are able to implement the human resource management plans in the manner for which they were designed and achieving job satisfaction to reach employees to the highest potential for self-realization, managing and controlling the process of change to achieve benefit for both the employee and the organization and the delivery of human resource management policies to all workers in the organization and contribute to the consolidation of concepts that maintain behavioral and ethical policies.

Michael believes that human resources management seeks to achieve a package of goals including working to exploit the energies that workers possess in order to achieve the highest level of performance, work to achieve the goals of the organization by providing a workforce with a degree of efficiency and performance and work to integrate the human resource management policy with the various departments in the organization and the general plans for work in order to promote an appropriate culture or work to change an inappropriate culture and strive to provide a work environment that works to unleash the continuous creativity, distinction and energies of working individuals and to enable the organization to utilize the latest Scientific developments technologies and Information Systems.

### **THE IMPORTANCE OF HUMAN RESOURCE MANAGEMENT POLICIES**

The significance stems from human resources management as it represents the management of the highest and most important assets in the organization. Numerous studies in developed countries also confirmed the existence of a relationship between the availability of successful management of human resources and the levels of success of these organizations and this was confirmed by a report on 100 successful American organizations in 1990. Based on recent developments, human resource management practices such as attracting and training workers, evaluating their performance, motivating them, and other practices have been reconsidered as valuable investments or economic return. Attention must also be drawn to the complementary relationship between human resources management and other departments and functions of the organization. It works to provide these departments with their needs in terms of preparation and specializations appropriate to the nature and characteristics of the work and any defect in providing the needs of these departments leads to the impossibility of achieving the objectives of the organization while the effectiveness of the work of the human resources department contributes to the conduct of the work of the rest of the departments and the achievement of the objectives of the organization<sup>[16]</sup>.

The importance of human resources management and its activities varies from one organization to another, considering that the human resource function is one of the functions associated with the organization itself and the circumstances in which it passes and there are many activities that the human resource department practices including what it does individually such as compensation, benefits, work analysis programs, etc. What it performs in partnership with other departments in the organization as is the case in personal interviews, production programs and career planning processes as well<sup>[17]</sup>.

The importance of human resources management also comes through what has been shown by the results of studies and researches which indicate that the proper management of these resources leads to several results which are raising the performance of workers and exploding their energies and also contributes to changing the functional values of workers and their aspiration to participate in decision-making. Proper management leads to raising the level of awareness among managers regarding the importance of human capital in raising the competitiveness and creativity of the organization. After discovering the importance of the human element and the increase in the size and growth of organizations and the subsequent emergence of trade unions, the role of human resources management began to expand and increase<sup>[18]</sup>.

**Challenges facing human resources management policies:** The management of human resources whether in the public or private sector in the world as a whole is facing tremendous challenges as it is on the brink of the twenty-first century which is teeming with political, economic, social, technological and cultural changes, among which are the following:

Challenges of competition as what characterizes the global environment today is the openness of markets and the high intensity of competition and this has become a concern of institutions which makes human resources management work to attract an efficient human resource, technological challenges which is the result of increasing reliance on modern technology in the world imposed on human resources management to follow modern methods in its performance to keep pace with technological developments and changes.

The challenges of diversity in the cultural mix as a result of its dealings with human resources of different cultures, languages and nationalities. This makes human resources management the responsible of developing appropriate strategies in light of the variation in values and trends of individuals,

The challenges of the global market. Meeting the customer's expectations is one of the basic things in an organization as it meets the customer's requirements in terms of quality, quantity and diversity.

The challenges of the level of qualification for jobs and this means that individuals who do not have an appropriate level of education will not have the opportunity to work.

**Quality challenges:** In light of the trend towards total quality management, human resources management has become the basis for achieving quality and the success of the organization by providing appropriate conditions for working individuals to be creative, initiators and efficient in meeting the customer's desires. Social challenges are

among the most important challenges facing managers in the demographic changes that occur in the world because it affects the work force of any employee such as being dependent on the employee's background, age and gender.

**Empirical study:** The researchers adopted the comparative approach in order to explore the differences between the two phenomena. Further, the analytical approach was used to obtain analytical data about the policies of human resources management in Palestine.

**Sources of data:**

**First; secondary sources:** All data found in previous studies, articles and books as well as dissertations and reports.

**Second; primary resources:** Data used to obtain analytical information through the items of the study. The researchers administrated a questionnaire to obtain such information.

**Data analysis and testing hypothesis**

**Development of performance evaluation:** Figure 1 shows that there is no noticeable development in the policies and systems of evaluating performance in the Palestinian public system during 2015 and 2019; the total degree of performance evaluation continued to be in an average level. Within the elements of performance it is clear that there is a development in the flexibility of the system in development and modernization, helping the models of performance valuation in the development of the administrative system, developing effective mechanisms to deal with complaints regarding evaluation, employees office evaluations according to job description; as The degree of each of them increased from average in 2015 to high in 2019. On the other hand, there is a noticeable decline in terms of discussing the evaluation results with government employees as it decreased from the average grade in 2015 to the low grade in 2019. It also appears the lack of a noticeable development in terms of applying organizational standards to workers without bias, and developing standards for evaluating the performance of workers in government agencies as the degree of each of them continued to be at an intermediate level between 2015 and 2019. In general, we cannot reject the first hypothesis which stipulates the development of performance evaluation policies in the Palestinian government sector to an average degree.

**Development of training and development policies:** Figure 2 shows that there is no noticeable development in the policies and systems of training and development in the Palestinian public system during 2015 and 2019. The total score continued to be in an average level. Within

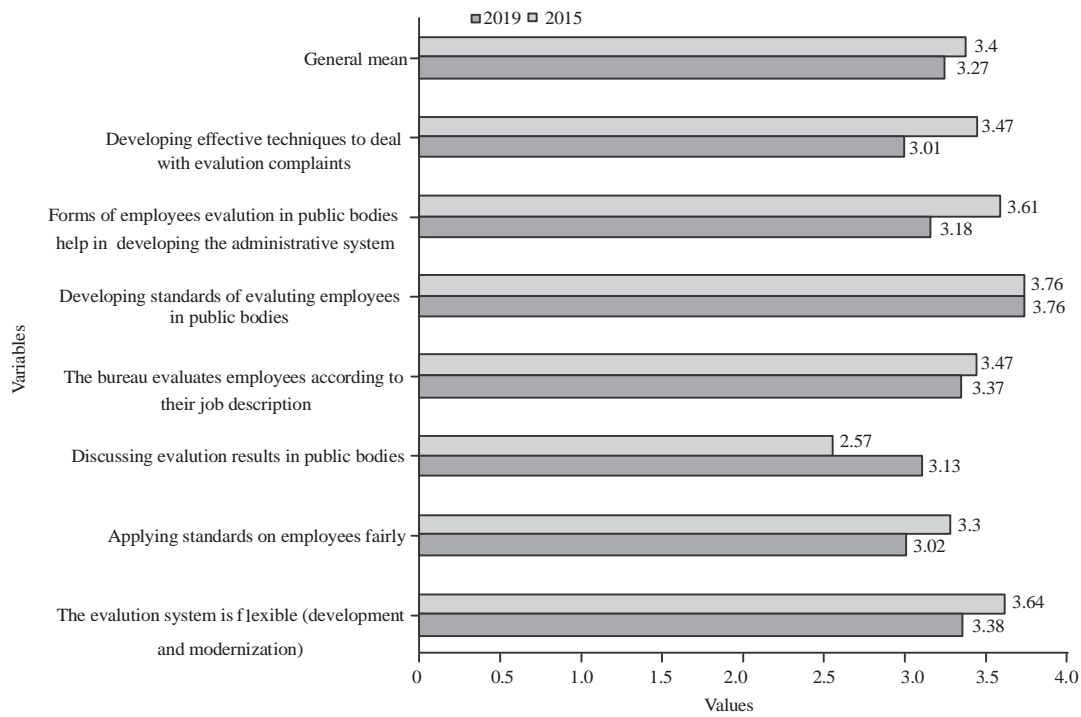


Fig. 1: Development of policies and systems of performance evaluation in the Palestinian public sector 2015-2019

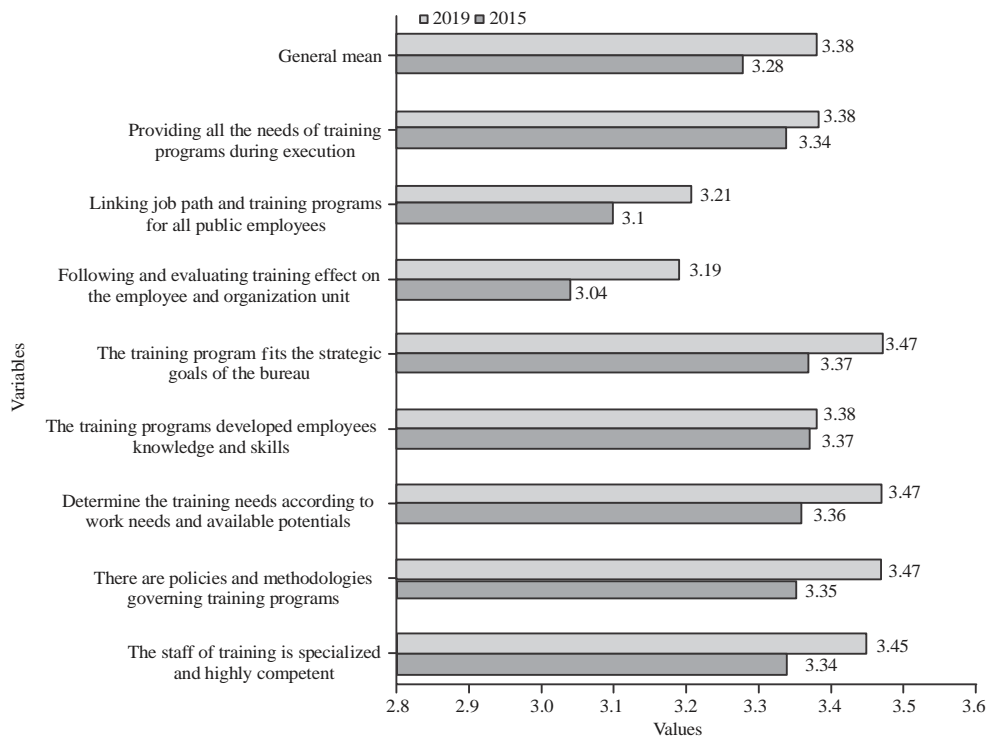


Fig. 2: Development of policies and systems of training and development in the Palestinian public sector 2015-2019

training and development elements (Fig. 2) shows that there is a development in specialization and high

competence of staff based on training, the existence of policies and methods regarding training as well as the



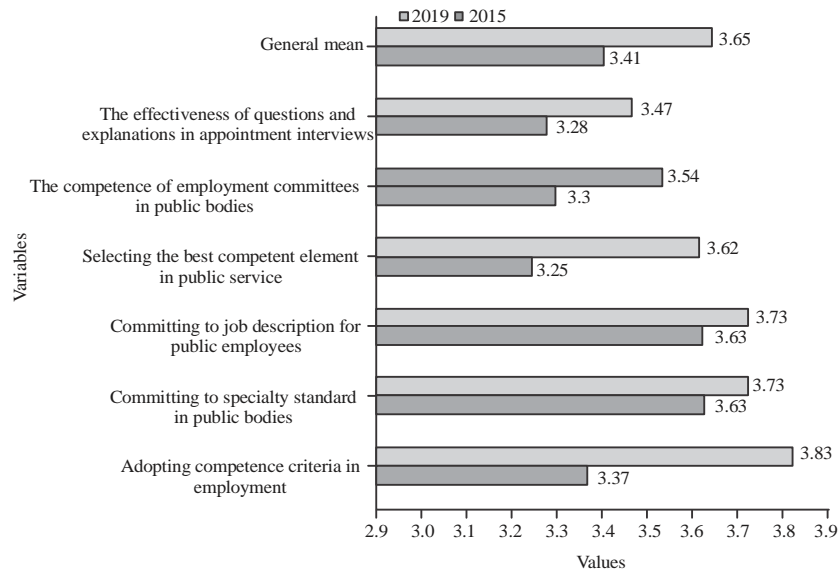


Fig. 3: Development of policies and systems of selection and appointment in the Palestinian public sector 2015-2019

determination of training needs according to the work needs and available resources. Further, the suitability of training programs with the strategic objectives of the employee's office as both increased from average in 2015 to high in 2019. On the other hand, there is no significant development in terms of the role of training and development programs in improving employee knowledge and skills, following up and evaluating the impact of training on the employee and the organizational unit, linking the career path and training programs for workers in government agencies and providing all the requirements of training programs during the implementation of these programs, the average score of each of them continued between 2015 and 2019. In general, we can reject the second hypothesis which states the development of training and development policies in the Palestinian public sector to a high degree.

**Development of selection and appointment policies:**

Figure 3 shows that there is a noticeable increase in the policies and systems in selection and appointment in the Palestinian public sector during 2015 and 2019 as the total score increased from average to high. Within the elements of selection and appointment, it is clear that there is development in adopting competence standards in employment, selecting the best qualified staff for public jobs, the competence of employment committees in the public sector, the efficacy of questions and justifications in appointment interviews as the degree of each one of them increased from average in 2015 to high in 2019. On the other hand, it is evident that there is no significant development in terms of adherence to the standard of specialization in employment for workers in government

agencies and commitment to the job description declared in the appointment for employees in government agencies as the degree of each of them continued to be at a high level between 2015 and 2019. In general, we cannot reject the third hypothesis which stipulates the development of selection and appointment policies in the Palestinian public sector to a high degree.

**Development of incentives and motivation policies:**

Figure 4 shows that there is a noticeable development in the policies of incentives and motivations in the Palestinian public sector during 2015 and 2019. The total score continues to be in an average level. In terms of motivational and incentives elements, (Fig. 4) indicates a remarkable development in terms of the suitability of the incentives provided with the exerted effort as they increased from low in 2015 to average in 2019. On the other hand, it appears that there has been no noticeable development in terms of the incentive policy in the Bureau based on Clear and declared foundations, the Bureau's adoption of many methods of motivation, the establishment of a system of incentives commensurate with the experiences, the appropriateness of the motivation methods used in government agencies with the current work environment and the Bureau's application of various methods of motivation for those who deserve it in government agencies and the promotion systems in government agencies are based on foundations and standards it is clear as the average score for each of them continued between 2015 and 2019. In general, we cannot reject the second hypothesis which states the development of incentive and motivation policies in the Palestinian public sector to a moderate degree.

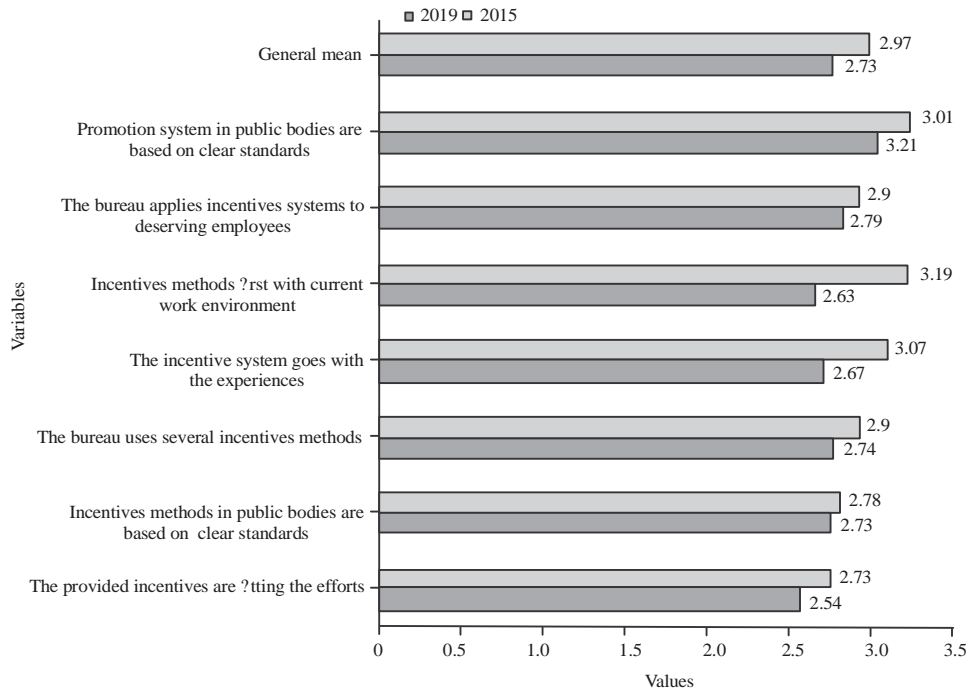


Fig. 4: Development of policies and systems of incentives and motivation in the Palestinian public sector 2015-2019

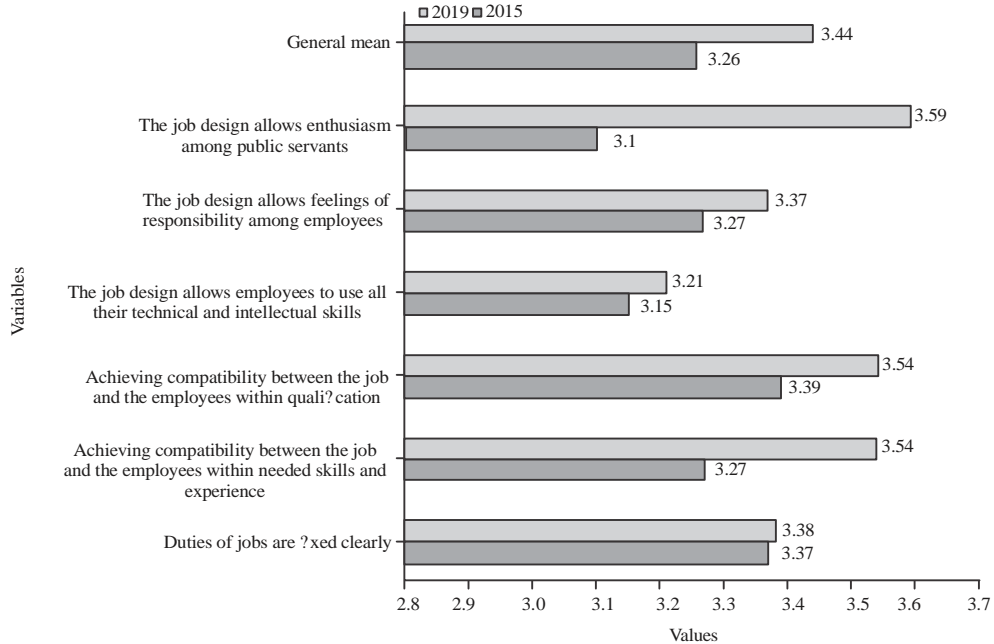


Fig. 5: Development of policies and systems of Jobs' design in the Palestinian public sector 2015-2019

**Development of Job’s design polices:** Figure 5 shows that there is a noticeable development in the policies and systems of job’ design in the Palestinian public sector during 2015 and 2019 as the total score increased from an

average level to high level.terms of job design elements, (Fig. 5) shows that there is a noticeable development in terms of achieving matching between the job and its occupant in terms of skills and experience required,

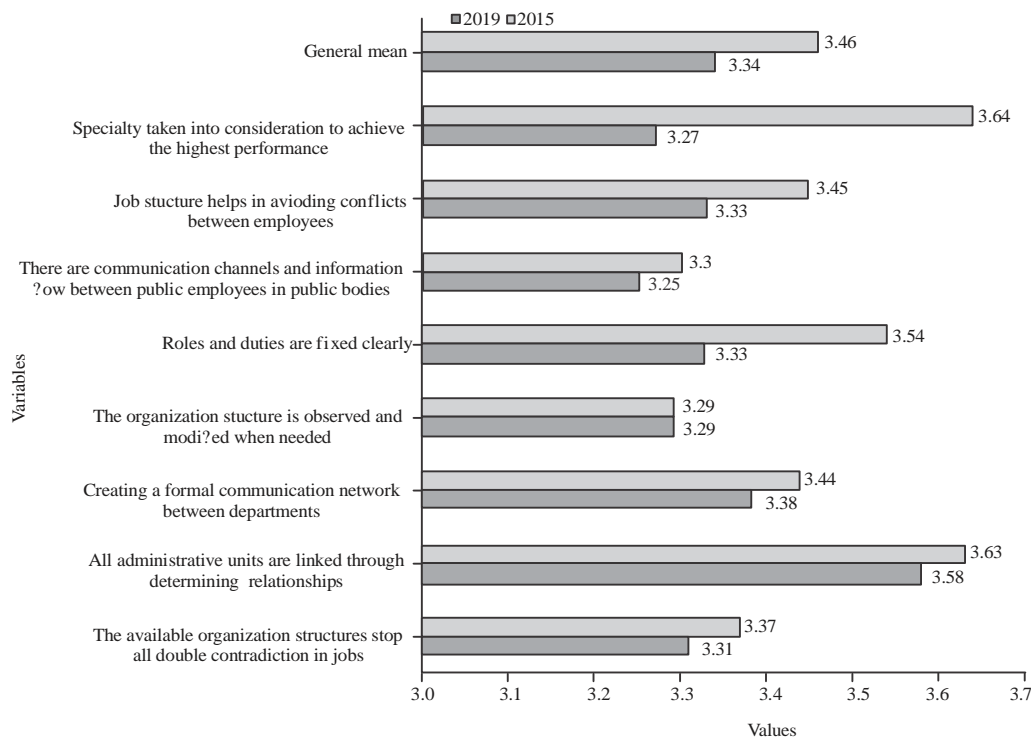


Fig. 6: Development of policies and systems of organizational structure in the Palestinian public sector 2015-2019

achieving matching between the job and its occupant in terms of scientific qualifications and making work design available to create and arouse enthusiasm in the hearts of the occupants of the public office. Each of them was from average in 2015 to high in 2019. On the other hand, there is no significant development in terms of defining the duties related to the job with complete accuracy and clarity and the work design provides sufficient opportunities for the incumbent to use his intellectual and technical skills and the work design provides a sense of the occupant’s job responsibility The position as each of them continued to hold an average degree between 2015 and 2019. In general, we cannot reject the fifth hypothesis which states that job design policies in the Palestinian public sector have developed to an average degree.

**Development of Organizational structures policies:**

Figure 6 shows that there is a noticeable development in the policies and systems of organizational structure in the Palestinian public sector in 2015 and 2019. The overall score for organizational structure policies rose from average to high. In terms of the elements of the organizational structures (Fig. 6) shows a remarkable development in terms of creating a formal communication network between departments that allows for a smooth exchange of information, defining the roles and tasks of each employee in a clear and proper manner and the role

of the job structure in avoiding conflict of powers among employees and taking into account specialization in business. In order to, reach the highest possible efficiency as the degree of each of them increased from average in 2015 to high in 2019. On the other hand, there is no significant development in terms of eliminating the available organizational structures on duplication between jobs, monitoring the organizational structure permanently and introducing appropriate adjustments in a way. Continuous and the existence of communication channels and information flow among employees of government agencies, as the degree of each of them continued at an intermediate level between 2015 and 2019. In general, we cannot reject the sixth hypothesis which states that the policies of organizational structures in the Palestinian public sector develop to an average degree.

For summarization (Fig. 7) indicates that there is noticeable development in selection and appointment, jobs design and organizational structure. As the general score for each of them increased from a medium degree in 2015 to a high degree in the year 2019 and on the other hand, it is evident that there has been no significant development in the policies of performance evaluation, training and development, motivation and motivation as each of them stabilized at the middle degree in Years 2015 and 2019.

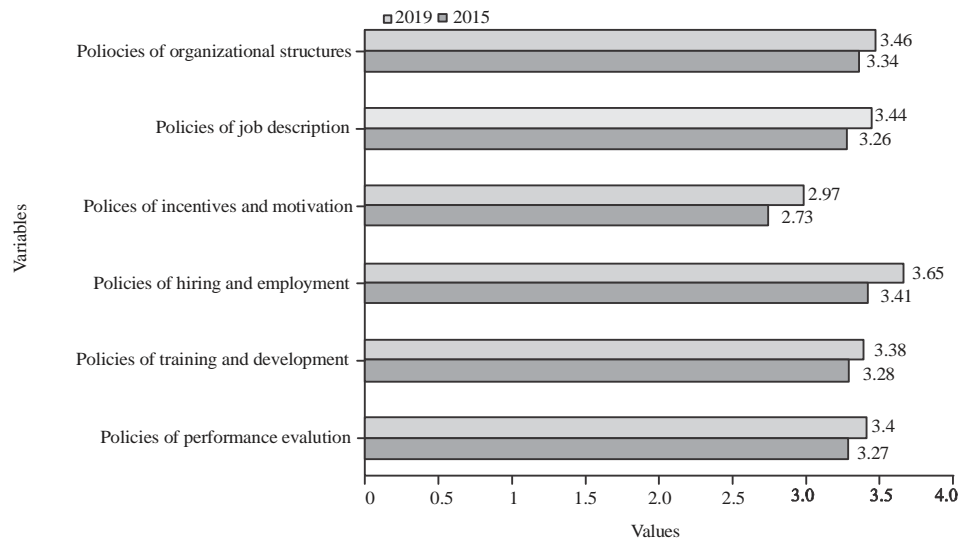


Fig. 7: Development of policies and systems in the Palestinian public sector between 2015-2019

## RECOMMENDATIONS

Regular updating for the models and standards of evaluating performance in public sector organizations in order to cope with modern developments. Taking into consideration when designing standards the duties and responsibilities of each employee as this is a guarantee that evaluators know the tasks of their employees and evaluate them on sound scientific foundations which makes the evaluation results more accurate and objective that can be used in the follow-up and planning of management development programs.

Developing a comprehensive and clear training plan with the participations of all parties to cope with total quality management requirements.

The plans must also be based on an analysis of the actual training needs of the employees and the jobs themselves in addition to the needs of the institution in order to find out the gaps in order for the plan to be more realistic and feasible.

All this is done in coordination and teamwork between department directors and human resources management. The success of this reflects the success of the institutions in achieving the goals of development and development.

Competent authorities in the public sector institutions periodically study the criteria for promotion, review them, and coordinate with the concerned authorities at the Office of employees to develop and improve those standards in order to achieve the satisfaction of individuals with them and improve the level of their performance and services.

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