



**Arab American University  
Faculty of Graduate Studies**

**The Real Status of Strategic Planning for Human  
Resources Management within the Palestinian  
Ministries**

By

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**This thesis was submitted in partial fulfillment of the  
requirements for the Master's degree in Strategic  
Planning and Fundraising**

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## APPROVAL FOR SUCCESSFUL DEFENCE

The Real Status of Strategic Planning for Human Resources  
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This thesis was defended successfully on 30/06/2020 and approved by:

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## DECLARATION

This work was not previously sent or submitted to any institution or university for any academic degree.

I am hereby declare that this thesis is my original work and it has been written by me in its entirety. I have duly acknowledged all the sources of information which have been used in the thesis.

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Date: 30/06/2020

## **DEDICATION**

I would like to express,

The deepest appreciation to my committee chair Dr Ahmad Sadaqa, who has continually and convincingly conveyed a spirit of perseverance in regard to research, and an excitement in regard to teaching. Without his guidance and persistent help, this thesis would not have been possible.

I would like to thank,

My committee members, Dr Thiab Jarrar and Dr Emad Wild Ali, whose work demonstrated to me that concern for academic affairs supported by an engagement in comparative literature and modern technology.

## **ABSTRACT**

The purpose of this study was to investigate the status quo of strategic planning for human resources management within the Palestinian ministries . The specific objectives, therefore, were to grasp the strategic planning for HRM, as perceptions of scientists and stereotypes, through the eyes of HRM staff working in the Palestinian ministries. As well as providing the ministries with recommendations and results that have been reached. The paucity of information available on HRM in the Palestinian ministries, which would help in defining appropriate strategies and plans, was the starting point and importance of this extensive work.

The study population consisted of HRM staff, 248 members, working in 19 Palestinian ministries in the West Bank. By targeting a random sample from HRM personnel (e.g. HR Director, Deputy Director, HR Assistant), the researcher has conducted a survey. The sample consisted of 124 employees in total, comprising 50% of the study population.

After collecting and analyzing data by using statistical methods, the results have shown that « there was a statistically significant relationship between human resource management activities and the practice of strategic planning from human resource management within the Palestinian ministries ». Furthermore, the result have revealed that « there were no statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the Ministries of the Palestinian public sector due to demographic variables ».

Depending on the data and analysis, this detailed work comes to an end with the listed below observations:

➤ Observations:

1. HRMs conduct several activities within organizations through recruitment, selection, and performance management, and these processes are carried out by a qualified member of male and female staff working within these departments. Therefore, the gender variable has no impact on the operations of these activities.
2. The results revealed that there is indeed clarity among the HR staff of the Palestinian ministries on strategic planning concept for HRM.
3. The results revealed that HRM within Palestinian ministries, do set clear and specific objectives, in order to be implemented appropriately, within the availability of resources and conditions.
4. The results showed that one of the obstacles to the adoption of strategic planning or any modern model for human resources is the weakness of the public sector incentive system.
5. The results revealed that HRM within the Palestinian ministries do scrutinize its outer context to recognize the possibilities and risks confronting it, and analyzes its internal context to determine its shortcomings.

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## **CHAPTER ONE**

### **1. INTRODUCTION.**

“Strategic planning is a disciplined effort to produce fundamental decisions shaping the nature and direction of governmental activities within constitutional bounds” (Olsen et al., 1982, p. 31). It is also defined as a means of assisting corporate and institutional officials; in particular, the executive to identify appropriate actions to produce the maximum outcomes, relying on the use of available resources in the working environment (Lepak & Gowan, 2009). Over the past few years, the world has become a smaller and more integrated place relative to its geographic size. “This shift is due to the revolution in information, communication, technology and cognitive development” (Rumelt, 2011, p.17), or, the so-called phenomenon of globalization and the digital age as the wind of change, with numerous variables affecting all sides.

Of course, Palestine is part of this world, which is subject to all kinds of change, and by pursuing the openness policy which is to be adopted by all sectors, In particular, Palestinian government agencies who lead the development game in various fields in Palestine. In the context of their dominant role in the Palestinian way of life and to be successful and functional, these agencies have to keep aware of numerous contextual changes that need edge cut mechanizes and frameworks to be included, as the strategic planning.

Therefore, the study intends to investigate the status quo of strategic planning for human resources management within the Palestinian ministries through the eyes of HRM staff working in those ministries. As well as providing the ministries with recommendations and results that have been reached.

## **1.1 RESEARCH PROBLEM**

“Human resources planning being one of the growing areas of academic study, various organizations regard their human resource as their core competency because it would lead towards its better performance” (Bryson, 2010, p.19). According to the strategic analysis of the civil service national strategic plan 2017-2022, issued by the General Personnel Council; the civil service sector in Palestine is facing some challenges in the human resources field . These challenges vary from the leakage of the number of qualified HRM staff members, and the external uncontrollable challenges which are caused by the Israeli occupation and the limited resources for the Palestinian Authority .

These issues must be tackled by experts, and strategic plans should be prepared to address human resources management issues within the Palestinian public institutions . In order to address human resources management issues in the Palestinian ministries, strategic HRM preparation should be given greater attention . Successful HRM strategic planning preparation would help to address these challenges effectively . “Predicting HRM's future needs would help to prepare plans to solve the main difficulties facing the public institution in Palestine as much as possible” (Bryson, 2004, p.12).

More genuine, HRM an integrated system that includes: Planning, attracting the highly qualified employees, sustaining and improving the performance of current employees, providing a healthy and a positive environment for work . That gives the opportunity for all employees to improve their performance, and implementing assessment and evaluation systems . All these components will work together in order to achieve the

excellence of the public institution. Thus, the HR element should be a key element in the strategic planning process at the public institution.

“The high performing organizations nowadays depend on the strategic human resources planning as an integral part to the strategic planning process at the institutional level” (Friedman, 2009). When relating that with the idea of the successful use of HRM strategic planning within the Palestinian ministries, then we shall be required to address the question of this study:

**What is the reality of Strategic Planning for Human Resources Management within the Palestinian ministries?**

## **1.2 RESEARCH OBJECTIVES**

- Evaluating the strategic planning for HRM in the Palestinian ministries.
- Describe factors that influencing the practice of strategic planning for HRM within the Palestinian ministries.
- Knowing the availability of the required resources in application to the strategic planning of human resources.
- Providing recommendations and proposed strategies to decision-makers within the Palestinian ministries.

### 1.3 RESEARCH ADDED VALUE

This work has taken the paucity of information available in the Palestinian ministries on the HRM, which would help in defining appropriate strategies and strategic plans, as its starting point and significance. Moreover, interaction again with the Palestinian public sector, especially the Palestinian ministries, is a valuable enhancement. Lastly, this extensive work will be made available as a reliable source needed to be made open to researchers and interested parties on such a topic.

### 1.4 RESEARCH HYPOTHESES

The first main hypothesis:

**H1<sub>1</sub>:** « There is a statistically significant relationship between human resource management activities and the practice of strategic planning from human resource management within the Palestinian ministries ».

It has the following sub-hypotheses:

**H1<sub>1-1</sub>:** « There is a statistically significant relationship between Job analysis and design and the practice of strategic planning from human resource management within the Palestinian ministries ».

**H1<sub>1-2</sub>:** « There is a statistically significant relationship between HR planning and the practice of strategic planning from human resource management within the Palestinian ministries ».

**H1<sub>1-3</sub>:** « There is a statistically significant relationship between recruitment and the practice of strategic planning from human resource management within the Palestinian ministries ».



**H11-4:** « There is a statistically significant relationship between selection and the practice of strategic planning from human resource management within the Palestinian ministries ».

**H11-5:** « There is a statistically significant relationship between training and development of employees and the practice of strategic planning from human resource management within the Palestinian ministries ».

**H11-6:** « There is a statistically significant relationship between motivation and the practice of strategic planning from human resource management within the Palestinian ministries ».

**H11-7:** « There is a statistically significant relationship between performance management and the practice of strategic planning from human resource management within the Palestinian ministries ».

The second main hypothesis:

**H21:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to demographic variables ».

It has the following sub-hypotheses:

**H21-1:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the gender variable ».

**H21-2:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the age variable ».

**H2<sub>1</sub>-3:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the qualifications variable ».

**H2<sub>1</sub>-4:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the years of service variable ».

**H2<sub>1</sub>-5:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the Job title variable ».

## 1.5 RESEARCH TERMINOLOGY

**“Strategic Planning:** The process of determining the organization's mission and the establishment of goals, strategies and policies to secure and divide resources in order to achieve these goals” (Glaister & Flashaw, 1999, p. 22).

**Human Resources Management:** Management responsible for the planning, Design, implementation and development activities which ensure access to the best human resources to accommodate the present and potential requirements. (Candy & Ferris, 2002).

**“Job analysis:** The process of collecting and analyzing detailed information about jobs” (Youndt et al, 1996, p. 846).

**Job Design:** The process of determining the optimal methods in which to perform the work (El-Marsi, 2003).

**Human Resources Planning:** The process of gathering and using information needed to make decisions about investing in various HR functions (Denisis, 2005).

**Recruitment:** The process of attracting qualified candidates to work in the organization and choose the most efficient suitable candidates for jobs within an organization (Candy & Ferris, 2002).

**Selection:** The process of identifying the best job candidates among a pool of qualified candidates whose competencies have been developed during the recruitment process (Youndt et al, 1996).

**Human Resources Training:** A planned effort by the organization aimed to improve employee skills and behaviors relative to the position (Denisis, 2005).

**Human Resources Development:** The process of optimizing the production and utilization of the workforce. (Denisis, 2005).

**Motivation:** The process of arousing and sustaining goal-oriented behaviour (El-Marsi, 2003).

**“Performance Management:** The process of ensuring that the activities and outputs of the staff are consistent with organizational objectives” (Youndt et al, 1996, p. 852).

## **CHAPTER TWO**

### **2. LITERATURE REVIEWED**

## 2.1. INTRODUCTION

Through this source-rich chapter, historical and theoretical contexts, literary books and previous studies on strategic planning and HRM in the public sector are presented. The theoretical framework is explored in the first section. The second section shall review the literature. It is divided into two thematically dependent axes:

- **First Axis:** « Strategic planning ».
- **Second Axis:** « Strategic Human Resources Management ».
- **Third Axis:** « Strategic Planning for HRM in the Public Sector ».

Previous studies are listed in the third section of this chapter, after a comprehensive review on previous Arabic and foreign studies. This section aims at presenting the ground for the assessment tool (survey) used to assess research questions.

## 2.2. THEORETICAL FRAMEWORK

### « Strategic Human Resource Management SHRM Theory »

SHRM is “Critical importance of human resources to strategy, organizational capability to adapt to change and the goals of the organization” (Akingbola, 2013, p. 214). This perspective was built on the structural contingency theory and organizational theory since both of these philosophies, are applicable to the operations of the SHRM. Where contingency theory relates to the need for SHRM protocols to be matched and combined with the institution's operational policies, strategies and vision. Also, the organizational perspective frequently reflects on how SHRM roles should be effectively combined. The cited philosophy explored, within and outside of the agency, human and social resources

and how this impacts SHRM operations. Where human capital includes skills of individuals, while the value of relationships inside and beyond the agency is the foundation of social capital.

In their book on human resources management, Denis and Griffin (2001) insisted that “The role of the human resources department is to be a strategic partner, working toward the whole organization strategic goals” (p. 23). Attracting, selecting and recruiting the highest quality staff to deliver premium services, to fulfil the agency's set aims, act as HRM's fundamental task. It means that the agency fulfils its strategic priorities by HRM operations.

For any organization that adopts the strategic planning, HR managers should mesh Human Resources Planning and Strategic Planning for the organization as a whole. The organization sets major goals to be achieved, and develop plans in order to achieve these goals. Human resources planning should interact with the set of goals and supply the organization with the human resources needed in order to achieve the defined goals.

In any organization which practices strategic planning, human resources' planning plays a crucial role at both stages of strategic planning (formulation and implementation). At strategic formulation, HRP will provide an important input of what is possible and what could be needed, HRP is a success partner at the implementation stage when allocating or reallocating human resources in order to fit the plan's needs. So, the HRP should be integrated at the strategic planning process in order to succeed at strategic planning as well as implementation. The role of the human resources department is to be a strategic partner, working toward the whole organization strategic goals (Denisi and Griffin, 2001).

## **2.3. LITERATURE REVIEW**

### **The first axis: Strategic Planning**

Planning is a crucial management factor for the growth and accomplishment of agencies. Hitti went on to explain that,

The long-term planning has been applied in a lot of organizations then they adopted the strategic planning, then evolved into the so-called strategic management.

Success or failure of any organizations depends to a large extent on the accuracy of strategic planning. Strategic planning is intended to determine a range of activities that will be performed by the organization taking into account the opportunities and external threats which facing organizations at the same time. (2000, p.17)

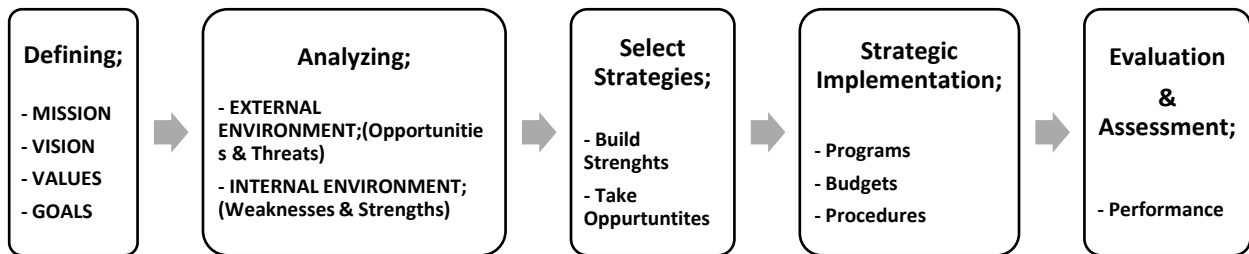
As a result of the changing size of the organizations, the diversity of their activities, and the complexity of their tasks, these factors are significant because they draw attention of the organizations to strategic planning, which is considered the cornerstone of increasing the efficiency of HRM and increasing their contribution.

### **The Concept of Strategy**

In 1980, Tregoe defined it as “The framework which guides those choices that determine the nature and direction of an organization” (p.12). Nasser (1998) dabbled in the debate, saying, “Strategy as a unified, integrated and comprehensive plan that links the organization's competitive advantages with the environmental challenges that are designed to ensure that the organization's objectives are achieved” (p.23). Over the last two decades, attention has been paid to the strategic concept as well as management methods, in

addition, formulation of plans and appropriate methods to carry out a strategy that is commensurate with the capacity of organizations.

Strategic management reflects on the operational structure of the agency as a whole from the senior management. This should be implemented in all agencies reflecting individually on the complexity of their job which covers all corporate operations, including responsibilities, and policies. The strategic management process can be highlighted as shown on figure (1):



**Figure 1:** Strategic Planning Process

**Source 1:** « Wheelen, Thomas, L & Hunger, David, (2000). *Strategic Management and Business Policy*, Prentice Hall, P. 9 ».

This model should be labelled according to the books by:

- Defining the strategy, including knowledge of the mission of the organization and its intended goals;
- Assessment of the organization's overt and covert context;
- Selecting appropriate strategies that assist the organization to treat the missteps, in order to benefit from external opportunities and control external threats;
- Strategic implementation through creating programs, budget estimates and procedures, In order to implement required functions; and



- Evaluate and monitor the implementation of the strategy, through oversight the performance and taking corrective action (Wheelen & Hunger, 2000, p. 45).

This process can, therefore, be described as a complete master plan which demonstrates how the agencies' target objectives are achieved, stronger growth opportunities are achieved, losses are reduced and the factors preventing competitive advantages are managed.

The head office creates general approaches to accomplish the aims of the agency as a whole after establishing its vision, purpose and priorities. Therefore, through the phase of review of negative influences and assessment of them, the agency's concentrate is on the prospects and risks in the zone in which the enterprise functions, enhancing the assets of the company and fixing the limitations. These strategies include: “(a) cost leadership strategy; (b) differentiation strategy; (c) focus strategy” (Nasser, 1998, p. 14).

A thorough description of these strategies is given below:

a) Cost Leadership Strategy:

The strategy offers higher profits than the overall revenues in the industry. The business should adopt these strategies given whether the competitive market is providing certain incentives such as ample cash availability or product access at a fair price. Wheelen and Hunger went on to explain the strategy as,

The optimal investment of resources, production according to ideal standards, and selling at the leading market prices. This means that the organization produces the

product at the lowest possible cost and sells it to the market at the lowest price possible. (2000, p. 51)

b) Differentiation Strategy:

In his text, Yassin (1998) stated in his book that the differentiation strategy means to search for excellence, to be of great value for buyers, such as prices and after-sales service, meaning it makes a quality commodity. This is often introduced to help firms as profits drivers in their competitive role, which increase the average profit in the same market, which facilitates the development that markets fresh and exclusive products by the acquisition of distinctive company deals not provided by rival industries.

c) Focus Strategy:

This strategy refers to focus on one product, one product line, one market service, In order to enable the organization allowing the firm to concentrate better on a particular shareholder area and grow a similar product in order to maximize its tangible benefits (Qatman, 2002).

## **Strategic Management**

In (2004), Dessler defined it as “The decision-making process to determine the direction of the future of the organization and implement these decisions” (p.45). As defined by Higgins and Vincze (1986) it is "the six-phase process; Design the goals, policy formulation, strategic tasks determination, strategy formulation, strategy implementation, evaluation and monitoring" (p. 24).

This offers an analysis of the current scenario, identifies feasible solutions, develops viable alternatives, chooses the best alternatives and applies, monitors and updates them.

Researchers have defined strategic management in so many different ways, but they had agreed on the outlines on the content and a lot of details. It involves an analysis of the company's current position, evaluating future goals, designing viable solutions, defining the appropriate solutions and implementing, testing and updating the programs. The concept is more coherent and realistic than the context for the strategy.

- Mission

“The purpose that distinguishes the organization from other similar organizations and determines the scope of operations of the organization with regard to the product or market” (Al Aref, 2002, p. 36).

- Goals

“It is refers to the specific outcomes that the organization is striving to achieve in order to follow its core mission” (Al Aref, 2002, p. 38). Depending on the meaning of the concept perceived to be a practical measure of how long-term progress should be contrasted with short-term results in reaching the target or whether strategic objectives should be based on identifying these targets.

- Policies

Policies are defined as: “The means that enable the achievement of the main goals and include the rules and procedures developed in order to achieving the specific goals, which guides the decision-making process” (Friedman, 2009, p. 229).

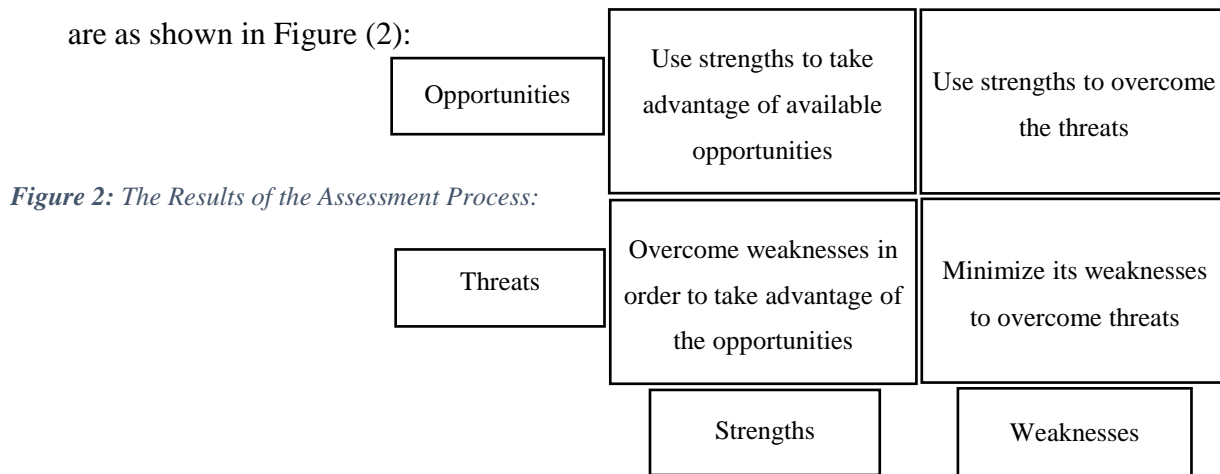
When employed in the correct way, the term "strategic management" will actually improve the company's total productivity as a target for strategic management.

## **Basic Model of Strategic Management**

There are a range of measures to insure that the strategy is formulated and executed to meet the Organization's goals. In order to improve the practical and efficient way a organization may exploit its capital in order to optimize its business position and overcome competitive barriers to lower costs, it is necessary to adopt core strategic management principles. The model is divided into four subdivisions:

- Environmental Scanning

This gathers and analyses evidence from the agency's positive and negative context and presents the findings to policy leaders to better form the organization's potential (Wheelen and Hunger, 2000). The method is an automated framework and the outcomes are as shown in Figure (2):



The appraisal identified above is a critical move in designing a plan for defining and maximizing the enterprise's capacity to benefit from growth opportunities and to address problems in reaction to mitigation risks.

- Crafting a Strategy

Through this phase, the mission of the business is defined, priorities are established, the policy is planned and future opportunities and obstacles are taken into account, the capabilities and shortcomings of the enterprise are taken advantage of.

- Implementing the Strategy

At this point, the plans and approaches that have been developed, the appropriate programs and budgets must be planned to include those services to insure that this strategic decision is achieved. (Qatman, 2002).

- Monitoring and Evaluation

“The organization needs to collect data, so that it can judge the success of the strategies in achieving its objectives, followed by taking corrective steps in strategies that were the reason for not achieving the objectives of the strategies” (Friedman, 2009). Through this phase the Policies are tested and their suitability for improvements in the direct and indirect framework is measured by contrasting the outcomes with the intended objectives of the plan and the anomalies that may arise during the policy planning or execution period.

### **Importance of Strategic Management.**

Once successfully completed, the company will take advantage of strategic management.

- Increasing profitability, recent studies have proven that effective strategic management system can increase profitability.
- Encourage organization members to commit in order to achieve long-term organizational goals, and this is achieved by participating in developing goals
- Reduce surprises that may face the organizations as a result of changes in the labor market by focusing on the assessment of the organization's environment on an ongoing basis. (Certo and Peter, 1990, p. 144)

## **Strategic Management Tasks**

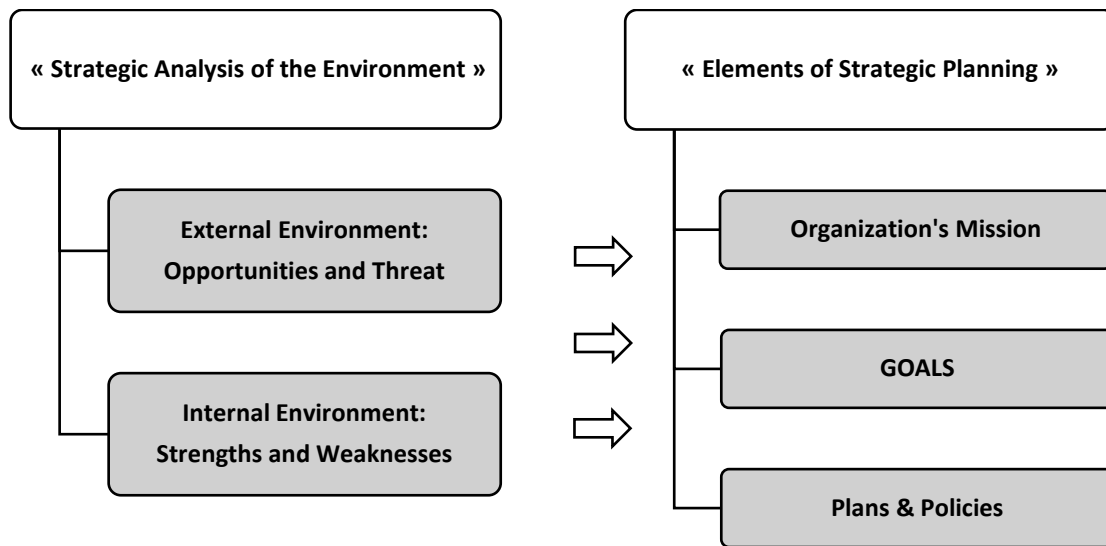
In their book published in 1994, Pearce and Robinson mentioned nine strategic management tasks: “(a) identify the organization's mission and goals; (b) determine the reality of the organization, which reflects its position and capabilities; (c) assess the external environment of the organization, including competition factors and related factors” (p. 121).

## **Strategic Planning**

Scott and George (2010) defined Strategic planning as “the process of formulating, implementing, and evaluating business strategies in order to achieve organizational objectives”. In their book of principles of human resources management, Hans and Michel (1994) stated that ”Strategic Planning involves a set of procedures for making decisions about the organization’s long term goals and strategies” (p.233). Strategic planning includes:

- Insight into the organization features in the future,
- Visualize the direction and path of the organization in the future,
- Developing a future mission of the organization,
- Identify the scope and activities of the organization. (Al Aref, 2002, p. 25)

Many of the aforementioned meanings suggest that strategic preparation is an objective method for determining the potential role of the business depending on external shifts.



*Figure 3: The Concept of Strategic Planning*

*Source 2: « Ahmed, Qatman, (1996), Strategic Planning and Strategic Management. Amman, Dar Majdalawi Publishing and Distribution, P.93 ».*

### **Strategic planning functions**

The need for strategic planning is that it leads to the following objectives (Mustafa, 2005):

1. Crafting and developing the organization's mission and goals.
2. Identify the work path of the organization.
3. Identify and formulating the strategic goals of the organization.
4. Identify and provide performance improvement plan requirements, and achieve growth and progress of the organization.
5. Adapt the strategic goals with stakeholder interests of the organization (Strategic Management Effectiveness).
6. Optimal use of resources.
7. Directing the research efforts to improve the performance of the organization and strengthen its competitive position.

8. Ensuring the link between the organization's mission, goals and policies, and regulations for work. (p. 44).

### **The Importance of Strategic Planning.**

The most significant managerial roles are usually preparation and strategic strategy. Unless the management of the company has no strategy, it cannot carry out the other administration tasks including leadership, structure and power. The issues confronting executives today often highlight the value of proactive preparation. The most important of these challenges are (Yassin, 1998):

1. Changes in the environment.
2. Global Competition.
3. Technological change.
4. Lack of resources.
5. Societal transformation from industrial to knowledge.
6. Market instability.

### **Determinants of Successful Strategic Planning**

Entities endure from uncertainty in a widely changing setting, which raises the need for strategic planning. The following determinants must be available to ensure the success the strategic planning (Al Aref, 2002):

- **Culture:** Wide engagement in all fields in private, financial, cultural.
- **Engagement:** Enthusiasm of the members of senior management and members of the other administrative levels involved to carry out strategic planning.



- **Communication:** An integrated team with a constant contact, able to carry out the strategic planning process.
- **Innovation:** develop a new product or deliver a new service.
- **Information:** In case of absence of this law the lack of objectivity and empirical approach in strategic planning is an integral aspect of effective architecture.

### **The Stages of Strategic Planning Process.**

These stages are the main pillars when talking about the strategic planning. After reviewing several books and related references it turned out there is no consensus among researchers regarding certain formula for the stages of strategic planning process. While most agree on a core points in these stages.

In 2006, Geyer founded that these stages can be summarized in the following points:

1. Preparing for the planning process
2. Environmental analysis
3. Strategy development.
4. Develop and approve the Strategic Plan.
5. Implementation of the plan.
6. Monitoring and evaluation.

While the Palestinian NGO Development Center (NDC) has developed a number of steps (NDC, 2008):

1. Ready to start.

2. Define the values, vision, and mission of the organization.
3. Analysis of the environment.
4. Identify strategic issues.
5. Develop general strategic goals.
6. Drafting the plan.
7. Preparation of the executive plan.
8. Monitoring and evaluation of strategy.

In view of the above stages, we find that they are all similar in the main steps and the difference between them is not essential, so the researcher chose to divide the strategic planning process into three stages Includes several steps:

- **Stage A: Preparation of the Strategic Plan**
  - Ready to start.
  - Strategic analysis of the external and internal environment.
  - Determine the organization's future vision.
  - Develop strategic goals.
  - Select strategic options.
  - Develop the strategic and executive plans.
- **Stage B: Implementation of The Strategic Plan.**
- **Stage C: Monitoring and Evaluation.**

### **Constraints for Strategic Planning**

There are many constraints that make it difficult for many organization to use strategic planning. Some of these constraints are “(a) the culture of the organization does

not encourage participation; (b) the inability of leaders to plan strategically; (c) lack of resources, basic capabilities and capacities; (d) internal conflicts; (e) lack of sufficient information for strategic planning” (Abdul Rahman, 2006, p. 54).

### **The second axis: Strategic Human Resources Management**

“Human resources management in an organization that is implementing a defender strategy is looking to recruit and seek to retain the stable employees who show a high commitment and loyalty to the organization” (Denisi & Griffin, 2001). Millmore et al. (2007) showed the HR planning as “Ensuring that the correct number and mix of employees is available at the right place at the right time” (Millmore, 2007, p.25). Based on this, the organization achieves its purposes through the efforts of HRM.

Management strategy in HR is the connection between the agency's personnel and strategic priorities to enhance its efficiency in order to maximize its innovation. According to Al Aref (2002), HRM's strategy describes the key priorities of enhancing employee-job cohesion, and analyze whether there are sufficient employees at work, as this contributes to better outcomes. The HRM's strategy involves researching, assessing and relating HR practices to business goals, through which HR is one of the tools to gain competitive advantage and boost the performance and output of the agency's operations.

After reviewing the literature on human resources strategy, most refer that the HRM strategy steps as follows (Nasser, 1998):

1. **Formulation of human resource strategy:** Developing a HRM strategy in the agency is a major part of the strategic planning, it's related to providing, developing, training, and motivating.
2. **Implementation of human resource management strategy:** Implementing the strategy through the managers according to the organizational structure of each organization, and according to the pre-defined criteria.
3. **Monitoring and evaluation of the human resources management strategy:** Monitor the implementation of strategic plan, in order to distinguish deviations compared to actual plan in the HRM. (p. 118)

### **The Components of the Human Resources Strategy**

The components of the HRM strategy can be reviewed as follows:

- **Job Analysis:** “It is a systematic process of gathering information related to the nature of the work” (Dressler, 2003, p.67). It includes: job description and job specification, where the job description includes the duties and responsibilities of the work and its relation to other work, while job specification include the qualifications required in the person who nominated for the job, as the experiences, skills, abilities and behaviors (Hitti, 2000).
- **Human Resources Planning:** Process of linking future needs with the potential supply of human resources, taking into account the current status and strategic directions of the organization (Decenzo and Robbins, 1999). HR planning is part of a high-level strategic planning cycle and HR planning will draw attention to the need for improvement and function as a reference for HRM operations HR planning (Glaister & Flashaw, 1999).

Human resources planning involves the following steps:

- **Analysis of the objectives of the organization:** This step involves examining and understanding the objectives of the organization. HR planning is a part of the organization's strategic planning, where the HRM does not develop its plan in isolation from the organization's strategic objectives (Glaister & Flashaw, 1999).
- **Demand forecasting:** Process of estimate the human resources future needs after job analysis (George and John 1991).
- **Supply forecasting:** Is the process of estimating the availability of human resource followed after the demand for testing of human resource (Glaister & Flashaw, 1999).

There are several methods for demand analysis (Glaister & Flashaw, 1999):

- **Quantitative methods include** Work Load Analysis, Work Force Analysis, Markov Chain and Trend Projection
- **Qualitative methods include the** Replacement Chart and Units Demand.
- **Recruitment:** “Is one of the most important functions that the human resources management must perform efficiently and effectively; because the success of the other functions depends on it” (Hitti, 2000).
- **Selection:** It is the process of determining the vacancies, crafting Jobs specification, crafting job description, posting a job, receive job applicants,

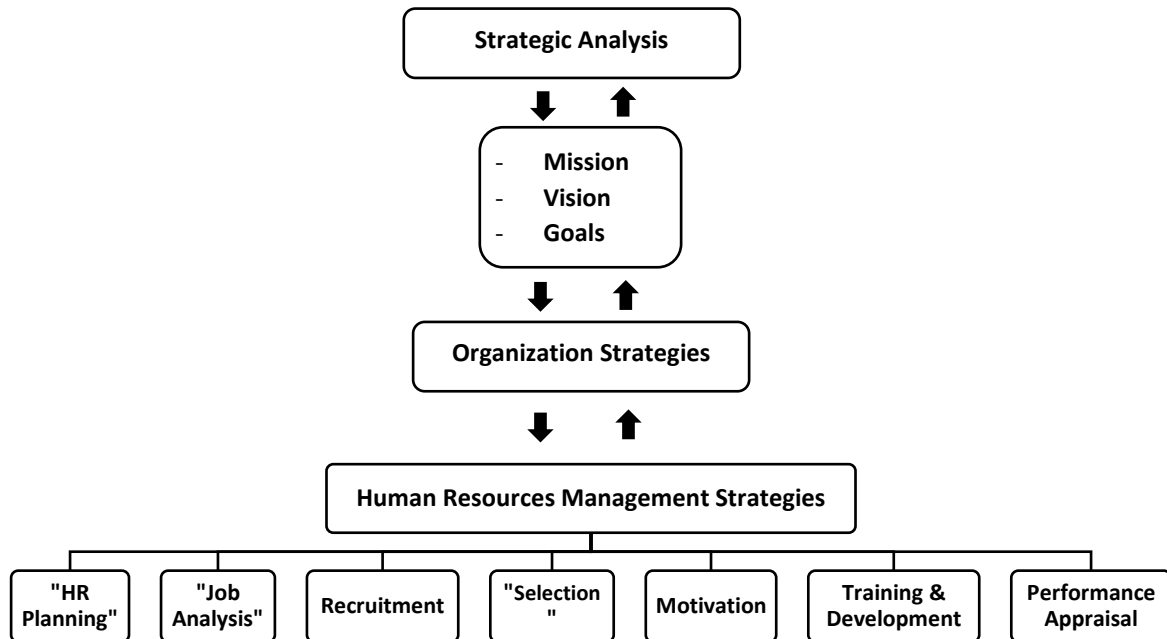
conducting initial interviews, conducting medical examination, and recruiting (Salmi, 1997).

- **Employee Training and Development:** Process of developing employees, empowering them and providing them with the required skills and abilities (Hitti, 2000). Identifying the training needs is the cornerstone for any training activity, in which the pre-planned training programs are commensurate with actual needs. The purposes of staff training are to get promotion, and to meet their needs to improve their skills, information, and behavior (Nader, 2000).
- **Performance Appraisal:** The process of providing the organization with feedback on the performance of staff in order to improve it in the future plans, as well as providing the organization with documents that support the decisions on individuals (Decenzo and Robbins, 1999).

The performance criteria focus on two aspects : objective and behavioral aspect, the objective aspect includes knowledge of work, quantity of production and quality of production, while behavioral aspect includes the cooperation, dependency, attendance, and personal behavior.

- **Motivating Employees:** A collection of financial and non-financial strategies utilized by the workers in compensation for the enhancement of their results or actions at work. The goal is to enable people to perform their functions with a high standards of competence, improve competitiveness by improved efficiency of workers and grow managers' capacity and workers and advise them to be innovators. (Hitti, 2000).

The figure below shows the human resources management strategy:



*Figure 4: Human Resources Management Strategy.*

*Source 3: « This figure prepared by the researcher in the light of the literature in the field of human resources management ».*

**The third axis: « Strategic Planning for Human Resources Management in the Public Sector ».**

HR Planning is a significant activity for HRM in which in the preparation phase administrators in developing countries define operational priorities of HR, of order to achieve the right amount, in the appropriate location and at the right period of the organization's staff; to execute the organization's Strategic Plan.

Strategic human resources planning, “Is the process of linking future needs with the potential supply of human resources, taking into account the current situation and strategic directions of the organization” (George & John, 1991). Based on the above definitions, the basic aspects of strategic human resources management planning are:

- Human resources planning is a continuous process; because the work environment is constantly changing.
- This planning for the short and long-term planning, with emphasis on the importance of long-term planning to ensure survival and growth.
- Is linked to the organization's overall planning process, as this will determine the organization's policies and priorities, which in turn will be affected by the availability of human resources.
- Assess the need of resource requirements in terms of quantity and quality.

### **Strategic Human Resource Planning At the Organizational Level**

It is the mechanism by which the agency aims to provide the necessary amount of skilled and willing employees to conduct their duties in a timely manner in order to accomplish the organization's objectives. The phase of preparation involves the following steps:

- **Phase I: Analysis of the internal situation, it's includes (George and John, 1991):**
  - Analysis of the organization's current labor force by conducting a comprehensive statistical survey of all human competencies in the organization. Includes: Personal information, Academic qualification, Experience and Achievements.
  - Job Analysis: A comprehensive study of all work tasks, duties and responsibilities, in addition to the skills, abilities and information needed by the individual to perform this work efficiently.
- **Phase II: forecasting demand:**



This phase includes determining the size of the manpower required during the next plan years of the organization, and number of factors that affect the size of the required manpower, including:

- External factors, and include economic, social, technological and competitive factors. These factors are difficult to predict and difficult to control.
- Internal factors (within the organization) are the impact of decisions that are planned on the basis of the demand.

### **Strategic Planning Objectives for Human Resources.**

According to Bernardin (2007), the following are the objectives of strategic planning for human resources:

- Obtain the selection and quantities of staff required for the successful execution of the programme.
- Help company management in achieving its targets by managing human capital in consideration of the equilibrium between demand and supply.
- Determine the policies and plans for recruitment and training necessary to ensure achieving the expected objectives.
- Job satisfaction and staff guidance to guide them on how to address the problems and implications arising from implementation.
- Preparing the HR budget in recruitment, training, and termination of service.
- Integrating the strategic plans of the organization with the human resources management strategy. (p. 48)

## 2.4.PREVIOUS STUDIES

**Study titled:** *“Strategic planning for human resources in the public and private sectors”*.

Author: Abu Zaid, Diab, Yarmouk University, Irbid, Jordan.

Through this study, which was prepared as a M.A. thesis in 2003, the term HR strategy in public and private sectors explored and analyzed in-depth and coherently. The study question was “to which the concept is applied in the actual practice of various human resources activities”. The empirical study involved 50 HR director from the public sector and 50 from the private sector, representing (48.50%) of the study population.

The study found that it is necessary to:

- Active involvement of female in ultra-high-level jobs has decreased.
- HR executives in both sectors agencies have a good view of identifying a plan for HR.
- The degradation of the engagement process and the absence of a motivational structure in both fields represent one of the most important obstacles to the execution of an effective human resources policy.
- HR activities have shown positive partnerships with the public and private sectors' strategic growth.

**Study titled:** *“Strategic Planning and Organizational Performance, An Analytical Study of Jordan Pharmaceutical Industry”*.

Author: Al- Khatib Saleh, University of Jordan, Jordan.

It is an extensive work on Jordanian Healthcare, policy strategy and structural success, was prepared by AL- Khatib Saleh in 2003, which is aimed to be executed in the years (2002-2003). The data suggest that:

- A large number of Jordanian pharmaceutical company managers do not even grasp the idea of strategic planning.
- Pharmaceutical sector executives have optimistic patterns about corporate strategy and anticipated performance if applied.
- The degree of strategic planning activity is not substantially linked to such businesses' operational efficiency.
- The analysis found that the supervision of the drafting method for the internal and external background was insufficient for managers in Jordanian health firms.

**Study titled:** *“The Status- quo of Strategic Planning of Human Resources in the Public Sector in the Hashemite kingdom of Jordan”.*

Author: Muwafeq Al-Dmmur, Faculty of Financial and Banking sciences, Arab Academy, Jordan.

PhD thesis, which published in 2008 to study constructive HR reform in the public sector of Hashemite Jordan. To assess issues with an emphasis on strategic preparation, a three-part questionnaire was circulated to HRM personnel.

The survey revealed that the association between HR practices and the planning activity for the HRM in Jordan agencies was statistically favorable.

And the analyst suggested that the organizations be equipped with manpower in order to engage in systemic HR planning. Lastly, to focus entirely on the framework for the constructive criticism of the public sector and the creation of an appropriate knowledge portal for operational personnel preparation.

**Study titled:** *Management Reform Program and its role in human resources development.*

Author: Sharaf Abad, University of Khartoum, Sudan.

This study, which was prepared as a Ph.D. thesis in 2014, aimed at examining the relationship between management reform programs and human resources development in Yemeni government. This research has sought to achieve many objectives, including identifying the strengths and weaknesses of these programs, identifying the solutions and proposals should management reform programs take to solve the obstacles and problems that hinder the development of HR.

The analysis revealed that the management improvement projects in public sector organizations in Yemen deal with the growth of HR, and the sample agreed about the importance of the employment policies program, plans, and procedures to implement the recruitment process accordance to transparent criteria. The researcher recommended redistributing of manpower within public sector institutions leading to optimal exploitation of human resources, to develop a clear plan that identifies the actual human resources needs of the institutions, and finally, to develop appropriate solutions for the surplus in manpower through the training of the best.

## **CHAPTER THREE**

### **3. METHODOLOGY.**

### **3.1. INTRODUCTION.**

The research procedures in this chapter are covered in detail, including research design, society and sample, research model, data collection tools, a statistical treatment used, reliability and validity of the study tool.

### **3.2. RESEARCH DESIGN**

The descriptive and analytical approach was used to classify the complexities facing the enforcement of the SHRM within the Palestinian ministries. The use of this approach was justified by the researcher, given its suitability to the field of work and to the need for data interpretation and evaluation, to acquire useful outcomes that would enhance awareness and learning under the umbrella of the study phenomenon.

### **3.3. RESEARCH VARIABLES:**

- **Independent variable: activities of HRM, as follows:**
  - “Job Analysis & Design
  - HR Planning
  - Recruitment
  - Selection
  - Training & Development
  - Employee Motivation
  - Performance Management” (Bryson, 2004, p. 54).
- **Dependent variable: Practice of Strategic Planning for Human Resources Management.**

### 3.4. RESEARCH MODEL

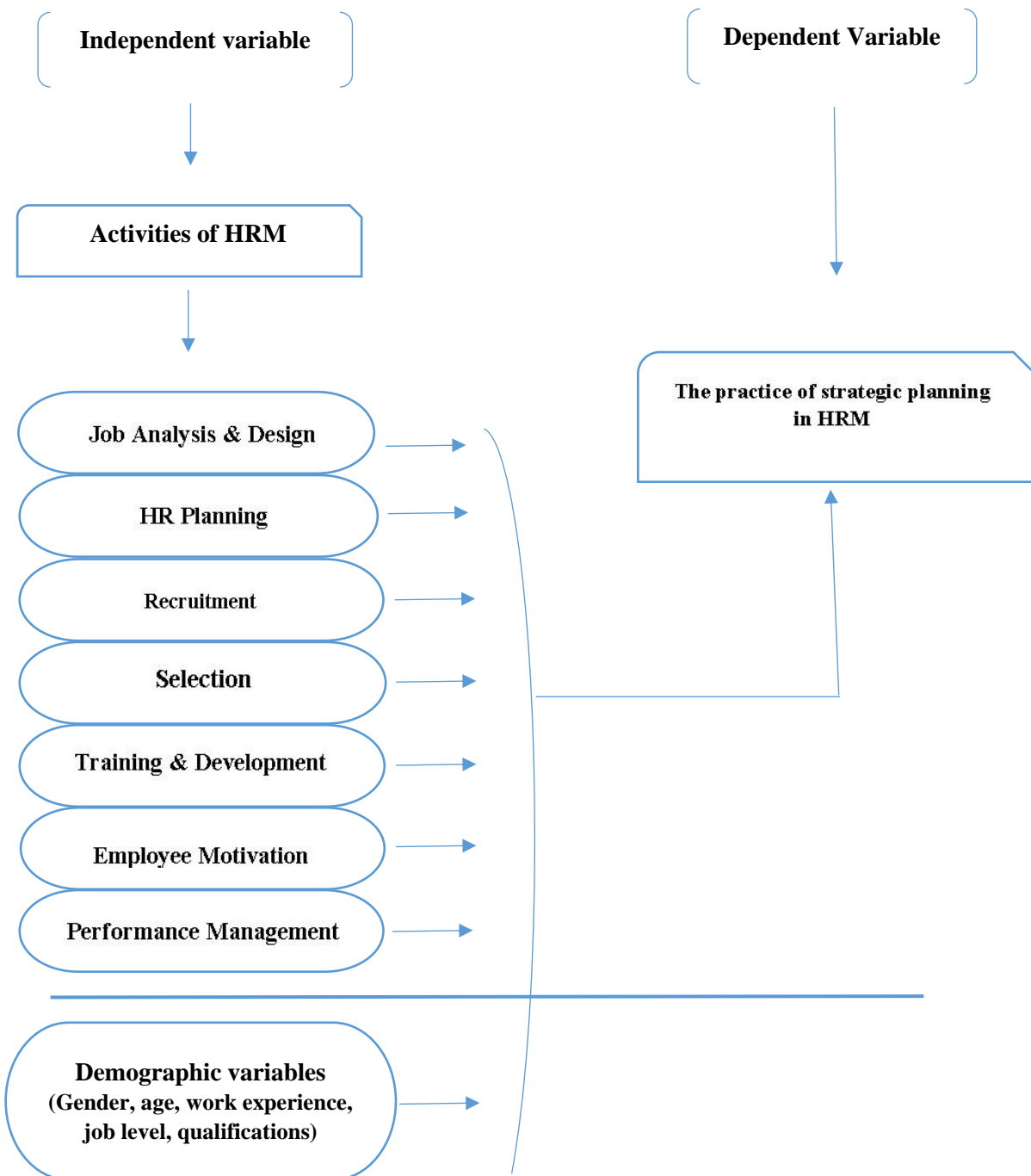


Figure 5: Research Model

### 3.5. POPULATION & SAMPLE OF RESEARCH

#### 3.5.1 Population of Research.

248 of HRM personnel (e.g. HR Director, Deputy Director, HR Assistant), serving in 19 Palestinian ministries in the West Bank, shaped the demographic of this academic work. The table below illustrates the distribution of the study population of HRM staff working among the Palestinian ministries concerned.

*Table 1: Population of research.*

No.	Ministry of	#. Of HR Employees
1	« Ministry of Telecommunication & Information Technology »	
2	« Ministry of National Economy »	
3	« Ministry of Public Works and Housing »	
4	« The Ministry of Awqaf and Religious Affairs »	
5	« Ministry of Education and Higher Education »	
6	« Ministry of Culture »	
7	« Ministry of Local Government »	
8	« Ministry of Interior »	
9	« Ministry Of Agriculture »	
10	« The Ministry of Tourism and Antiquities »	
11	« Ministry of Social Development	
12	« Ministry of Foreign affairs »	
13	Ministry of Health	
14	« Ministry of Justice »	
15	« Ministry of Labor »	
16	« Ministry of Finance »	
17	« Ministry of Transport »	
18	« Ministry of Information »	
19	« Ministry of Women Affairs »	
<b>TOTAL</b>		<b>248</b>

**Source: 1:** « Prepared by the researcher based on the statistics of ministries surveyed in 2018 ».

#### 3.5.2 Sample of Research

Given the importance of respondents' opinions in HRM, the researcher has conducted a survey for the selected random sample from HRM personnel (e.g. Manager,



Deputy Manager, Assistant) consists of 124 employees in the total sample, in which constitutes 50% of the study population.

### 3.6.NORMALITY DISTRIBUTION TEST

By using the aforementioned test, the analyst went through the obtained data to verify how the data have flowed. The precise findings were as follows:

*Table 2. Results of the normal distribution test.*

NO.	The Felids	Level of significance
1.	« Job Analysis & Design »	0.481
2.	« HR Planning »	0.339
3.	« Recruitment »	0.241
4.	« Selection »	0.166
5.	« HR Training & Development »	0.242
6.	« Employee Motivation »	0.102
7.	« Performance Management »	0.422
8.	« The practice of strategic planning in HRM »	0.256
	<b>All paragraphs of the questionnaire</b>	<b>0.324</b>

Totally depending on the emerged figures indicated in table (2), the analyst had found that the normal flow condition had been fulfilled, as all the fields were observed with a significant level ( $\alpha$ ) greater than (.05). Thus, this prompted the analyst to use the parametric tests to examine the inquiries that have been assumed.

### 3.7.DATA COLLECTION.

Collecting data relied on:

- **Primary data:** The researcher has collected the primary data through a questionnaire, which has been designed specifically to achieve the set target.
- **Secondary data:** to obtain these data, previous studies, textbooks, and articles in addition to the publications issued by the Palestinian Central Bureau of Statistics found

online have been collected, to achieve a comprehensive review in order to obtain the secondary data.

### 3.8. STUDY TOOLS

The questionnaire has been designed and developed on all the bases and aspects of the reviewed literature under the umbrella of the strategic planning and HRM such as a study of Al-Khatib in 2003, Afif in 2005, and Bridge & Peel in 1999. In order to collect the field data from the study society.

### 3.9.VALIDITY & RELIABILITY OF THE QUESTIONNAIRE

#### 1.9.1 The Content Validity of the Questionnaire

Questionnaire validation was confirmed after it had been reviewed by professors at the university. Where their opinion and notes had been requested to determine whether the subsections of the tool are clear and valid. Whereas the per cent of arbitration agreements reached (88%), which is an appropriate percentage to rely on.

#### 1.9.2 The Structural Validity of the Questionnaire.

Pearson Product Moment Correlation test has been used to assess whether or not each subsection score is essential to the tool performance.

**Table 3:** *Pearson Correlation test.*

No.	The Fields	Coefficient of correlation	Level of significance
1.	« Job Analysis & Design »	.567	0.01
2.	« HR Planning »	.659	0.01
3.	« Recruitment »	.705	0.01
4.	« Selection »	.824	0.01
5.	« HR Training & Development	.837	0.01
6.	« Employee Motivation »	.532	0.01
7.	« Performance Management »	.721	0.01
8.	« The practice of strategic planning in HRM »	.599	0.01

In order to decide whether an item questionnaire is valid or not, that can be done by looking at the value of the significance. Only if the significance value less than 0.05, then the instrument is declared valid. It is clear from table (3) for all the field, the parameters fall between (0.532 - 0.837), at significance levels of (0.01). These results confirm the validity of all fields for the measurement.

## RELIABILITY OF THE QUESTIONNAIRE:

### 1.9.3 Reliability measurement using the Alpha Cronbach Coefficient:

Towards measuring all parameters across and between all subsections, the aforementioned test was carried out.

**Table 4:** Results of the Alpha Cronbach Coefficient test.

No.	The Fields	No. of Paragraphs	Coefficient
1.	« Job Analysis & Design »	4	.871
2.	« HR Planning »	6	.931
3.	« Recruitment »	6	.918
4.	« Selection »	6	.929
5.	« HR Training & Development »	7	.861
6.	« Employee Motivation »	6	.914
7.	« Performance Management »	7	.911
8.	« The practice of strategic planning in HRM »	8	.898
	<b>All paragraphs of the questionnaire</b>	<b>50</b>	<b>.953</b>

As shown in table (4), reliability coefficients are high for each field and ranged between (0.861 - 0.931), and the reliability coefficient for all paragraphs of the questionnaire are high as well, (0.953). This concludes that the factors of stability and reliability are high.

### 1.9.4 Using The Split-Half method:

The Split-Half method has been used to measure reliability. Table (5) shows the consistency coefficient between both odd and even paragraphs, and the correlation coefficients between the paragraphs in each field.

**Table 5:** *Results of the Split-Half method.*

No.	The Fields	Coefficient	Parameter
1.	« Job Analysis & Design »	.875	Spearman- Brown
2.	« HR Planning »	.944	Spearman- Brown
3.	« Recruitment »	.926	Spearman- Brown
4.	« Selection »	.945	Spearman- Brown
5.	« HR Training & Development »	.879	Jetman
6.	« Employee Motivation »	.922	Spearman- Brown
7.	« Performance Management »	.918	Jetman
8.	« The practice of strategic planning in HRM »	.901	Spearman- Brown
	<b>All paragraphs of the questionnaire</b>	<b>.978</b>	<b>Spearman- Brown</b>

As shown in table (5), the reliability coefficients are high and ranged between (0.875 - 0.945) and the reliability coefficient for all paragraphs of the questionnaire are high as well (0.978). This concludes that the factors of stability and reliability are high.

### 3.10. STATISTICAL APPROACH

Data was collected, categorized and entered into the computer and analyzed by using statistical software (SPSS), and the parametric tests, mentioned below, were applied to answer the study questions:

**Percentage & frequency:** Provide a comprehensive description as to the characteristics of the sample regarding demographic variables, and to determine the extent of their responses.

**Kolmogorov-Smirnov:** Determines whether the collected data follows a normal distribution.

**Pearson Product Moment Correlation:** Is a measure of the degree of validity or the invalidity of a research instrument .

**Cronbach's Alpha ( $\alpha$ ) and Split-Half method:** To measure the reliability coefficients in each region of the study fields and the study tools.

**Independent Samples T-Test:** To examine the statistical significance of the differences due to the demographic variables, and to compare the categories of the study, which include only two categories .

**One Way ANOVA:** To examine the statistical significance of the differences due to the demographic variables, and to compare the categories of the study, which includes more than two categories .

**Simple Linear Regression:** to judge the instrument's paragraphs accurately, with the aim of addressing the intended inquiries.

## **CHAPTER FOUR**

### **4. ANALYSIS AND PRESENTATION OF DATA.**

## 4.1. INTRODUCTION

The presented results finding in this chapter were analyzed and interpreted to simply check the hypotheses to react to the research queries. Quantitative data have been obtained and analyzed using a descriptive and analytical process as set out in the preceding sections.

The researcher had distributed questionnaires for 166 members of the study population, as it is customary to retrieve only 75% of the distributed questionnaires (Yurdugül 2008). The researcher relied on the response rate equation to calculate the number of questionnaires to be distributed, as follows:

$$\text{Number of questionnaires to be distributed} = \frac{124}{75} \times 100 \% = 166$$

Upon completion of the distribution and retrieval of the questionnaire, the results showed a significantly high response rate (80% or higher), where 132 out of 166 questionnaires were retrieved. While 8 of 132 of the retrieved questionnaires had been excluded, thus 124 questionnaires, which represent the study sample, have been entered and analyzed using SPSS.

## 4.2.CHARACTERISTICS OF THE SAMPLE MEMBERS

Table 6 displays survey participants' features of HR staff within Palestinian Ministries.

*Table 6: Characteristics of the sample members.*

Variable	Category of variable	Frequencies	Percentage
<b>Gender</b>	Male	67	54.03%
	Female	57	45.97%
<b>Age group</b>	Less than 30	41	33.08 %
	From 30 - less than 40	55	44.35 %
	From 40 - less than 50	15	12.09 %
	From 50 - and over 50	13	10.48 %
<b>Qualification</b>	Diploma	29	23.39 %
	Bachelor	79	63.71 %
	Master degree	16	12.90 %
<b>Years of Service</b>	Less than 5 years	26	20.96 %
	From 5 – less than 10 years	33	26.61 %
	From 11 – less than 15	38	30.64 %
	From 16 and over 16 years	27	21.79 %
<b>Job title</b>	HR Director General	7	5.65 %
	HR Manager	15	12.10 %
	HR Officer	48	38.70 %
	HR Assistant	54	43.55 %

Table 6 shows that the “Male” gender group occupies the largest quantity (54.03%), while the “Female” gender group occupies (45.97 %). These results may attribute to the fact that length of service has not provided a motive for females to pursue government jobs.

Regarding age group, the vast majority of HR staff in the Palestinian ministries are between 30 to 40 years of age, with a quantity of (44.35 %), while the group ranging less than 30 years of age, occupies the second largest portion (33.08 %) among the HR staff. Whereas the remaining two groups combined, occupy (22.57 %), with (12.09 %) for the group between 40 and 50 years of age, and (10.48 %) for the group aged 50 years and over.

In regards to staff qualifications, the vast majority of HR staff in the Palestinian ministries have a Bachelor’s degree, with a total of (63.71 %). Whereas the portion of sample members with a Diploma degree are (26.3 %), and the portion of the group



possessing a Master's degree is (12.90%). That may be clarified as most the positions in these agencies need bachelor's degrees to be held to execute the duties entrusted with maximum precision and performance.

As for the employment period, the portion of sample members who worked from zero to five years, is (26.3 %), serving between 5 and 10 years is (26.61 %). Those serving between 11 and 15 years is (30.64 %). while the range of those who have served for 16 years or more, (21.79 %). This can be explained by the fact that the ministries need a balance between the amount of new and old workers, given the need for a diversity of expertise in order to accomplish various tasks.

As for job title, the portion in position of HR Director General is (5.66 %), which amounts to the lowest percentage. The percentage of those as HR Manager is (12.09 %), and the percentage of HR officer is (38.70 %). Those in the position of HR assistant resulted in the largest ratio, at (43.55 %). Thus, the cumulative total of "HR officer and assistant" comprises the highest ratio of employees, at (82.52%). As for the other job titles, they resulted in a lower ratio. This is in line with the policy of appointments established by the General Personnel Council.

#### **4.3.RESULTS OF DATA ANALYSIS:**

The five-dimensional Likert scale was used when the study tool was designed in order to answer the paragraph. The answer to each paragraph consisted of (5) grades, with the reaction being (5), indicating that the answer firmly agrees with the paragraph. With the reaction being (1), indicating that the answer firmly disagrees with the paragraph, and an answer of neutrality is (3). Table 7 shows how the five-dimensional Likert scale was used:

*Table 7: Likert scale.*

<b>Strongly Agree</b>	<b>Somewhat agree</b>	<b>Neither agree nor disagree</b>	<b>Somewhat disagree</b>	<b>Strongly Disagree</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

#### **4.3.1 The mathematical mean and standard deviation of responses from sample members to the questionnaire paragraphs:**

➤ **Questionnaire paragraphs on Human Resources Activities:**

*Table 8: According to the Job Analysis & Design paragraphs*

<b>No.</b>	<b>Paragraph</b>	<b>The mathematical mean</b>	<b>Standard Deviation</b>
1	There are coordination and integration between departments on the processes of job analysis & design in our ministry.	3.86	0.82
2	There is clarity in the concept of function analysis and work design.	4.16	0.86
3	The staff, who are responsible for job analysis and design, are fully aware of the strategic planning of the ministry.	3.74	0.73
4	I have a clear understanding of the process of job design and analysis.	3.65	1.00
<b>Overall average</b>		<b>3.85</b>	<b>.85</b>

Table (8) shows that paragraph (2) "There is clarity in the concept of function analysis and work design" came first with a mathematical mean of (4.16) and a variation of (0.86). This indicates the importance of the clarity of the concept of job analysis and design, in order to accomplish the work and achieve the goals.

As for paragraph (1) which states: "There are coordination and integration between departments on the processes of job analysis & design in our Ministry." it came second, with a mathematical mean of (3.86) and a variation of (.82), indicating that the process of job analysis and design can only be done if there are coordination and integration between

departments within the Ministry. This is necessary to ensure that no gaps appear throughout the execution of important tasks.

**Table 9:** According to HR planning paragraphs

No.	Paragraph	Mathematical mean	Standard Deviation
5	The ministry's human resources plan aims to adapt to any changes.	3.69	0.81
6	HRM of the ministry is committed to developing human resources plans.	3.89	1.00
7	The ministry is committed to developing plans, aiming to set a clear vision and strategic objectives for the HRM.	3.64	0.81
8	The strategic objectives and plans of the HRM in our ministry are clear.	3.77	0.90
9	I have a clear understanding of how to develop an HR plan.	3.66	0.86
10	The ministry involves the right persons in the formation of HR plans.	3.49	0.78
<b>Overall average</b>		<b>3.69</b>	<b>.86</b>

Table (9) shows that paragraph (6) “HRM of the ministry is committed to developing human resources plans” came first with a mathematical mean of (3.89) and a variation of (1.00). This Indicates that HRM should properly set plans in order to effectively manage the work environment, as it is unreasonable to manage the department without clear and acceptable planning.

As for paragraph (10), which states “the ministry involves the right persons in the formation of HR plans” came with a mathematical mean of (3.89) and a variation of (1.00). This denotes that the ministry is keen on all HR personnel participation during the formulation of HR plans, to ensure that the process is properly completed.

*Table 10: According to the Recruitment paragraphs*

No.	Paragraph	The mathematical mean	Standard Deviation
11	The recruitment process is conducted by experienced and efficient staff.	3.71	1.07
12	The ministry seeks to recruit qualified candidates with the required skills and qualifications.	3.53	0.95
13	The ministry follows fair methods of recruitment for employing skilled human resources.	3.49	1.01
14	The ministry always in contact with universities and educational centers to attract and recruit outstanding students.	3.44	1.03
15	The ministry offers suitable offers when hiring employees.	3.03	0.97
16	Vacancies are advertised in all media.	3.61	1.05
<b>Overall average</b>		<b>3.46</b>	<b>1.01</b>

Table (10) shows that paragraph (11) “The recruitment process is conducted by experienced and efficient staff” came with a mathematical mean of (3.71) and a variation of (1.07). This denotes that the ministries are keen to accomplish their works and achievements at the highest-level. Thus, their aim is to employ diverse competencies and expertise in order to accomplish the work in a competent manner. Therefore, these ministries form committees of experts and those with a range of competencies in order to recruit highly qualified and experienced workers.

As for paragraph (15) "The ministry offers suitable offers when hiring employees” came with a mathematical mean of (3.03), and a variation of (1.65). Accordingly, the recruitment is made by the General Personnel Council, which sets out certain conditions

and bases for the recruitment of employees, resulting in the response to this paragraph being medium.

*Table 11: According to the Selection paragraphs*

No.	Paragraph	The mathematical mean	Standard Deviation
17	The ministry plans the numbers of new employees to be appointed.	3.11	1.04
18	Selection of candidates in our ministry takes place based on proven standards and principles, most of which are expertise and efficiency.	3.63	1.14
19	The ministry selects suitable competencies for recruitment to middle and senior management positions.	2.91	1.03
20	Human resources are selected based on the specifications and criteria for vacancies.	3.79	1.01
21	Candidates are selected objectively to work in the ministry.	3.27	1.03
22	I believe that I am qualified to participate in the process of selecting candidates to work in the ministry.	3.19	1.01
<b>Overall average</b>		<b>3.31</b>	<b>1.04</b>

Table (11) illustrates for paragraph (20), which states: “Human resources are selected based on the specifications and criteria for vacancies” with a mathematical mean of (3.79), and a variation of (1.01). This indicates that there are criteria and conditions for employment to be packed in an acceptable way, especially for the position of human resource management. Hence, this is the system established by the General Personnel Council.

As indicated by the table in paragraph (17): “The ministry plans the numbers of new employees to be appointed, based on potential growth” resulted with a mathematical mean of (3.11) and variation of (1.04), indicating that the ministries plan the numbers to be appointed within the ministries. This is normal, as it is one of the policies undertaken by the

ministries in order to fill the vacancies. Hence, these ministries can accomplish the work properly.

**Table 12:** According to the Training & Development paragraphs

No.	Paragraph	The mathematical mean	Standard Deviation
23	The Ministry has an annual plan for training and developing human resources based on their needs.	3.04	0.88
24	The ministry trains human resources to increase their knowledge of their jobs.	2.91	0.97
25	The Ministry trains human resources to develop their skills.	2.94	0.96
26	Training related to staff readiness.	3.07	0.96
27	The Ministry has a stimulating learning environment.	3.15	0.98
28	The ministry works on developing plans to train all employees according to planned studies and plans.	3.18	0.97
29	The ministry has an environment that encourages trained staff to apply what they have learned in training to their actual works.	3.39	0.96
<b>Overall average</b>		<b>3.09</b>	<b>.95</b>

Table (12) shows that paragraph (29): “The ministry has an environment that encourages trained staff to apply what they have learned in training to their actual work” concluded with a mathematical mean of (3.39), and variation of (.96). This denotes that the ministries provide training courses to their staff, in order to enrich them with different experiences. The ministries also create a stimulating environment for trained staff to apply what they have learned in training, because all of this will contribute effectively to the achievement of the planned purposes.

As for paragraph (24) “The ministry trains human resources to increase their knowledge of their jobs” came with a mathematical mean of (2.91) and a variation of (.97), which means that the degree of response to this paragraph is moderate. Whereas the HRM is responsible for planning to provide training for all staff. Hence, the HRM staff are highly knowledgeable about the requirements and can develop and organize the work environment.

**Table 13:** According to the Employees Motivation paragraphs

No.	Paragraph	The mathematical mean	Standard Deviation
30	There is an interest from the ministry to analyze the motivation of individuals to work.	3.90	1.02
31	The ministry follows several methods of motivation.	3.41	1.05
32	The ministry adopts the methods of tangible rewards as a motivation for those who deserve it.	2.96	0.89
33	The ministry adopts the methods of moral reward as a motivation for those who deserve it (such as a letter of appreciation to express thanks and gratitude).	3.76	1.10
34	The ministry carries out tests to promote the employees.	3.12	0.99
35	The ministry's policy of motivation is based on objective principles	3.79	0.93
<b>Overall average</b>		<b>3.49</b>	<b>1.00</b>

As shown in table (13) paragraph (30) “There is interest from the ministry to analyze the motivation of individuals to work” came with a mathematical mean of (3.90) and a variation of (1.02). This means that the degree of response is high, which also indicates that ministries are clearly interested in motivation, providing encouragement for employees to work, which contributes to the optimal performance of work.

As for paragraph (34) “The ministry carries out tests to promote the employees” came with a mathematical mean of (3.12) and a variation of (.99), which means that the

degree of response to this paragraph is moderate. This can be explained by the fact that ministries do not conduct many tests in order to promote employees, as the promotion of employees is subject to the reports and the system of grades, which was created by the General Personnel Council for the promotion of employees.

**Table 14:** According to the Performance Management paragraphs

No.	Paragraph	Mathematical mean	Standard Deviation
36	The performance appraisal system in the ministry is flexible.	3.00	1.04
37	Performance appraisal criteria are reviewed continuously in order to develop the work of the ministry staff.	2.77	0.88
38	The Ministry assesses the performance of employees according to their job description.	3.06	0.96
39	Employees' performance standards are applied fairly.	2.86	0.88
40	Human resources employees are assessed on objective grounds.	3.29	0.97
41	There is an interest from the ministry to performance appraisal results.	3.04	0.82
42	The employee is able to know about the results of his annual performance appraisal.	3.65	1.09
<b>Overall average</b>		<b>3.09</b>	<b>.95</b>

Table (14) shows that paragraph (42) “The employee is able to know about the results of his annual performance appraisal” came with a mathematical mean of (3.65) and a variation of (1.09). This means that the ministries staff can check the results of their annual performance evaluation, which is the right of the employee, in order to continue to work in a clear manner.



As for paragraph (37) which states: “Performance appraisal criteria are reviewed continuously in order to develop the work of the ministry staff”, it came with a mathematical mean of (2.77) and a variation of (.88). This denotes that the criteria for evaluating performance are set by competent committees. Hence, these criteria are often constant and not subject to permanent review. Therefore, the response is moderate regarding this paragraph.

➤ **Questionnaire paragraphs on the practice of strategic planning in HRM :**

**Table 15:** According to the practice of strategic planning in HRM .

No.	Paragraph	The mathematical mean	Standard Deviation
43	There are written, clear, and specific objectives for human resources management that management seeks to achieve within the available resources and conditions.	4.23	0.87
44	The ministry always undertakes the environmental analyses which help to highlight existing strengths.	4.09	0.93
45	The strategic plan for human resources is implemented and integrated under the overall strategic plan in the region.	4.07	0.91
46	The HR director general has a clear vision of the ministry's mission to communicate it to all concerned.	3.81	1.04
47	The HRM selects the proper strategies to accomplish the objectives according to current and future circumstances	3.80	1.01
48	The policies of HRM seem to be clear, helping to ensure the implementation of the planned objectives.	3.56	1.06
49	The Ministry develops special budgets and programs for the ministry's activities, including human resources activities.	3.23	1.04
50	The ministry has a monitoring system, which is used when plans are put into practice.	3.17	1.00
<b>Overall average</b>		<b>3.74</b>	<b>.98</b>

Table (15) shows that paragraph (43): “There are written, clear, and specific objectives for human resources management that management seeks to achieve within the available resources and conditions” resulted with a mathematical mean of (4.23) and a

variation of (.87) which indicates that human resource management sets clear and specific objectives, in order to be implemented appropriately utilizing available resources and conditions. Hence, HR management has multiple responsibilities. Therefore, it is necessary to provide the appropriate conditions, so that HRM is provided the opportunity to achieve various goals.

As indicated by the table 15, paragraph (50): "The ministry has a monitoring system, which is used when plans are put into practice", came with a mathematical mean of (3.17) and a variation of (1.00), indicating that all departments throughout the ministries have a formal system of oversight, and are responsible for implementing the plans developed by HRM. This system is managed by qualified experts, who are keen to apply this system in order to ensure the proper functioning of labour.

#### **4.4.ANALYSIS OF THE HYPOTHESES.**

The analyst has adopted the simple linear regression test to go through the first hypothesis and its sub-ones. The following rule of decision was adopted in order to accept or reject each hypothesis:

- Accept the null hypothesis  $H_0$ : If the value of the sig. level is greater than (0.05)
- Reject the null hypothesis  $H_0$ : If the value of the sig. level is equal to or less than (0.05)

##### **➤ First hypothesis test results:**

**H1<sub>1</sub>:** « There is a statistically significant relationship between human resource management activities and the practice of strategic planning from human resource management within the Palestinian ministries ».

**Table 16:** *Linear regression results between HRM activities and practicing strategic planning.*

<b>Coefficient of correlation</b>	<b>F Value</b>	<b>Sig.</b>	<b>Result of H<sub>0</sub></b>
0.81	404.80	0.000	Reject

Table (16) reveals that the magnitude of the association is (0.81), and the significance level is less than (0.05), contributing to rejecting the null hypothesis . This denotes that “There is a statistically significant relationship between human resource management and the practice of strategic planning from human resource management within the Palestinian ministries”.

This can be explained by the fact that the activities of the HRM cannot be carried out without implementing the strategic planning processes, as the department cannot operate without written objectives, clear plans, policies, and without environmental analysis and other strategic planning operations. Hence, the relationship is close between strategic planning and HRM, and it is inconceivable to implement the activities without a clear mechanism included in strategic planning.

This result is consistent with the results of the Abu Zaid study (2003), which determined that “There is a positive correlation of statistical significance between the activities of human resources, and the practice of strategic planning within human resources”.

The results of the derived hypothesis are as follows:

- 1- **H11-1:** « There is a statistically significant relationship between Job analysis and design and the practice of strategic planning from human resource management within the Palestinian ministries ».

**Table 17:** Linear regression between Job analysis and design, with practicing strategic planning.

Coefficient of correlation	F Value	Sig.	Result of H <sub>0</sub>
0.51	68.15	0.000	Reject

Table (17) reveals that the magnitude of the association is (0.51), and the significance level is less than (0.05), contributing to rejecting the null hypothesis. This denotes that “There is a statistically significant relationship between Job analysis and design and the practice of strategic planning from human resource management within the Palestinian ministries”.

This can be explained by the fact that one of the activities carried out by the HRM shall be the creation and review of the work, and through this task, the work environment is organized appropriately. In addition, the organization can improve the output and performance of workers. As is well known, it depends heavily on strategic planning, which is clearly relied upon to organize the various activities carried out by the organizations. Therefore the relationship must be positive between both variables.

- 2- **H11-2:** « There is a statistically significant relationship between HR planning and the practice of strategic planning from human resource management within the Palestinian ministries ».

**Table 18:** Linear regression results between HR Planning and practicing strategic planning.

Coefficient of correlation	F Value	Sig.	Result of H <sub>0</sub>
0.62	101.11	0.000	Reject

Table (18) reveals that the magnitude of the association is (0.62), and the significance level is less than (0.05), contributing to rejecting the null hypothesis. This denotes that “There is a statistically significant relationship between HR planning and the practice of strategic planning from human resource management within the Palestinian ministries”.

Proving that the HR planning is one of the variables of the activities carried out by human resources management, it is important that this planning is adopted in order to ensure that the work within the organizations are on track. In addition, human resources requires more attention, in order to set clear plans and objectives.

- 3- **H11-3:** « There is a statistically significant relationship between recruitment and the practice of strategic planning from human resource management within the Palestinian ministries ».

**Table 19:** Linear regression results between recruitment, and the practice of strategic planning.

Coefficient of correlation	F Value	Sig.	Result of H <sub>0</sub>
0.66	158.11	0.000	Reject

Table (19) reveals that the magnitude of the association is (0.66), and the significance level is less than (0.05), contributing to rejecting the null hypothesis. This denotes that “There is a statistically significant relationship between recruitment and the

practice of strategic planning from human resource management within the Palestinian ministries”.

This can be explained by the fact that organizations of all kinds are keen to accomplish their work in an effective manner, in order to maintain a good reputation among other organizations, and therefore the ministries are keen to attract human resources through the Civil Service Bureau, which achieves a high level of development and creativity. All of this cannot be done without the practice of effective strategic planning in these organizations, until there is a positive correlation between them.

- 4- **H11-4:** « There is a statistically significant relationship between selection and the practice of strategic planning from human resource management within the Palestinian ministries ».

**Table 20:** Linear regression results between selection and practicing strategic planning.

Coefficient of correlation	F Value	Sig.	Result of $H_0$
0.60	93.30	0.000	Reject

Table (20) reveals that the magnitude of the association is (0.60), and the significance level is less than (0.05), contributing to rejecting the null hypothesis. This denotes that “There is a statistically significant relationship between selection and the practice of strategic planning from human resource management within the Palestinian ministries”.

This can be explained by the fact that HRM conducts several activities, including the selection of human resources, this of course being a process of great importance. Hence,

strategic planning must be clearly exercised in order for HRM to undertake these activities appropriately.

- 5- **H11-5:** « There is a statistically significant relationship between training and development of employees and the practice of strategic planning from human resource management within the Palestinian ministries ».

**Table 21:** *Linear regression between training and development, and practicing strategic planning.*

Coefficient of correlation	F Value	Sig.	Result of H <sub>0</sub>
0.66	158.33	0.000	Reject

« Table (21) reveals that the magnitude of the association is (0.66), and the significance level is less than (0.05), contributing to rejecting the null hypothesis . This denotes that “There is a statistically significant relationship between training and development of employees and the practice of strategic planning from human resource management within the Palestinian ministries”.

This can be explained by the fact that one of the tasks performed by the HRM is to provide workers with the necessary competencies to further develop the work environment. This task can only be done through the practice of strategic planning, given the positive correlation found between them.

- 6- **H11-6:** « There is a statistically significant relationship between motivation and the practice of strategic planning from human resource management within the Palestinian ministries ».

**Table 22:** *Linear regression results between motivation, and practicing strategic planning.*

<b>Coefficient of correlation</b>	<b>F Value</b>	<b>Sig.</b>	<b>Result of H<sub>0</sub></b>
0.19	7.22	0.012	Reject

Table (22) reveals that the magnitude of the association is (.19), and the significance level is less than (0.05), contributing to rejecting the null hypothesis . This denotes that “There is a statistically significant relationship between motivation, and the practice of strategic planning from human resource management within the Palestinian ministries”.

This can be explained by the fact that staff need regular motivation processes in order to increase the motivation of fellow employees. The motivation process is, therefore, one of the significant activity carried out by the HRM.

**7- H1<sub>1</sub>-7:** « There is a statistically significant relationship between performance management and the practice of strategic planning from human resource management within the Palestinian ministries ».

**Table 23:** *Linear regression between performance management, and practicing strategic planning.*

<b>Coefficient of correlation</b>	<b>F Value</b>	<b>Sig.</b>	<b>Result of H<sub>0</sub></b>
0.68	132.91	0.012	Reject

Table (23) reveals that the magnitude of the association is (0.68), and the significance level is less than (0.05), contributing to rejecting the null hypothesis . This denotes that “There is a statistically significant relationship between performance



management and the practice of strategic planning from human resource management within the Palestinian ministries”

This can be explained by the fact that human resource management performs several tasks, including performance management, where organizations rely on performance management to conduct their work and achieve success. Hence, this department monitors the performance of the employees in a continuous manner, in order to further develop the work environment within the organizations.

➤ **Test results of the second hypothesis:**

**H2<sub>1</sub>:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to demographic variables ».

The analyst used the one-way ANOVA method and T-test to examine if there were statistically meaningful variations in the sample response, since the data were normally distributed and the sample size was greater than 50. The results of the derived hypotheses are as follows:

- 1- **H2<sub>1</sub>-1:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the gender variable ».

**Table 24:** *T- test result due to the variable of gender.*

Variable	T Value	Sig. Level	Result of H <sub>0</sub>
Gender	-1.32	0.312	Accept

Table (24) reveals that the magnitude of the calculated T is (1.32), and the significance level is greater than (0.05), contributing to accepting the null hypothesis . This denotes that “There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the gender variable”.

This can be explained by the fact that HRM conducts several activities within organizations through recruitment, selection, and performance management, and these processes are carried out by a qualified member of male and female staff working within these departments. Therefore, the gender variable has no impact on the operations of these activities, since the results have shown that “there were no statistical differences due to the gender variable, this denotes that HRM aims to engage in activities through effective strategic planning, regardless of gender”.

- 2- **H2<sub>1-2</sub>**: « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the age variable ».

**Table 25:** One-way ANOVA test result due to the variable of age.

Variable	Category of variable	Mean	F Value	Sig. Level	Result of H <sub>0</sub>
Age group	Less than 30	3.81	0.822	0.359	Accept
	From 30 - less than 40	3.80			
	From 40 - less than 50	3.56			
	From 50 - and over 50	3.23			

Table (25) reveals that the magnitude of the calculated F is (1.32), and the significance level is greater than (0.05), contributing to accepting the null hypothesis . This denotes that “There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the age variable”.

Proving the fact that the activities of HRM are carried out by different age groups. Therefore, age has no impact on the operations of these activities, since the results have shown that there are no statistical differences due to the age group this denotes that HRM aims to engage in activities through effective strategic planning regardless of age.

- 3- **H21-3:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the qualifications variable ».

**Table 26:** One-way ANOVA test result due to the variable of qualifications.

Variable	Category of variable	Mean	F Value	Sig. Level	Result of H <sub>0</sub>
Qualifications	Diploma	3.56	0.96	0.344	Accept
	Bachelor	3.23			
	Master	3.17			

Table (26) reveals that the magnitude of the calculated F is (.96), and the significance level is greater than (0.05), contributing to accepting the null hypothesis . This denotes that “There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the qualifications variable”.

This explained by the fact that HRM personnel have different qualifications, and this is normal as the nature of existing positions require a variety of qualifications. Those diverse tasks need to be carried out in order for the work environment to maintain stability, therefore, employees with different qualifications aim to implement activities in those organizations through the practice of strategic planning.

- 4- **H2<sub>1</sub>-4:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the years of service variable ».

**Table 27:** One-way ANOVA test result due to the variable of years of service.

Variable	Category of variable	Mean	F Value	Sig. Level	Result of H <sub>0</sub>
<b>Years of Service</b>	Less than 5 years	4.23	2.183	0.832	Accept
	From 5 – less than 10 years	4.09			
	From 11 – less than 15	4.07			
	From 16 and over 16 years	3.81			

Table (27) reveals that the magnitude of the calculated F is (2.183), and the significance level is greater than (0.05), contributing to accepting the null hypothesis . This denotes that “There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the years of service variable”.

This can be explained by the fact that the staff experience varies according to the years of service spent in their work. Thus, the skill element therefore has little effect on HRM's practices in strategic planning activity.

- 5- **H21-5:** « There are statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the Job title variable ».

**Table 28:** One-way ANOVA test result due to the variable of job title.

Variable	Category of variable	Mean	F Value	Sig. Level	Result of H <sub>0</sub>
Job title	HR Director General	4.55	2.360	0.83	Accept
	HR Manager	4.41			
	HR Officer	4.40			
	HR Assistant	3.99			

Table (28) reveals that the magnitude of the calculated F is (2.36), and the significance level is greater than (0.05), contributing to accepting the null hypothesis . This denotes that “There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the Job title variable”.

This can be explained by the fact that HRM functions at a variety of different levels, which is to be expected, since the responsibilities of HRM need various functional levels. These functional levels must exercise strategic planning in order to implement the activities of human resources successfully, consequently, no statistically relevant variations related to the work description is attributable.

#### 4.5.SUMMARY

In this study, research hypotheses have been tested to determine the reality of strategic planning for human resource management within the Palestinian ministries , and to be able to identify the strategies proposed to enhance human resource within these

ministries . The results have shown that « there was a statistically significant relationship between human resource management activities and the practice of strategic planning from HRM within the Palestinian ministries ». Table 29 shows a Summary of the results of the derived hypotheses:

**Table 29:** *Summary of the results of the derived hypotheses.*

Hypothesis	Accept
<b>H1<sub>1</sub>:</b> « There is a statistically significant relationship between human resource management activities and the practice of strategic planning from human resource management within the Palestinian ministries ».	Accept
<b>H1<sub>1-1</sub>:</b> « There is a statistically significant relationship between Job analysis and design and the practice of strategic planning from human resource management within the Palestinian ministries ».	Accept
<b>H1<sub>1-2</sub>:</b> « There is a statistically significant relationship between HR planning and the practice of strategic planning from human resource management within the Palestinian ministries ».	Accept
<b>H1<sub>1-3</sub>:</b> « There is a statistically significant relationship between recruitment and the practice of strategic planning from human resource management within the Palestinian ministries ».	Accept
<b>H1<sub>1-4</sub>:</b> « There is a statistically significant relationship between selection and the practice of strategic planning from human resource management within the Palestinian ministries ».	Accept
<b>H1<sub>1-5</sub>:</b> « There is a statistically significant relationship between training and development of employees and the practice of strategic planning from human resource management within the Palestinian ministries ».	Accept
<b>H1<sub>1-6</sub>:</b> « There is a statistically significant relationship between motivation and the practice of strategic planning from HRM within the Palestinian ministries ».	Accept
<b>H1<sub>1-7</sub>:</b> « There is a statistically significant relationship between performance management and the practice of strategic planning from human resource management within the Palestinian ministries ».	Accept

On the other hand, the results have revealed that « there are no statistically significant differences in the responses of the sample members to the reality of strategic planning of HR in the Palestinian ministries, due to demographic variables ».

After statistical review, table (30) exhibits the outcomes of the second hypothesis test:

**Table 30:** Summary of results of the second hypothesis.

Hypothesis	Accept
<b>H2<sub>0</sub>:</b> « There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to demographic variables ».	Accept
<b>H2<sub>0</sub>-1:</b> « There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the gender variable ».	Accept
<b>H2<sub>0</sub>-2:</b> « There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the age variable ».	Accept
<b>H2<sub>0</sub>-3:</b> « There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of HR in the ministries of the Palestinian public sector, due to the qualifications variable ».	Accept
<b>H2<sub>0</sub>-4:</b> « There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of HR in the ministries of the Palestinian public sector, due to the years of service variable ».	Accept
<b>H2<sub>0</sub>-5:</b> « There are no statistically significant differences in the responses of the sample members to the reality of strategic planning of human resource in the ministries of the Palestinian public sector, due to the Job title variable ».	Accept

## **CHAPTER FIVE**

### **5. RESULTS, STRATEGIES AND RECOMMENDATIONS.**



## **5.1. INTRODUCTION**

The researcher in this chapter is to review the conclusions and outcomes of the study, as mentioned in the previous chapters. As well as recommendations for future studies and research.

## **5.2.SUMMARY OF RESULT**

1. The results showed a positive relationship between human resources management activities and the implementation of strategic planning in the Palestinian ministries .
2. The staff experience varies based on the years of service spent in their work. Thus, the skill element therefore has little effect on HRM practices in strategic planning activity.
3. The results revealed that there is an indication of usage of strategic planning from HRM within the Palestinian ministries.
4. HRMs conduct several activities within organizations through recruitment, selection, and performance management, and these processes are carried out by a qualified member of male and female staff working within these departments. Therefore, the gender variable has no impact on the operations of these activities.
5. HRM personnel have different qualifications, and this is normal as the nature of existing positions require a variety of qualifications. Those diverse tasks need to be carried out in order for the work environment to maintain stability, therefore, employees with different qualifications aim to implement activities in those organizations through the practice of strategic planning.

6. The results showed that one of the obstacles to the adoption of strategic planning or any modern model for human resources is the weakness of the public sector incentive system.
7. The results revealed that there is indeed clarity among the HR staff of the Palestinian ministries on strategic planning concept for HRM.
8. The results shown that HRM activities have a statistical association with the practice of strategic planning within the Palestinian ministries.
9. The HRM in the Palestinian ministries does retain the human competencies necessary for executing strategic plans for the HRM.
10. The responses of the study participants were not statistically substantially different due to demographic variables (e.g., gender, age group, years of service, job title, and qualifications) based on the convergence between the specifications of the sample members in the ministries concerned.
11. The results revealed that HRM within Palestinian ministries, do set clear and specific objectives, in order to be implemented appropriately, within the availability of resources and conditions
12. The results revealed that HRM within the Palestinian ministries do scrutinize its outer context to recognize the possibilities and risks confronting it, and analyzes its internal context to determine its shortcomings.
13. The results have shown that HRM within the Palestinian ministries does not conduct the necessary number of tests required to promote employees. The researcher attributes this result to the fact that the promotion of employees, is subject to the reports, and the

system of grades, which had been created by the General Personnel Council for the promotion of employees.

### **5.3. RECOMOENDATION**

1. As the promotion of employees is subject to the reports and the system of grades, which was created and managed by the General Personnel Council. The researchers sees that ministries may need to develop their assessment and test system to identify employees who possess managerial potential or higher level capabilities, so that these employees can be promoted to assume greater duties and responsibilities in practicing strategic planning.
2. Consideration should be given to developing more specific career opportunities or paths for those staff working in HR who might wish to progress their careers in this area. Also, as provided for under the forthcoming recruitment legislation there is a need to recruit HR professionals with experience of implementing strategic HR to key positions related to the development of HR on a civil service wide basis .
3. The Palestinian ministry need to consider the dilemma of how to modernize their structures and practices to meet ever-increasing knowledge and skill demands and ensure a more professional and efficient delivery of services, which emerges as a critical factor in the motivation of staff .
4. In order to prove successful the implementation of strategic HR, while facilitated by the HR function, cannot remain within the domain of HR. Senior management, leading

by example, must be committed to and accountable for the strategic HR agenda, while managers throughout the organization are responsible for its delivery and effectiveness

5. HR departments shall improve the performance management system, in order to monitor the performance of the employees in a continuous manner, and develop the work environment within organizations.
6. In order to align HR strategic plan with the strategic plans of the Palestinian ministries, the vertical and horizontal integration of HR management must be enhanced.
7. The importance of supplying all-new technical means and suitable interpersonal resources to the HRM within the Palestinian ministries for policy preparation and human resources.
8. In order to reach an effective implementation of human resource strategies, we must rely on the involvement, commitment and cooperation of HR professionals. Given the fact that they are responsible to set, design and carry out the human resource systems and strategies that align with the strategic objectives of the ministries.
9. Developing information sharing across the entire PA ministries in the expectation of reaching the advantageous strategic planning stage.
10. Provide updated databases and information within the Palestinian ministries in order to support strategic planning efforts.
11. Enhancing channels of communication between the Palestinian ministries' upper management and department heads.

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**APPENDIX**

**Appendix A: Questionnaire**

**Master's Thesis Questionnaire**

**Arab American University  
Faculty of Graduate studies**

**Dear Mr. / Mrs.**

**As a part of my Master's research thesis at the Arab American University. I am conducting a survey that intends to explore and determine strategies would enhance HR within the Palestinian Ministries.**

**The questionnaire consists of 50 questions and will take no longer than 20 mins.**

**Thank you for your cooperation.**

**Waleed ODEH**

**Part 1: General information about workers in human resources management:**

**1. Ministry:** .....

**2. Gender:**

**Male**

☐

**Female**

☐

**3. Age:**

**Less than 30**

☐

**From 30 - less than 40**

☐

**From 40 - less than 50**

☐

**From 50 - and over 50**

☐

**4. Qualification:**

**Diploma**

☐

**Master degree**

☐

**Bachelor**

☐
☐

**5. Employment period:**

**Below 5 years**

☐

**From 5 – less than 10 years**

☐

**From 11 – less than 15**

☐

**From 16 and over 16 years**

☐

**6. Job title:**

**HR Director General**

☐

**HR Officer**

☐

**HR Manager**

☐

**HR Assistant**

☐

**Part Two:**

**If it pleases you, react to the attached inquiries, using the legend underneath:**

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
5	4	3	2	1

**A. Questions related to HR activities:**

No.	Paragraph	1	2	3	4	5
<b>Job Analysis and Design</b>						
1	There are coordination and integration between departments on the processes of job analysis & design in our ministry.					
2	There is clarity in the concept of function analysis and work design.					
3	Those involved in the process of analyzing and designing work are aware of the Ministry's strategic plan and working based on it.					
4	I have a clear understanding of the process of job design and analysis.					
<b>HR planning</b>						
5	The ministry's human resources plan aims to adapt to any changes.					
6	HRM of ministry is committed to developing human resources plans.					
7	The ministry is committed to developing plans, aiming to set a clear vision and strategic objectives for the HRM.					
8	The strategic objectives and plans of the HRM in our ministry are clear.					
9	I have a clear understanding of how to develop an HR plan.					
10	The ministry involves the right persons in the formation of HR plans.					

No.	Paragraph	1	2	3	4	5
<b>Recruitment</b>						
11	The recruitment process is conducted by experienced and capable staff.					
12	The ministry seeks to recruit qualified candidates with the required skills and qualifications.					
13	The ministry follows fair methods of recruitment for employing skilled human resources.					
14	The ministry always in contact with universities and educational centers to attract and recruit outstanding students.					
15	The ministry offers suitable contract when hiring employees.					
16	Vacancies are advertised in all media.					
<b>Selection</b>						
17	The ministry plans the numbers of new employees to be appointed, based on potential growth.					
18	Selection of candidates in our ministry takes place based on proven standards and principles, most of which are expertise and efficiency.					
19	The ministry selects suitable competencies for recruitment to middle and senior management positions.					
20	Human resources are selected based on the specifications and criteria for vacancies.					
21	Candidates are selected objectively to work in the ministry.					
22	I believe that I am qualified to participate in the process of selecting candidates to work in the ministry.					



No.	Paragraph	1	2	3	4	5
<b>Training &amp; Development</b>						
23	The Ministry has an annual plan for training and developing human resources based on their needs.					
24	The ministry trains human resources to increase their knowledge of their jobs.					
25	The Ministry trains human resources to develop their skills.					
26	Training related to staff readiness.					
27	The Ministry has a stimulating learning environment.					
28	The ministry works on developing plans to train all employees according to planned studies and plans.					
29	The ministry has an environment that encourages trained staff to apply what they have learned in training to their actual works.					
<b>Employees Motivation</b>						
30	There is an interest from the ministry to analyze the motivation of individuals to work.					
31	The ministry follows several methods of motivation.					
32	The ministry adopts the methods of tangible rewards as a motivation for those who deserve it.					
33	The ministry adopts the methods of moral reward as a motivation for those who deserve it (such as a letter of appreciation to express thanks and gratitude).					
34	The ministry carries out tests to promote the employees.					
35	The ministry's policy of motivation is based on objective principles					

No.	Paragraph	1	2	3	4	5
<b>Performance Management</b>						
<b>36</b>	The performance appraisal system in the ministry is flexible.					
<b>37</b>	Performance appraisal criteria are reviewed continuously in order to develop the work of the ministry staff.					
<b>38</b>	The Ministry assesses the performance of employees according to their job description.					
<b>39</b>	Employees' performance standards are applied fairly.					
<b>40</b>	Human resources employees are assessed on objective grounds.					
<b>41</b>	There is an interest from the ministry to performance appraisal results.					
<b>42</b>	The employee is able to know about the results of his annual performance appraisal.					

**B. Questions on the practice of strategic planning in HRM:**

No.	Paragraph	1	2	3	4	5
43	There are written, clear, and specific objectives for human resources management that management seeks to achieve within the available resources and conditions.					
44	The ministry always undertakes the environmental analyses which help to highlight existing strengths.					
45	The strategic plan for human resources is implemented and integrated under the overall strategic plan in the region.					
46	The HR director general has a clear vision of the ministry's mission to communicate it to all concerned.					
47	The HRM selects the proper strategies to accomplish the objectives according to current and future circumstances					
48	The policies of HRM seem to be clear, helping to ensure the implementation of the planned objectives.					
49	The Ministry develops special budgets and programs for the ministry's activities, including human resources activities.					
50	The ministry has a monitoring system, which is used when plans are put into practice.					

## الملخص

الهدف من هذه الدراسة هو دراسة الوضع الراهن للتخطيط الاستراتيجي لإدارة الموارد البشرية في الوزارات الفلسطينية. وبالتالي ، كانت الأهداف المحددة هي فهم التخطيط الاستراتيجي لإدارة الموارد البشرية ، كمفاهيم للعلماء والصور النمطية ، من خلال أعين موظفي إدارة الموارد البشرية العاملين في الوزارات الفلسطينية. وكذلك تزويد الوزارات بالتوصيات والنتائج التي تم التوصل إليها. كانت ندرة المعلومات المتوفرة حول إدارة الموارد البشرية في الوزارات الفلسطينية ، والتي من شأنها أن تساعد في تحديد الاستراتيجيات والخطط المناسبة ، نقطة البداية وأهمية هذا العمل المكثف.

تكون مجتمع الدراسة من طاقم إدارة الموارد البشرية ، 248 عضوا ، يعملون في 19 وزارة فلسطينية في الضفة الغربية. من خلال استهداف عينة عشوائية من موظفي إدارة الموارد البشرية (ممثلة بـ مدير الموارد البشرية ، نائب المدير ، موظف الموارد البشرية) ، أجرى الباحث مسحاً. تكونت العينة من 124 موظفاً ، يشكلون 50٪ من مجتمع الدراسة. بعد جمع البيانات وتحليلها باستخدام الأساليب الإحصائية ، أظهرت النتائج أن "هناك علاقة ذات دلالة إحصائية بين أنشطة إدارة الموارد البشرية وممارسة التخطيط الاستراتيجي من إدارة الموارد البشرية داخل الوزارات الفلسطينية. كما أظهرت النتائج أنه لا توجد فروق ذات دلالة إحصائية في استجابات أفراد العينة لواقع التخطيط الاستراتيجي للموارد البشرية في وزارات القطاع العام الفلسطيني بسبب المتغيرات الديمغرافية.

اعتماداً على البيانات والتحليل ، ينتهي هذا العمل التفصيلي بالملاحظات المدرجة أدناه:

- تقوم إدارة الموارد البشرية بتنفيذ العديد من الأنشطة داخل المنظمات من خلال التوظيف والاختيار وإدارة الأداء ، ويتم تنفيذ هذه العمليات من قبل موظف مؤهل من الذكور والإناث العاملين داخل هذه الإدارات. لذلك ، فإن متغير النوع الاجتماعي ليس له أي تأثير على عمليات هذه الأنشطة.
- أظهرت النتائج أن هناك بالفعل وضوح لدى موظفي الموارد البشرية في الوزارات الفلسطينية حول مفهوم التخطيط الاستراتيجي لإدارة الموارد البشرية.
- أظهرت النتائج أن إدارة الموارد البشرية داخل الوزارات الفلسطينية ، تحدد أهدافاً واضحة ومحددة ، من أجل تنفيذها بشكل مناسب ، في ظل توافر الموارد والظروف.
- أظهرت النتائج أن أحد معوقات اعتماد التخطيط الاستراتيجي أو أي نموذج حديث للموارد البشرية هو ضعف نظام حوافز القطاع العام.