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The impact of applying human resource management strategies in raising job performance among workers in insurance sector institutions in Ramallah, Palestine.

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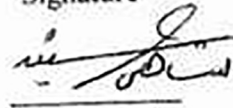
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The role of human resource management strategies (recruitment, motivation, training and development, performance evaluation) in raising job performance among workers in insurance sector institutions in Ramallah, Palestine.

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Abstract

This study aimed to know the impact of human resources management strategies (HRMS) on the performance of employee in Palestinian insurance companies. The study population included all employees of Trust Insurance Company, National Insurance Company, and Takaful Insurance Company, The total number of employees was 712. The data were primarily collected through a structured questionnaire targeted to employees working in Trust Insurance Company, National Insurance Company, and Takaful Insurance Company , 300 questionnaires were retrieved, and 250 questionnaires were valid for analysis , (spss) program was used to verify the validity of the data analysis.

The study reached a set of results, the most important of which are: The Palestinian insurance companies seek to obtain the best available human resource in the Palestinian labor market through the recruitment and recruitment strategy adopted by them. It also showed its high interest in the training and development strategy, in line with the continuous technological development taking place in the field of insurance. In addition to the high interest in conducting a periodic evaluation of the performance of employees to determine the positive and negative points in their performance, and work to motivate them on an ongoing basis, which is reflected in improving their performance at work and achieving their personal ambition.

The study also showed the high interest of workers in Palestinian insurance companies with the requirements of commitment to work, and keenness to apply its correct values and to stay away from negative phenomena resulting from delay in work and evasion of its performance, and great concern for the outputs of the completed work (quality and

quantity) to perform the work as required. in addition to , there is a strong relationship between applying human resource strategies and demographic factor .

In light of these results, the study recommended several recommendations, including: Attracting specialized workers in the field of insurance, developing them and maintaining their continuity of work, taking into account the modern technological developments and techniques that the world is witnessing in the field of insurance and their uses when determining training strategies, the need to adopt an integrated and equal incentive system that includes material and morale incentives .

Keywords: human resource management strategies, employee performance, quantity of work performed, quality of work performed, employee commitment.

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LIST OF ABBREVIATIONS

| | |
|------------|------------------------------------|
| HRM | Human resource management strategy |
| HR | Human Resources |
| MS | Motivation strategy |
| PS | Polarization Strategy |
| ES | Evaluation Strategy |
| TS | Training and development Strategy |

CHAPTER ONE

Introduction

1.1 Background

The human resource is one of the most important factor effecting the quality of organizational performance, which made the interest in managing employees and raising the level of human resource management and directing resources and modern technology to serve them a priority for organizations.

human resources are considered a main source of sustainable competitive advantage for organizations, especially in the areas of knowledge production, technologies and modern means of communication. The last three decades have witnessed a trend that calls for thinking about the phenomenon of knowledge investment among workers and the development of highly qualified and empowered human resources with the aim of owning knowledge and intellectual capital (2016, Dumay).The human resources function has become one of the most important functions responsible for achieving competitive positions at the local and sectoral levels and ensuring growth, expansion, creativity and customer service (AlSaadi, 2011).

These repercussions have constituted pressure elements on human resource management and its functional practices. Which necessitated it to adapt its strategies in all areas of its work and its main functions with those aspects, whether with regard to the strategy of polarization, the strategy of training and development, the strategy of performance evaluation, and the strategy of job motivation.

The four human resource management strategies aim to expand the individual's awareness and knowledge increase the options available to him, which leads to improving his skills,

providing opportunities for creativity, in addition to ensuring his human rights and his positive and constructive participation in work.

The efficiency of human resource management strategies plays a major role in how the organization deals with human resource problems and develops appropriate solutions to these problems. As it is not possible to achieve good job performance for organizations without resorting to appropriate strategies to manage their human resources, in addition to the fact that updates to the formulation of these strategies require the creation of a future vision regarding them, which will reflect positively on the performance of employees (AlSaad, 2018).

The organizational performance is the final outcome of all the activities carried out by the organization, and the distinguished performance of the employees in the organization leads to it being more permanent, continuous and distinguished, and accordingly, the organization's interest in raising the level of performance is usually more than the interest of the employees in it, as the organization's ability to progress in The different stages of its life cycle depends mainly on the performance levels of its employees

Therefore, we find that all those responsible for organizations with their various names, sizes and goals pay great attention to the job performance of the workers in their organizations, because performance, as described, is not a reflection of each individual's capabilities, motivation and the amount of work performed by him only, but rather it is a reflection of the performance of these organizations and the degree of their effectiveness and evaluation of employees work in these organisations . And one of the main entrances to improving the level and quality of employees' performance is the strategies adopted and followed by the human resources department in these organizations (Cascio, 2018,).

In summary, the development of the performance of employees through (the quality of the work done, commitment, the amount of work done) depends on the extent of interest and reliance on human resource management strategies through (polarization, training and development, motivating employees and evaluating their performance).

This study came to identify the impact of human resource management strategies on the performance of employees in Palestinian insurance companies, through a theoretical presentation of the concept of human resources management strategies and performance, and to identify the level of application of these strategies in their dimensions and to identify the level of performance in its dimensions from the point of view of workers in the regional administration of the three insurance companies located in Ramallah. (Trust Insurance Company, National Insurance, and Takaful Insurance)

1.2 Problem Statement

The insurance sector is considered one of the developed and rapidly changing sectors, and this change appears mainly in the increasing global and local competition for the insurance market, and the changing demands of customers continuously. Which necessarily requires finding workers who are able to keep pace with this change and deal with customer satisfaction, especially when the workers in this regard are characterized by skills, abilities and knowledge that are in line with the nature of the work they practice in the organization (Smiley, 2017)

Based on human resource management strategies, there are several ways to increase employee efficiency and performance. Implementation of the strategy of polarization, with the aim of satisfying the desires and goals of the two parties, i.e. the institution and the employees , and then attracting the most qualified and righteous, which increases the

efficiency of the performance of the organization (Kalai, 2000). Training and development strategy, which is a systematic and continuous process of providing employees with knowledge and providing them with the required information. The skills and abilities they need while performing their work according to the set goals, and developing the behavioral aspects necessary to deliver their best performance. (Shaw, 2013)

Motivation Strategy. One way to get employees to do the hard work is to motivate them, as each person is motivated differently, whether it is material or moral (Stanley, 2019). Performance evaluation strategy, which is a set of procedures followed to review the performance of employees during a specified period of time, whether it is annual, quarterly or monthly, and put them in reports through which the employee's efficiency is determined and his behavior and strengths are evaluated. Weaknesses are identified based on criteria. (Johnston, 2012)

The private sector constitutes a national and essential resource in supporting the components of the economy, increasing economic growth, stimulating the investment movement, providing job opportunities and reducing unemployment rates. That is, it constitutes 52% of the total Palestinian local economy, according to the data of the Palestinian central bureau of Statistics Center Statistics(Palestinian central bureau of Statistics Center Statistics, 2021).

Therefore, human resources in the insurance sector in general, and in Trust, Takaful and National Insurance Company in specific , represent an important resource that must be focused on to achieve the desired goals. Because of the weakness of human resource management strategies in the insurance sector, herein lies the problem of the study. There was a need to identify the nature of these strategies, to identify their strengths and

weaknesses, and to know the impact of these strategies on the performance of insurance workers sector . Here we conclude the main question of the research

- Is there an impact of human resources management strategies (polarization , training and development, motivation, performance evaluation) on the performance of employees (quality of work performed, quantity of work performed , employee commitment) in the Palestinian insurance companies?

1.3 Study Objectives

1. Determining the level of application of human resources management strategies (polarization, training and development, motivation, performance evaluation) in the insurance sector institutions in Palestine.
2. Identifying the level of performance of employees working in insurance sector institutions in Palestine, and identifying the positive and negative aspects of their performance.
3. Analysis of the impact of human resources management strategies on the performance of workers in insurance sector institutions in Palestine.
3. Analysis of the impact of human resource management strategies on the quality of performance of employees working in insurance sector institutions in Palestine.
4. Analysis of the impact of human resources management strategies on the extent of commitment of workers in private sector companies in Palestine
5. Finding solutions and recommendations for the problems and obstacles that the human resources management suffers from in the insurance sector institutions in Palestine. .

6. Further improving the job performance of employees working in insurance sector institutions in Palestine. Through the implementation of human resources management strategies

1.4 Study Questions

Based on the study problem, the study questions were formulated as follows:

1. Is there a statistically significant relationship between the application of human resources management strategies and raising the performance of employees working in insurance sector institutions in Palestine?
2. What is the level of application of human resources management strategies (polarization , training and development, motivation, performance evaluation in the insurance sector institutions in Palestine?
3. What is the performance level of employees in the insurance sector institutions in Palestine, and what are the positive and negative aspects?
4. Is there an impact of applying human resources management strategies (polarization , training, development, motivation, and performance evaluation) on the quality of work done in the sector institutions in Palestine?
5. Is there an impact of applying human resources management strategies (polarization, , training, development, motivation, and performance evaluation) on the quantity of work performed in the sector institutions in Palestine?
6. Is there an impact of applying human resources management strategies (polarization, training, development, motivation, and performance evaluation) on the job commitment of workers in the institutional sector in Palestine?

1.5 Study Significance

The importance of the study is represented in its theoretical and practical importance as follows:

1)Theoretical Importance

Theoretical literature and previous studies of the main variables of human resource management strategies (polarization , training and development, motivation, performance evaluation) and the performance of employees in its dimensions (quality of work performed, , quantity of work performed , employee commitment) in a way that forms an integrated conceptual framework for these concepts and the methodology of their study.

Human resource management strategies: are the general framework for strategic decisions related to the employees working in the organization at all levels from the highest to the lowest, with the aim of achieving the optimum level of performance and achieving and maintaining competitive advantage in light of the general situation of the organization.

Strategic Plan (Gifford, 2021). There are several strategies that directly affect the performance of employees (polarization , training and development, motivation, performance evaluation). Understanding the relationships between the three strategies helps insurance sector managers to apply these three strategies to increase employee performance , which is beneficial to the organization level in particular and to the employee level in general. This understanding can also help in strengthening the training and development strategy, knowing the weaknesses of employees and working to develop them by providing training courses to improve their skills and knowledge of the job and build their confidence in their abilities, which will lead to better performance and make them work more efficiently and effectively (Stanley, 2019). In addition to recruitment strategy, compare the success of the recruitment process when we compare the objectives

set before recruitment and the results for the particular employee (Gifford, 2021). The study to clarify the importance and application of human resource strategies.

In addition to the motivation strategy, employers always seek to motivate the employee, as this affects the increase in the production of their work, raising efficiency more than expected, and achieving the greatest financial profit. As a result, if you seek to create a dynamic productive work environment, the organization must remove the employee from the routine atmosphere of continuing the practice more than the previous time (Stanley, 2019). Performance evaluation strategy, whether it depend on a quarterly, semi-annual or annual basis, based on clear and explicit criteria announced by the organization , a development plan is drawn up for the performance of employees through training. For negative feedback obtained through self evaluation , peer evaluation , full evaluation (360) negotiated evaluation . (Johnston , 2012)

2) Practical Importance

The scientific importance of the study lies in addressing a topic of great importance represented in human resources management strategies and to shed light on its positive aspects, problems and challenges facing it, and its impact on the performance of employees in the organization, especially Trust Insurance Company. Especially in light of the technological and scientific development, which has become one of the most important challenges for organizations at the present time, which requires a structure of qualified human resources capable of responding to the requirements of that development. The importance of the targeted sector The private sector, based on the statistics of the Palestinian Central Bureau of Statistics, the percentage of employment in the private sector reached 52% at the end of 2021, and this sector is important for the extent of its

impact on a large segment of society in terms of economic, social and cultural life (Statistics, 2021). And the need for continuous development of research in line with the current and future renewable and changing environmental changes.

The results of this study are useful in providing indicators and measures of work that guide researchers and those interested in studying human resource strategies and their impact on the performance of employees. Especially since the external work environment and its current changes and repercussions have produced convergent influence factors that can be applied to the public and government sectors, or not only to the private sector.

1.6 Study Hypotheses

1. There is no statistically significant relationship between the application of human resources management strategies and in raising the employee performance work in the insurance sector institutions in Palestine
2. There is no effect for the application of human resources management strategies (polarization, training development, motivation, and performance evaluation) on the quality of work performed in the insurance sector institutions in Palestine.
3. There is no effect for the application of human resources management strategies (polarization, training development, motivation, and performance evaluation) on the quantity of work performed in the insurance sector in Palestine.
4. There is no effect for the application of human resources management strategies (polarization, training and development, motivation and performance evaluation) on the employee commitment in the insurance sector in Palestine
- 5 There is no significant effect of applying human resources management strategies (polarization , training and development, motivation and performance evaluation) on

the demographic factor (age , gender , academic degree ,time on business , company , job title)

1.7 Limitation of the Study:

- The insurance sector depends on special criteria and polices , so the results can only be generalized to insurance sector not public sector .
- Difficulty communicating with some managers in the official work time , because of high work pressure
- Not all employees were aware of the terminology of the study, so we addressed the problem by explaining all the variables of the study to clarify it
- Some respondents will not be honest enough to say whether HRM strategies have a role in increasing their performance by placing the neutral option in the questionnaire

1.8 Conceptual and Operational Definitions:

1.8.1 Human Resource Management Strategies:

It was known that it represents the general framework for the strategic decisions related to the organization's employees at all their organizational levels, with the aim of achieving a level of optimum performance and achieving and maintaining competitive advantage in light of the organization's general strategic plan (Cascio, 2018). The management of human resources and the policies and practices followed in the implementation of related aspects in trust altakaful and national insurance company, which were measured through the following sub-variables:

1.8.2 Polarization Strategy:

It is the set of activities and practices through which the organization seeks to obtain qualified individuals to work in it from external sources in order to satisfy the desires and goals of both parties, and then identify and attract the most qualified and fittest potential candidates to fill the work in the organization (Farah, 2016). Views through which the largest possible number of qualified human resources capable of performing the work required of them are attracted and motivate them to apply for employment with the insurance company, allowing these companies to choose the most qualified of them for the purpose of appointment in the required jobs.

1.8.3 Training and Development Strategy:

A systematic and continuous process for the purpose of providing employees with knowledge, providing them with the required skills and abilities they need while performing their work in accordance with the specified goals, and developing the behavioral aspects that are compatible and necessary for their best performance (Lodhi & Shakeel , 2015)

Also it defined as a set of programs used by the Company in order to develop the capabilities of its human resources to enhance their skills and change their behavior directions in order to achieve the tasks assigned to them.

1.8.4 Motivation Strategy :

It is the rewards that the employees of organization's receive in both its material and moral incentive , and they are represented by additional material benefits such as grants, transportation, housing, and even salaries and additional wages or legal positions. It is

granted to them for a specific effort that they perform, or that they are required to perform in the future (Sherif, 2016).

It is punitively defined as a set of incentive measures, both material and moral, that the insurance company follows to achieve the best performance now and in the future in with the aim of encouraging workers.

1.8.5 Evaluation Strategy:

They are the rewards that the organization's employees receive in both its monetary and moral aspects, and they are represented by additional material benefits such as grants, transportation, housing, and even salaries and additional wages or legal positions. It is granted to them for a specific effort that they perform, or that they are required to perform in the future (Sherif, 2016).

It is punitively defined as a set of incentive measures, both material and moral, that the insurance company follows to achieve the best performance now and in the future in, with the aim of encouraging workers.

1.8.6 Employee Performance:

The concept of performance is one of the broad concepts that includes many terms related to success and failure, as it is the reflects of the status of organizations or individuals working in them in various fields. It is the interaction between behavior and achievement to produce valuable outputs that help the survival and continuity of work at the level of individuals or organizations within what is planned and required by both parties (Shields., 2015).

Also it defined as the data that would help in analyzing and evaluating the performance of employees for their actual achievements in light of the tasks, duties and responsibilities assigned to them, which constitute the nature of the work required, and it was measured through the following variables:

1.8.7 Quality of Work Performed:

It is an expression of an essential element of growth and progress for workers, and requires the individual's desire and ability to work, so that he can master his work. On this basis, the elements of desire and ability are the determinants of the quality of the work performed, because ability requires skill and knowledge, and desire is linked to the physical and social conditions of work and the needs of individuals. The material aspects are no longer the only determinant of the quality of work, it is also important in it but rather occupy the psychological and social needs of individuals as well (Roman & Brandler, 2015).

It is defined procedurally as the extent to which the employee is proficient in his work and the extent to which the actual performance matches the planned performance, taking into account the work rules, conditions and available capabilities.

1.8.8 Quantity of Work Performed :

Represents the final outcome of the interaction of a group of efforts exerted by the workers estimated in a specific time unit and at a specific time. It is determined by a number of objective and personal factors that lead to the best use of resources in achieving the set goals (Roman & Brandler , 2015)

It is defined procedurally as the amount of work that the employee can accomplish in the insurance company under normal conditions and the speed of this achievement, taking

into account the available working conditions with the tasks assigned to the employee with his abilities and capabilities.

1.8.9 Employee Commitment :

It is a set of formal rules that frame and oblige employees to perform specific actions that are consistent with the laws, contexts, and objectives of the organization in which they are aware, and define what is permitted and not permitted in terms of functional behavior. And what gives an impression of a character or characteristic of that organization (Boubaker, 2016 .).

It is defined procedurally as the extent to which employees adhere to work times and timings, and the extent to which they follow the policies, systems and regulations of the insurance company, and the specific job behavior it imposes on them.

1. 9 Study Structure

This study has five chapters. The first chapter is the Introduction, and it includes the following; background, problem statement, study objectives, questions, significance and justification, hypothesis, and study structure. The second one is the ‘Literature Review’, which includes the theoretical background of the study's variables and the empirical studies. The third chapter is the ‘Methodology’, which includes; study design and instrument, conceptual model, population and sample, and statistical approaches. The third chapter is ‘Data Analysis and Discussion’ that includes; respondents' profiles, study questions, and hypotheses. The last and fifth chapter is ‘Conclusions and Recommendations,’ including conclusions, recommendations, limitations, and future research.

CHAPTER TWO

Literature Review

2.1 Introduction

The second chapter presents two main sections, divided as ,study dimensions and importance by defining the variables for each dimension represented in (Human resource strategies, employee performance) in the theoretical framework.

2.2 Theoretical framework

The theoretical side includes two main topics:

- The first topic: human resource management strategy, which represents the independent variable with its dimensions (polarization , training and development, motivation, performance evaluation).

The second topic: employee performance , which represents the dependent variable with its dimensions (quality of work performed , quantity of work performed , employee commitment).

2.3 Human Resource Strategies:

Human resources management, according to the modern theory of management, aims to create a stable and effective work force for any group of individuals who are able and willing to work and are characterized by a high degree of understanding and satisfaction between them.(Nishino , 2020)

The human resource management strategies are one of the most important elements of the success of the organization's strategies. It is not possible to find a strategy for an organization without including the human resource strategy. Where the competitive

advantage and goals can only be achieved through the human element as leaders or as subordinates in the organization . (Subotic & Barzelay. 2021)

In addition, organizations in light of globalization and its current challenges do not suffer from a lack of information and the availability of their own technology, but rather the difficulty of operating, analyzing and employing them. This is only done through the human element and the adoption of a strategy that aligns and simulates the requirements of this new situation, and is a systematic framework aimed at maximizing the capabilities of the human resources of the organization and enabling them to achieve its strategies and general objectives (AlMahmoud, 2016).

2.4 Defining the Strategies of Human Resource Management

The term “strategy” is derived from the Greek word “Stratos” and “Agos”, which means (the commander of the army). This is consistent with what was stated in the definition of the Al-Mawred Dictionary as the science or art of war, or the development of plans and management of military operations, which delineate the different paths of campaigns and the organization of battles. (Fahmy, 2014).

This concept has developed through the ages of history with the growth, development and complexity of human societies and moved from the military field to other fields, including social sciences, such as political science, economics, management...etc, and it has taken its large share in the field of administrative sciences (Horush, 2015).

Many researchers link the roots of thinking in developing a strategy for human resources to the concept of long-term manpower planning, which is considered the main function of people management functions in the past and human resource management at present. Where he developed this concept based on the development of management theories in

general, strategic management in particular, from which the term known at the present time emanates from the human resource strategy.(Ghosh,,2018)

Accordingly, the term human resource management strategy appeared at the beginning of 20th century, and came as a result of the efforts of schools that dealt with the subject of human resource management(yamg ,2020),

As a result of the presence of many internal and external influences that affect human resource management, this requires attention to this management in light of competitiveness and globalization, not only through achieving management strategies from attracting, training and development, but also human resources, it is necessary to develop appropriate strategies for organizations, which requires them to develop a strategy An occasion to achieve the goals and vision of these organizations (Al-Assaf, 2016 .).

The strategic approach to human resources management is based on conducting an analysis of opportunities and threats in the organization's environment (external and internal), as successful organizations in light of globalization and continuous change are constantly adjusting their current strategies and adopting new strategies in order to maintain their competitive advantages and this change affects the strategies Functionality for each job or activity, including those related to human resources (Cascio , 2018).

The strategic approach to human resources focuses on considering that the individual is an important investment asset of human resources management, as it is a real and important partner in comprehensive strategic planning and that its work is no longer confined only to managing the daily business of individuals from attracting, hiring, training and evaluating, but rather it must have a clear message It is derived from the

mission of the organization and this message must be understood and acted upon by all.(Scholz,2017)

Dessler defines it as the relationship between human resources and the strategic objectives of the organization in order to improve its performance and develop its culture in order to increase its flexibility and creativity (Scholz,2017), while Dyer defined it as the comprehensive plan of the organization in its effective use of its members to accomplish its mission and achieve its goals (Khidr, 2015).

And (Sharon , 2011) sees it as a framework for making strategic decisions that pertain to employees in the organization, and at all organizational levels in order to create and maintain a competitive advantage for the organization, or it is an expression of the general direction of the organization to achieve its strategic goals through its human resources, which contribute with its efforts in implementing the strategic plan for the organization.(Yuan,,2020)

While other scholars mentioned it as caring for human resources through developing future scenarios to attract, qualify and develop them to address internal and external environmental challenges in a way that enables them to maximize the benefit from the opportunities available internally and externally (Khader, 2015).

Through the Above Definitions of the Human Resource Management Strategy, it is Clear that this Strategy Includes the Following Main Axes:

- 1 - The employee is the main focus of this strategy.
- 2 - The human resource management strategy is a sub-strategy within a comprehensive and integrated framework An organized strategy that represents its various functional strategies.

- 3- The human resource management strategy, when preparing it, takes into account the internal and external environment of the organization, including strengths, weaknesses, opportunities and threats .
- 4 - The strategy of human resources management depends on the approach of future foresight .
- 5 - The human resource management strategy adopts the principle of sustainable development of the employee to turn it into a strategic energy for the organization.

Accordingly, the above can be summarized as follows: The human resources management strategy is a long-term plan that frames the group of activities for the individuals working in the organization within a comprehensive and in-depth future vision that responds and integrates with the requirements and elements of the organization's general strategy.

2.5 The Importance of Human Resource Strategy

The concept of human resource management strategy is still one of the powerful and influential ideas that have emerged in the field of business and management in recent years.(Shen,2020)

From this point of view, the Human Resources Department began to shift from being a function concerned with specialized affairs for working individuals whose function is to provide advice to the senior management, to an executive management that represents in its content the central and basic philosophy in how to manage and organize working individuals and translate this into policies and practices that achieve cooperation and harmony among all organizational activities. that affect and influence their behavior, and enable the organization to achieve its goals within its general strategy (Scholz,2017)

The most important concerns and work of both human resource management and human resource management strategy can be summarized as follows:

In the areas of human resources management work, the most important features of these areas are: (interest in the physical construction of the human resource, work development and individual performance, human development focus on vocational training and the individual's acquisition of manual skills, focus on material aspects of work and attention to issues of wages and incentives, automated performance of tasks Without thinking and participating in decision-making, improving the physical work environment.

While in the areas of work of the human resources management strategy, the most important features of these areas are: (interesting in the mental, intellectual and knowledge building of the human resource, focusing human development on the development of creativity and innovation, developing and investing intellectual skills, developing work and collective performance, searching for mechanisms to invest intellectual capabilities Attention to moral incentives, attention to work content, positive participation in decision-making and assuming responsibilities (Gold & Bratton.2017)

Accordingly, the human resource management strategy represents a qualitative leap in the development of administrative thought, especially in the field of human resource management and practices, and at the same time, a necessary response to the requirements of the knowledge society and the state of differentiation and competition in light of the globalization of business and (human) resources as a result of the rapid and changing developments taking place, especially in the fields of knowledge production. And its direct effects on the work of organizations, as well as the means of communication and communication and modern technological uses.

This calls for a comprehensive strategy to attract, develop, develop and maintain employment with characteristics, knowledge skills and technology to ensure the sustainability of human capital, the most important component of organizations' capital at the present time.

This explains the importance of the differences that were mentioned above between human resource management and human resource strategy, as well as the role that the human resource management strategy contributes to through its distinct and interconnected activities, programs and operations aimed at attracting, developing, motivating and maintaining the organization's human resources.

And that is by adding a new vision to the traditional practices of human resource management by increasing attention to the work content and content in line with the requirements of the current era for the required level of services or production, as well as paying attention to the knowledge and intellectual building of working individuals and developing their creative and innovative skills, as well as paying attention to motivating workers and positive participation. The development of teamwork and increasing the level of job satisfaction.

Which contributes to (increasing the amount of work done, improving its quality, and raising the level of job commitment) and providing better service to the organization's clients and dealers, and thus achieving its organizational goals (Al-Bataineh, 2016).

2.6 Dimensions of Human Resource Strategies

Developing an effective strategy to invest and manage human resources in a way that achieves the goals of the organization and responds to the changes in the organizational and competitive environment is extremely important. To embody this, it is necessary to

build strategies for human resources that are compatible with the general strategy of the organization, and to define the broad features of the activities and functions of human resources management that are in line with the directions of that general strategy.

Four dimensions of human resource management strategies have been chosen, representing the main activities and functions, which are (polarization , training and development, motivation, and performance evaluation). (Hadeif, 2015).

2.7 Strategy of Polarization :

The modern trend in this field is to attract and appoint human resources that possess multiple skills that enable him to work in different jobs or fields and to practice various tasks and within teamwork. Where the method of carrying out work no longer takes the unilateral character now, but rather collectively through work teams, and within this team the individual - and in many cases - exercises multiple tasks or exchanges tasks and responsibilities with team members.

It is a renewable characteristic that adds to the unique and specific specialization of the individual the possibility of adapting to the changing needs and job requirements and dealing with them as much as possible as required and dictated by the situation (Farah, 2016).

These recent trends necessitated the Human Resources Department to adopt new programs to attract this type of workers, and to use multiple methods in the selection process to reveal the individual differences of applicants, which are consistent with the needs of the job and the organization.

All of this is within a future vision that goes beyond the status quo and future expectations as well, and this job is based on accurate identification of the business and its

requirements (the capabilities, skills and capabilities that must be available in the individual) that enable him to perform better for them, and then determine the appropriate numbers of individuals needed to perform a certain volume of work during Specific time period (Gold & Bratton , 2017).

On this basis, the issue of polarization and appointment has become a forward-looking vision, not an immediate one, or for the purpose of filling vacant positions only. As much as it is a contribution to human resource management to achieve the organization's mission and current and future goals.

In this context, Dr. Wasfi Aqili said that the organization's need of human resources is directly related to the strategic need of those organizations in terms of the quality and specifications of those resources, focusing on the harmonization between the quality of the human resource and the characteristics and requirements of the work environment. It represents the processes of determining the needs and requirements of current and future organizations of individuals in terms of quantity, specialization and time in light of the adopted business strategy and the external and internal factors of the organization (Al-Anzi and Al-Saadi, 2017).

It can be said that the process of polarization is that activity carried out by the organization in order to reach the largest number of qualified applicants from inside and outside the organization in order to choose and appoint the best among them to fill the required jobs. Others define recruitment and recruitment as that activity through which the organization's needs of human resources are explored to reach them and obtain the best applicants to ensure the sustainable operation of the organization's operations. To select the best possible prepared and reformed, and then install them in those jobs (Noe . 2015)

The process of polarization is based on two main sources: internal and external sources, where internal polarization is intended to promote the current employee from an administrative level currently occupied by him to a higher administrative level or transfer the employee from one job to another new at the same level.

What is external polarization: it depends on the labor market available in the organization's surroundings, whether it is in its local, regional or international environment. This process was facilitated by the globalization of business and the ease of accessibility and obtaining individuals willing and able to fill jobs through electronic means of communication and the completion of work remotely, which created a practical, easy and less costly alternative in carrying out administrative work.

This process is completed by selecting who is the best in terms of his degree of eligibility for that job, and assigning the work officially, in order to put the right person in the right job. This is usually done through a set of practical steps and procedures that organizations follow. In order to achieve compatibility between the requirements and duties of the job and the qualifications and characteristics of the person applying for that job. This is what made some use the word recruitment instead of recruitment and recruitment (AbdulRazzaq, 2012).

2.8 Training and Development Strategy

The training and development strategy aims to ensure that the human resources working in the organization possess the skills, capabilities and knowledge necessary to deal with the current and future job requirements, and to increase the workers' knowledge and awareness of the work culture and its competitive atmosphere to enhance the quality of the product or service provided to others, in addition to encouraging them to invest in

learning opportunities and fields. To ensure greater flexibility in carrying out work and avoiding emergency possibilities.

Accordingly, the modern view of training includes three elements: the individual's self-learning, the development of capabilities and capabilities, and the acquisition of professional skills. Which accompanies the individual's practical life stages, starting from its early stages before he takes up work and appointment, and continues to accompany him within his career life until he leaves work, to take another path within the same orientation after his retirement in many cases (Amer, 2015).

Training and development is considered today as an efficient and effective way to make the working individual more compatible and adaptable to the needs and requirements of the work and its internal and external developments. At the same time, achieving high levels of product quality that achieves consumer satisfaction and satisfies their desires, thus strengthening the competitive position of the organization in the labor market.

Education and work have become two closely related activities. Education provides the individual with various and numerous job opportunities and directs his potentials and abilities to obtain his own work. The continuity and development of work requires more continuous learning and acquisition of the necessary experience that is consistent with his job needs. This is consistent with the facts and data that currently govern the work of organizations (economically - administratively). The economic value of organizations is not related to the quality and value of devices, machines, materials and other assets that are expressed in capital, but rather what these organizations possess of highly qualified human resources, creativity, and levels of knowledge The distinguished administrative style and finally the competitive reputation in the labor market (Larsen, 2017).

Accordingly, we believe that qualified human resources through training and development activity are an essential role in shaping this combination of these elements for the economic and administrative growth events of these organizations and their superiority over others in the field of competition, and then obtaining the required and distinguished position in the labor market.

Therefore, the success of organizations and society as a whole is necessarily linked to the training of individuals, the effectiveness of implementing this activity, and its success in achieving its goals. The training and development strategy is considered a means for the productive development and economic activity of the organizations, in addition to the social prosperity of the society and insurance against unemployment, old age, loss of employment and the inadequacy of the individual to his work (AlHarbi, 2117).

There are many different definitions of training and development activity based on studies and literature issued in this field specifically or through sources that dealt with human resources management in general. However, we can say that the common factor of all these definitions is the state of development required for the performance of the working individual and in proportion to the requirements of the work assigned to him.

These definitions, despite their differences, agree on achieving the basic objective of training, which focuses on the following: training is known as development, but they differ in the methods of applying this training and building (Amer, 2015).

- It is a continuous activity that seeks to provide the trainee with the skills, knowledge and experiences that make him a suitable person to carry out the required work.
- It is a process of changing the pattern and behavior of the trainee based on the functional needs within the organization.

While the general definition of training is that planned human activity that seeks to transfer information, skills and experiences to the trainee with the aim of making changes to him to improve the level of performance and methods of work and positively influence their inclinations, behaviors or behaviors.

Accordingly, the training and development strategy is a continuous, planned and designed process that aims and builds to provide the working individual with the appropriate experiences to reach the required performance. And that this responsibility lies only with the direct manager of the trainee, but rather with the management of the organizations as a whole. Therefore, organizations are constantly trying to create administrative units for training concerned with improving the performance of employees (Larsen, 2017).

2.9 Motivation Strategy :

The human resource management strategy represents an integrated system in which each element affects the other in a sequential manner. It is responsible for providing human resources with certain specifications, trained, qualified, and well motivated to provide a high level of outstanding and required performance. To achieve organizational effectiveness, enhance the organized competitive position, and achieve its strategic objectives.

Working according to this vision requires the design of a new motivation policy that focuses on two aspects (individual motivation and collective motivation) and in line with the contemporary trend, which considers the human element in the organization as a partner and a participant in work and decision-making, and not as a wage and an executing tool only (AlMaharaj , 2014).

On this basis, the strategy of human resources management in the field of motivation began to focus on allowing workers to participate in decision-making within the organization, changing the philosophy of profit-sharing, and developing new systems and methods of moral and collective motivation that correspond to the contemporary trend in the field of human motivation. This is to create motivation for the human resources working in the organization, and to achieve outstanding performance, loyalty and belonging towards it.

The philosophy of motivation, with its content of rewards and compensation, has changed from being a current cost or expense to an investment that has a return. The modern view towards it has become based on the following normative frameworks: The rewards and incentives system are positively related to the various dimensions of the company, such as product quality, customer satisfaction and sales growth, high rewards given to employees that help improve the social climate between them and the management and contribute to a lower turnover rate, Performance-related wages positively affect the productivity of workers and motivate them towards higher performance (AlMuhraj, 2014).

It is mentioned (Ahsan ,2009) that the importance of an effective incentive system helps organizations to retain key workers, reduces turnover rates, motivates them to develop their performance, helps organizations to be more competitive, contributes to strengthening the social climate between management and employees, and enhances The organization's competitive position with others.

This confirms what others have said that the incentives strategy should include all the positive and moral aspects that the organization's management can offer to its employees during their career path. In other words, it is everything that encourages individuals to

engage and work in the organization and then raise the level of giving during the completion of work, to reach a high degree of organizational satisfaction and loyalty, and then a sense of stability and job security within the organization.

Accordingly, the motivation strategy represents a practical concept that describes the financial or moral value that the working individual obtains in multiple forms and faces during a work, or a specific behavioral performance that fulfills the requirements of what is entrusted to him and more than that towards what the organization's management wants and aspires to (Kepha ,2015).

2.10 Evaluation Strategy :

The basic success criterion upon which human resource management strategies are based, the results of their implementation, and the extent of their contribution to achieving higher effectiveness of employee performance levels. The success of the human resource management strategy means high-level human organizational performance, which leads to the achievement of the organization's goals and general strategy.

This calls for a verification of the performance levels of employees through a systematic and periodic process to assess their job performance and productivity levels. By referring to pre-established standards that are compatible with work requirements and conditions. And then evaluating the actual performance against these criteria, to develop a final vision of what the future performance will be in the form required to reach the highest levels of efficiency and effectiveness in performance (Abuna, 2011).

On this basis, some consider that employee performance evaluation has an influential role in achieving career advancement and increasing employee productivity, which in turn leads to an increase in organizational performance, as well as contributing to motivating

workers to work, raising their morale and motivation, and modifying their job behavior and commitment to work requirements. .

Administrative intellectual development and the need to develop the work of organizations. Modern trends and methods have emerged in evaluating the performance of workers in addition to the well-known traditional methods (ranking method, double comparison method, normal distribution method) and one of the most important of these modern methods :(Hassan,2016)

1 The method of management by objectives or evaluation by results: This method depends on the joint work between superiors and subordinates in defining the required goals and the mechanisms and ways to achieve them, as well as setting the performance standards that will be adopted and the method of measuring them. Then there will be periodic meetings between the two parties during implementation to assess the levels of performance achieved and ways to overcome their obstacles, even if this requires some modifications to the goals and mechanisms established and agreed upon in advance.

This method focuses on evaluating the achieved and actual results related to the goals set, and not on the individual performance and personal characteristics of the working individual. Among the positive points of this method is the nature of the role played by the boss towards his subordinates, and their assistance in overcoming the errors and problems of implementation in order to reach the agreed goals.

2 Participation method: This method was applied in its infancy in the United States of America, especially in large organizations, where it aims to adopt more than one source or center for assessment, as the working individual is evaluated by several parties (colleagues at work, direct subordinates, managers, customers, in addition to to a self-assessment.

One of the positive points of this method is that it allows more than one person or entity to conduct the evaluation process, with different criteria on which to implement that process. That is, there will be a variety of sources and ways of evaluation, as well as the state of positive interaction and exchange of opinions that can appear between workers during the evaluation process.

These modern methods would enhance sustainable methods between workers on the one hand and between them and management, and create a state of participatory and positive interaction between them. Which leads to the success and prosperity of the organization. At the conclusion of this section, we can consider the performance evaluation strategy as a feedback on the level of results achieved from the implementation of the previous three strategies and their effects on human resources in the organization. Within the framework of a full-fledged work of the four strategies discussed in this study.

2.11 The Second Topic: The Performance of Employees:

The organizational managerial thinking has been concerned with the subject of job performance as a result of its association with the efficiency of organizations in achieving their goals and reaching their visions and goals. The effectiveness of any organization is related to the efficiency of the employee , its ability to work, and its desire for it as the influential factor in the use of available material resources. The management relies in maximizing its outputs, whether it is productivity or service, on the rationalization of the use of its available resources, especially the human ones.

Which made the main problem facing organizations is the extent of their ability to control and control the diagnosis and use of factors and determinants that positively affect the

behavior of their human resources, who naturally represent the ability to work in the organization (AlMutairi,2016).

First, the Definition of Employee Performance

The concept of performance is a broad concept that includes many terms related to success and failure. That is why many writers and researchers in the field of human resources have confused this term - employee performance - and other synonymous terms used in the literature of management theories, such as productivity, efficiency, effectiveness, in addition to the term productive efficiency or performance efficiency. Since most of these terms and expressions are usually used in expressing the organization's performance levels, it is necessary to identify its specific concept to differentiate between it and those terms.

Where the performance of the workers within this context is defined as representing the outputs or the quantity of production for one worker estimated in a specific unit of time, and it represents a reflection of the extent of his ability or not to achieve the goals related to his work, whatever the nature of this work. Among the characteristics of this definition are (Shields,2015):

- It is employees who use is not limited to a specific work without another, as it can be applied to all works, whatever their nature, and this is due to the fact that any work, whatever its content, has specific goals, even if its dimensions and nature differ from one work to another.
- It can be subject to measurement and therefore by comparing the actual performance of each of the goals achieved as a result of the work with the standard criterion specified for it.

- This definition can be used in the process of measuring the performance of all employees in the organization, whether the performance is at the level of individuals or is within the overall performance of a group of work. This comes by setting goals at the individual or group level, and then measuring the individual's ability to achieve them within the work specified for him at the personal level or that falls within the final goal of the group as a whole.

Accordingly, performance is the net effect of the efforts exerted by the individual, which are based on his abilities and his awareness of the role and tasks assigned to him, and this means that performance in a particular situation can be seen as a product of the interrelationship between each of the effort, capabilities and awareness of tasks.

The most important factors affecting the individual's performance levels and in the required manner can be summarized as follows (Ibrahim, 2015):

- 1- Knowledge of work requirements and experiences that an individual has towards it.
- 2- The physical and mental energy that an individual exerts to perform his tasks
- . 3- The personal characteristics that the individual possesses, such as seriousness at work, the ability to take responsibility, and the commitment to complete tasks on specific dates.
- . 4- The quality of the work assigned to him and the extent to which he is human with his abilities and capabilities
- . 5- The individual's awareness of the dimensions of the role and tasks entrusted to him, and the extent of his belief in their importance in completing the work.

contributions to raising The standard of living of individuals and growth in the country's sources of national income.

Accordingly, the issue of workers' performance occupies an advanced position in terms of importance to the organization's departments and officials at their different levels, as it represents the tool or means through which organizations can achieve their goals, whether they are service or production goals. In clearer terms, the performance of organizations is the outcome of the interaction of a group of efforts exerted by employees and their level of competence (ability - desire) in performing the tasks assigned to them. Performance is an essential and important aspect of all organizations (service and productivity), as it is the woman that reflects the status of the organizations or individuals working in them, in a more precise sense, the interaction between behavior and achievement to produce outputs of no value that help the organization and its employees to remain within the competitive environment in the labor market (Souai , 2014).

This explains the great interest of all the officials of the departments of organizations at their various organizational levels in the performance of their workers, considering that performance is not only a reflection of the performance of the individual's abilities and motivation, but rather that these organizations and the degree of their effectiveness in achieving their goals.

This influence extends in its scope to reach the level of the state, because the performance at the state level is nothing but an expression of the performance of the organizations in it. In addition, the individual's interest in his performance and work to improve and develop it will enable him to achieve a number of goals associated with it, which are economic goals (incentives, promotion, wage increase ... etc.) as well as psychological and social goals (the need for job stability, feeling satisfied with work, Self prove.

One of the main entrances to paying attention to the performance of employees and improving their levels in terms of quantity and quality is the existence of a clearly defined and applicable strategy for human resources in those organizations, with the aim of improving their performance and maximizing the outcomes of their work (AlHarbi, 2011).

Third: Dimensions of Employee Performance

The basic criterion upon which human resource management strategies and the results of their implementation are based is the extent to which they contribute to achieving better levels of effective organizational performance. There is a positive relationship between the implementation of human resource strategies and the performance employees . The success of human resource management strategies lead to high-level employee performance, which leads to achieving the organization's goals (Naz,2016).

To measure this success, three dimensions of the best level of employee performance were identified, as follows:

- Quality of work performed
- Employee Commitment
- Amount of work performed

1 . Quality of Work Performed:

It means the level of accuracy and perfection and the degree of conformity of the effort exerted to certain quality specifications, and within this framework the conformity of the performance outputs (service and goods) to the specifications specified by the

administration or within the international standards (approved quality standards), as well as measuring the absence of errors or gaps during implementation (i.e. What is known as manufacturing errors), as well as their measurement of the degree of creativity and innovation shown by the individual during the performance presented.

Quality is linked to all the activities of the organization, as it expresses the level of work performance provided by the employees of their various titles or positions. by meeting their implicit or explicit expectations (Blyton , 2017).

And quality on this basis represents the indicator of how to judge the quality of performance in terms of the grade of a commodity). Therefore, it is preferable to have an officially approved reference to the workmanship and quality of the product (service - with the management and inform the subordinates and agreed upon between the two parties to refer to it when carrying out the tasks in light of the design of the presented product.

Quality bears multiple meanings for the customers and beneficiaries of the organization, as it has a realistic or tangible meaning that represents the commitment of those organizations to use real indicators that represent the nature of the final product, and the degree of their commitment to the accepted specifications and standards.

In other words, it may have a sensory meaning based on the feelings and feelings of the recipient of the service or the beneficiary of it, especially for organizations related to the public. It measures the degree of satisfaction with the provision of these services and their conformity to the level of quality that suits their expectations and meets their needs and the extent of success achieved by the employees (Younis and Ahmed, 2017)

the quality of work is an effective system to achieve integration between the efforts of all parties and groups within the organization that undertakes to build, improve and maintain

that quality in a way that can provide the good or service at the lowest cost while achieving complete customer satisfaction.

This is consistent with the concept of "effectiveness" in its general framework, whether at the individual level - performance effectiveness - or at the level of the organization - organizational effectiveness - which is based on two main pillars that constitute its reality and the basis of its formation, where effectiveness is only available by achieving them together, and these two pillars are: achieving goals The desired level of the service or commodity, and the positive impact on the beneficiary (Ibrahim, 2015).

2) Employee Commitment :

The concept of functional commitment in the School of Human Relations has been linked to the field of management that appeared at the end of the first half of the twentieth century. By emphasizing the importance of human resources as one of the main determinants of the work of organizations, and that these individuals have feelings towards the organization, including compatibility with its goals, and therefore the need to explore and determine the nature of the relationship between the working individual and the organization to which he belongs and the degree of his desire to integrate with work and continue with it.

Since then, the concept of job commitment has been considered one of the well-established concepts in administrative and behavioral sciences, and it has evolved with the development of management theories and the nature of the contractual relationship between the working individual and the organization. The results of many studies and research confirmed the high cost of negative phenomena resulting from (absence, delay

in work, evasion of performance, high rates of work turnover and low levels of job satisfaction).

Since the accurate diagnosis of levels of commitment by the levels of management represents one of the basic indicators to predict the future behavior of employees within the organization. Thus, the aforementioned negative behavior faces converge (Ramdhani , 2017).

Many definitions have emerged that define the dimensions and nature of that obligation. Abdel Wahab Khattab defines it as a mutual investment between the individual and the organization by continuing the contractual relationship between them, which results in a desirable behavior on the part of the individual towards the organization. While Al-Qasrawi believes that job commitment explains the nature of the relationship between the individual and the organization as a whole, and that job commitment for individuals improves the competitiveness of organizations and positively affects organizational effectiveness.

This concept is related to the degree of the individual's integration with the organization and his interest in continuing with it, and on this basis this concept differs from the term "job satisfaction" where the individual may be satisfied with his work but is not satisfied with the organization as a department or organization in which they work, so he prefers to practice the same work but in an organization other and vice versa.

Among the aspects of the strong commitment of employees to the organization is (Younis and Ahmed, 2017).

1- Carrying out more activities than what is required and a specific desire of the individual to continue working within the organization as a result of its consistency with its goals and tasks and a desire to participate in achieving its goals

2 - Respect the organization's work rules, regulations and procedures

3- The individual's willingness to work under inappropriate working conditions without complaint or grumbling.

4 Contribute and participate in some organizational activities such as attending meetings and seminars, performing work that is not required, providing some advice and consultations in the areas of improving and developing work and contributing to its implementation, participating in making decisions affecting its fields of work.

Accordingly, it is useful to view commitment as a direction that management can influence by using many strategies and programs for working individuals and other procedural means that contribute to its improvement and development, and then investing its results for the benefit of the organization.

3 Quantity of Work Performed:

It means the amount of work that the working individual can accomplish under normal conditions of work during a specific unit of time through the individual's physical and mental energy exerted while performing that work, and expressing the speed of performance or the quantitative dimension of the energy expended and thus the amount of work performed.

One of the important matters in this field is the necessity of agreeing on the quantity and volume of work done between the administration and the workers to achieve acceptable degrees of growth in the performance rate, in proportion to the experience gained by the individual in terms of training and facilities during work. So that it does not exceed the capabilities and capabilities of individuals, and at the same time it does not deviate from

their ability and capabilities, because this means slow performance, and then it may be difficult to exceed it in the future (Blyton.2017).

The amount of work done embodies one of the outputs of the efficiency component in the performance of workers, which depends on the desire to work and the ability to work. for resources.

That is why many emphasized this aspect of the economic dimension in the way of achieving goals, where the organization must achieve the desired goals through the available resources, which are often limited resources.

This relationship between the amount of work done and the term efficiency is evident through the definition provided by Al-Shamaa of efficiency, which includes the use of material and human resources at a minimum and with the best quality to produce the largest amount of goods and services, since efficiency is doing the right thing in the right way (Al-Shamaa, 2016).

Finally, the one who accomplishes the work as well, and since the concept of performance in its general context refers to that act that must be accomplished in terms of quality and quantity, which is characterized by comprehensiveness and continuity. This concept has been linked to the two dimensions of effectiveness and efficiency at the same time.

Effectiveness is related to the behavior, patterns and behavior of the organization's leadership, while efficiency is related to the administrative processes. Therefore, effectiveness is achieved when there is a clear vision and specific strategic goals that the leadership of the organization that builds it seeks to implement, while efficiency is achieved when there is a commitment to the application of the four administrative processes of planning an organization with supervision. That is, effectiveness corresponds

to the goals and results achieved, while efficiency corresponds to the costs and effort invested for the purpose of achieving those goals and results.

Accordingly, the integrative relationship between each of the two elements of the quality of the work performed and the quantity of the work performed, and their similar effectiveness and efficiency, is an important matter to achieve and complete the tasks assigned to the individual, as they constitute the outcome of the results and outputs that the individual can achieve as a result of the effort and energy expended through tasks, duties, responsibilities, and his ability and desire. In order to achieve the desired and specified goals with high levels of production quality and the required service.

This interdependence between the two elements is necessary, as the organization may be efficient but ineffective, as in the case of the organization producing a commodity for which there is no demand, and the organization may be effective, but it is not efficient, that is, it achieves its goals, but at a loss. Effectiveness and efficiency are two aspects that go hand in hand when it comes to measuring achievements, given that performance represents the relationship between result and effort (Ibrahim, 2015).

2.12 Empirical Studies :

Measuring the Impact of HRM Strategies on Organizational Performance. (katou , 2018)

The study aimed to measure the impact of applying human resources management strategies on the organizational performance of organizations operating in the industrial sector in Greece. The study population included 178 public establishments in this sector, and a questionnaire was designed as a data collection tool that was distributed to those establishments. This relationship was embodied in the levels of performance achieved in

the areas of (skills, attitudes, behavior) for employees in those organizations, and its reflection on business strategies in the areas of (cost, quality, innovation).

The Impact of HR Practices on Perceived Performance of University Teachers in Pakistan. (basher , 2018)

This study aimed to demonstrate the impact of human resource management strategies represented in the deficiencies (incentive, compensation and performance evaluation policies) on performance in Pakistani universities. The study population included 12 public universities, and the data was obtained by means of a questionnaire prepared for this purpose as a tool for data collection and to obtain the opinions of individuals. The sample consisted of (94) single members of the teaching staff, divided into two categories, (76) singles for males versus (18) singles for females. The study concluded that there is a positive significant relationship between compensation and the actual performance of faculty members at the university. Whereas, performance appraisal practices formed a weak correlation with performance levels. Therefore, more attention should be paid to resource management strategies in employee performance appraisal policies because of its significant and close impact on their actual performance.

The Effect of strategic human resource management practices on performance of manufacturing multinational companies in Kenya: A Moderating role of employee cultural orientations (Dimba And Obonow ,2019)

The study aimed to know the impact of human resource management practices on the performance of multinational manufacturing companies in Kenya, and to link them with the cultural orientations of employees. The study population included (51) of the

companies under study, and a questionnaire was designed as a tool to collect the data required to measure the views of the sample members represented by these companies. The study concluded that there is a strong relationship between the human resource management practices in these companies and the levels of performance achieved in them, and that this relationship is significantly and positively linked with the cultural trends and beliefs that govern the behavior of employees in those companies. These trends were considered as the motive that mediates the relationship between these practices and the performance indicators of companies.

Strategic Human Resource Management and Organizational Performance in of Organizational Climate (Sani , 2012)

The study aimed to know the impact of the human resource management strategy on the performance of organizations in insurance companies in Nigeria, and to measure the extent to which the climate and workplace impact on the dimensions of that strategy, and thus its impact on the performance of those companies. The study relied on the questionnaire as a tool for collecting data and it was distributed to 18 companies of the study community operating in the insurance sector to measure the views of their employees, and then used the analysis tools (regression and correlation) to analyze the data. The study found a strong correlation between the practices of resource management strategy The human resources in those companies, especially in the fields of job planning system, business analysis and description, training and development on the performance of those companies, while the correlation was weak in those practices, climate, workplace and external environment of companies.

Effect of Training Dimensions On Employee's Work Performance: A Case Of Mumias Sugar Company In Kakamega County (Otuko , 2015)

The study aimed to measure the impact of the training process dimensions (assessment and identification of training needs, designing training programs, implementing programs and evaluating their achieved results) on the job performance of employees of the Mumias Sugar Company in the Kenyan county of Kakamega. The study relied on data collected through a questionnaire and interviews. Personal, where the study sample consisted of 6 company managers, and 151 workers of different lower administrative levels, the recovered data were analyzed and processed based on descriptive statistics including multiple linear regression. The study found a positive effect for each of the training process variables (training needs, content The training program, evaluation of the training program) on the job performance of the employees of the mentioned company, and that there is a direct relationship between the improvement of aspects of the training process and the improvement of performance.

Effect of Training and Development on Employee Turnover in Selected Medium Sized Hotels in Kisumu City, Kenya (Mapelo And JUMAH , 2015)

The study aimed to measure the impact of human resources practices within the training and development activity on the rate of work turnover and the stability of workers in their jobs. And 187 employees within 6 hotels from the study population, which included 24 hotels and employees. Then the retrieved data were analyzed based on descriptive statistics, including the extent of the regression and correlation method. The study found a positive impact of training and development activity on the turnover rate of employees

and their stability in their jobs in the hotel sector, as well as its positive impact on the level of their loyalty and belonging to the nature and place of work in which they work.

The impact of human resource management practices on discovering and developing the creative capabilities of employees: an applied study on banks operating in the northern region(Badareen , 2014):

The study aimed to identify the impact of human resource management practices used in Jordanian commercial banks, represented in (recruitment, selection, appointment, training practice, motivation practice) on discovering and developing the creative abilities of its employees. The sample members looked at the study sample consisting of 112 female employees working in seven banks who were chosen by a simple random sampling method, and the number of recovered and valid questionnaires for analysis was 78. The study reached a set of results, the most important of which are: The presence of an effect of the practices of polarization, selection, appointment and training used in Jordanian commercial banks on The discovery and development of the creative abilities of its employees represented in (originality, intellectual fluency, sensitivity to problems), there was no effect on the practice of motivation used in Jordanian commercial banks on the discovery and development of the creative abilities of their employees represented in (originality, intellectual fluency, sensitivity to problems (.

Strategic Human Resource Management and Performance: The Contingency Approach Case of Tunisia (jery and souai , 2014)

The study aimed to measure the impact of the human resource management strategy on the relationship between the company's business strategy and the actual performance of

the company resulting from that strategy. The study included six variables (selection and appointment, training and development, incentives, participation in decision-making, information sharing, performance evaluation). A questionnaire was designed as a tool to collect data from the study community, which included 114 industrial companies, operating companies in Tunisia to measure the views of their employees. In the sense that the company's business strategy has a key role in the relationship between human resource management practices and the company's business performance, which indicates the presence of the impact of human resource management strategies on the performance level of Tunisian industrial companies.

Impact of Training on Employee Performance (Banking Sector Karachi) (Athar and shah , 2015)

This study aimed to know the extent of the impact of the training activity on the performance of employees working in the banking sector in Karachi, and how to diagnose and identify training needs at the level of individuals in proportion to their individual differences, and to show the effectiveness of the methods used in training. And then the impact of all this on the performance of employees. The researcher developed a questionnaire that was distributed to a random sample of 111 employees and within different administrative levels who teach in the banking sector, then analyzed the data using the (regression and correlation) method to process the data obtained through the questionnaire. Raising the efficiency of the performance of employees in Karachi banks, and then achieving their strategic objectives. Therefore, the departments of these banks must provide the correct training for their employees in line with their functional and

personal needs to raise the degree of their efficiency at work and the ability to deal with customers.

Influence of Human Resource Management Practices on the Performance of Employees in Research Institutes In Kenya(Kepha , 2015)

The study aimed to show the impact of human resource management practices represented in (human resource planning, recruitment and recruitment, training and development) on the performance of the employees of government research institutes in Kenya. A questionnaire was designed as a tool to collect data from members of the sample consisting of 986 employees working in all institutes The subject of the study, where 761 questionnaires were distributed to a stratified random sample, and 255 valid questionnaires were retrieved, and then the statistical analysis program (SPSS) was applied to analyze quantitative and qualitative data, as well as linear regression to determine the relationship between the independent variable and the dependent variable. The study concluded that there is a need to adopt sound human resource practices in the fields of manpower planning, employment, and training. There is a strong, positive, statistically significant relationship between these practices and the performance of workers in research centers.

The role of human resource management in the context of total quality management(Ali And Noori , 2015)

The study aimed to clarify the basic concepts of human resources management and total quality management and the relationship between them, and the extent of the contribution of human resources management to the application of the principles of total quality

management. And effective in the application of total quality management by creating the philosophy of total quality management and its principles in the human resources management department, participating in the design and formulation of perceptions and trends of quality management by working to change the behaviors carried out by employees in order to support and consolidate the culture of total quality, as it provides support Sufficient for it by working on the development of employees and achieving their loyalty, which in turn is reflected in improving performance.

The impact of human resource management strategies on job performance: a field study from the point of view of managers in Jordanian commercial banks / Irbid governorate(Albatania , 2016)

The study aimed to demonstrate the impact of human resources management strategies on improving job performance for employees of commercial banks in Irbid Governorate / Jordan. The study population consists of two categories, managers and employees at the lowest administrative levels in the banks under study. A random sample consisting of 87 individuals was selected, and the questionnaire was chosen as a tool for the study, as it was distributed to the sample that was neutralized and the statistical analysis program (SPSS) was applied to analyze the data that was collected through this questionnaire. The study concluded that there is a statistically significant relationship between the strategies of the fields of employment, training and development and the improvement of the performance of employees. While the relationship between the compensation strategy and performance increase was at lower levels than the previous two areas

The impact of human resource management strategies on job performance: An applied study on government departments in the Tabuk region (Imteery , 2016)

The study aimed to determine the impact of the strategies used to manage human resources on the job performance of workers in government departments in the Tabuk region. The questionnaire was designed as a tool for collecting data from the sample consisting of (158) individuals to measure their views, and they were selected in a simple random sampling method. When testing the dimensions of human resources management strategies in achieving job performance, the study found that selection and appointment ranked first in the level of application of human resources strategies, while the quality of work ranked first in the level of job performance application. As a result, I found an effect of applying human resources management strategies in achieving job performance at a high level from the point of view of upper and middle management for workers in government departments in Tabuk.

The impact of applying human resource management strategies on job performance: A case study at Amman Civil Airport (Al-Asaf , 2016)

This study aimed to know the impact of applying human resources management strategies on job performance at Amman Civil Airport. The comprehensive survey method and case study methodology were adopted, and the questionnaire was used as a data collection tool to measure the views of the sample members, which consisted of 42 individuals working in the upper and middle management at the airport. And then applying the statistical analysis program (SPSS) to analyze the data and show the desired results. The study concluded that there is a statistically significant impact of human resources management

strategies on the job performance of employees at Amman Civil Airport in its dimensions (performance accuracy, perseverance, and the amount of work performed).

The effect of the selection and appointment process on the quality of performance of employees in business organizations / application to the telecommunications company operating in the northern state(farah , 2016)

The study aimed to identify the importance of human resources for organizations by identifying the methods and procedures used in telecommunications companies in the northern state in Sudan in the field of attracting, selecting, and then appointing human resources, as a basic input from the access to human resources to reach the desired performance of those companies. . The study relied on the descriptive approach to describe the variables of the study, and the use of the questionnaire as a tool for collecting data and then processing it statistically using the (SPSS) program. Also, there is a significant relationship between the necessity of taking into account the job requirements and the capabilities and capabilities of the persons concerned and the results achieved from the performance of his work, as well as the need to rely on clear, sound and codified procedures for appointment, which help in the process of improving performance and increasing the performance of employees in the company.

Impact of Human Resource Management Practices (HRM) on Performance of SMEs in Multan, Pakistan(Naz, , 2016)

This study aimed to know the impact of human resource management practices represented by (recruitment and appointment, training and development, performance evaluation, incentives and rewards) on the organizational performance of small and

medium-sized companies in Pakistan. A questionnaire was designed and distributed to a random sample of 321 individuals from the study population consisting of From managers and employees of small and medium-sized companies in Multan, 241 questionnaires were retrieved from them, and then the statistical analysis program (V22) was applied to analyze the data and reach the desired results. The study concluded that the practices of human resource management in these companies and through their four variables described above are positively related to the performance of small and medium-sized companies in the research, and therefore the need to pay attention to the aspects of these practices and policies followed and develop them continuously to obtain equivalent performance at higher levels in those companies.

Evaluation of the impact of the human resources information system on the strategies of human resource management / a comparative study of a sample of public institutions in the Algerian oil sector (rajam , 2017)

The study aimed to assess the impact of the human resources information system on the effectiveness of human resources management strategies represented in (recruitment, training and development, compensation, and employee performance appraisal). The study relied on the analytical approach in order to analyze the approved human resources information system through personal interviews. With directors of human resources management in addition to directors of information systems, where the study was applied to members of the selected sample consisting of institutions operating in the oil sector, by conducting a comparative study between public institutions (four institutions) and foreign institutions (two institutions). It has not yet reached the optimal exploitation of the human resources information system, as its impact has not exceeded the functional impact only.

The study also showed the clear absence of human resources strategies, which was reflected in the performance of human resources management, which focused on short-term management (one year), on the contrary in foreign institutions where It relied on well-developed and exploited information systems.

Some modern training strategies to develop the performance of human resources in organizations(Khadar, 2017)

The study aimed to identify the relationship of modern training strategies to the development of the performance skills of human resources in Algerian organizations. The study relied on the descriptive analytical method, where the researcher conducted a field study in a unit of textile laboratories in the state of Setif on the sample members that were randomly selected by 31% of the study population consisting of 213 workers in the institution of textile laboratories in the unit of Saleh Bey, the state of Setif. The study found a positive correlation between the modern strategies of training programs and the development and development of human resources skills in the Algerian organization, in terms of the comprehensiveness of the content and the diversity of the content of the programs and techniques adopted in their implementation.

The Impact of Training and Development on Organizational Performance (Engetou ,2017)

The study aimed to show the effect of employee training on organizational performance. This thesis was applied in the National Bank of Finance in Cameroon, to find out the effect of training on the performance of organizational performance in it. The questionnaire was used as a tool for the study to measure the views of the sample

members, which consisted of 31 respondents. The study concluded that training and development is a necessity in all companies and institutions, especially for inexperienced employees. The employee contribution has improved significantly due to the training methods and training programs offered by the Bank. Thus, this has led to a positive impact on the performance of employees and the improvement of their skills and efficiency at work.

An Analysis on the Relationship between Job Satisfaction and Work Performance among Academic Staff in Malaysian Private Universities (Yee , 2018)

The study aimed to investigate the relationship between job satisfaction factors and job performance among faculty members in Malaysian private universities. This study relied on the descriptive survey method to monitor the relationship between job satisfaction factors and job performance. The questionnaire was used as a study tool to measure the views of members of the randomly selected sample of faculty members and analyze the results using Pearson correlation coefficient and multiple regression. The study concluded that job satisfaction has a significant relationship with the job performance of faculty members, and the results of this study found that among the six factors of job satisfaction (working conditions, job security, rewards, relationship with colleagues, appreciation, progress) rewards had no relationship to performance. Job satisfaction, while appreciation is the main job satisfaction factor affecting job performance among faculty members.

2.13 What Differentiate this Study from Previous Studies?

This study differentiate from the previous studies the practices of human resources management in Palestinian insurance companies, as it is a comprehensive study of both

the independent and dependent variables. As most of the studies have focused on the overall performance without addressing the main characteristics of this performance, which were contained in this study and expressed through (the quality of the work done, commitment, the amount of work done) in addition to that this study represents a new breakthrough in the Palestinian insurance sector, especially Towards one of its main resources represented in the human resource, as it formed an entry point for adopting solutions and mechanisms guiding the organizations operating in Palestine and helping them to identify the importance of human resources management strategies and their positive effects on the performance of employees and consequently on the organizations as a whole.

CHAPTER THREE

Methodology

This chapter reviews the methodology used to accomplish the objectives of the thesis , through the study design, the study population and study sample, questioner design, questioner reliability, study variables, study tools and sources of the study that the research relied on to obtain the data required to conduct the study, and the statistical analysis. To get the results of the thesis .

3.1 Study Design

This study focuses on studying the effect of applying the four human resources management strategies, the motivation strategy, the training and development strategy, the evaluation strategy, and the polarization strategy on the quantity and quality of work performed and employee commitment of employees working in Trust Insurance Company , altakaful company national company . A structured questionnaire was used as a data collection tool in order to collect information from employees in the insurance sector in the West Bank. Secondary data were obtained from journal articles, books .

3.2 Study Instrument

A structured questionnaire was distributed to employees in the Palestinian insurance sector in the West Bank. Since the participants were Palestinians, the questionnaire was translated and proofread to ensure that concepts are consistent for both fluent Arabic and English speakers. The questionnaire includes personal information and the axes of the study variables, the factors influencing the application of the four human resource

strategies, the motivation strategy, the training and development strategy, the polarization strategy, the performance evaluation strategy, including the dimensions of preparation for the variables quantitatively and qualitatively of job performance and employee commitment among workers in the insurance sector(trust , national , altakaful). Trust Insurance Company. Variables are measured using a Likert scale from 5 = strongly disagree, to 1 = strongly agree. The questionnaire was distributed to workers at the headquarters in the ramalah. The objectives of the study were achieved, the study questions were answered, and the research hypotheses were tested. The questionnaire used by the researcher to collect data takes the following methods to be implemented: questionnaire design, questionnaire validity, and questionnaire reliability, as discussed in this section:

3.2.1 Questionnaire Design

The questionnaire were used to collect data after modification by editing some of the formulas used to make them more clear and appropriate for the understanding of the insurance sector employees. It included four parts, including demographic data, the study variables, including: training and development strategy, motivation strategy, polarization strategy, and performance evaluation strategy.

Part one: The demographic factor about the respondents consists of six diminution : (gender, age, years of work in the company, education, and job degree, company name).

Part Two: The research covered four main variables:

1) The training and development strategy, which consists of four sections of technical training, administrative training and specialized training and its impact on the employee commitment , quantity and quality of job performance for the employee working in Insurance Companies.

2) The motivation strategy, whether material or moral stimulation, and its impact on the employee commitment , quantity and quality of job performance for the employee working in Insurance Companies.

3) The strategy of polarization and its impact on the employee commitment, quantity and quality of job performance for the employee working in Insurance Companies.

4) Performance evaluation strategy, annual, semi-annual, or quarterly performance evaluation and its impact on the employee commitment quantity and quality of job performance for an employee working in Insurance Companies.

3.2.2 Validity of Questionnaire

The questionnaire was developed, approved and edited to reach the final form that was distributed with some steps before distributing the final version to the target respondents, and it was reviewed and verified by specialized arbitrators and experienced academics. It was sent to three assessors and a researcher's supervisor to assess each question and its compatibility to reach the main objectives of the study. Appendix

Table 3.1 Questionnaire items:

| Study Variables |
|--------------------------------------|
| Human resource strategies: |
| Strategy of motivation |
| Strategy of polarization |
| Strategy of training and development |
| Strategy of evaluation |
| Quantity of work performed |
| Quality of work performed |
| Employee commitment |

3.2.3 Questionnaire Reliability

The researcher verified the reliability statistics for the fields scale to calculate the coefficient of stability through the equation (Cronbach's Alpha), where the value of the stability factor on the overall fields according to the equation Cronbach's Alpha (0.968), whereas the acceptable Alpha value that meets the statistical requirement for the instrument to be characterized as reliable should be equal or above is 0.70 according to Tavakol, M.& Dennick, R. (2011). Therefore, the measurement model is proved to be adequate, as shown in Table (1):

Table (3.2): Cronbach's Alpha coefficient of consistency for the Tool

| Field | No. of Items | Cronbach's Alpha | Result/Pass |
|--------------------------------------|---------------------|-------------------------|--------------------|
| Strategy of motivation | 5 | .0790 | Yes |
| Strategy of polarization | 5 | .0901 | Yes |
| Strategy of training and development | 5 | .0861 | Yes |
| Strategy of evaluation | 6 | .0811 | Yes |
| Quantity of work done | 4 | .0772 | Yes |
| Quality of work done | 4 | 0.829 | Yes |
| Employee commitment | 4 | 0.785 | Yes |
| Over all | 33 | 0.928 | Yes |

3.2.4 Statistical Methods

The primary data were analyzed using the Statistical Package for Social Sciences (SPSS), and the following statistical analyses:

- Calculation of Cronbach's Alpha coefficient to measure the reliability of the study that depends on internal consistency among research questions.
- Extracting the arithmetical Means and standard deviations.

- One-way ANOVA and Independent Samples Test for testing the variance between the respondents' answers.
- Linear regression analysis.
- Pearson correlation test. It is a measure of the linear correlation between two variables X and Y.

3.3 Conceptual Model

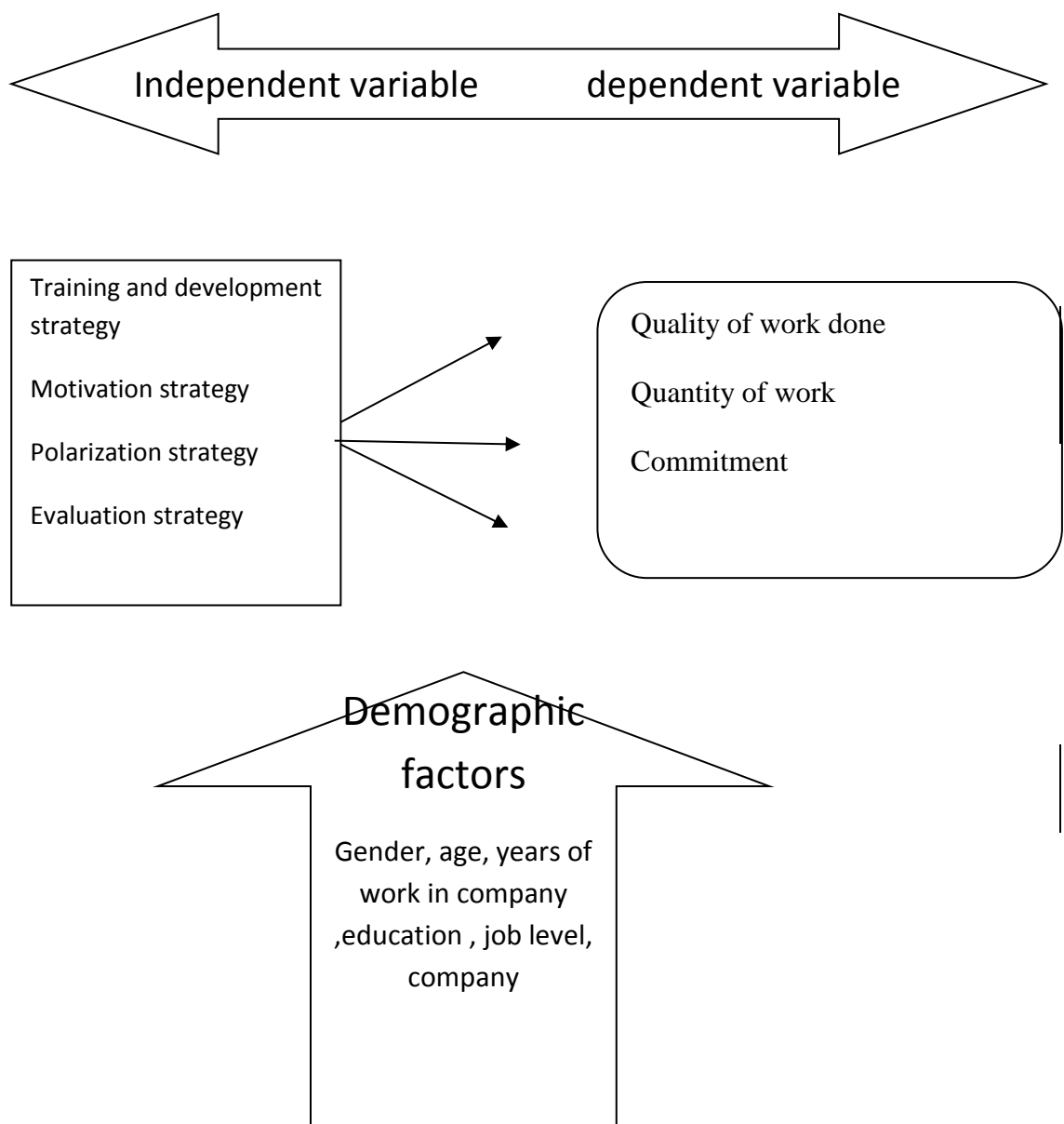


Figure 3.1: Conceptual Model

In this study, human resource strategies (polarization , recruitment, performance evaluation, motivation) that will be the independent variable impact, and its impact on the employee commitment, quantity and quality of job performance as a dependent variable, are tested.

3.4 Population and Sample :

The study population consisted of workers in the Palestinian insurance sector(trust altakaful , national) , who are (712) employees. The sample is a part of the community that is selected according to scientific rules and methods so that the population is represented correctly. The researcher selected a non-probability sample from the original study population. The sample size for this study was determined according to (Thompson ,2012)

3.4.1 The Sample Size (n)

(Foster, 2017).

$$n = \frac{N \times P(1 - P)}{[(N - 1) \times (d^2 \div z^2)] + P(1 - P)}$$

$$n = 712 * 0.50 (1 - 0.50) / [712 - 1 * \{(0.05)^2 / (1.96)^2\} + 0.50 (1 - 0.50)]$$

$$= 712 * 0.50 * 0.50 / [712 * (0.0025 / 3.841)] + 0.50 * 0.50]$$

$$= 712 * 0.25 / [712 * 0.00065] + 0.25]$$

$$= 178 / .463 + 0.25$$

$$= 178 / .713 = 250$$

3.4.2 Statistical Methods

The primary data were analyzed using the Statistical Package for Social Sciences (SPSS).

Descriptive tests:

1. Frequency to describe demographic variables,
2. The mean and standard deviation of answering the study questions.
3. Multiple regressions to test the role of human resources management strategies (HRS) and their impact on the quantity and quality of job performance for employees of Trust Insurance Company.

CHAPTER FOUR

Data Analysis & Discussion

In order to achieve the main aim of the study, a quantitative design was utilized. Data was analyzed for 250 participants.

4.Data Analysis and Discussions

This chapter presents the analyses and study results of “The impact of applying Human Resource management strategies on the performance of employees in the insurance companies" In order to determine the level of impact of human resources management strategies (HRS) from the point of view of their employees in insurance companies. The findings of the current study as the following:

- Participant Profile
- Research Questions
- Testing Hypothesis

4.1 Respondents Profiles

Table (4.1): Demographic Variables of Study

| Demographic Variables | Sample size (n=250) Frequency | Percentage |
|-----------------------|----------------------------------|------------|
| Gender | | |
| Male | 153 | 61.2% |
| Female | 97 | 38.8% |
| Age | | |
| 20-30 | 69 | 27.6% |
| 31-45 | 125 | 50.0% |
| 46+ | 56 | 22.4% |

| Demographic Variables | Sample size (n=250) Frequency | Percentage |
|--|--|-------------------|
| Your time in the company so far | | |
| Less than 1 year | 43 | 17.2% |
| 1 to 3 years | 110 | 44.0% |
| More than 4 years | 97 | 38.8% |
| Highest academic degree | | |
| A diploma or less | 28 | 11.2% |
| bachelor's degree | 171 | 68.4% |
| master's degree or higher | 51 | 20.4% |
| Company | | |
| Takaful | 101 | 40.4% |
| National | 88 | 35.2% |
| Trust | 61 | 24.4% |
| Job title | | |
| Employee | 163 | 65.2% |
| Supervisor | 36 | 14.4% |
| Manager assistant | 51 | 20.4% |

As shown in the table above, out of total (250) respondents: The weight between the Male and Female is (61:39).

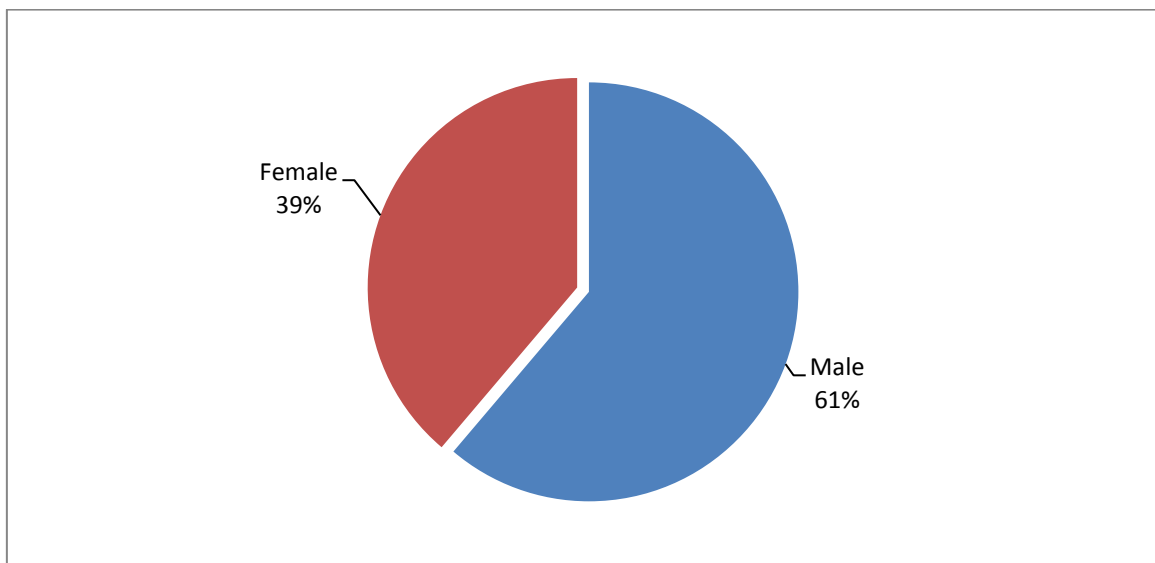


Figure4.1: Illustrates Percentage Distribution by Gender

The age of the respondents, the age segment (31 – 45) years old covers the highest weight, which forms 50.0% of the respondents; while the category of (46+) was the lowest with only 22.4% of the respondents. The second largest group is the group (20-30) which consists of 27.6% of the participants.

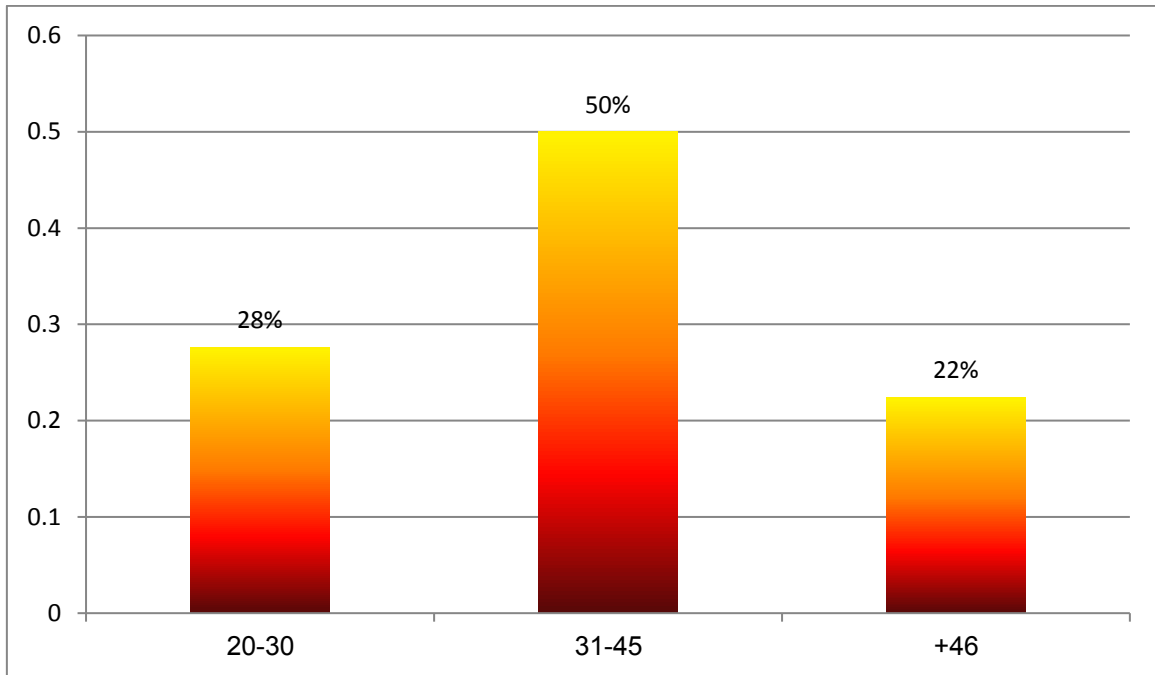


Figure4.2: Illustrates Percentage Distribution of Respondents by Age Categories'

Given the information, it could be considered that the average age of the insurance sector companies employees in Palestine is less than 45 years, who are the young middle-aged people.

Regarding the time in the company so far where the employees are working, results show that 44% are working 1 to 3 years, compare to 38.8% are working more than 4 years and the remaining respondents are working Less than 1 year which forms 17.2% of the respondents.

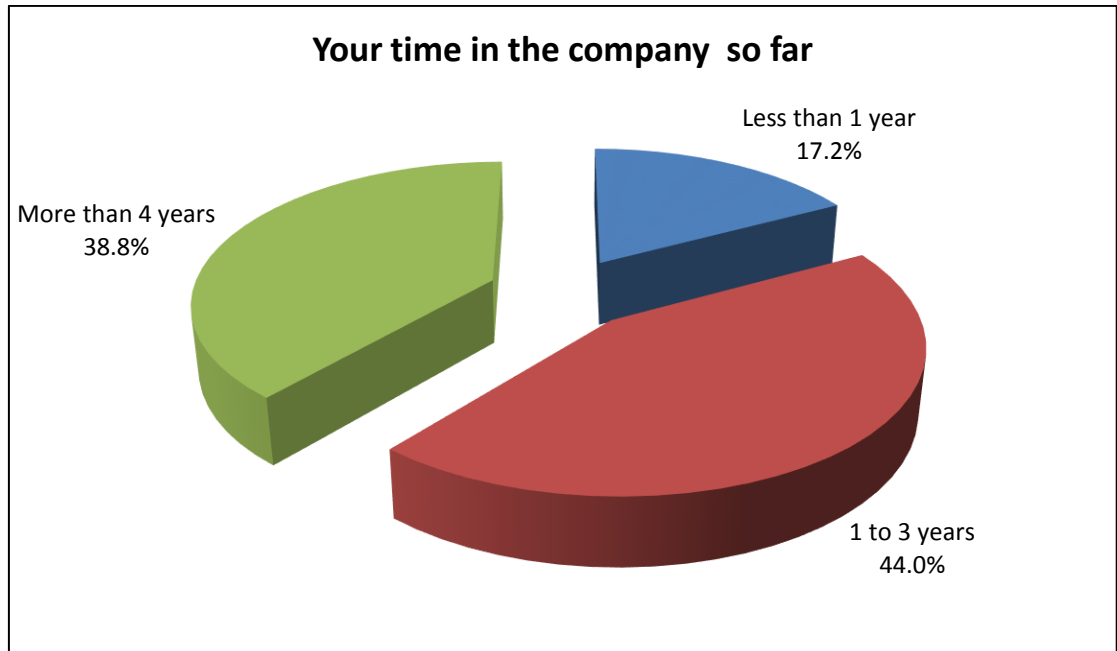


Figure4.3: Illustrates Percentage Distribution of Respondents according to the number of years working in the company

Respondents were also asked about their education qualifications. The result shows that 11.2% of them got a diploma degree or less. The largest percentage of the respondents are having a Bachelor, and they are 68.4% of the total participants. And the remaining respondents who are 20.4% of the sample are master's degree or higher. This result indicates that most of the employees in insurance sector companies are educated with a minimum of Bachelor degree.

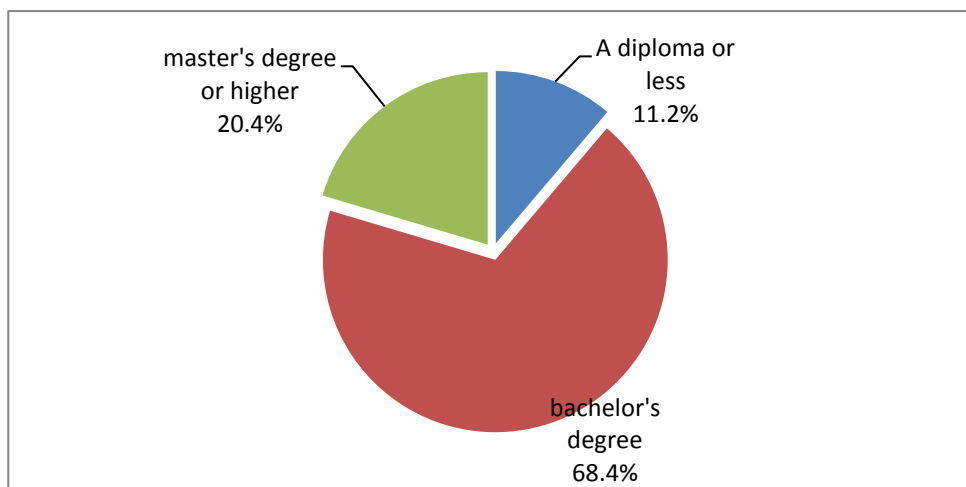


Figure4.4: Illustrates Percentage Distribution of Respondents by the academic degree

As for the respondents' Company where they work, the results show that 40.4% of the sample work in Takaful Company, while 35.2% of the sample work in National Company. 24.4% of the respondents are work in Trust Company.

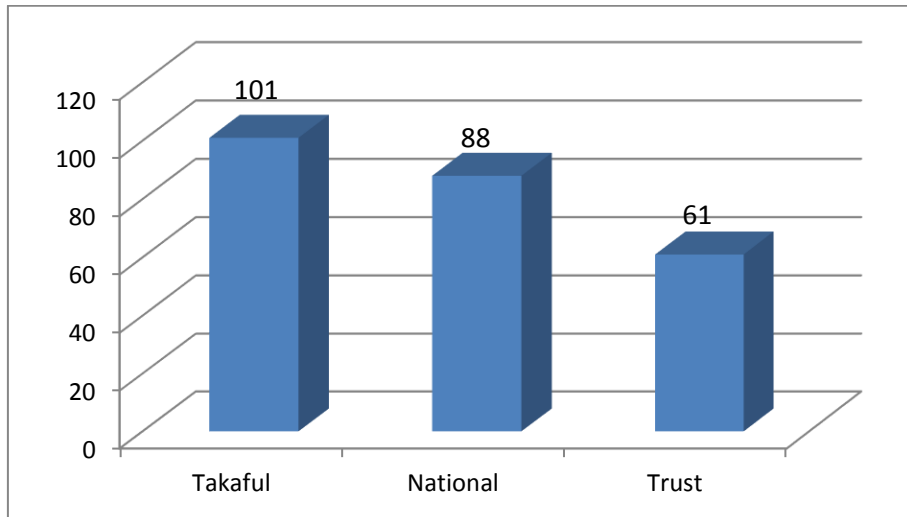


Figure4.5: Illustrates Distribution of Respondents by their Company

The questionnaire also asked employees about Job title. Most of the respondents (65.2%) stated that they employee, logically. And the second largest group was those who have been working as manager assistant, and they are 20.4% of the sample. On the other hand, they are 14.4% of the sample who have been working as Supervisor.

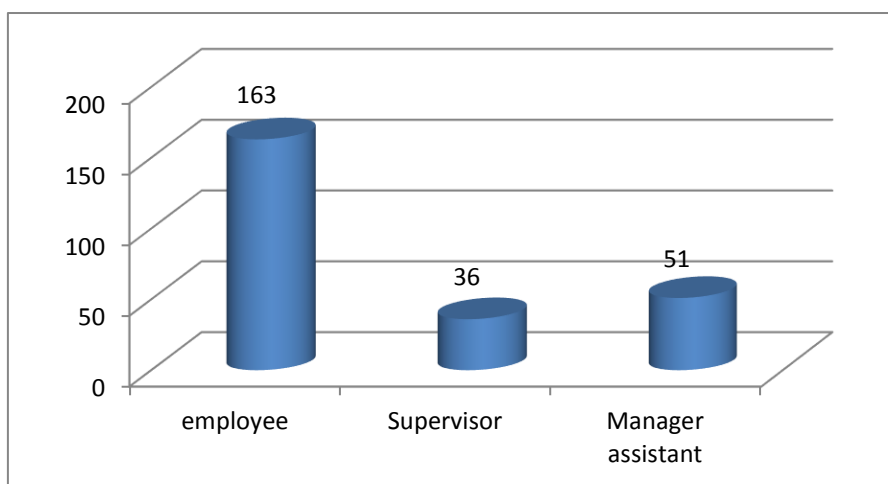


Figure4.6: Illustrates Distribution the No. of Respondents by their Job title

4.2 Study Questions

Based on the research questions, this section aims to answer the research questions, which show the impact and level of applying the HRS strategies (motivation, recruitment, training, development and evaluation), on the quantity of work performed, the quality of work performed and on the job commitment of workers in the institutional sector in Palestine.

To judge the level of items on the Likert scale, the research considered that if the mean of the item is (1-2.33) then the level is low, (2.34-3.66) moderate, but for high level item, the mean will be (3.67-5.00).

See table (4.2):

Table (4.2): Level of the Likert Scale According to the Mean Value

| Degree | Range |
|---------------|--------------|
| High | 5-3.67 |
| Moderate | 3.66-2.34 |
| Low | 2.33-1 |

Source: Iriqat and Diebes (2019)

4.2.1 Level of Application of Human Resource Management Strategies.

The following table shows the 21 items that represent the Human Resources Management strategies (polarization , training and development, motivation, and performance evaluation) collected from the reality of the survey.

The overall rate of the “Human Resources Management” strategies was (high degree).

Table (4.3): Mean and Standard Deviation of human resources management

| Items | Mean | S.D | Degree | Rank |
|--|---------------|---------------|---------------|-------------|
| The company's management is interested in motivating employees, whether material or moral incentives. | 4.336 | .627 | High | 1 |
| Company management does not give enough attention with regard to the process of encouraging and motivating employees. | 4.320 | .684 | High | 3 |
| Incentives have a role in raising the performance level of employees in terms of quantity, quality and job commitment. | 4.316 | .700 | High | 2 |
| Incentives are not paid based on the commitment, quantity and disposition of the company's employees | 4.308 | .669 | High | 4 |
| Validation budgets to meet the stimulus process are not sufficient to create an efficient and highly productive work environment | 4.192 | .667 | High | 5 |
| Motivation | 4.2944 | .46367 | High | |
| The company conducts a transparent and clear evaluation process based on correct foundations | 4.160 | .693 | High | 6 |
| Evaluation helps me increase and develop job performance | 4.184 | .699 | High | 4 |
| Evaluation helps me increase the quantity of work done | 4.184 | .669 | High | 5 |
| Evaluation helps me improve the quality of work done | 4.216 | .635 | High | 3 |
| Evaluation helps employee to increase commitment to the company | 4.244 | .608 | High | 1 |
| Evaluation helps me develop my work style and develop my weak skills | 4.232 | .603 | High | 2 |
| Evaluation | 4.2033 | .45929 | High | |
| The company is constantly polarize new employees | 4.260 | .653 | High | 5 |

| Items | Mean | S.D | Degree | Rank |
|---|---------------|---------------|-------------|------|
| Hiring an employee who is a polarizer has a vital impact on increasing the quantity of work done | 4.280 | .648 | High | 2 |
| Hiring an employee who is a polarizer is vital in increasing the quality of work performed | 4.304 | .611 | High | 3 |
| Hiring an employee who is vital in increasing the productivity of the work done | 4.316 | .634 | High | 1 |
| The polarized employee abides by the rules and regulations approved by the company with an increased commitment | 4.280 | .672 | High | 4 |
| Polarization | 4.2880 | .43123 | High | |
| The company gave me an official training program | 4.216 | .684 | High | 4 |
| The company puts all new employees in the same learning experiences (the same training program). | 4.216 | .684 | High | 5 |
| The insurance training gave me an accurate knowledge of my job skills. | 4.280 | .660 | High | 2 |
| I am satisfied with the kind of job training the company has provided me. | 4.288 | .680 | High | 1 |
| My superiors gave me excellent directions and instructions. | 4.244 | .712 | High | 3 |
| Training and development | 4.2488 | .48398 | High | |
| Human Resources Management | 4.2586 | .38166 | High | |

As shown in table (4.3), the “**human resources management**” dimensions have a High degree. This means there is a high agreement for the application of human resource management strategies (recruitment and appointment, training and development, motivation, performance evaluation in private sector institutions in Palestine (M = **4.2586**, SD = **.38166**).

The degree of the first Dimension in the **human resources management** which is the “**Motivation**” is High (M = **4.2944**, SD = **.46367**). According to the respondents’

answers, the most important item for the employees in the “**Motivation**” dimension is the first one which is “*The company's management is interested in motivating employees, whether material or moral incentives*” with a High degree ($M = 4.336$, $SD = .627$). On the other hand, the second important item in this dimension which is “*Incentives have a role in raising the performance level of employees in terms of quantity, quality and job commitment*”, it has a High degree as well ($M = 4.316$, $SD = .700$). The third important sentence of this dimension is the second one which says “*Company management does not give enough attention with regard to the process of encouraging and motivating employees*”, with a High degree ($M = 4.320$, $SD = .684$).

The “**Evaluation**”, which is the second dimension of **human resources management**, achieved a High degree ($M = 4.20$, $SD = .459$). The employees selected the third sentence “*Evaluation helps employee to increase commitment to the company*” as the most important, and it got a high degree ($M = 4.244$, $SD = 0.608$), while the second sentence in importance was the fifth item in the dimension which is “*Evaluation helps me develop my work style and develop my weak skills*” with a high degree ($M = 4.232$, $SD = 0.603$).

Figure4.7: Illustrates the level of respondents agreement on the study fields

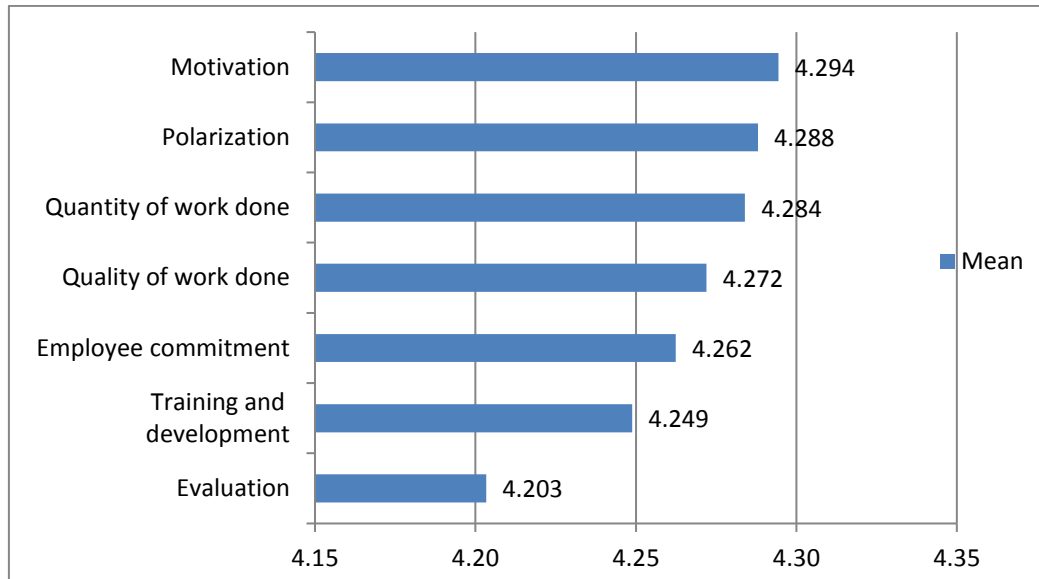


Figure4.7: Illustrates the Level of Respondents Agreement on the Study Fields

4.2.2 Inferential Statistics

Table 4.4 shows the respondents' opinions about the Motivation strategy according to the respondents' characteristics. And based on the significant p- value $<.05$ in the following table, we found that there is a significant difference between the respondents' opinions rates as mention below.

Table (4.4): Mean and Standard Deviation for Motivation strategy by demographics characters

| Demographics characters | | Motivation | | |
|-------------------------|------------------|------------|--------------------|-------|
| | | Mean | Standard Deviation | Sig. |
| Gender | male | 4.36 | 0.45 | 0.009 |
| | female | 4.20 | 0.48 | |
| Age | 20-30 | 4.28 | 0.45 | 0.037 |
| | 31-45 | 4.24 | 0.46 | |
| | 46+ | 4.43 | 0.46 | |
| | Less than 1 year | 4.42 | 0.47 | 0.088 |

| Demographics characters | | Motivation | | |
|---------------------------------|---------------------------|------------|--------------------|-------|
| | | Mean | Standard Deviation | Sig. |
| Your time in the company so far | 1 to 3 years | 4.24 | 0.46 | |
| | More than 4 years | 4.30 | 0.46 | |
| Highest academic degree | A diploma or less | 4.33 | 0.37 | 0.542 |
| | bachelor's degree | 4.31 | 0.46 | |
| | master's degree or higher | 4.23 | 0.51 | |
| Company | Takaful | 4.25 | 0.45 | 0.069 |
| | National | 4.26 | 0.44 | |
| | Trust | 4.41 | 0.50 | |
| Job title | employee | 4.33 | 0.45 | 0.042 |
| | Supervisor | 4.33 | 0.44 | |
| | manager assistant | 4.15 | 0.51 | |

As shown in table (4.4), the “motivation” dimension has a high agreement for the application it .

Differences were observed in the answers of the respondents due to the variables of gender, age and the job title.

Table 4.5 shows the respondents' opinions about the **Evaluation** strategy according to the respondents' characteristics. And based on the significant p- value <.05 in the following table, we found that there is no significant difference between the respondents' opinions rates as mention below.

Table (4.5): Mean and Standard Deviation of Evaluation by Demographics Characters

| Demographics characters | | Evaluation | | |
|--|---------------------------|------------|--------------------|-------|
| | | Mean | Standard Deviation | Sig. |
| Gender | male | 4.22 | 0.45 | 0.363 |
| | female | 4.17 | 0.48 | |
| Age | 20-30 | 4.17 | 0.45 | 0.214 |
| | 31-45 | 4.18 | 0.41 | |
| | 46+ | 4.30 | 0.56 | |
| Your time in the company so far | Less than 1 year | 4.26 | 0.55 | 0.578 |
| | 1 to 3 years | 4.20 | 0.41 | |
| | More than 4 years | 4.18 | 0.47 | |
| Highest academic degree | A diploma or less | 4.11 | 0.44 | 0.208 |
| | bachelor's degree | 4.24 | 0.44 | |
| | master's degree or higher | 4.14 | 0.52 | |
| Company | Takaful | 4.22 | 0.38 | 0.225 |
| | National | 4.14 | 0.47 | |
| | Trust | 4.27 | 0.56 | |
| Job title | employee | 4.22 | 0.43 | 0.154 |
| | Supervisor | 4.26 | 0.47 | |
| | manager assistant | 4.09 | 0.52 | |

Table 4.6 shows the respondents' opinions about the **Polarization** strategy according to the respondents' characteristics. And based on the significant p- value $<.05$ in the following table, we found that there is a significant difference between the respondents' opinions rates as mention below.

Table (4.6): Mean and Standard Deviation of Polarization by Demographics Characters

| Demographics characters | | Polarization | | |
|--|---------------------------|--------------|--------------------|-------|
| | | Mean | Standard Deviation | Sig. |
| Gender | male | 4.31 | 0.42 | 0.262 |
| | female | 4.25 | 0.44 | |
| Age | 20-30 | 4.26 | 0.44 | 0.016 |
| | 31-45 | 4.24 | 0.40 | |
| | 46+ | 4.43 | 0.48 | |
| Your time in the company so far | Less than 1 year | 4.42 | 0.45 | 0.077 |
| | 1 to 3 years | 4.26 | 0.43 | |
| | More than 4 years | 4.26 | 0.42 | |
| Highest academic degree | A diploma or less | 4.15 | 0.40 | 0.199 |
| | bachelor's degree | 4.31 | 0.42 | |
| | master's degree or higher | 4.31 | 0.47 | |
| Company | Takaful | 4.23 | 0.41 | 0.049 |
| | National | 4.28 | 0.41 | |
| | Trust | 4.40 | 0.49 | |
| Job title | employee | 4.30 | 0.41 | 0.773 |
| | Supervisor | 4.28 | 0.45 | |
| | manager assistant | 4.25 | 0.48 | |

As shown in table (4.6), the **“Polarization”** dimension has a high agreement for the application it .

Differences were observed in the answers of the respondents due to age group, we find that the average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 31-45 on the **Polarization** dimension, table (4.11).

And the average estimate of the respondents in Trust Company higher than the average estimate of respondents' answers in Takaful Company on the **Polarization** dimension. table (4.14).

Table 4.7 shows the respondents' opinions about the **Training and development** strategy according to the respondents' characteristics. And based on the significant p- value $<.05$ in the following table, we found that there is a significant difference between the respondents' opinions rates as mention below.

Table (4.7): Mean and Standard Deviation of Training and Development by Demographics Characters

| Demographics characters | | Training and development | | |
|--|---------------------------|--------------------------|--------------------|-------|
| | | Mean | Standard Deviation | Sig. |
| Gender | male | 4.33 | 0.44 | 0.002 |
| | female | 4.13 | 0.52 | |
| Age | 20-30 | 4.26 | 0.43 | 0.064 |
| | 31-45 | 4.19 | 0.47 | |
| | 46+ | 4.37 | 0.55 | |
| Your time in the company so far | Less than 1 year | 4.35 | 0.51 | 0.328 |
| | 1 to 3 years | 4.22 | 0.43 | |
| | More than 4 years | 4.23 | 0.52 | |
| Highest academic degree | A diploma or less | 4.17 | 0.47 | 0.514 |
| | bachelor's degree | 4.25 | 0.49 | |
| | master's degree or higher | 4.30 | 0.47 | |
| Company | Takaful | 4.22 | 0.48 | 0.255 |
| | National | 4.23 | 0.45 | |
| | Trust | 4.34 | 0.54 | |
| Job title | employee | 4.24 | 0.48 | 0.783 |
| | Supervisor | 4.30 | 0.54 | |
| | manager assistant | 4.23 | 0.47 | |

As shown in table (4.7), the “, training and development” dimension has a high agreement for the application it .

Differences were observed in the answers of the respondents due to gender, while the average estimate of the respondents (male) is higher than the average estimate of individuals (female) on the **Training and development** dimension.

Table 4.8 shows the respondents' opinions about the **Quality of work** strategy according to the respondents' characteristics. And based on the significant p- value $<.05$ in the following table, we found that there is a significant difference between the respondents' opinions rates as mention below.

Table (4.8): Mean and Standard Deviation of Quality of Work done by Demographics Characters

| Demographics characters | | Quality of work | | |
|--|---------------------------|-----------------|--------------------|-------|
| | | Mean | Standard Deviation | Sig. |
| Gender | Male | 4.30 | 0.45 | 0.285 |
| | Female | 4.23 | 0.51 | |
| Age | 20-30 | 4.20 | 0.41 | 0.015 |
| | 31-45 | 4.24 | 0.46 | |
| | 46+ | 4.43 | 0.53 | |
| Your time in the company so far | Less than 1 year | 4.35 | 0.49 | 0.451 |
| | 1 to 3 years | 4.25 | 0.40 | |
| | More than 4 years | 4.26 | 0.53 | |
| Highest academic degree | A diploma or less | 4.25 | 0.41 | 0.630 |
| | bachelor's degree | 4.26 | 0.47 | |
| | master's degree or higher | 4.33 | 0.50 | |
| Company | Takaful | 4.22 | 0.45 | 0.136 |
| | National | 4.26 | 0.46 | |
| | Trust | 4.37 | 0.51 | |

| Demographics characters | | Quality of work | | |
|-------------------------|-------------------|-----------------|--------------------|-------|
| | | Mean | Standard Deviation | Sig. |
| Job title | Employee | 4.25 | 0.44 | 0.321 |
| | Supervisor | 4.38 | 0.51 | |
| | manager assistant | 4.28 | 0.52 | |

As shown in table (4.8), the “**Quality of work done**” dimension has a high agreement for the application it .

Differences were observed in the answers of the respondents due to age group, we find that the average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 20-30 on the **Quality of work done** dimension, and so the average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 31-45 on the **Quality of work done** dimension, table (4.11).

Table 4.9 shows the respondents' opinions about the **Quantity of work done** strategy according to the respondents' characteristics. And based on the significant p- value <.05 in the following table, we found that there is a significant difference between the respondents' opinions rates as mention below.

Table (4.9): Mean and Standard Deviation of Quantity of Work Done by Demographics Characters

| Demographics characters | | Quantity of work done | | |
|-------------------------|--------|-----------------------|--------------------|-------|
| | | Mean | Standard Deviation | Sig. |
| Gender | Male | 4.34 | 0.48 | 0.019 |
| | Female | 4.19 | 0.53 | |
| Age | 20-30 | 4.21 | 0.49 | 0.008 |
| | 31-45 | 4.24 | 0.48 | |
| | 46+ | 4.46 | 0.52 | |

| Demographics characters | | Quantity of work done | | |
|--|---------------------------|-----------------------|--------------------|-------|
| | | Mean | Standard Deviation | Sig. |
| Your time in the company so far | Less than 1 year | 4.36 | 0.53 | 0.123 |
| | 1 to 3 years | 4.21 | 0.47 | |
| | More than 4 years | 4.33 | 0.52 | |
| Highest academic degree | A diploma or less | 4.29 | 0.44 | 0.444 |
| | bachelor's degree | 4.26 | 0.51 | |
| | master's degree or higher | 4.36 | 0.51 | |
| Company | Takaful | 4.27 | 0.48 | 0.334 |
| | National | 4.24 | 0.50 | |
| | Trust | 4.36 | 0.54 | |
| Job title | Employee | 4.26 | 0.49 | 0.138 |
| | Supervisor | 4.44 | 0.51 | |
| | manager assistant | 4.25 | 0.53 | |

As shown in table (4.9), the “**Quantity of work done**” dimension has a high agreement for the application it .

Differences were observed in the answers of the respondents due to gender, while the average estimate of the respondents (male) is higher than the average estimate of individuals (female) on the **Quantity of work done** dimension.

Also , with respect to age group, we find that the average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 20-30 on the **Quantity of work done** dimension, and so the average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 31-45 on the **Quantity of work done** dimension, table (4.11).

Table 4.10 shows the respondents' opinions about the **Employee commitment** strategy according to the respondents' characteristics. And based on the significant p- value <.05

in the following table, we found that there is a significant difference between the respondents' opinions rates as mention below.

Table (4.10): Mean and Standard Deviation for Employee Commitment Strategy by Demographics Characters

| Demographics characters | | Employee commitment | | |
|--|---------------------------|---------------------|--------------------|-------|
| | | Mean | Standard Deviation | Sig. |
| Gender | Male | 4.32 | 0.46 | 0.017 |
| | Female | 4.18 | 0.48 | |
| Age | 20-30 | 4.22 | 0.44 | 0.031 |
| | 31-45 | 4.22 | 0.47 | |
| | 46+ | 4.41 | 0.48 | |
| Your time in the company so far | Less than 1 year | 4.34 | 0.53 | 0.470 |
| | 1 to 3 years | 4.24 | 0.45 | |
| | More than 4 years | 4.26 | 0.47 | |
| Highest academic degree | A diploma or less | 4.32 | 0.44 | 0.559 |
| | bachelor's degree | 4.27 | 0.47 | |
| | master's degree or higher | 4.21 | 0.49 | |
| Company | Takaful | 4.23 | 0.47 | 0.055 |
| | National | 4.21 | 0.43 | |
| | Trust | 4.39 | 0.50 | |
| Job title | Employee | 4.27 | 0.46 | 0.099 |
| | Supervisor | 4.37 | 0.49 | |
| | manager assistant | 4.16 | 0.48 | |

As shown in table (4.10), the “**Employee commitment**” dimension has a high agreement for the application it .

Differences were observed in the answers of the respondents due to gender, while the average estimate of the respondents (male) is higher than the average estimate of individuals (female) on the **Employee commitment** dimension.

Also, with respect to age group, we find that the average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 31-45 on the **Employee commitment** dimension, table (4.11),.

To find out the source of this difference between the respondents' answers according to their demographic and personality variables, a **Tukey post-test** was conducted, as shown in the following tables.

With regard to the respondents' answers to the study fields according to age groups, it was found that there is a significant difference between the average rates of respondents according to the following:

- The average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 31-45 on the motivation field.
- The average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 31-45 on the Polarization field.
- The average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 31-45 on the Training and development field.
- The average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 31-45 on the Quality of work done field.
- The average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 20-30 on the Quality of work done field.
- The average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 31-45 on the Quantity of work done field.

- The average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 20-30 on the Quantity of work done field.
- The average estimate of the respondents aged 46+ is higher than the average estimate of individuals aged 31-45 on the Employee commitment field.

Table (4.11): Multiple Comparisons of Respondents According to the Age Group

| Tukey HSD | | | | | | | |
|--------------------------|---------|---------|-----------------------|------------|------|-------------------------|-------------|
| Dependent Variable | (I) Age | (J) Age | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Motivation | 20-30 | 31-45 | .03216 | .06889 | .887 | -.1303 | .1946 |
| | | 46+ | -.15678 | .08262 | .141 | -.3516 | .0380 |
| | 31-45 | 20-30 | -.03216 | .06889 | .887 | -.1946 | .1303 |
| | | 46+ | -.18894* | .07386 | .030 | -.3631 | -.0148 |
| | 46+ | 20-30 | .15678 | .08262 | .141 | -.0380 | .3516 |
| | | 31-45 | .18894* | .07386 | .030 | .0148 | .3631 |
| Evaluation | 20-30 | 31-45 | -.01467 | .06873 | .975 | -.1767 | .1474 |
| | | 46+ | -.13095 | .08243 | .252 | -.3253 | .0634 |
| | 31-45 | 20-30 | .01467 | .06873 | .975 | -.1474 | .1767 |
| | | 46+ | -.11629 | .07369 | .257 | -.2900 | .0575 |
| | 46+ | 20-30 | .13095 | .08243 | .252 | -.0634 | .3253 |
| | | 31-45 | .11629 | .07369 | .257 | -.0575 | .2900 |
| Polarization | 20-30 | 31-45 | .02247 | .06386 | .934 | -.1281 | .1730 |
| | | 46+ | -.17127 | .07658 | .067 | -.3519 | .0093 |
| | 31-45 | 20-30 | -.02247 | .06386 | .934 | -.1730 | .1281 |
| | | 46+ | -.19374* | .06847 | .014 | -.3552 | -.0323 |
| | 46+ | 20-30 | .17127 | .07658 | .067 | -.0093 | .3519 |
| | | 31-45 | .19374* | .06847 | .014 | .0323 | .3552 |
| Training and development | 20-30 | 31-45 | .07657 | .07207 | .538 | -.0934 | .2465 |
| | | 46+ | -.10409 | .08643 | .452 | -.3079 | .0997 |
| | 31-45 | 20-30 | -.07657 | .07207 | .538 | -.2465 | .0934 |
| | | 46+ | -.18066 | .07727 | .053 | -.3629 | .0016 |
| | 46+ | 20-30 | .10409 | .08643 | .452 | -.0997 | .3079 |

| Tukey HSD | | | | | | | |
|-----------------------|---------|---------|-----------------------|------------|------|-------------------------|-------------|
| Dependent Variable | (I) Age | (J) Age | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Quality of work done | 20-30 | 31-45 | .18066 | .07727 | .053 | -.0016 | .3629 |
| | | 46+ | -.22930* | .08353 | .018 | -.4263 | -.0323 |
| | 31-45 | 20-30 | .04272 | .06965 | .813 | -.1215 | .2070 |
| | | 46+ | -.18657* | .07468 | .035 | -.3627 | -.0105 |
| | 46+ | 20-30 | .22930* | .08353 | .018 | .0323 | .4263 |
| | | 31-45 | .18657* | .07468 | .035 | .0105 | .3627 |
| Quantity of work done | 20-30 | 31-45 | -.03386 | .07426 | .892 | -.2090 | .1413 |
| | | 46+ | -.25414* | .08906 | .013 | -.4641 | -.0441 |
| | 31-45 | 20-30 | .03386 | .07426 | .892 | -.1413 | .2090 |
| | | 46+ | -.22029* | .07963 | .017 | -.4080 | -.0325 |
| | 46+ | 20-30 | .25414* | .08906 | .013 | .0441 | .4641 |
| | | 31-45 | .22029* | .07963 | .017 | .0325 | .4080 |
| Employee commitment | 20-30 | 31-45 | .00399 | .06955 | .998 | -.1600 | .1680 |
| | | 46+ | -.18395 | .08341 | .072 | -.3806 | .0127 |
| | 31-45 | 20-30 | -.00399 | .06955 | .998 | -.1680 | .1600 |
| | | 46+ | -.18794* | .07457 | .033 | -.3638 | -.0121 |
| | 46+ | 20-30 | .18395 | .08341 | .072 | -.0127 | .3806 |
| | | 31-45 | .18794* | .07457 | .033 | .0121 | .3638 |

*. The mean difference is significant at the 0.05 level.

With regard to the respondents' answers to the study fields according to **Time in the company so far**, there was no significant difference between the average rates of respondents.

Table (4.12): Multiple Comparisons of Respondents According to the Time in the company so far

| Tukey HSD | | | | | | | |
|--------------------------|-------------------------------------|-------------------------------------|-----------------------|------------|-------|-------------------------|-------------|
| Dependent Variable | (I) Your time in the company so far | (J) Your time in the company so far | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Motivation | Less than 1 year | 1 to 3 years | .18326 | .08291 | .071 | -.0122 | .3788 |
| | | More than 4 years | .12429 | .08446 | .306 | -.0749 | .3234 |
| | 1 to 3 years | Less than 1 year | -.18326 | .08291 | .071 | -.3788 | .0122 |
| | | More than 4 years | -.05897 | .06421 | .629 | -.2104 | .0924 |
| | More than 4 years | Less than 1 year | -.12429 | .08446 | .306 | -.3234 | .0749 |
| | | 1 to 3 years | .05897 | .06421 | .629 | -.0924 | .2104 |
| Evaluation | Less than 1 year | 1 to 3 years | .05902 | .08275 | .756 | -.1361 | .2541 |
| | | More than 4 years | .08831 | .08430 | .548 | -.1105 | .2871 |
| | 1 to 3 years | Less than 1 year | -.05902 | .08275 | .756 | -.2541 | .1361 |
| | | More than 4 years | .02929 | .06409 | .891 | -.1218 | .1804 |
| | More than 4 years | Less than 1 year | -.08831 | .08430 | .548 | -.2871 | .1105 |
| | | 1 to 3 years | -.02929 | .06409 | .891 | -.1804 | .1218 |
| Polarization | Less than 1 year | 1 to 3 years | .16689 | .07707 | .079 | -.0148 | .3486 |
| | | More than 4 years | .15934 | .07850 | .107 | -.0258 | .3444 |
| | 1 to 3 years | Less than 1 year | -.16689 | .07707 | .079 | -.3486 | .0148 |
| | | More than 4 years | -.00755 | .05968 | .991 | -.1483 | .1332 |
| | More than 4 years | Less than 1 year | -.15934 | .07850 | .107 | -.3444 | .0258 |
| | | 1 to 3 years | .00755 | .05968 | .991 | -.1332 | .1483 |
| Training and development | Less than 1 year | 1 to 3 years | .12520 | .08700 | .322 | -.0799 | .3303 |
| | | More than 4 years | .11585 | .08863 | .393 | -.0931 | .3248 |
| | 1 to 3 years | Less than 1 year | -.12520 | .08700 | .322 | -.3303 | .0799 |
| | | More than 4 years | -.00935 | .06738 | .989 | -.1682 | .1495 |
| | More than 4 years | Less than 1 year | -.11585 | .08863 | .393 | -.3248 | .0931 |
| | | 1 to 3 years | .00935 | .06738 | .989 | -.1495 | .1682 |
| Quality of work done | Less than 1 year | 1 to 3 years | .10011 | .08469 | .465 | -.0996 | .2998 |
| | | More than 4 years | .09950 | .08627 | .482 | -.1039 | .3029 |
| | 1 to 3 years | Less than 1 year | -.10011 | .08469 | .465 | -.2998 | .0996 |
| | | More than 4 years | -.00061 | .06559 | 1.000 | -.1553 | .1540 |
| | More than 4 years | Less than 1 year | -.09950 | .08627 | .482 | -.3029 | .1039 |

| Tukey HSD | | | | | | | |
|-----------------------|-------------------------------------|-------------------------------------|-----------------------|------------|-------|-------------------------|-------------|
| Dependent Variable | (I) Your time in the company so far | (J) Your time in the company so far | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Quantity of work done | Less than 1 year | 1 to 3 years | .00061 | .06559 | 1.000 | -.1540 | .1553 |
| | | More than 4 years | .02799 | .09172 | .950 | -.1883 | .2443 |
| | 1 to 3 years | Less than 1 year | -.14910 | .09004 | .224 | -.3614 | .0632 |
| | | More than 4 years | -.12111 | .06973 | .194 | -.2855 | .0433 |
| | More than 4 years | Less than 1 year | -.02799 | .09172 | .950 | -.2443 | .1883 |
| | | 1 to 3 years | .12111 | .06973 | .194 | -.0433 | .2855 |
| Employee commitment | Less than 1 year | 1 to 3 years | .10317 | .08432 | .440 | -.0957 | .3020 |
| | | More than 4 years | .08180 | .08590 | .608 | -.1207 | .2843 |
| | 1 to 3 years | Less than 1 year | -.10317 | .08432 | .440 | -.3020 | .0957 |
| | | More than 4 years | -.02137 | .06530 | .943 | -.1753 | .1326 |
| | More than 4 years | Less than 1 year | -.08180 | .08590 | .608 | -.2843 | .1207 |
| | | 1 to 3 years | .02137 | .06530 | .943 | -.1326 | .1753 |

With regard to the respondents' answers to the study fields according to **Academic Degree**, there was no significant difference between the average rates of respondents.

Table (4.13): Multiple Comparisons of Respondents According to the Highest Academic Degree

| Tukey HSD | | | | | | | |
|--------------------|-----------------------------|-----------------------------|-----------------------|------------|------|-------------------------|-------------|
| Dependent Variable | (I) Highest academic degree | (J) Highest academic degree | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Motivation | A diploma or less | bachelor's degree | .02097 | .09467 | .973 | -.2023 | .2442 |
| | | master's degree or higher | .09720 | .10923 | .647 | -.1604 | .3547 |
| | bachelor's degree | A diploma or less | -.02097 | .09467 | .973 | -.2442 | .2023 |
| | | master's degree or higher | .07623 | .07409 | .559 | -.0985 | .2509 |
| | | A diploma or less | -.09720 | .10923 | .647 | -.3547 | .1604 |

| Tukey HSD | | | | | | | |
|--------------------------|-----------------------------|-----------------------------|-----------------------|------------|-------|-------------------------|-------------|
| Dependent Variable | (I) Highest academic degree | (J) Highest academic degree | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| | master's degree or higher | bachelor's degree | -.07623 | .07409 | .559 | -.2509 | .0985 |
| Evaluation | A diploma or less | bachelor's degree | -.13067 | .09342 | .343 | -.3509 | .0896 |
| | | master's degree or higher | -.03338 | .10778 | .949 | -.2875 | .2207 |
| | bachelor's degree | A diploma or less | .13067 | .09342 | .343 | -.0896 | .3509 |
| | | master's degree or higher | .09729 | .07311 | .379 | -.0751 | .2697 |
| | master's degree or higher | A diploma or less | .03338 | .10778 | .949 | -.2207 | .2875 |
| | | bachelor's degree | -.09729 | .07311 | .379 | -.2697 | .0751 |
| Polarization | A diploma or less | bachelor's degree | -.15526 | .08770 | .182 | -.3620 | .0515 |
| | | master's degree or higher | -.15588 | .10118 | .274 | -.3944 | .0827 |
| | bachelor's degree | A diploma or less | .15526 | .08770 | .182 | -.0515 | .3620 |
| | | master's degree or higher | -.00062 | .06863 | 1.000 | -.1624 | .1612 |
| | master's degree or higher | A diploma or less | .15588 | .10118 | .274 | -.0827 | .3944 |
| | | bachelor's degree | .00062 | .06863 | 1.000 | -.1612 | .1624 |
| Training and development | A diploma or less | bachelor's degree | -.07419 | .09880 | .733 | -.3071 | .1588 |
| | | master's degree or higher | -.13053 | .11399 | .487 | -.3993 | .1382 |
| | bachelor's degree | A diploma or less | .07419 | .09880 | .733 | -.1588 | .3071 |
| | | master's degree or higher | -.05635 | .07732 | .747 | -.2387 | .1260 |
| | master's degree or higher | A diploma or less | .13053 | .11399 | .487 | -.1382 | .3993 |
| | | bachelor's degree | .05635 | .07732 | .747 | -.1260 | .2387 |
| Quality of work done | A diploma or less | bachelor's degree | -.00877 | .09613 | .995 | -.2355 | .2179 |
| | | master's degree or higher | -.07843 | .11091 | .759 | -.3400 | .1831 |
| | bachelor's degree | A diploma or less | .00877 | .09613 | .995 | -.2179 | .2355 |
| | | master's degree or higher | -.06966 | .07524 | .624 | -.2471 | .1077 |
| | | A diploma or less | .07843 | .11091 | .759 | -.1831 | .3400 |

| Tukey HSD | | | | | | | |
|-----------------------|-----------------------------|-----------------------------|-----------------------|------------|------|-------------------------|-------------|
| Dependent Variable | (I) Highest academic degree | (J) Highest academic degree | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| | master's degree or higher | bachelor's degree | .06966 | .07524 | .624 | -.1077 | .2471 |
| Quantity of work done | A diploma or less | bachelor's degree | .02548 | .10259 | .967 | -.2164 | .2674 |
| | | master's degree or higher | -.07703 | .11836 | .792 | -.3561 | .2021 |
| | bachelor's degree | A diploma or less | -.02548 | .10259 | .967 | -.2674 | .2164 |
| | | master's degree or higher | -.10251 | .08029 | .410 | -.2918 | .0868 |
| | master's degree or higher | A diploma or less | .07703 | .11836 | .792 | -.2021 | .3561 |
| | | bachelor's degree | .10251 | .08029 | .410 | -.0868 | .2918 |
| Employee commitment | A diploma or less | bachelor's degree | .05242 | .09565 | .848 | -.1731 | .2780 |
| | | master's degree or higher | .11359 | .11035 | .559 | -.1466 | .3738 |
| | bachelor's degree | A diploma or less | -.05242 | .09565 | .848 | -.2780 | .1731 |
| | | master's degree or higher | .06116 | .07486 | .693 | -.1153 | .2377 |
| | master's degree or higher | A diploma or less | -.11359 | .11035 | .559 | -.3738 | .1466 |
| | | bachelor's degree | -.06116 | .07486 | .693 | -.2377 | .1153 |

With regard to the respondents' answers to the study fields according to **Company**, it was found that there is a significant difference between the average rates of respondents according to the following:

- The average estimate of the respondents in Trust Company higher than the average estimate of respondents' answers in Takaful Company on the Polarization field.

Table (4.14): Multiple Comparisons of Respondents According to the Company

| Tukey HSD | | | | | | | |
|--------------------------|-------------|-------------|-----------------------|------------|------|-------------------------|-------------|
| Dependent Variable | (I) Company | (J) Company | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Motivation | Takaful | National | -.01413 | .06716 | .976 | -.1725 | .1442 |
| | | Trust | -.16361 | .07468 | .075 | -.3397 | .0125 |
| | National | Takaful | .01413 | .06716 | .976 | -.1442 | .1725 |
| | | Trust | -.14948 | .07673 | .128 | -.3304 | .0314 |
| | Trust | Takaful | .16361 | .07468 | .075 | -.0125 | .3397 |
| | | National | .14948 | .07673 | .128 | -.0314 | .3304 |
| Evaluation | Takaful | National | .07932 | .06684 | .462 | -.0783 | .2369 |
| | | Trust | -.04829 | .07433 | .793 | -.2235 | .1270 |
| | National | Takaful | -.07932 | .06684 | .462 | -.2369 | .0783 |
| | | Trust | -.12761 | .07637 | .218 | -.3077 | .0525 |
| | Trust | Takaful | .04829 | .07433 | .793 | -.1270 | .2235 |
| | | National | .12761 | .07637 | .218 | -.0525 | .3077 |
| Polarization | Takaful | National | -.04757 | .06237 | .726 | -.1946 | .0995 |
| | | Trust | -.17030* | .06936 | .039 | -.3338 | -.0068 |
| | National | Takaful | .04757 | .06237 | .726 | -.0995 | .1946 |
| | | Trust | -.12273 | .07126 | .199 | -.2908 | .0453 |
| | Trust | Takaful | .17030* | .06936 | .039 | .0068 | .3338 |
| | | National | .12273 | .07126 | .199 | -.0453 | .2908 |
| Training and development | Takaful | National | -.00916 | .07047 | .991 | -.1753 | .1570 |
| | | Trust | -.12186 | .07836 | .267 | -.3066 | .0629 |
| | National | Takaful | .00916 | .07047 | .991 | -.1570 | .1753 |
| | | Trust | -.11270 | .08051 | .343 | -.3025 | .0771 |
| | Trust | Takaful | .12186 | .07836 | .267 | -.0629 | .3066 |
| | | National | .11270 | .08051 | .343 | -.0771 | .3025 |
| Quality of work done | Takaful | National | -.03575 | .06834 | .860 | -.1969 | .1254 |
| | | Trust | -.15018 | .07599 | .120 | -.3294 | .0290 |
| | National | Takaful | .03575 | .06834 | .860 | -.1254 | .1969 |
| | | Trust | -.11443 | .07808 | .309 | -.2985 | .0697 |
| | Trust | Takaful | .15018 | .07599 | .120 | -.0290 | .3294 |
| | | National | .11443 | .07808 | .309 | -.0697 | .2985 |
| | Takaful | National | .02548 | .07330 | .936 | -.1473 | .1983 |

| Tukey HSD | | | | | | | |
|-----------------------|-------------|-------------|-----------------------|------------|------|-------------------------|-------------|
| Dependent Variable | (I) Company | (J) Company | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Quantity of work done | National | Trust | -.09495 | .08151 | .475 | -.2871 | .0972 |
| | | Takaful | -.02548 | .07330 | .936 | -.1983 | .1473 |
| | Trust | Trust | -.12044 | .08374 | .323 | -.3179 | .0770 |
| | | Takaful | .09495 | .08151 | .475 | -.0972 | .2871 |
| | | National | .12044 | .08374 | .323 | -.0770 | .3179 |
| Employee commitment | Takaful | National | .02032 | .06778 | .952 | -.1395 | .1801 |
| | | Trust | -.15520 | .07537 | .101 | -.3329 | .0225 |
| | National | Takaful | -.02032 | .06778 | .952 | -.1801 | .1395 |
| | | Trust | -.17552 | .07743 | .062 | -.3581 | .0071 |
| | Trust | Takaful | .15520 | .07537 | .101 | -.0225 | .3329 |
| | | National | .17552 | .07743 | .062 | -.0071 | .3581 |

With regard to the respondents' answers to the study fields according to **Job title**, it was found that there is a significant difference between the average rates of respondents according to the following:

- The average estimate of the respondents of manager assistant higher than the average estimate of respondents' of employee answers on the Motivation field.

Table (4.15): Multiple Comparisons of Respondents According to the Job title

| Tukey HSD | | | | | | | |
|--------------------|---------------|-------------------|-----------------------|------------|-------|-------------------------|-------------|
| Dependent Variable | (I) Job title | (J) Job title | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| Motivation | employee | Supervisor | -.00204 | .08464 | 1.000 | -.2016 | .1975 |
| | | manager assistant | .18227* | .07374 | .037 | .0084 | .3562 |
| | Supervisor | employee | .00204 | .08464 | 1.000 | -.1975 | .2016 |

| Tukey HSD | | | | | | | |
|--------------------------|-------------------|-------------------|-----------------------|------------|------|-------------------------|-------------|
| Dependent Variable | (I) Job title | (J) Job title | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| | manager assistant | manager | .18431 | .10005 | .158 | -.0516 | .4202 |
| | | assistant | | | | | |
| | manager assistant | employee | -.18227* | .07374 | .037 | -.3562 | -.0084 |
| Evaluation | employee | Supervisor | -.03431 | .08428 | .913 | -.2330 | .1644 |
| | | manager assistant | .13018 | .07343 | .181 | -.0430 | .3033 |
| | Supervisor | employee | .03431 | .08428 | .913 | -.1644 | .2330 |
| | | manager assistant | .16449 | .09962 | .226 | -.0704 | .3994 |
| | manager assistant | employee | -.13018 | .07343 | .181 | -.3033 | .0430 |
| | | Supervisor | -.16449 | .09962 | .226 | -.3994 | .0704 |
| Polarization | employee | Supervisor | .01728 | .07965 | .974 | -.1705 | .2051 |
| | | manager assistant | .04963 | .06940 | .755 | -.1140 | .2133 |
| | Supervisor | employee | -.01728 | .07965 | .974 | -.2051 | .1705 |
| | | manager assistant | .03235 | .09415 | .937 | -.1897 | .2544 |
| | manager assistant | employee | -.04963 | .06940 | .755 | -.2133 | .1140 |
| | | Supervisor | -.03235 | .09415 | .937 | -.2544 | .1897 |
| Training and development | employee | Supervisor | -.05706 | .08940 | .799 | -.2678 | .1537 |
| | | manager assistant | .01157 | .07789 | .988 | -.1721 | .1952 |
| | Supervisor | employee | .05706 | .08940 | .799 | -.1537 | .2678 |
| | | manager assistant | .06863 | .10567 | .793 | -.1805 | .3178 |
| | manager assistant | employee | -.01157 | .07789 | .988 | -.1952 | .1721 |
| | | Supervisor | -.06863 | .10567 | .793 | -.3178 | .1805 |
| Quality of work done | employee | Supervisor | -.12960 | .08660 | .294 | -.3338 | .0746 |
| | | manager assistant | -.03891 | .07545 | .864 | -.2168 | .1390 |
| | Supervisor | employee | .12960 | .08660 | .294 | -.0746 | .3338 |

| Tukey HSD | | | | | | | |
|-----------------------|-------------------|-------------------|-----------------------|------------|------|-------------------------|-------------|
| Dependent Variable | (I) Job title | (J) Job title | Mean Difference (I-J) | Std. Error | Sig. | 95% Confidence Interval | |
| | | | | | | Lower Bound | Upper Bound |
| | manager assistant | manager | .09069 | .10237 | .650 | -.1507 | .3321 |
| | | assistant | | | | | |
| | manager assistant | employee | .03891 | .07545 | .864 | -.1390 | .2168 |
| | | Supervisor | -.09069 | .10237 | .650 | -.3321 | .1507 |
| Quantity of work done | employee | Supervisor | -.17523 | .09223 | .141 | -.3927 | .0422 |
| | | manager assistant | .01717 | .08036 | .975 | -.1723 | .2067 |
| | Supervisor | employee | .17523 | .09223 | .141 | -.0422 | .3927 |
| | | manager assistant | .19240 | .10902 | .184 | -.0647 | .4495 |
| | manager assistant | employee | -.01717 | .08036 | .975 | -.2067 | .1723 |
| | | Supervisor | -.19240 | .10902 | .184 | -.4495 | .0647 |
| Employee commitment | employee | Supervisor | -.10106 | .08580 | .467 | -.3034 | .1012 |
| | | manager assistant | .11430 | .07475 | .279 | -.0620 | .2906 |
| | Supervisor | employee | .10106 | .08580 | .467 | -.1012 | .3034 |
| | | manager assistant | .21536 | .10142 | .087 | -.0238 | .4545 |
| | manager assistant | employee | -.11430 | .07475 | .279 | -.2906 | .0620 |
| | | Supervisor | -.21536 | .10142 | .087 | -.4545 | .0238 |

A Pearson Correlation test table (4.16) showed a significant relationship between the application human resources management strategies (polarization, training, development, motivation, and performance evaluation) and the variable “**Employee commitment**”, with p-value <0.01 for all the variables and Correlation Coefficients between + 0.366 and +0.457, which concenter a moderate correlation.

Table (4.16): Pearson's correlation coefficient

| Pearson Correlation | | Employee commitment |
|----------------------------|---------------------|----------------------------|
| Motivation | Pearson Correlation | .457** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |
| Evaluation | Pearson Correlation | .381** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |
| Polarization | Pearson Correlation | .366** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |
| Training and development | Pearson Correlation | .447** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |

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

A Pearson Correlation test table (4.17) showed a significant relationship between the application human resources management strategies (polarization, training, development, motivation, and performance evaluation) and the variable “**Quantity of work done**”, with p-value <0.01 for all the variables and Correlation Coefficients between + 0.449 and +0.536, which concedes a moderate correlation.

Table (4.17): Pearson's correlation coefficient

| Pearson Correlation | | Quantity of work done |
|----------------------------|---------------------|------------------------------|
| Motivation | Pearson Correlation | .475** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |
| Evaluation | Pearson Correlation | .449** |
| | Sig. (2-tailed) | .000 |

| | | |
|--------------------------|---------------------|--------|
| | N | 250 |
| Polarization | Pearson Correlation | .465** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |
| Training and development | Pearson Correlation | .536** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |

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

A Pearson Correlation test table (4.18) showed a significant relationship between the application human resources management strategies (polarization, training, development, motivation, and performance evaluation) and the variable “**Quality of work done**”, with p-value <0.01 for all the variables and Correlation Coefficients between + 0.529 and +0.598, which concenter a moderate correlation

Table (4.18): Pearson's correlation coefficient

| Pearson Correlation | | Quality of work done |
|----------------------------|---------------------|-----------------------------|
| Motivation | Pearson Correlation | .539** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |
| Evaluation | Pearson Correlation | .529** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |
| Polarization | Pearson Correlation | .541** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |
| Training and development | Pearson Correlation | .598** |
| | Sig. (2-tailed) | .000 |
| | N | 250 |

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

3. Study Hypothesis:

First Hypothesis: Is there a statistically significant relationship between the application of human resources management strategies and raising the performance of workers in the insurance sector institutions in Palestine?

H0: There is no statistically significant relationship between the application of human resources management strategies and raising the performance of workers in the insurance sector institutions in Palestine at the level ($\alpha \leq 0.05$).

A Pearson Correlation test table (4.18) showed a significant relationship between the application human resources management strategies (polarization, training, development, motivation, and performance evaluation) and the variable “Quality of work done”, with p-value < 0.01 for all the variables and Correlation Coefficients between + 0.52 and +0.66, which concedes a moderate correlation .

Thus we reject H0, and accept H1 that says: There is a statistically significant relationship between the application of human resources management strategies and raising the performance of workers in the insurance sector institutions in Palestine at the level ($\alpha \leq 0.05$).

Second Hypothesis: There is no effect of applying human resources management strategies (polarization, training and development, motivation, and performance evaluation) on the quality of work performed in the sector institutions in Palestine.

H0: There is no significant effect of applying human resources management strategies (polarization, recruitment, training and development, motivation, and performance evaluation) on the quality of work performed in the sector in Palestine at the level $\alpha \leq 0.05$.

The standard multiple regression method was used from linear regression analysis, to examine the presence of the effect of independent variables on the dependent variable, and through the ANOVA results table to test the significance of the regression, table (4.19), we note that the p-value ≤ 0.01 , and therefore we reject the null hypothesis H_0 , and we accept the alternative hypothesis H_1 , that says there is a statistically significant effect of the variables of human resources management strategies (Motivation, Evaluation, Polarization, Training and development) on the quality of work performed in the sector institutions in Palestine, at the level of ($\alpha \leq 0.05$).

Where the values of the variance inflation coefficients (VIF), which amounted to less than 2.5 for the four independent variables, indicate that there is no problem of multilinearity among the variables of the regression model.

Table (4.19) shows the regression coefficients, standard error, and the value of t-test with the p-value of the tests, where it was found that the variables (**Motivation**), and (**Polarization**) and (**Training and development**) were statistically significant, with p-value ≤ 0.01 for each, which are the significant reason for the regression analysis of variance, while the variable (**Evaluation**) did not appear as well.

We also note that the values of the correlation coefficient R have reached (0.677), which is a value that is considered to be of medium strength. While the coefficient of determination R^2 reached (0.459), which means that the explanatory independent variables (Motivation, Evaluation, Polarization, Training and development) were able to explain 45.9% of the changes in the job commitment of workers. Thus, we can predict the “quality of work” variable according to the multiple regression line equation as follows:
 quality of work = 0.792 + (0.219) * Motivation + (0.156) * Evaluation + (0.086) * Polarization + (0.356) * Training and development.

Table (4.19): Results of the Linear Regression Analysis, (DV Quality of work)**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .677 ^a | 0.459 | 0.450 | 0.34897 |

a. Predictors: (Constant), Training and development, Motivation, Evaluation , Polarization

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 25.293 | 4 | 6.323 | 51.923 | .000 ^b |
| | Residual | 29.836 | 245 | 0.122 | | |
| | Total | 55.129 | 249 | | | |

a. Dependent Variable: Quality of work

b. Predictors: (Constant), Training and development, Motivation, Evaluation, Polarization

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|--------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| | | 1 | (Constant) | .792 | | | .248 | |
| | Motivation | .219 | .065 | .216 | 3.351 | .001 | .531 | 1.882 |
| | Evaluation | .156 | .071 | .153 | 2.218 | .027 | .466 | 2.147 |
| | Polarization | .086 | .079 | .079 | 1.084 | .279 | .416 | 2.403 |
| | Training and development | .356 | .060 | .366 | 5.973 | .000 | .589 | 1.697 |

a. Dependent Variable: Quality of work

Third Hypothesis: There is no effect for the application of human resources management strategies (polarization, recruitment, training and development, motivation, and performance evaluation) on the quantity of work performed in the sector institutions in Palestine.

H0: There is no significant effect for the application of human resources management strategies (polarization, recruitment, training and development, motivation, and performance evaluation) on the quantity of work performed in the sector in Palestine at the level $\alpha \leq 0.05$.

The standard multiple regression method was used from linear regression analysis, to examine the presence of the effect of independent variables on the dependent variable, and through the ANOVA results table to test the significance of the regression, table (4.20), we note that the p-value ≤ 0.01 , and therefore we reject the null hypothesis H0, and we accept the alternative hypothesis H1, that says there is a statistically significant effect of the variables of human resources management strategies (Motivation, Evaluation, Polarization, Training and development) on the quantity of work performed in the sector institutions in Palestine, at the level of ($\alpha \leq 0.05$).

Where the values of the variance inflation coefficients (VIF), which amounted to less than 2.5 for the four independent variables, indicate that there is no problem of multilinearity among the variables of the regression model.

Table (4.20) shows the regression coefficients, standard error, and the value of t-test with the p-value of the tests, where it was found that the variables (**Motivation**) and (**Training and development**) were statistically significant, with p-value ≤ 0.01 for each, which are the significant reason for the regression analysis of variance, while the variables (**Evaluation**) and (**Polarization**) did not appear as well.

We also note that the values of the correlation coefficient R have reached (0.597), which is a value that is considered to be of medium strength. While the coefficient of determination R² reached (0.356), which means that the explanatory independent variables (Motivation, Evaluation, Polarization, Training and development) were able to

explain 35.6% of the changes in the job commitment of workers Thus, we can predict the “Quantity of work” variable according to the multiple regression line equation as follows:

$$\text{Quantity of work} = 1.039 + (0.223) * \text{Motivation} + (0.116) * \text{Evaluation} + (0.059) * \text{Polarization} + (0.363) * \text{Training and development.}$$

Table (4.20): Results of the linear regression analysis, (DV quantity of work)

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .597 ^a | 0.356 | 0.346 | 0.40668 |

a. Predictors: (Constant), Training and development, Motivation, Evaluation , Polarization

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 22.441 | 4 | 5.610 | 33.922 | .000 ^b |
| | Residual | 40.520 | 245 | 0.165 | | |
| | Total | 62.961 | 249 | | | |

a. Dependent Variable: quantity of work

b. Predictors: (Constant), Training and development, Motivation, Evaluation, Polarization

Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|--------------------------|-----------------------------|------------|---------------------------|-------|-------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| | | 1 | (Constant) | 1.039 | | | 0.289 | |
| | Motivation | 0.223 | 0.076 | 0.206 | 2.929 | 0.004 | 0.531 | 1.882 |
| | Evaluation | 0.116 | 0.082 | 0.106 | 1.415 | 0.158 | 0.466 | 2.147 |
| | Polarization | 0.059 | 0.093 | 0.051 | 0.637 | 0.525 | 0.416 | 2.403 |
| | Training and development | 0.363 | 0.069 | 0.350 | 5.238 | 0.000 | 0.589 | 1.697 |

a. Dependent Variable: quantity of work

Fourth Hypothesis: Is there an effect of applying human resources management strategies (polarization, recruitment, training *and* development, motivation and

performance evaluation) on the job commitment of workers in the institutional sector in Palestine?

H0: There is no significant effect of applying human resources management strategies (polarization, recruitment, training and development, motivation and performance evaluation) on the job commitment of workers in the institutional sector in Palestine at the level $\alpha \leq 0.05$.

The standard multiple regression method was used from linear regression analysis, to examine the presence of the effect of independent variables on the dependent variable, and through the ANOVA results table to test the significance of the regression, table (4.21), we note that the p-value < 0.01 , and therefore we reject the null hypothesis H0, and we accept the alternative hypothesis H1, which says that there is a statistically significant effect to the variable dimensions of human resources management strategies (Motivation, Evaluation, Polarization, Training and development) on the job commitment of workers in the institutional sector in Palestine, at the level of ($\alpha \leq 0.05$). Where the values of the variance inflation coefficients (VIF), which amounted to less than 2.5 for the four independent variables, indicate that there is no problem of multilinearity among the variables of the regression model.

Table (4.21) shows the regression coefficients, standard error, and the value of t-test with the p-value of the tests, where it was found that the variables (**Motivation**) and (**Training and development**) were statistically significant, with p-value=(0.000) for each, which are the significant reason for the regression analysis of variance, while the variables (**Evaluation**) and (**Polarization**) did not appear as well.

We also note that the values of the correlation coefficient R have reached (0.527), which is a value that is considered to be of medium strength. While the coefficient of

determination R² reached (0.278), which means that the explanatory independent variables (Motivation, Evaluation, Polarization, Training and development) were able to explain 27.8% of the changes in the job commitment of workers. Thus, we can predict the “Job commitment of workers” variable according to the multiple regression line equation as follows:

$$\text{Job commitment} = 1.167 + (0.289) * \text{Motivation} + (0.08) * \text{Evaluation} + (-0.053) * \text{Polarization} + (0.284) * \text{Training and development}.$$

Table (4.21): Results of the linear regression analysis, (DV Employee commitment)

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .527 ^a | .278 | .266 | .40126 |

a. Predictors: (Constant), Training and development, Motivation, Evaluation , Polarization

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 15.179 | 4 | 3.795 | 23.568 | .000 ^b |
| | Residual | 39.448 | 245 | .161 | | |
| | Total | 54.627 | 249 | | | |

a. Dependent Variable: Employee commitment

b. Predictors: (Constant), Training and development, Motivation, Evaluation , Polarization

Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Co linearity Statistics | |
|-------|--------------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| | | | | | | | | |
| 1 | (Constant) | 1.670 | .285 | | 5.851 | .000 | | |
| | Motivation | .298 | .075 | .295 | 3.957 | .000 | 0.531 | 1.882 |
| | Evaluation | .080 | .081 | .078 | .982 | .327 | 0.466 | 2.147 |
| | Polarization | -.053- | .091 | -.049- | -.585- | .559 | 0.416 | 2.403 |
| | Training and development | .284 | .068 | .294 | 4.154 | .000 | 0.589 | 1.697 |

a. Dependent Variable: Employee commitment

Fifth Hypothesis

What is the level of application of human resources management (polarization, training, development, motivation, and performance evaluation) in the insurance sector institutions in Palestine?

*H0: The level of application Of human resources management strategies (polarization, recruitment, training and development, motivation and performance evaluation) in the insurance sector in Palestine has a **moderate degree** at the level $\alpha \leq 0.05$.*

Table (4.22): Results of the One-Sample Statistics analysis

| Variable | N | Mean | Std. Deviation | Std. Error Mean | Sig. (2-tailed) |
|--------------------------|------------|---------------|----------------|-----------------|-----------------|
| Motivation | 250 | 4.2944 | .46367 | .02932 | .000 |
| Evaluation | 250 | 4.2033 | .45929 | .02905 | .000 |
| Polarization | 250 | 4.2880 | .43123 | .02727 | .000 |
| Training and development | 250 | 4.2488 | .48398 | .03061 | .000 |
| Over all | 250 | 4.2586 | .38166 | .02414 | .000 |

Test Value = 3

The table (4.22) above shows that all dimensions of the variable (human resources management strategies) are considered high degree (average is higher than 4) in addition to the variable as a whole, it is also shows that all dimensions are statistically significant with p-value < 0.01 at the level of each dimension.

Thus we reject H_0 , and accept the alternative hypothesis H_1 that says: The level of application Of human resources management strategies (polarization, recruitment, training and development, motivation and performance evaluation) in the insurance sector in Palestine is not moderate at the level $\alpha \leq 0.05$, it has a **High Degree**.

CHAPTER FIVE

Conclusions And Recommendations

This chapter summarizes the findings and recommendations of this study. Furthermore, recommendations for future research will be added as scientists can investigate neglected areas in this paper and help narrow the scope of their studies.

5.1 Conclusion

This study aims to test the impact of human resources management strategies (polarization, motivation, training and development, performance evaluation) in raising job performance among workers in insurance sector institutions in Ramallah, Palestine.

The results of this study showed that there is an average level in the application of the four strategies of human resource management in Palestine. The study showed that the extent to which the four human resource management strategies are applied plays a mediating role in the insurance sector in Palestine.

Table 5.1: Summary of the Results of Hypothesis

| Number of Hypothesis | Hypothesis | Test | Result |
|----------------------|--|----------------------|----------|
| H0 | There is no statistically significant relationship between the application of human resources management strategies and raising the performance of workers in the insurance sector institutions in Palestine | personal correlation | rejected |

| | | | |
|------|--|-------------------|----------|
| H1.1 | There is no effect of human resource management strategies (recruitment and appointment, training and development, motivation, performance evaluation) on the quality of work performed in the Palestinian private sector companies | linear Regression | Rejected |
| H1.2 | There is no effect for the application of human resources management strategies (polarization, recruitment, training and development, motivation, and performance evaluation) on the quantity of work performed in the sector institutions in Palestine. | linear Regression | rejected |
| H1.3 | there is no effect of application human resources management strategies (polarization, recruitment, training <i>and</i> development, motivation and performance evaluation) on the job commitment of workers in the institutional sector in Palestine | linear Regression | Rejected |
| H1.4 | The level of application Of human resources management strategies (polarization, recruitment, training and development, motivation and performance evaluation) in the insurance sector in Palestine has a moderate degree | One sample T test | Rejected |

- The study showed that the level of human resource management application in the insurance sector institutions in Palestine was generally high, with the highest being

motivation, followed by polarization, training and development, and then performance evaluation.

- The study showed a strong relationship between the application of human resources management strategies and raising the performance of workers in the insurance sector institutions in Palestine. The relationship appeared strong in all dimensions in general, and it was first in training and development, polarization, motivation, and then performance evaluation.
- The study showed that there is an effect of applying human resources management strategies on the quality of work performed in the insurance sector in Palestine, and that the reason for this effect are the variables (training and development, motivation and evaluation).
- The study showed that there is an effect of applying human resources management strategies on the quantity of work performed in the insurance sector in Palestine, and that the reason for this effect are the two variables (training and development and motivation).
- The study showed that there is an effect of applying human resources management strategies on the Employee commitment in the insurance sector in Palestine, and that the reason for this effect is the two variables (motivation and training and development).

5.2 Recommendations

In this section, the researcher provides some suggestions for the insurance sector in Palestine in order to help them improve the application of human resource management strategies to increase employee performance their employees.

Accordingly below are the suggestions:

- Continuing the strategic direction of implementing human resources policies and completing their multiple aspects, which leads Palestinian insurance companies to compete and differentiate in light of the current insurance globalization.
- The necessity of paying attention to the design of the specialized work in Palestinian insurance companies and its requirements in order to be consistent with the indicators of the actual need of these companies and to meet the requirements of global competition in this field.
- Taking into account the modern technological developments and techniques that the world is witnessing and their uses when defining training strategies and employing them to develop workers to better perform their work.
- The need to adopt a new knowledge culture based on the culture of learning organizations in insurance companies that support training and development programs and are based on the foundations of continuous learning and the creation of an internal environment that supports its continuity.
- The necessity of adopting an integrated and equal incentive system that includes material and moral incentives, with the continuity of working with it within specific and close dates commensurate with the performance required of employees.

- Work to provide a work environment that guarantees higher levels of satisfaction for workers in insurance companies, which in turn will lead to an increase in their job performance towards them.
- The need to pay more attention to the objectivity of employee performance appraisal, because it is the way to identify the performance gap and reveal the actual training needs of employees.
- The need for companies to be aware of the importance of incentives (material and moral incentives) in order to help employees demonstrate their capabilities and raise their qualifications.

5.3 Future Research:

- Further research can be conducted to include all insurance companies in Palestine and not only in Trust, Takaful and National Insurance Company to find out the impact of human resource management strategies on raising the performance of employees.
- Further research can be conducted to include all sectors in Palestine, not only the insurance sector, to find out the impact of human resource management strategies on raising the performance of employees.
- Conducting studies to determine the suitability of the skills and abilities of those currently working in insurance companies
- With the requirements and needs of the growing and renewable work in the fields of modern insurance.
- The need to pay more attention to the objectivity of employee performance appraisal, because it is the way to identify the performance gap and reveal the actual training needs of employees.

- The need for companies to be aware of the importance of incentives (material and moral incentives) in order to help employees demonstrate their capabilities and raise their qualifications.

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Appendix (1)

English Version of Questionnaire



الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY

**The Impact Of Human Resources Management In Increasing Job Performance
Among Employees Working In Insurance Sector Companies In Ramallah,
Palestine**

This study aims to discover the impact of human resources management strategies (attraction strategy, recruitment strategy, training and development strategy, motivation strategy) in increasing job performance among employees working in insurance sector companies in Ramallah, Palestine, in order to complete the requirements for obtaining a master's degree in management Human Resources at the College of Graduate Studies at the Arab American University, I request you to kindly answer the form honestly and objectively, knowing that the data and information extracted from the study form will be used for scientific research purposes only.

Thank you for your cooperation

Researcher: Aireen Awwad

Definitions

Motivation strategy : The impact of individuals, groups, and the organization's structure on the behavior within the work for a primary goal, which is to develop the performance of employees and increase their affiliation in order to improve the organization's revenues, develop its departments and achieve its goals.

Evaluation strategy: A continuous process of gathering information, the purpose of which is to understand the cause of the problem or target behavior

Polarization strategy : The process by which applicants for work can be attracted to the organization to fill vacant positions

Training and development strategy : Preparing employees scientifically and practically to a level that enables them to perform the duties of their jobs efficiently, and providing ways to advance to higher positions in the career ladder

personal information:

Gender

Male Female

Age:

Over 46 years old 31-45 20-30

Your time in the company so far:

Less than 1 year 1 to 3 years More than 4 years

Highest academic degree:

A diploma or less , a bachelor's degree or a master's degree or higher

Company:

National Takaful Trust

Job title:

Supervisor or manager assistant employee other

Below Is The Text Of The Questionnaire That Shows Your Agreement With The Following Statements According To The Scales From 1 Strongly Disagree To 5 Strongly Agree:

| | | 1 Strongly disagree | 2 Disagree | 3 Neutral | 4 Agree | 5 Strongly agree |
|---|--|---------------------------|------------|-----------|---------|---------------------|
| | Motivation | | | | | |
| 1 | The company's management is interested in motivating employees, whether material or moral incentives. | | | | | |
| 2 | Company management give enough attention with regard to the process of encouraging and motivating employees. | | | | | |
| 3 | Incentives have a role in raising the performance level of employees in terms of quantity, quality and job commitment. | | | | | |
| 4 | Incentives are paid based on the commitment, quantity and disposition of the company's employees | | | | | |
| 5 | Validation budgets to meet the stimulus process are sufficient to create an efficient and highly productive work environment | | | | | |
| | Evaluation | | | | | |
| 1 | The company conducts a transparent and clear evaluation process based on correct foundations | | | | | |
| 2 | Evaluation helps me increase and develop job performance | | | | | |
| 3 | Evaluation helps me increase the quantity of work done | | | | | |
| 4 | Evaluation helps me improve the quality of work done | | | | | |
| 5 | Evaluation helps employee to increase commitment to the company | | | | | |
| 6 | Evaluation helps me develop my work style and develop my weak skills | | | | | |
| | Polarization | | | | | |
| 1 | The company is constantly polarize new employees | | | | | |
| 2 | Hiring an employee who is a polarizer has a vital impact on increasing the quantity of work done | | | | | |

| | | | | | | |
|---------------------------------|--|--|--|--|--|--|
| 3 | Hiring an employee who is a polarizer is vital in increasing the quality of work performed | | | | | |
| 4 | Hiring an employee who is vital in increasing the productivity of the work done | | | | | |
| 5 | The polarized employee abides by the rules and regulations approved by the company with an increased commitment | | | | | |
| Training and development | | | | | | |
| 1 | The company gave me an official training program | | | | | |
| 2 | The company puts all new employees in the same learning experiences (the same training program). | | | | | |
| 3 | The insurance training gave me an accurate knowledge of my job skills. | | | | | |
| 4 | I am satisfied with the kind of job training the company has provided me. | | | | | |
| 5 | My superiors gave me excellent directions and instructions. | | | | | |
| Quality of work done | | | | | | |
| 1 | The company's implementation of the performance evaluation strategy in a transparent and clear manner leads to an increase in the quality of work done | | | | | |
| 2 | The company's implementation of the training and development strategy for employees leads to an increase in the quality of work done | | | | | |
| 3 | The company's 4implementation of the employee motivation strategy leads to an increase in the quality of work done | | | | | |
| 4 | The company's application of a strategy of polarization employees leads to the quality of work done | | | | | |

| | Quantity of work done | | | | | |
|---|--|--|--|--|--|--|
| 1 | The company's implementation of the performance evaluation strategy in a transparent and clear manner leads to an increase in the quantity of the work performed | | | | | |
| 2 | The company's implementation of the training and development strategy for employees leads to an increase in the quantity of the work performed | | | | | |
| 3 | The implementation of the company's employee motivation strategy leads to an increase in the quantity of the work performed | | | | | |
| 4 | The company's implementation of a strategy of polarization employees leads to the quantity of the work don | | | | | |
| | Employee commitment | | | | | |
| 1 | The company's implementation of the performance evaluation strategy in a transparent and clear manner leads to an increase in the employee's commitment | | | | | |
| 2 | The company's implementation of the training and development strategy for employees leads to an increase in the employee's commitment | | | | | |
| 3 | The company's implementation of employee motivation strategy leads to increased employee commitment | | | | | |
| 4 | The company's implementation of a strategy of polarization employees leads to an increase in employee commitment | | | | | |

Appendix (2)

Arabic Version of Questionnaire



الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY

أثر إدارة الموارد البشرية في زيادة الأداء الوظيفي لدى العاملين في شركات قطاع التأمين في رام الله ، فلسطين

تهدف هذه الدراسة إلى اكتشاف أثر استراتيجيات إدارة الموارد البشرية (استراتيجية الجذب ، استراتيجية التوظيف ، استراتيجية التدريب والتطوير ، استراتيجية التحفيز) في زيادة الأداء الوظيفي لدى العاملين في شركات قطاع التأمين في رام الله ، فلسطين ، بهدف استكمال متطلبات حاصل على درجة الماجستير في إدارة الموارد البشرية بكلية الدراسات العليا بالجامعة العربية الأمريكية ، أطلب منكم التفضل بالإجابة على الاستمارة بصدق وموضوعية ، علماً بأن البيانات والمعلومات المستخلصة من النموذج الدراسي ستستخدم لأغراض البحث العلمي. فقط.

شكراً لتعاونكم

الباحثة: إيرين عواد

تعريفات

استراتيجية التحفيز: أثر الأفراد والجماعات وهيكل المنظمة على السلوك داخل العمل لهدف أساسي وهو تطوير أداء الموظفين وزيادة انتمائهم من أجل تحسين إيرادات المنظمة وتطوير أقسامها وتحقيقها أهدافها.

استراتيجية التقييم: عملية مستمرة لجمع المعلومات ، والغرض منها هو فهم سبب المشكلة أو السلوك المستهدف

استراتيجية الاستقطاب: العملية التي يمكن من خلالها جذب المتقدمين للعمل إلى المنظمة لملء الوظائف الشاغرة

استراتيجية التدريب والتطوير: إعداد الموظفين علمياً وعملياً إلى مستوى يمكنهم من أداء واجبات ووظائفهم بكفاءة ، وتوفير سبل الارتقاء إلى مناصب أعلى في السلم الوظيفي.

معلومات شخصية:

1 (جنس

ذكر
انثى

2) العمر

30-20

45-31

فوق 46 سنة

- 3) الوقت الذي قضيته في الشركة حتى الآن:**
 أقل من 1 سنة من 1 إلى 3 سنوات أكثر من 4 سنوات
- 4) أعلى درجة أكاديمية:**
 دبلوم أو أقل بكالوريوس أو ماجستير أو أعلى شركة:
- ترست للتأمين الوطنية للتأمين للتكافل للتأمين
- 5) مسمى وظيفي:**
 مشرف مدير مساعد موظف آخر

يوجد أدناه نص الاستبيان الذي يوضح موافقتك على العبارات التالية وفقاً للمقاييس من 1 لا أوافق بشدة إلى 5 أوافق بشدة

| معارض جدا | معارض | محايد | موافق | موافق بشدة | |
|--------------|-------|-------|-------|---------------|---|
| | | | | | التحفيز |
| | | | | | 1 تهتم إدارة الشركة بتحفيز الموظفين سواء كانت حوافز مادية أو معنوية. |
| | | | | | 2 للحوافز دور في رفع مستوى أداء الموظفين من حيث نوعية العمل المنجز |
| | | | | | 3 للحوافز دور في رفع مستوى أداء الموظفين من حيث الكمية العمل المنجز |
| | | | | | 4 للحوافز دور في رفع مستوى أداء الموظفين من حيث الالتزام الوظيفي |
| | | | | | 5 العلانية تزيد من ثقتي بشافية التقييم |
| | | | | | التقييم |
| | | | | | 1 تجري الشركة عملية تقييم شفافة وواضحة تستند إلى أسس صحيحة |
| | | | | | 2 التقييم يساعدني على زيادة وتطوير الأداء الوظيفي |
| | | | | | 3 التقييم يساعدني على زيادة كمية العمل المنجز |
| | | | | | 4 التقييم يساعدني على تحسين نوعية العمل المنجز |
| | | | | | 5 يساعد التقييم الموظف على زيادة الالتزام تجاه الشركة |
| | | | | | 6 يساعدني التقييم على تطوير أسلوب عملي وتطوير مهاراتي الضعيفة |
| | | | | | الاستقطاب |
| | | | | | 1 تعمل الشركة باستمرار على استقطاب الموظفين الجدد |
| | | | | | 2 إن تعيين موظف يعمل كمستقطب له تأثير حيوي على زيادة كمية العمل المنجز |
| | | | | | 3 يعد تعيين موظف مستقطب أمراً حيوياً في زيادة نوعية العمل المنجز |
| | | | | | 4 يعد تعيين موظف مستقطب أمراً حيوياً في زيادة جودة العمل المنجز |
| | | | | | 5 يلتزم الموظف المستقطب بالقواعد واللوائح المعتمدة من قبل الشركة فيكون التزامه الوظيفي عالي |
| | | | | | التدريب |
| | | | | | 1 أعطتني الشركة برنامج تدريبي رسمي |
| | | | | | 2 تضع الشركة جميع الموظفين الجدد في نفس الخبرات التعليمية (نفس البرنامج التدريبي). |
| | | | | | 3 أعطاني التدريب على مهارات التأمين معرفة دقيقة بمهاراتي الوظيفية. |

| | | | | | |
|--|--|--|--|---|--|
| | | | | 4 | أنا راضٍ عن نوع التدريب الوظيفي الذي قدمته لي الشركة. |
| | | | | 5 | أعطاني روسائي توجيهات وتعليمات ممتازة. |
| | | | | | كمية العمل المنجز |
| | | | | 1 | ان تطبيق الشركة استراتيجية تقييم الاداء بشكل شفاف و واضح يؤدي الى زيادة كمية العمل المنجز |
| | | | | 2 | ان تطبيق الشركة استراتيجية التدريب و التطوير للموظفين يؤدي الى زيادة كمية العمل المنجز |
| | | | | 3 | ان تطبيق الشركة استراتيجية التحفيز للموظفين يؤدي الى زيادة كمية العمل المنجز |
| | | | | 4 | ان تطبيق الشركة استراتيجية استقطاب للموظفين يؤدي الى كمية العمل المنجز |
| | | | | | نوعية العمل المنجز |
| | | | | 1 | ان تطبيق الشركة استراتيجية تقييم الاداء بشكل شفاف و واضح يؤدي الى زيادة نوعية العمل المنجز |
| | | | | 2 | ان تطبيق الشركة استراتيجية التدريب و التطوير للموظفين يؤدي الى زيادة نوعية العمل المنجز |
| | | | | 3 | ان تطبيق الشركة استراتيجية التحفيز للموظفين يؤدي الى زيادة نوعية العمل المنجز |
| | | | | 4 | ان تطبيق الشركة استراتيجية التحفيز للموظفين يؤدي الى زيادة نوعية العمل المنجز |
| | | | | 5 | ان تطبيق الشركة استراتيجية استقطاب للموظفين يؤدي الى نوعية العمل المنجز |
| | | | | | التزام الموظف |
| | | | | 1 | ان تطبيق الشركة استراتيجية تقييم الاداء بشكل شفاف و واضح يؤدي الى زيادة التزام الموظف |
| | | | | 2 | ان تطبيق الشركة استراتيجية التدريب و التطوير للموظفين يؤدي الى زيادة التزام الموظف |
| | | | | 3 | ان تطبيق الشركة استراتيجية التحفيز للموظفين يؤدي الى زيادة التزام الموظف |
| | | | | 4 | ان تطبيق الشركة استراتيجية استقطاب للموظفين يؤدي الى زيادة التزام الموظف |

الملخص

هدفت هذه الدراسة الى معرفة تاثير استراتيجيات إدارة الموارد البشرية على أداء العاملين في شركات التأمين الفلسطينية . وشمل مجتمع الدراسة كافة العاملين في شركة ترست التأمين ، الوطنية التأمين ، التكافل التأمين والبالغ عددهم 712 . استخدمت الاستبانة كأداة رئيسية لجمع البيانات والمعلومات، حيث تم توزيع استبانات على عينة متيسرة بلغ حجمها ٣٠٠ استبانة، حيث كانت الاستبانات المستردة و الصالح منها للتحليل ٢٥٠ استبانة تم تحليلها باستخدام برنامج (spss) للتأكد و تحليل متغيرات الدراسة .

توصلت الدراسة لمجموعة من النتائج أهمها: أن شركات التأمين الفلسطينية تسعى لاستقطاب أفضل طبقة موظفين ذو خبرات و كفاءات عالية من خلال استراتيجية الاستقطاب المطبقة في شركات التأمين الفلسطينية . كذلك تبين اهتمامها العالي باستراتيجية التدريب والتطوير، بما ينسجم مع التطور التكنولوجي المستمر الحاصل في مجال التأمين . بالإضافة إلى الاهتمام العالي بأجراء تقييم دوري لأداء العاملين لتحديد النقاط الايجابية والسلبية في أدائهم، والعمل على تحفيزهم بشكل مستمر بما يعكس على تحسين أدائهم في العمل و الوصول إلى اهداف الشركة بناء على الرؤية و الرسالة .

كما بينت الدراسة الاهتمام العالي من قبل العاملين في شركات التأمين الفلسطينية بمتطلبات الالتزام بالعمل، والحرص على تطبيق قيمه الصحيحة و الابتعاد عن الظواهر السلبية الناتجة عن التأخر في العمل والتهرب من ادائه، والحرص الكبير على مخرجات العمل المنجز (الجودة والكمية) اداء العمل بالشكل المطلوب . و ايضا هناك تاثير عند تطبيق استراتيجيات ادارة الموارد البشرية على البيانات الديموغرافية للعاملين في قطاع التأمين الفلسطيني .وان هناك علاقة قوية بين تطبيق استراتيجيات ادارة الموارد البشرية و بين التأثير على اداء العاملين . وفي ضوء هذه النتائج أوصت الدراسة بعدة توصيات منها: استقطاب العمالة المتخصصة في مجال التأمين وتنميتها وتطويرها والحفاظ على استمراريتها بالعمل، مراعاة التطورات والتقنيات التكنولوجية الحديثة التي يشهدها العالم في مجال التأمين واستخداماتها عند تحديد الاستراتيجيات التدريبية، ضرورة اعتماد نظام حوافز متكامل ومتكافئ يشمل على الحوافز المادية والمعنوية.

الكلمات المفتاحية: استراتيجيات إدارة الموارد البشرية، أداء العاملين ،كمية العمل المنجز , نوعية العمل المنجز , التزام الموظف .