



**Arab American University
Faculty of Graduate Studies**

**Investigate the role of HR strategies in organization
performance In the Public Sector; Palestine**

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**This thesis was submitted in partial fulfillment of the
requirements for the Master's degree in Human
Resources Management**

1/2023

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Thesis Approval

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performance In Public Sector; Palestine**

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Declaration

The undersigned, Ataa Mohammad Abel Kareem Shaikha holder university ID (202012433) hereby declare that I am the sole author of this thesis entitled (Investigate the role of HR strategies in organization performance In the Public Sector; Palestine),and this thesis represents my own work which has been done after registration for the Master degree at Arab American University .To the best of my knowledge this thesis contains no material previously published by any other person.

Sign:

Date: 29/7/2023

Acknowledgements

Words cannot express my gratitude to my professor and chairman of my committee, Dr. Zahi Yassin for your patience and invaluable comments. Also, I would not have been able to make this journey without the faculty members of the Master of Human Resource Management program, who generously provided knowledge and experience. I wish to show my appreciation to the Energy and Natural Resources Authority, represented by its Chairman, Eng. Zafer Melhem, for the facilities he provided me to attend lectures on campus, and for the support and encouragement to pursuing a master's degree. I am also grateful to my colleagues and members of the group, especially my colleagues in the office, for their help in editing, comment sessions and discussions at work, and moral support. I must also thank the employees working in the government sector, especially the General Personnel Council, for their great assistance in distributing the questionnaire to other ministries, and who did not skimp on me with the necessary information to complete this study. I would be remiss not to mention my family, especially my parents, husband, and children. Their faith in me kept my spirits high and motivated throughout this process. Finally, many thanks to all participants that took part in the study and enabled this research to be possible.

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Abstract

This research paper aimed to investigate the role of HR strategies in organization performance In Public Sector; Palestine. Data collection was accomplished by a questionnaire and analyzed using SPSS. The questionnaire was distributed to all employees who occupy supervisory positions in government public sector. The questionnaire was drawn and developed from SHRM and number of pervious thesis that related to my research. The number of participants in the study (358), which represents the study sample. The results of the study revealed that there is a positive relationship between the role of HR strategies in the performance of the organization. The study was subject to a number of limitations, including those related to volunteers' willingness to complete the questionnaire, lack of previous research studies regarding to the strategic plan of the HRD and defining the mission, vision and objectives, time constraints, focusing on non- financial measures as a measure of organization performance. In terms of the study's implications, the researcher believes that the findings can be generalized to the public sector - the civil sector only, because the study did not address the military sector, the study sample was limited to employees in supervisory positions and did not include all government employees, the organization's performance was investigated as a dependent variable; the role of HR strategies in employee performance has not been studied, and finally, for political reasons, government organizations in the Gaza Strip were excluded. The correlational quantitative method was used in this study.

Keywords: strategic planning, human resource management, strategic human resource management, public sector, Palestine

List of Abbreviations

The abbreviations used in the study is shown in table 1 below.

Table 1

List of Abbreviation

Definition of the Abbreviations	
Abbreviation	Definition
SM	Strategic Management
SMP	Strategic Management Process
HRM	Human Resources Management
HRMP	Human Resources Management Practices
HRM	Strategic Human Resources Management
HRD	Human Resources Department
HR	Human Resources
PM	Performance Management
OP	Organization Performance
OPM	Organization Performance Measurement
HRD	Human Resources Department
CAWI	computer-assisted web interviewing

Chapter I

Study Background

1.1 Introduction

In the current era, HR strategy is understood to be a crucial component of enhancing an organization's performance, and it must be addressed in order to improve the effectiveness and efficiency of management tasks. Strategic Human Resource Management (SHRM) emerged from a series of concept papers that linked strategic human resource management (HRM) and performance (Al-Lawama et al., 2021; Al-Khaled & Fenn, 2017; Akbari & Rasouli, 2022; Yaseen, 2013; Singh et al., 2012; Lee, 2021; Wuen et al., 2021).

(SHRM) is defined as the process of making decisions about the intentions of the organization with regard to individuals, by fusing human resource strategies with organizational strategies, it focuses on achieving the organization's goals with the support of its available human resources (Armstrong, 2020). It is necessary for organizations that have reached a suitable level of maturity in this area to focus on human resource development (Mahfouz et al., 2021). Adopting a strategic view of HR entails, in large part, viewing employees as human "assets" and developing appropriate policies and programs to increase the value of these assets to the organization and the marketplace (Mello, 2015). The organization's strategy is developed by analyzing the economic conditions, its organizational structure, and the competencies it needs to obtain a sustainable competitive advantage (Lee, 2021). It was assumed according to Lee (2021), that when human resource practices are in line with the organization's business strategy, the organization's performance will improve.

The success of the strategic role of human resource managers depends on realizing the key outcomes of strategic human resource management, including raising shareholder value, enhancing employee and customer satisfaction, and improving performance (Armstrong, 2020). HR managers play a strategic role in organizations by strategically prepare talent to achieve higher levels of performance, combining adaptation and discipline with business strategy to achieve measurable results, and enabling organizations to grow in the long-term (Yaseen, 2013). A substantial amount of research has been conducted to investigate the relationship between HRM and firm performance. In a recent review of the literature Al-Lawama et al. (2021) investigated the relationship between SHRM practices and organizational performance, and the study showed a positive relationship between HR strategies with organizational performance. Another research from Al-Khaled & Fenn (2017), they concluded that the way an organization manages human resources strategies has a positive relationship with organizational performance. However, these studies have successfully proved the link between HRM and performance, other previous studies have not fully confirmed the premise that HRM will lead to performance; because it have been difficult to control or exclude other performance determinants, and many of these problems are caused by the complexity of connections and the settings of large organizations often used for investigation.(Gu & Luo, 2022).

The majority of studies on SHRM focused on private business organizations. As a result, studies in the public sector are limited, and SHRM practices in the public sector remain an unanswered question in the literature. This study fills a gap in assessing the influence of HR strategies on the performance of Palestinian public sector organizations.

This study aims to investigate the role of HR strategies in organization performance in the public sector in Palestine. Four independent variables were used for this purpose: recruitment and selection strategy, performance management strategy, job description, and strategic planning for the human resources department (mission, vision, goals), all of these variables were linked to the independent variable organizational performance. The correlational quantitative method was used in the study, and the questionnaire was used to collect information from the respondents. The questionnaire was distributed to all employees who occupy supervisory positions in government public sector organizations. The number of participants in the study (358), which represents the study sample.

1.2 Statement of the Problem

Human capital is one of the most important ingredients for the success of any organization, hence the importance of the role of HR practices in designing strategies to achieve competitive advantage in the organization and improve the performance of the organization. Strategic planning HR plays an important role in formulating organizations' policies and setting the necessary plans to achieve goals. This research targets the government sector in Palestine to study the influence of HR strategies on organization performance. The effectiveness of government organization can be measured by a variety of services to the public, as well as managerial discretion according to (Goh, 2012).

Several studies have shown a clear positive relationship between the practice of HR strategies and the organizations performance, and therefore the absence of these practices negatively affects the organizations performance. For example, according to Iles et al. (2012) dealt with the lack of a clear recruitment strategy in the organization that could lead to bias in the selection of employees and making mistakes and thus hiring

incompetent employees, which have a negative impact on talent acquisition retain them. The lack of a clear strategy for training and development leads to favoritism in selecting candidates or making mistakes in choosing training programs due to lack of clarity of procedures and abuse of position (Iles et al., 2012).

However, other studies have shown that there is a positive influence on the organization's performance when applying HR strategies. Studies have shown the role of practicing HR strategies in reinforcing the growth of organizations, achieving competitive advantage, maximizing their profits and improving their financial performance. At the level of individuals, the positive impact on employee behavior can be observed, such as a decrease in the rate of job turnover in the organization, for example In research by Darwish et al. (2013), it was found that there is a positive relationship between the training strategy and reducing the rate of job turnover in the organization . In this study, four Independent variables were identified which are: clear vision and mission of the HR department (strategic planning), clear job description for all positions in the organization, clear strategy of recruitment and selection, and clear strategy of performance management.

However, the researcher has worked in governmental organizations for more than seven years and has observed that the HR departments in Palestine's governmental sector are not given much attention, while some HR strategies do exist but are not in line with the organization's strategy. The statement of this research can be identified in the following major question: what is the role of HR strategies in organization performance In Public Sector; Palestine?

1.3 Research Significance and Justifications

The title of this study was chosen precisely because of the researcher's desire to prove the effectiveness of HR strategies in the success of government organizations and to make recommendations to HR managers in the government sector that would support them to effectively manage HR strategies to improve organization's performance and progress towards professionalism in providing services.

The scientific importance for this research lies in adding new research value to be used by researchers in this field through the results of this study. Because of the scarcity of studies on this subject in the Palestinian case, this can be built upon with new studies in the future. Studying the reality of the SHRM in Palestine has become an urgent need to develop the organization's effectiveness and achieve a global competitive advantage, especially in government organizations.

1.4 Research Justifications:

1. 1. The important role of HR strategies in managing and providing services to organizations.
2. The role of human resource strategies in an organization's success in meeting its objectives.
3. Presenting research findings and recommendations to HR managers in government organizations to improve HR strategies and policies and provide better services.

1.5 Research Objectives

This study aims to:

1. Investigate the role of HR strategies in organization performance in the public sector in Palestine.
2. Investigate the role of the HR strategies in terms of clarity of vision of HR department (strategic planning), on organizations performance.
3. Investigate the role of the HR strategies in terms of clarity of job description for all positions on organizations performance.
4. Investigate the role of the HR strategies in terms of clarity of strategy of recruitment and selection criteria and organizations performance.
5. Investigate the role of the HR strategies in terms of clarity of performance management strategy on organizations performance.

1.7 Research Questions

1. What is the role of HR strategies in organization performance In Public Sector; Palestine?
2. What is the reality of the existing organizational strategic plan in place and the role of the HRD (existing organizational strategic plan, role of the HRD)?
 - A. What is the Reality of the Organizational Strategic Plan in Place?
 - B. What is the Reality of Role of the HR department?
3. What is the Reality of the Strategic Planning in the HRD (Organizational Strategic Plan, Vision, Mission, Objectives, the Executive Plan)?
 - A. What is the Reality of the Strategic Plan in the Human Resources Department?
 - B. What is the Reality of the Vision of the Human Resources Department?
 - C. What is the Reality of the Mission of the Human Resources Department?
 - D. What is the Reality of the strategic objectives of the Human Resources Department?
 - E. What is the Reality of the Executive Plan of the Human Resources Department?

4. What is the Reality of Human Resource Department via Job Description?
5. What is the Reality of the Recruitment and Selection Strategy?
6. What is the Reality of the Job Performance Appraisals strategy?
7. What is the Reality of the Organization's Performance?

1.6 Research Hypotheses

1. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Organization's Strategic Plan and Organization's Performance.
2. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between HRD's Strategic Plan in Place and Organization's Performance
3. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Role of the HRD in the Organization and Organization's Performance.
4. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Strategic Planning in the HRD and Organization's Performance
5. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Vision of the HRD and the Organization's Performance.
6. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Mission of the HRD and Organization's Performance.
7. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Objectives of the HRD and the Organization's Performance.
8. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Executive Plan of the HRD and the Organization's Performance.
9. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between Human Resource Department via Job Description and the Organization's Performance.

10. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between Recruitment and Selection Strategy and the Organization's Performance.
11. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Job Performance Appraisals Strategy and the Organization's Performance.

1.8 Scope of Study

With the increasing importance of HR strategies and their role in organizational performance, it was necessary to implement HR strategies in HR departments in governmental organizations in Palestine. The current study investigates the role of HR strategies in the performance of government organizations in Palestine. For this purpose, the study will cover the HR strategies used by HR managers in these organizations. This study came to complete the requirements for obtaining a master's degree for the academic semester 2022-2023. The study's focus is on identifying four strategies for HRD, which are mainly used by HR managers, namely: the recruitment and selection strategy, the performance management strategy, the strategic planning of the human resources department (mission, vision, goals), and job description. This study is limited to governmental organizations in the civil sector, including 75 ministries and authorities in Palestine. Moreover, the study included an analysis of the responses of all those occupying supervisory positions.

1.9 Conceptual Framework

Independent variables

SHRM:

- Recruitment & Selection strategy .
- Strategic job Description.
- Performance Appraisals strategy
- HR department Strategic plan (mission, vision, objectives)



Dependent variable

**Organization
Performance**

Chapter II

Literature Review

2.1 Strategic Management (SM)

2.1.1 Strategic Management Definition

Strategic management is a combination of art and science in formulating, implementing, and evaluating the various decisions in the organization through which the organization's goals are achieved and new opportunities are created and used in the long term (David & David, 2017). Strategic management is a continuous dynamic process and a tool for analyzing the external and internal environments, setting an organizational vision, and developing strategies to achieve the success of the organization. (Jamison et al., 2020). Strategic management according to Dessler (2017) is the process in which the organization's strategic plan is defined and implemented by matching the company's capabilities with the requirements of its environment. As for (Karmarkar et al., 2014) strategic management is a dynamic and continuous process. Strategic management is a continuous and dynamic process that is developed frequently in the organization (Karmarkar et al., 2014).

The researcher concluded that strategic management is a dynamic and necessary process for the survival of organizations. Effective strategic management is the optimal use of the organization's resources to take and implement decisions to achieve the organization's goals. During the strategic management process, the organization's internal and external environment is analyzed and strategic plans are developed.

2.1.2 Strategic Management Process (SMP)

Previous studies discussed the process of strategic management, where there were several differences regarding the steps of this process. According to David & David (2016), the strategic management process includes three stages: strategy formulation, strategy implementation, and strategy evaluation. According to Dessler (2017), the stages of the strategic management process differ, as he divided it into seven steps, including: (1) define the current business; (2) evaluate the firm's internal and external strengths, weaknesses, opportunities, and threats; (3) formulate a new business direction; (4) decide on strategic goals, and (5) choose specific strategies. Steps (6) and (7) are to implement and then evaluate the strategic plan. As for Stahl (2012), the strategic management process consists of five steps: (1) defining the business and developing a mission; (2) Setting objectives; (3) crafting a strategy to achieve the performance objectives; (4) implementing and executing the strategy; finally, (5) evaluating performance and initiating corrective adjustments. As for Karmarkar et al. (2014) the strategic management process consists of four stages: (1) establishment of strategic intent, (2) strategies formulation, (3) Implementation of strategies, and (4) Strategic evaluation.

All the four authors agreed to main three steps:

- I. Strategy formulation: It defines the vision and mission of the organization, analyzes the internal and external environment, sets long-term goals, develops alternative strategies, and selects the optimal strategies (David & David, 2017; Dessler, 2017; Stahl, 2012; Karmarkar et al., 2014).
- II. Strategy Implementation: In this stage, the strategic goals and policies of the organization are established, along with allocating the necessary resources to implement the plans. This is done by creating an environment in which the organization's strategy is supported, by creating a strong organizational structure, by creating budgets, and by

promoting the use of technology (David & David, 2017). As for Karmarkar et al. (2014) strategic plans are carried out in six phases: project, procedural processes, resource allocation, behavioral, structural, and functional implementation. For implementing strategies in organizations, five major steps have been identified: formulating plans, defining and grouping activities, organizing and allocating resources (Karmarkar et al., 2014) . According to Stahl (2012), the implementation of strategies includes the development and creation of a work strategy file to reach the goals on time. The strategy's implementation phase is linked to a set of administrative procedures, which include according to Stahl (2012):

1. Creating a strong organization capable of successfully implementing the strategy.
2. Create budgets to allocate resources to strategic activities.
3. Motivating employees to achieve their objectives.
4. Create an appropriate work environment in which to implement the strategy.
5. Create policies to support the strategy's implementation.
6. The advancement of information technology.
7. Manage successful leadership performance oversight reports to drive strategy implementation.
8. Maintain the feedback process.

Simply implementing the strategy is done by translating the strategy into actions such as hiring or firing people, building or closing factories and adding production lines (Dessler, 2017)

III. Strategy Evaluation:

At this stage, the organization's performance is evaluated from a strategic point of view, changes that affect the organization's internal and external environment are

reviewed, and amendments are made to the strategic plan (Stahl, 2012). One of the methods that the organization can follow when evaluating strategic plans is reviewing budgets, reorganizing, changing policies, and reassigning employees (Stahl, 2012). Compared to (Stahl, 2012) (David & David (2017) went into greater detail about strategy evaluation. (David & David, 2017) said that regardless of the size or type of the organization, strategy evaluation is a crucial process, he also emphasized the ongoing nature of strategy evaluation and the readiness of successful organizations to act swiftly to address issues. According to David & David, (2016) there are three main activities when carrying out the evaluation process which include: reviewing bases of strategy, measuring organizational performance, and taking corrective actions.

As for Karmarkar et al. (2014), the process of evaluating a strategy's execution in an organization includes four steps: creating standards, measuring performance, comparing actual performance to predetermined targets, assessing deviations and implementing remedial actions. Regarding Jamison et al.,(2020) the strategy evaluation process was limited to monitoring the organization's performance to ensure its ability to meet goals, observing events and explaining their impact on the organization's environment, and taking actions based on the changes that occurred.

2.2 Human Resources Management (HRM)

2.2.1 Human Resources Management Definitions

Human resource management is the process in which employees are acquired, evaluated, and compensated, and through this process, labor relations and matters related to health and safety are managed (Dessler, 2017) . As for Armstrong & Taylor (2014) human resource management is an integrated concept in which people are employed and

their skills developed, and related to the behavior and attitudes of employees and organizations. It is primarily concerned with human capital management, which must take into account the ethical dimension in treating individuals on the basis of equality and a set of moral values (Armstrong & Taylor, 2014).

According to DeCenzo et al.(2016), human resource management defined as a branch of management science that focuses on the process of attracting, hiring, training and maintaining individuals to become an important source of competitive advantage for the organization, especially in light of the global environment facing major changes in the field of science, economy, technology and other fields. Human resource management is the set of capabilities, knowledge, and skills that exist in the individuals working in the organization and is multidimensional in nature (DeCenzo et al., 2016).

It can be concluded from the previous set of human resource management (HRM) definitions that the authors agreed that HRM is the process in which people are managed by attracting, hiring, developing, evaluating and compensating them, taking into account the ethical dimension and moral values in their management and taking into account the factors of globalization and changes in the external environment.

2.2.2 Human Resources Management (HRM) Importance

HRM is important in many aspects of organizations, in which can learn how to enhance the efficacy and efficiency of the HRD operations by implementing HR strategies and practices of: providing, creating, and motivating employees to achieve organizational goals; providing opportunities, and facilitation, for individuals and groups to grow with the organization through training, development, and compensation; and efficiently employing the skills and capabilities of the workforce (Nandhini & Vimala,

2020;Weerakoon, 2016). According to Nandhini & Vimala (2020) without good human resources, an organization cannot build a good team of working professional, because of this, effective HRM is essential to a company's success (Fita, 2017). Weerakoon (2016) emphasized that formal SHRM implementation and carefully thought out procedures can result in productive and efficient operations.

Because of an effective HRM system, employees can contribute effectively and productively to the overall company direction and the achievement of the organization's goals and objectives (Fita, 2017).HRM aims to assist in the creation of a high-performance culture, to ensure that the organization has the necessary talent, skills, and engagement, and to encourage the use of an ethical people management strategy (Armstrong & Taylor, 2014).

According to previous studies, it can be concluded that all authors agreed that HRM is important to the success of organizations, as it helps achieve organizational goals and build a professional team through training, development, compensation and motivation. It can be concluded that the existence of effective HRM is the essence of the success and survival of organizations.

2.2.3 Human Resources Management Practices (HRMP)

The term "HRM practices" describes organizational activities aimed at managing a collection of human resources and making sure that those resources are used to achieve organizational goals (Shaukat et al., 2015). HRM practices are defined as a distinct but interconnected set of activities, functions, and processes designed to attract, develop, and retain a company's human resources (Tangthong et al., 2014).

Practices in HRM are crucial for motivating employees through effective reward systems, empowering workers through training and development, and ensuring the best

possible candidate pool (Naz et al., 2016). According to Babu & Kumar (2022) well-developed and well-constructed human resource practices should be followed in the organization to retain employees and achieve profit.

After reviewing the authors' perspectives on HR practices, it can be defined as a collection of interconnected activities and procedures that can be used to manage employees in organizations in order to achieve goals.

Following a review of the research by Theriou & Chatzoglou (2014), a list of effective practices was produced, including employment security, selective hiring, high levels of teamwork and decentralization, performance-based pay and incentives, extensive training, employee involvement, internal career opportunities, job descriptions. In another research from Tangthong et al. (2014), the HR practices is based on human resource processes such as recruitment, selection, training, reward systems, and performance management ; and theses practices result in products and services that will propel the company to a long-term competitive advantage. Babu & R. Kumar (2022) examined the relationship between human resource practices and employee performance in his research, with a focus on the following practices: recruitment, selection, training, development, and compensation. As for Naz et al.(2016) in a research was conducted in this field , they focused their research on four human resource management practices that would improve employee performance: recruitment and selection, training and development, rewards, and performance appraisals.

After reviewing previous studies on human resource practices, it can be concluded that effective human resource management practices are as follows.

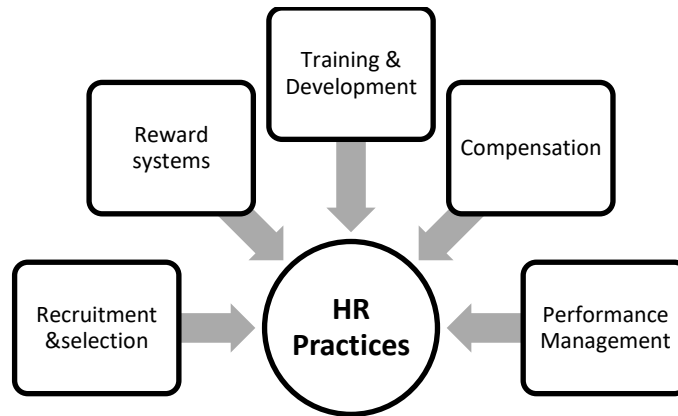


Figure 1: *Effective HR Practices*

Note. This model was created by the researcher of this study.

2.3 Strategic Human Resources Management (SHRM)

2.3.1 SHRM Definitions

The term "strategic human resource management" (SHRM) refers to the practice of ensuring that important human resource management issues are handled strategically to aid in the accomplishment of corporate goals (Armstrong, 2020). SHRM is a broad concept that describes how to integrate human resources and business strategies (Phiri & Phiri, 2022).

SHRM entails creating a consistent, aligned set of practices, programs, and policies to help the organization achieve its strategic goals (Mello, 2015), it specifies where and how to obtain human resources, as well as how to develop and implement coherent human resource strategies.(Phiri & Phiri, 2022). Strategic human resource management is an interface between human resource management and strategic management in which human resource policies and practices support an organization's future development and achievement of its goals (O’riordan, 2017). According to Khan

(2020) ,strategic human resource management is a planned human resource distribution and movement mode used to achieve authoritative objectives and organizational goals .As for Ichsan et al. (2020) SHRM refers to a company's ability to maintain the relationship between its HR assets and the methods, objectives, strategies, and ultimate goals of all company assets.

After reviewing the literature, it can be concluded that strategic human resource management can be defined mainly as the implementation of human resource practices strategically to achieve the goals of organizations, as well as it is considered the bridge between human resource management and strategic management.

2.3.2 The Role of Strategic Human Resources Management (SHRM)

In a research from Osman et al.(2022) , the role of strategic human resources management is concentrated in developing human resource goals and strategies that are consistent with the overall organization's strategy and objectives, improving employee efficiency, and maximizing the organization's capabilities. SHRM leverages the human resources department's talent and opportunity to make other departments stronger and more effective (Alaraqi, 2017)

A human resource management system that can influence employee behavior and motivation will increase organizational productivity and achievability (Gu & Luo, 2022). Strategic human resource management is one of the most effective components in increasing an organization's efficiency and effectiveness (Akbari & Rasouli, 2022). Strategic HRM's primary goal is to generate strategic capability by ensuring that the company has the qualified, devoted, and highly motivated personnel it needs to maintain a competitive edge (Armstrong, 2020).According to Akbari & Rasouli (2022), strategic

human resource management assists managers in dealing with rapid change and providing the human resources required to achieve the organization's objectives. Strategic human resource management assists organizations in developing a quality workforce, utilizing labor more efficiently, and facilitating workforce planning and evaluation through environmental and adaptation analysis (Mello, 2015).

It can be concluded from previous studies that the role of SHRM is not limited to improving the efficiency of employees, maximizing the capabilities of organizations and increasing organizational productivity only, but it is also important in supporting and developing other departments in organizations as well as positively influencing employee behavior and motivating them ,and achieving competitive advantage.

2.4 Strategic Role of HR Managers

The success of the strategic role of human resource managers depends on realizing the key outcomes of strategic human resource management, including raising shareholder value, enhancing employee and customer satisfaction, and improving performance by managing recruitment processes and employee turnover effectively, choosing employees who fit with the organization's culture and strategy, and facilitating change (Armstrong, 2020).

HR managers must be able to assess the ability of each employee currently employed or who will be hired, and this evaluation is critical because it allows the organization to understand the capabilities of its employees and how the employees will contribute to the organization's goals (Ichsan et al., 2020).

As for Uysal (2022), the strategic HR manager have an advisory role with employees who may become managers in the future, and the strategic role of the HR

manager is represented in two main roles in talent management and human resource systems ,that target talents and star employees to develop and prepare them to occupy managerial positions in the future through talent pooling and succession planning. According to Ichsan et al. (2020), the strategic role of human resource managers is to create an inventory of expertise and skills for each employee in order to identify the best employees for each position. HR managers play a strategic role in organizations by strategically prepare talent to achieve higher levels of performance, combining adaptation and discipline with business strategy to achieve measurable results, and enabling organizations to grow in the long-term (Yaseen, 2013).

It is clear from the previous literature that the strategic role of HR managers is represented in the following:

1. HR managers' awareness of the results of SHRM, including increasing performance improvement, enhancing employee and customer satisfaction, and raising shareholder value.
2. Assessment of the capabilities of current employees or who will be employed.
3. HR managers have a strategic role in talent management and human resource systems that aim to discover, attract and retain talent.
4. Preparing star employees for future managerial positions.
5. Inventory of expertise and skills for each employee and the creation of a strategic stock of qualified employees.
6. Enabling organizations to grow in the long term.
7. They have a key role in helping employees adapt and discipline the overall organization's strategy to achieve measurable results and achieve a competitive advantage.

2.4.1 HR Strategies

According to Delery & Roumpi (2017), the strategic human resources management is divided into several sections, including the needs of new employees, recruitment requirements, motivation, wages, development and training, and performance management. In research from (Sareen, 2018) human resource strategies focus on recruitment, rewards and benefits, training and development, employee attraction and retention.

Sherafati & Mohammadi, (2017), concluded from their research that the provision of resources, training and development, recruiting, and reward management are human resource strategies that have a beneficial impact on performance and their proper application in the business will result in obtaining competitive advantage. Wright et al. (2018), agreed with other authors in that human resource strategies mainly include recruitment, compensation and benefits, and training. However, they added that it is important to take into account the alignment of human resources strategy with the objectives, vision, and mission of the organization. Al-Lawama et al. (2021), recognized SHRM practices include talent attraction, development, rewards, and retention. The role of SHRM lies in increasing employee flexibility and innovation to achieve a competitive advantage for organization, as well as the organization's readiness to acquire cooperation to achieve specific and agreed-upon goals to achieve profit and sustainability (Ichsan et al., 2020).

After reviewing the previous literature, it can be said that all the authors agreed on main eight strategies, which are considered the basis of strategic human resources

management, namely: recruitment, reward management, motivation, training and development, performance management, compensation, attracting and retaining talent, and setting HR goals, mission and vision that must be aligned with the overall strategic plan of the organization.

2.5 Recruitment and Selection Strategy

2.5.1 Recruitment and Selection Definitions:

Recruitment and selection are critical human resource management functions for any type of business organization (Ekwoaba et al., 2015). According to Ekwoaba et al.(2015),these are terms that refer to the process of attracting and selecting job candidates. It is important to distinguish between the phrases recruitment and selection because they are frequently used interchangeably.

Recruitment is a set of activities aimed at finding and recruiting job applicants to fill vacancies or a shortage of positions in an organization (Cahyadi et al., 2022). The process of recruiting include finding and attracting the right candidates for the firm (Armstrong & Taylor, 2014). Recruitment is t the process of creating a pool of qualified candidates for a specific position and it is the initial step in the hiring process (Gómez-Mejía et al., 2012). Recruitment is the process of identifying potential candidates for current or anticipated organizational vacancies (Oaya et al., 2017). Recruitment is the process of identifying and hiring the best qualified candidate for a job opportunity from within or outside of an organization (Hamza et al., 2021).

On the other hand, **selection** according to Oaya et al. (2017) is the process of choosing the best candidate for the job in the organization. Selection is the process of

evaluating and interviewing candidates for a specific job and selecting the best candidate for the job (Hamza et al., 2021). Selection is concerned with determining which applicants or candidates should be appointed to jobs (Armstrong, 2020). Selection is the process of finding employees who are capable of successfully completing jobs that have been thoughtfully created through job analysis in order to fulfill the organizational mission (DeCenzo et al., 2016). The term "employee selection" refers to the process of determining a candidate's fitness for a position by comparing their knowledge, skills, and other competences to those needed to carry out the position (Dessler, 2017).

The selection process, in which the ultimate interviewers and decision-makers determine the appointment's formality, immediately follows the recruitment process. After reviewing the literature regarding to recruitment and selection, it can be concluded that the two concepts are interrelated, but at the same time they are different. The authors agreed that the recruitment is the process in which qualified candidates are found for vacant positions in the organization and potential candidates for current or prospective jobs are identified from within or outside the organization through a set of activities. As for selection, it is the process of selecting the best candidate by conducting an evaluation of the candidates for the job who are able to complete the jobs that have been created in the organization.

2.5.2 Recruitment and Selection Strategies:

Recruitment becomes a strategic process when, the organization creates plans to fill or do away with vacant positions based on an analysis of future requirements, talent inside and outside the company, and current and anticipated resources that can be increased to attract and retain such talent (Karim et al., 2021).

The primary goal of a recruitment and selection strategy is to find the best recruitment sources, recruit the best talent, maintain the organization's ability to compete in the labor market, and retain its best employees (Choso & Kwasira, 2019). Strategic recruitment and selection processes include conducting interviews related to candidates' competencies and skills, searching for and attracting potential employees from well-known university students who have a large number of potential candidates, and attracting candidates in companies known to have qualified and competent employees (Cahyadi et al., 2022). The recruitment strategy should specify the strategic job positions that necessitate special skills and competencies that are directly related to business strategy (Karemu et al., 2014). The formulation of a recruitment strategy includes who to hire, where should candidates be found? When should you hire? What message should be send?(Karim et al., 2021).

When an organization needs to expand its workforce, the first strategic decision is whether to hire temporary or permanent employees. To do so, the organization must accurately predict how long the employee shortage will last (Mello, 2015).

According to Rothwell & Kazanas(2014),to direct recruitment to a strategic focus, the recruitment process must begin with:

1. Identify new sources of talent to match strategy requirements.
2. Using future job analysis, strategy, and human resource expectations.
3. Determine suppliers who can meet your future HR needs, not just your current ones.
4. Change human resource information systems that contain data about internal labor supply so that people can isolate and use it for future needs.

2.5.3 Recruitment Methods

Organizations use a variety of recruitment methods depending on their recruitment strategies, including employee referrals, newspaper job ads, recruiting agencies, and direct / incoming applicants (Adaoma & Onuoha, 2022). The recruitment strategy makes use of a range of recruitment techniques, including employee referral, campus recruitment, advertising, recruitment agencies, employment websites and portals, company websites, and social media (Ekwoaba et al., 2015). According to Adaoma & Onuoha (2022), organizations may also use new techniques like network recruitment, which includes recruiting through social networking websites like Facebook and LinkedIn.

Recruiting methods and sources used by organizations can be categorized into two groups: internal and external (Karim et al., 2021). When the organization decides to hire permanent employees, it will do so through internal or external recruitment (Mello, 2015).

2.5.4 Internal Recruitment

Internal recruitment refers to employing people from within the organization to fill a position in a variety of ways, such as promotions, succession planning, rehiring former employees, and posting the position internally (Karim et al., 2021). When an organization decides to use an internal recruitment strategy to fill positions, it posts job openings on public job boards to inform all employees and allow for open competition ;reviews personnel records confidentially; Finally, an announcement to employees unions about available positions is made (Adaoma & Onuoha, 2022).

Internal sources of talent can be identified using comprehensive HR inventories for matching people and jobs: seniority systems, job postings, and employee or supervisor referrals (Rothwell & Kazanas, 2014). Internal recruitment is classified into three types:

transfer, promotion, and rehiring (Adaoma & Onuoha, 2022). According to Hamza et al.(2021), the internal recruitment includes three methods: (1)job bidding is the process of allowing individuals who are presumed to have the necessary qualifications to apply for a posted job; (2)posting jobs is the process of informing employees of the existence of a job vacancy by posting the job; (3)employee references which provide the organization with numerous prospects for proposed current employees.

In a study by (Bako, 2017), he described internal recruitment techniques like job posting and word of mouth. Other techniques used in internal recruitment are word of mouth and speculative candidates(Hamza et al., 2021). Both authors Bako (2017) ,and Hamza et al.(2021) address the topic of word-of-mouth recruitment.

2.5.5 External Recruitment

Rather than relying on readily available supplies, strategic recruitment requires long-term relationships with external labor supply sources such as colleges, universities, professional associations, and employment agencies. (Rothwell & Kazanas, 2014).

Other places to find talent outside of an organization are colleges and universities, professional associations, labor unions, federal and state employment agencies, government-sponsored training programs, private employment agencies, competitors, and employee referrals.(Rothwell & Kazanas, 2014). External employment includes educational institutions, newspaper ads, professional organizations, private employment agencies, trade unions, specialized magazines and publications, postal correspondence, and the Internet (Adaoma & Onuoha, 2022).

External recruitment is the process of attracting applicants from outside the organization to fill vacancies(Karim et al., 2021). According to the author, there are

several sources of external recruitment, including: advertisements, electronic recruitment, employment agencies, business offices, employment on campus, radio and television.

External recruitment can be done informally by contacting friends, especially for positions at the level of executive managers in small businesses (Mello, 2015). External recruitment according to Mello(2015), can also be done using media advertisements, online hiring through the organization's websites, referrals from current employees for new jobs, employment agencies, industry councils, private, and campus recruiting.

2.5.6 Internal Recruitment VS External Recruitment

Internal hiring is a cost-effective strategy to boost morale and employee satisfaction (Hamza et al., 2021). According to Mello (2015), the advantages of internal recruitment include : employee performance information is already available to the organization, there has been plenty of opportunity to observe the applicant's work habits, abilities, interpersonal skills, and fit with the organization, it can also result in significant productivity gains for employers. The implementation of an internal recruitment strategy in the organization allows employees to grow and develop, and the organization will be in the best position for development by providing growth opportunities for existing employees and benefiting from the existing employee base (Falk et al., 2013).

External hiring In some cases, bringing new candidates brings new skills and new ideas to your company, but in others, it has disadvantages such as less experience because new employees take too much time to learn rules and points on their job (Anwar & Abdullah, 2021). External recruitment allows the organization to broaden its knowledge base and provide new ideas, while also facilitating the process of change, particularly in organizations with a volatile external environment (Mello, 2015).

According to Mello (2015), external recruitment might be costly and time-consuming. Employees from other countries frequently require a longer socialization period to get accustomed to the organization, its channels or services, coworkers, and clients. Employees who applied internally for a position but were not chosen experience negative effects on their morale when external candidates are hired (Mello, 2015).

The strategic considerations for internal versus external recruiting are outlined in table 2 according to (Mello, 2015).

Table 2: *The strategic considerations for internal versus external recruiting*

Internal and External Recruitment Advantages and disadvantages		
	Advantages	Disadvantages
Internal	available performance data	"Loser" effects
	Motivation	Promotion chains
	less time for training and socializing	Possible politics
	Faster	
	It costs less	
External	new thoughts and perspectives increase in knowledge	Unknown entities
		detrimental to internal candidates
		Training and socialization period
		It takes a lot of time.
		can be expensive.

Note. Retrieved from *Strategic Human Resource Management* (p 335), by Mello, 2015, Cengage Learning.

2.5.7 Selections Methods

The selection process's goal is to assess candidates' suitability and predict their ability to perform successfully in their roles (Armstrong & Taylor, 2014). The selection process includes matching the qualifications of the potential new employee with the requirements of the vacant position (Cahyadi et al., 2022). The selection process according to (Cahyadi et al., 2022) is regarded as one of the most important processes in HRM; because the organization must be more careful and thorough in selecting its employees.

In human resources, the selection process is defined as the testing activity that is used to evaluate and recruit new employees, candidates begin the selection process by sending their resumes and applying for jobs (Shetty & Chougule, 2022). According to Shetty & Chougule (2022), Selection methods include: shortlisting CVs, written tests,

group discussions, interviews, job offers, medical tests, and letters of appointment are all methods of selection.

The selection process is a strategic tool used to choose a specific individual to fill an open position, in which the applicant's ability, knowledge, skills, and experience are fairly and legally matched to the job requirements (Karim et al., 2021). According to Karim et al (2021) , the selection process consists of six stages in which various techniques are used, namely: preliminary interview, selection tests, personality tests, aptitude test, interest tests, graphology test, and finally making the decision. Interviews are the most common method for evaluating potential employees, but other methods such as psychological testing, aptitude tests, feedback presentations, and work-based exercises such as writing and data entry are also used. Royal Holloway University of London (2016), introduced various methods of selection process include : panel interviews, selection tests, references, and final selection for employment. According to Armstrong & Taylor (2014), selection methods that organizations may use include: Structured interviews, competency-based interview, selection tests, and References and offers. It can be concluded that the authors agreed on the basic methods of the selection process, shown in the figure 2 below.

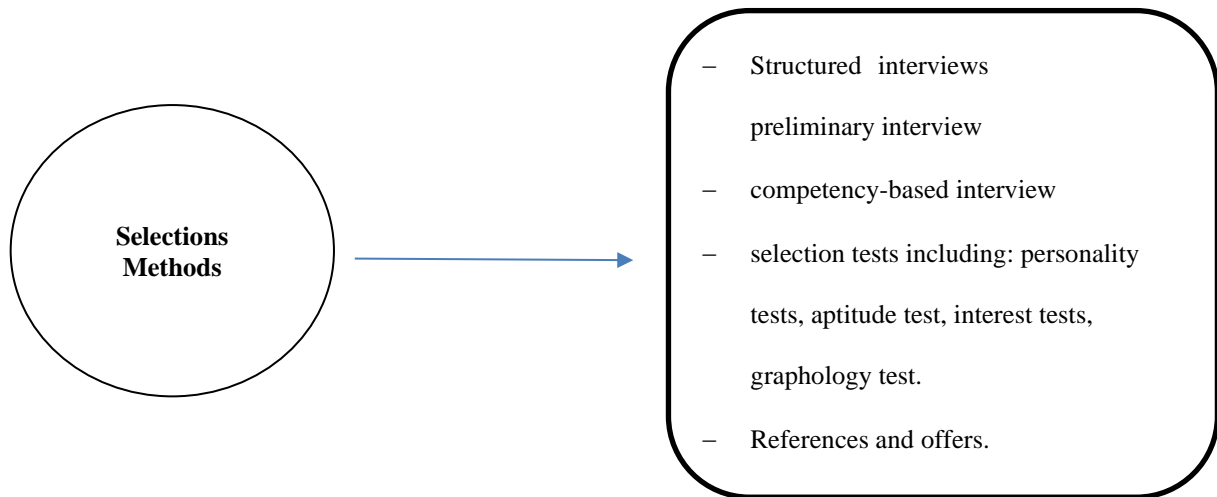


Figure 2 :*Selections Methods*

Note. This figure created by the researcher.

2.6 Human Resources Mission, Vision, Objectives (HR Strategic Planning)

Strategic human resource (HR) planning is the process of developing HR strategies and establishing programs or tactics to put them into action (Gómez-Mejía et al., 2012). SHRM is a people-management approach that focuses on how an organization's goals will be achieved through its human resources through integrated HR strategies, policies, and practices (Armstrong, 2020).

Strategic human resource planning is concerned with fully integrating human resource management with the organization's strategy and strategic needs, ensure that human resource policies are consistent across policy areas and hierarchies (Altarawneh & Aldehayyat, 2011)

Proper strategic planning for HR ensures that the organization can identify gaps between its current situation and its future vision, encourage managers' participation in the strategic planning process, create a common links within the organization, and identify human resource opportunities and limitations.(Gómez-Mejía et al., 2012). HR

planning entails determining the development effort, developing forward-looking strategies, and making decisions on what must be done to achieve the goal (Ahmad, 2019). The goal of strategic planning for HR is to forecast the organization's future needs for managing its human resources, ensure that it has enough human capital to carry out its plans, and stay current on social, economic, legal, and technological advancements that affect its human capital (Khadilkar, 2014).

According to previous literature, it can be concluded that strategic planning for human resources is due to forecasting the organization's future needs to develop and implement human resource strategies in line with the organization's overall strategic plan.

2.6.1 HR Mission and Vision Statement

SHRM entails making decisions that define the organization's overall vision, mission, core values, and objectives, thereby determining the most effective use of its resources (Brauns, 2013). The mission and vision of HR in organizations serve as a foundation for the process of defining human resource-related business strategies that are aligned with the overall organization strategy (Acuner & Genç, 2007).

The human resources mission statement should include the reason for the existence of the HR department in the organization, the goals, the philosophy of human resources (Acuner & Genç, 2007). Having a clear mission for human resources allows employees to easily understand and integrate with the department's goals, improves individual participation in work teams, and facilitates process strategic planning (Acuner & Genç, 2007).

A vision statement for HR is future-oriented, focuses on the "why" of what the HR department does, it concerns the organization destination, relates to how HR

department fits into the overall picture and the organization's future strategy (Symonds, 2022). Human strategies are directed by HR vision, with the assistance of HR vision, the organization will focus on its HR objectives and the HR department will work and act rationally (Acuner & Genç, 2007).

Much of the literature did not deal with the vision and mission statement of the HR department as a main topic, but it can be concluded from the previous literature that the mission statement of the HR department is very important; because it serves as the foundation for the process of defining HR strategies. the mission statement must include a reason of the presence of HR department in the organization, as well as a clear mission statement helps the employees to understand and easily integrate with the department's objectives. As for the vision statement of HR department, is forward-thinking and directs the human resources department to work in accordance with the organization's vision.

2.6.2 HR Strategic Objectives

The main outputs of the strategic planning process, according to Altarawneh & Aldehayyat (2011), are the strategic goals and objectives, which are confirmed in a written plan to provide the HR department with useful guidance as it works to align current policies and practices with strategic goals. HR strategic objectives can be derived from the goals and objectives of the organization's operational and strategic planning, and HR needs are planned based on the organization's objectives (Khadilkar, 2014).

These objectives are part of the HR department's strategic plan and are linked to the goals of the entire organization , and employees are also reminded of the value of incorporating the organization's strategic goals into daily activities (Altarawneh & Aldehayyat, 2011).

The managers and business leaders can better improve the employee experience throughout their tenure by using HR objectives as a guide. The best HR objectives are SMART (specific, measurable, achievable, relevant, and time-bound), just like all of the organization's objectives (Parker, 2022). Developing strategic objectives for the HR department according to Parker (2022), assists the organization in aligning the HR team's focus with the organization's values, increasing morale, and measuring work progress with KPIs on a quarterly basis.

Based on the previous literature, it is possible to conclude that the strategic objectives of the HR department are included in the HR strategic plan. The objectives of the HR department are derived from the objectives of the organization as a whole. The development of smart objectives for the HR department allows the organization to align the focus of human resources staff with the organization's goals and values, which increases morale and serves as a reminder to employees of the importance of integrating the organization's strategic goals with their daily activities.

2.7 Job Description

2.7.1 Job Description Definitions

A job description is a list of a job's tasks, duties, and responsibilities that specifies the essential job duties, describes the working conditions, and specifies the competencies required as well as any special training requirements for the job (Okolie, 2018). A job description is a crucial document that is descriptive in nature, it specifies the tasks that must be accomplished, why they must be accomplished, and where they must be accomplished (Baraik, 2020). A job description is a concise and clear summary of all job activities carried out by the incumbent in converting work materials into work outputs

under specific conditions (Putri et al., 2022). Accurate job descriptions are critical to the incumbent's success because they help ensure that the recruitment and selection process is implemented effectively, select qualified candidates for the job, and direct the incumbent's goals and activities (Jacobson et al., 2012). A job description is a written statement that outlines a jobholder's responsibilities, the best way to carry them out, and the motivation behind each (Augustine et al., 2021).

2.7.2 Job Description Components

The following elements are included in the job description document, according to Baraik (2020):

- Job title: it contains the position's title, compensation and salary details.
- Summary: it summarizes the incumbent's anticipated outputs.
- Equipment: it describes the tools and equipment needed to complete the job successfully.
- Environment: a description of the tasks involved, the surroundings, and other aspects of the workplace.
- Activities: describe the responsibilities and duties of the position as well as the acceptable conduct.
- Relationships: describe the workplace social interactions that take place.

Okolie (2018) agrees with Baraik (2020) that the following are essential elements of a job description:

- Job Identification: including the job title, and department or unit.
- Job summary: explains the primary apparatus, tools, and tools used.
- working circumstances (work environment).

However, Okolie (2018), included additional components such as required training, working hours, data demonstrating the job's relationship to other related jobs, and job contents which lists the operations that make up the job, noting the main levels of difficulty.

As for Mustikawati & Kurniawan (2014), job description components differs from previous ones in that it includes the following: what the incumbent does, responsibilities, skills and education, types and characteristics of people who should apply, and conditions. According to Armstrong & Taylor (2014), the following components were shared by previous authors: Job title The current job, over all purpose (Job summary), and main tasks and responsibilities. However, Armstrong & Taylor (2014), added a new component that includes: Reporting to in which specifies who is directly responsible for the employee and to whom reports are submitted. In the table 3 below is a summary of the job description components according to the literature.

Table 3 : Job Description Components

Job description components	
Authors	
Baraik (2020)	Job title
	Summary
	Equipment
	Environment
	Activities
	Relationships
Okolie (2018)	Job Identification
	Job summary
	working circumstances
	required training, working hours
	job's relationship
	job contents
Mustikawati & Kurniawan (2014)	What to do
	Responsibility
	Skills or education

Armstrong & Taylor (2014)	Condition
	Types and qualities of people required for the position
	Job title
	over all purpose
	main tasks and responsibilities
	Reporting to

2.8 Performance Management (PM) Strategy

2.8.1 Performance Management definitions

According to Rao (2016), PM entails doing whatever is required to continuously improve each employee's performance with regard to his or her position, spouse, team, and the entire organization in light of the organization's short- and long-term goals. Performance management is an activity that defines the foundation for achieving excellence by aligning individual employee accomplishments with the organization's tasks and goals and making both the employee and the organization recognize the importance of a specific job in obtaining output (Zipporah, 2022).

Performance management is a strategy for improving outcomes by giving people the tools they need to perform well within a framework of predetermined planned goals, standards, and competency requirements (Armstrong & Taylor, 2014). Performance management involves assessing an employee's work effort, comparing it to standards, and using the results to help the employee get better (DeCenzo et al., 2016). PM is the ongoing process of identifying, evaluating, and improving an individual's or team's performance in order to align it with the organization's goals (Dessler, 2017).

2.8.2 The Performance Management (PM) Process

According to Armstrong & Taylor (2014), the performance management process consists of four major stages:

- Performance planning: includes the definition of roles, objectives, competencies, performance improvement, and personal development.
- Managing performance activities such as role-playing, performance implementation, improvement plans, and personal development plans
- Performance reviews include a joint analysis of each employee's performance, dialogue and feedback, agreement on their strengths and how to build on them, and agreement on areas for development.
- Performance assessment: several methods are used to assess performance during or following the performance review meeting, including: overall assessment, Visual assessment, and rating (Armstrong & Taylor, 2014).

According to Aguinis (2015), performance management is a constant process and a crucial component of organizational culture. Aguinis (2015) disagreed with Armstrong & Taylor (2014) on the stages of the performance management process, which he defined as six stages consist starting with define basic requirements, followed by the planning, implementation, evaluation, review, and renewal of performance. As for Hatry & Greene (2022) in a report of “Tips for Strengthening Your Performance Management Systems”, PM is divided into the five components listed :

1. Data collection for performance
2. Analyzing performance data
3. presenting performance findings
4. Disseminating performance findings
5. Using performance findings

According to Mounika (2021), the primary PM process activities include:

1. Planning: entails deciding what needs to be done.

2. Implementation: Carrying out the performance process as planned.
3. Monitoring: entails performing continuous checks and reporting the results.
4. Reviewing what has been accomplished and determining what needs to be done or if corrective actions must be taken if performance falls short of expectations.

The performance management process according to previous literature is shown in the table 4.

Table 4: *Performance Management (PM) Process*

Performance Management (PM) Process	
Authors	
Armstrong & Taylor (2014)	– Performance planning
	– Managing performance activities
	– Performance reviews
	– Performance assessment
Aguinis (2015)	– Define basic requirements
	– Planning
	– Implementation
	– Evaluation
	– Review
Hatry & Greene (2022)	– Renewal of performance
	– Data collection for performance
	– Analyzing performance data
	– presenting performance findings
	– Disseminating performance findings
Mounika (2021)	– Using performance findings
	– Planning
	– Implementation
	– Monitoring
	– Reviewing

2.8.3 Performance Appraisals

Performance appraisal is one of the human management activities that evaluates an employee's performance in all aspects of evaluation for the purpose of salary

increment, promotion, and bonus (Amin, 2022). Performance appraisals are a component of performance management, and their goal is to measure performance and set new goals for the future (Semi, 2022). Performance appraisal is a system of rules that help managers discuss and plan performance with their subordinates in order to identify their strengths and use them to provide outstanding performance, as well as take the necessary steps to overcome their weaknesses (Saeed et al., 2013). Performance appraisals are the process by which supervisors assess their supervisees' job-related performance , and assign rewards based on that assessment (Cappelli & Conyon, 2016). According to Touma (2022), performance appraisal is a formal, structured interaction between the subordinate and the manager. During this process, the performance of the subordinate's work is evaluated in order to estimate work efforts, identify strengths and weaknesses, and opportunities for improvement and skill development (Touma, 2022). According to DeCenzo et al.(2016), performance appraisals s are an assessment tool that provides feedback to employees on how they perform their tasks and their progress toward achieving the goals of their job positions.

2.8.4 Performance Appraisals Process

The performance appraisal process, according to Dessler (2017), consists of three major steps: (1) defining work standards, (2) evaluating the employee's actual performance in relation to those situations, and (3) providing feedback to the employee in order to help him or her get out of it. However, DeCenzo et al.(2016) identified the steps of the performance appraisal process in six stages: (1) establish performance standards with employees, (2) communicate your expectations,(3)evaluate actual performance,(4) contrast actual performance with standards, (5) discuss the appraisal with

the employee, and (6) initiate corrective action as needed. As for Monisha (2017), performance appraisal process is similar to DeCenzo et al. (2016), and it is including six steps: (1) establishing performance standards, (2) communicating the standards , (3) actual performance assessment, (4) actual performance versus desired performance, (5) giving feedback, and finally (6) implementing corrective actions.

2.8.5 Performance Management Strategy

The strategic performance management process describes the processes, methodologies, metrics, and systems required to measure and manage an organization's performance (Akhtar & Sushil, 2018). The strategic perspective of performance management is based on the fact that performance appraisal systems provide the organization with information used for strategic purposes and organizational planning (Iqbal, 2012). The performance management strategy according to Goshu & Kitaw (2017), focuses on several aspects, including effectiveness, efficiency, flexibility, creativity, productive sustainability, and accountability for performance, all of which are crucial for understanding the motivations behind an organization's operations and performance.

Strategic performance measurement systems assess a company's performance in relation to its specific goals, objectives, and objectives (Yuliansyah et al., 2019). As for Gupta & Agarwal (2022), the organization will be able to determine its ability to ensure long-term profits, the efficiency of its operations, and the effectiveness of converting inputs into outputs through strategic performance management.

Furthermore ,strategic performance management plays an important role in organizations because it reflects the organization's ability to adapt and respond to changes

in strategy and external influences (Gupta & Agarwal, 2022), directs the organization toward its targeted goals and improving the company's market performance in relation to its customers, competitors, and internal processes (Yuliansyah et al., 2019). According to Mello (2015), organizations must make five strategic decisions when establishing their own performance management system including: (1) the use of the System, (2) who Conducts Evaluations, (3) what to Consider, (4) how to Evaluate, and (5) evaluation methods.

2.9 Organization Performance (OP)

2.9.1 Performance Definitions

Performance is the way of doing something well, and reward is the method by which individuals are recognized for doing so (Armstrong & Taylor, 2014). Performance is a description of the level of achievement of a specific activity in achieving the organization's goals, objectives, vision, and mission as outlined in strategic planning (Moeheriono, 2012). Performance according to Githuku et al. (2022) is the degree to which a process's activities or results achieve a particular objective. As for (Hussinki et al., 2017) performance refers to the extent to which the organization meets its strategic and organizational goals for market share, increased sales, and profitability. Performance expresses the level of competitiveness attained through efficacy and productivity, taking into account the intricate interactions between various influencing factors (Dragomir & Panzaru, 2014).

2.9.2 Organization Performance (OP)

Organizational performance is the analysis of a company's performance in relation to its goals and objectives, as well as a comparison of actual results and outputs with anticipated outcomes (Kasmani et al., 2022, Almatrooshi et al., 2016). According to Horga (2012), organization performance measures how well it uses particular resources and techniques to achieve its objectives. This achievement is made possible by the organization's capacity to adjust to changes in the external environment (Horga, 2012). Organizational performance is a term used to describe an organization's ability to carry out all of its tasks in order to meet its identified goals, mission, and vision (Risnawati et al., 2022). A similar definition from Abed (2020), OP is the ability of the organization to better utilize all types of human, material, and financial resources to achieve its goals in a way that ensures the preservation of continuity. Organizational performance is defined as the actual outcomes of financial and non-financial business performance (HUYNH, 2022).

2.9.3 Organization Performance Measurement (OPM)

Since no organization can function effectively without measuring its performance, performance measurement serves as a tool to describe the organization's improvement (Balabonienė & Večerskienė, 2015). Measuring the performance of private sector organizations differs from measuring the performance of public sector organizations in that the former focuses on increasing profits and meeting the needs of owners, whereas the latter directs the implementation of goals related to the provision of public services (Balabonienė & Večerskienė, 2014). The application of performance measurement systems in public sector organizations is limited and complex because these organizations focus on public services and satisfying public interests (Balabonienė &

Večerskienė, 2015). Taouab & Issor (2019) agrees with the previous author that the process of measuring performance in organizations is complex, therefore performance measures were the topic of discussion at a table of experts, business managers, and academics.

There are three purposes for performance measurement of public sector: (1) improve institutional communication, (2) resource allocation, and decision-making, and (3) improving government performance (Murti et al., 2021). On the other hand, Balabonienė & Večerskienė (2015) defined the functions of organization's performance measurement in the public sector into two main functions: (1) providing information to improve the organization's performance in the public sector, and (2) calculating the funds used.

2.9.4 Organization Performance Measurement (OPM) Tools

There are many tools for measuring the performance of the organization in public and private sector discussed in the literature which are shown in Table 3.

- **Job Performance Evaluation:** The process by which institutional performance, individual contributions, and employee behavior are assessed (National Civil Service Commission, 2018).
- **National Institutional Environment and Performance Survey:** This tool is intended for the public sector and public employees (Dane, 2021).
- **Balanced Scorecard:** It includes financial and non-financial performance measures and has superior results in measuring the organization's performance (Kairu et al., 2013). The balanced scorecard consists of four components: financial operations, customers, internal operations, learning and growth prospects (Malgwi A A & Dahiru, 2014).

- Key Performance Indicators (KPIs): used to evaluate the organization's operations that contribute to its success (Rahmawati, 2022). According to key Performance indicators aid in locating discrepancies between actual and planned performance (Mezher & Ali, 2020)
- Bonny (2018) identified five performance measures to measure organizational performance in public organizations:
 1. Productivity: Measuring the level of efficiency and effectiveness of public services.
 2. Service quality: Measuring public satisfaction with the services provided.
 3. Response: Measuring the organization's ability to meet the public's needs and developing public service programs in accordance with the public's priorities
 4. Responsibility: Measuring the appropriateness of implementing the organization's general activities in accordance with general policies.
 5. Accountability: Measuring to what extent the activities and policies of public organizations are subject to the state.
- The Performance Prism, one of the tools for assessing the performance of the organizations, to guide their thinking when formulating strategic questions. It consists of five perspectives: Stakeholder Satisfaction, capabilities, processes, strategies, stakeholder contribution (Striteska & Spickova, 2012).
- The Malcolm Baldrige Model is a set of interrelated values and concepts essential for achieving high performance organizations and includes seven aspects: leadership, strategic planning, measurement, analysis, and knowledge Management, customer focus, Workforce focus, operation focus, and results (Taouab & Issor, 2019).
- The Performance Pyramid: using both financial and non-financial indicators, this model focuses on the internal and external factors that affect performance and develops

a performance monitoring system based on the organization's mission and vision (Mihaiu, 2014). This model focuses on four levels of objectives: organization vision, long-term targets of growth and market position, customer satisfaction, flexibility and productivity, and finally performance key measures (quality, delivery, cycle time and waste) (Taouab & Issor, 2019).

- The model of European Foundation for Quality Management (EFQM) :this model aids in the improvement of organizational performance, and it focuses on the effectiveness of business management results and customer satisfaction, rather than the quality of services and goods (Balabonienė & Večerskienė, 2015)

Table 5: Organization Performance Measurement Tools (OPMT)

OPMT	Focus	Author	User
Job Performance Evaluation:	<ul style="list-style-type: none"> – Institutional performance. – Individual contributions. – Employee behavior 	(National Civil Service Commission, 2018).	Private and public sector
National Institutional Environment and Performance Survey	<ul style="list-style-type: none"> – Public service quality. – Public employees' performance. 	(Dane, 2021)	Public sector
Balanced Scorecard	<ul style="list-style-type: none"> – Financial operations – Customers. – Internal operations – learning and growth 	(Kairu et al., 2013) and (Malgwi A A & Dahiru, 2014)	Private and public sector
Key Performance Indicators (KPIs)	<ul style="list-style-type: none"> – locating discrepancies between actual and planned performance 	(Rahmawati, 2022) and (Mezher & Ali, 2020)	Private and public sector
Bonny Model	<ul style="list-style-type: none"> – Productivity – Service quality – Responsibility – Accountability 	Bonny (2018)	public sector
The Performance Prism	<ul style="list-style-type: none"> – Stakeholder Satisfaction. – capabilities – processes – strategies – stakeholder contribution, 	(Striteska & Spickova, 2012).	Private sector
The Malcolm Baldrige Model.	<ul style="list-style-type: none"> – Leadership – Strategic planning. – measurement, analysis, & knowledge Management. – Customer focus. – Workforce focus. – operation focus – results 	(Taouab & Issor, 2019)	Private sector
The Performance Pyramid	<ul style="list-style-type: none"> – Organization vision. – growth and market position. 	(Mihaiu, 2014) (Taouab & Issor, 2019).	Private and public sector

	– customer satisfaction.			
	– Flexibility & productivity.			
	– quality, delivery, cycle time and waste			
The model of European (EFQM)	– Effectiveness of business.		(Balabonienė & Večerskienė, 2015)	Private and public sector
	– Results.			
	– Customer satisfaction			

Balanced scorecard was adopted as an indicator to measure the organization's performance in this study. balanced scorecard is a strategic management tool for communicating and assessing the accomplishment of an organization's mission and strategy (Malgwi A A & Dahiru, 2014).

2.10 Linkage between SHRM and performance

In the Jordanian telecommunications sector, Al-Lawama et al. (2021) investigated the relationship between SHRM practices and organizational performance by mediating the role of employee behavior in Jordanian telecommunications companies. The study used a survey questionnaire for data collection, 308 usable questionnaires were collected from employees working in Jordanian telecom companies. The study showed a positive relationship between strategic SHRM practices with organizational performance. This study also recommended providing training programs for employees and providing them with high compensation, and developing evaluation, recruitment and selection programs.

A study was conducted on the HR vision and mission statements of the companies included in the scope of Turkey's 500 best industrial companies by (Acuner & Genç, 2007). Because there were no other studies in this content, the data was gathered from information published on the websites of these organizations. There were 23 mission statements and 32 vision statements examined. The study's findings concluded that

companies tend to involve employees, constantly improve them, and satisfy them in order to achieve organizational success, create an effective organizational structure, and establish effective human resource management.

In a study conducted by Al-Khaled & Fenn (2017) to examine the role of SHRM on organizational performance, articles and journals were used to support the points of view presented in this study. The study concluded that the way an organization manages HR strategies has a positive relationship with organizational performance, and there are positive statistical correlations between the adoption of strategic human resource practices and organizational efficiency.

Through a study conducted in the municipality of Tehran, Akbari & Rasouli (2022) studied the relationship between the impact of HRM development strategies on organizational performance, data were collected using the questionnaire method and the sample was taken using simple random sampling. The study's findings revealed a significant relationship between organizational human resource strategies and organizational performance, with knowledge management as a variable.

In a study conducted in Jordan, Singh et al. (2012) investigated the strategic role of human resource managers in all Jordanian financial firms. Data was collected using a detailed survey instrument. The results showed that human resource managers surveyed were less reliant on routine jobs, but there was no strong evidence that strategic human resources were becoming more important.

In a study conducted in public sector organizations in Ethiopia by (Jiru et al., 2014) to study the impact of performance management on organizational performance, the answers of 184 respondents were analyzed, and the results of the study concluded that performance management has a positive impact on organizational performance.

A descriptive study conducted by Lee (2021) , to study strategic human resource management revealed that there is a gap in the literature in explaining the nature of the role of strategic human resource management. According to the study, most strategic human resource management is tactical rather than strategic.

Through an assessment of small and medium organizations operating in the service sector in Brunei. Wuen et al.(2021) examined the relationship between strategic human resource management and the performance of these organizations. Data was collected using survey questionnaires on 254 owners of small and medium enterprises. The results indicated that there is a significant positive relationship between strategic human resources management and the performance of these organizations.

In a research conducted at Bharat Sanchar Nigam Limited by (Jiru et al., 2014) to study the relationship between organizational performance and job analysis, a survey questionnaire was used for the company's employees. The study population consisted of 1361 employees and the study sample was 417. Organizational performance, job design, job description, and job specifications were used as variables. The study's findings concluded that organizational performance and job analysis are positively related.

In a qualitative quantitative study conducted by (Ntunga & Ogbe, 2022) to assess the recruitment and selection practices and service performance of public sector organizations with a case study of ONATEL (a public telecommunications operator in Burundi), the study sample was collected using a comprehensive method based on probability and non-probability sampling, the sample size was 150 employees, and data were collected by a questionnaire. Results showed that using the appropriate recruitment process and selection methods allows the organization to hire committed and talented employees, which improves the organization's performance.

2.11 Strategic Human Resources and Human Resource Management in Palestine

Sade (2015) investigated human resource strategic planning at An-Najah National University in Palestine. The data was gathered via a survey and analyzed to show that respondents recognized the importance of strategic planning for human resources but indicated that it was not implemented at the university. Another group of respondents who partially practiced strategic planning for human resources stated that human resource management tasks are not implemented in accordance with the university's strategic directions.

Safi et al.(2021) investigate the impact of HRM practices on sustainable development in non-governmental organizations in the southern governorates of Palestine. The study used the descriptive analytical method in addition to the questionnaire to collect primary data. The study population consisted of 996 organizations, and the sample consisted of 176 questionnaires. The results of the study concluded that there is a statistically significant effect of human resource practices, and there is a degree of agreement among the respondents about the extent to which human resource practices are applied in civil organizations.

(Al Jabari, 2013) examined the factors influencing human resource practices by analyzing important data obtained from workers in some Palestinian organizations, which were determined by the size of the organization and the sector, whether governmental, private, or non-profit. From 70 organizations, the stratified random sampling method was used. The findings revealed that large organizations use human resources practices more than small businesses, while the non-governmental organizations sector seems to use human resources practices better than private and public organizations.

Hijazeh (2011) investigated how Jawwal Telecom Company's fundamental competencies impact the competency-based human resources management system. In addition to gathering questionnaires, semi-structured interviews and focus groups were conducted with the managers. The outcomes provide strong evidence for the distinctions between the competency-based job and the current HR position. It demonstrates the real gains made by Jawwal in lowering staff turnover over the past seven months since the competency-based system was put in place and improving communication skills as observed by supervisors.

2.12 Public Sector in Palestine

The public sector is the portion of the economy owned and operated by government agencies. It is a non-profit sector that provides public services to the public in order to achieve societal welfare (MasterClass, 2022). A public body or a public institution is an administrative organization based on an activity or project to provide a public service or benefit (الانتلاف من أجل النزاهة والمساءلة - أمان, 2013). The public sector is owned by the government and is subject to government control and aims to exercise public authority and implement public policies (Wegrich, 2022).

The public sector in Palestine according to (الانتلاف من أجل النزاهة والمساءلة - أمان, 2013) includes eight main classifications as follows:

- 1. Public administrations**
- 2. Security and Public Order**
- 3. Foreign Affairs, represented by the Ministry of Foreign Affairs (Foreign Affairs).**
- 4. The Financial Departments.**
- 5. Economic development.**

6. Social services.
7. Cultural and information services.
8. Transportation and communications.

Chapter III

Methodology

3.1 Introduction

This chapter presents the methodology that was used in the preparation of this study in terms of the study instrument, the population of the study, the study sample, the validity test of the study instrument, and statistical analysis. The correlational quantitative method was used in this study.

3.2 The study Instrument

The researcher aimed to investigate the strategic role of HR Managers in Organization's Performance in the Public Sector; in Palestine. To achieve this, a questionnaire was created in which all relevant study variables were considered, and its validity and reliability were confirmed. Whereas the questionnaire is divided into two sections:

Part I: Demographic Data

- Gender
- Age
- Academic Level
- Position Level
- Years of Experience

Part II: Human Resource Management Strategies

This part contains the main themes of the study and this part was divided into six sub-parts, where it was:

1. Organization's Strategic Plan and Strategical Role of the HR Department, of which:
 - A. Organization's Strategic Plan
 - B. Role of the Human Resources Department in the Organization
2. Strategic Planning in the Human Resources Department, of which:
 - A. The Organizational Strategic Plan of the Human Resources Department.
 - B. The Vision of the Human Resources Department.
 - C. The Mission Human Resources Department.
 - D. The Objectives of the Human Resources Department.
 - E. The Executive Plan of the Human Resources Department.
3. Job Description for all positions.
4. Recruitment and Selection Strategy.
5. Job Performance Appraisals.
6. Organization's Performance.

3.3 Target Population/ Sampling Frame

All governmental employees with supervisory job descriptions, including directors and general director and above (and including deputy general director), total 3,962 employees (S.Sarahneh, personal communication, December 4, 2022).

3.4 The sample of the study

The type of sample used was a random sample. The sample size will be estimated using the following equation according to Krejcie & Morgan (1970) and for each layer separately:

$$n = \frac{X^2 \times N^2 \times P \times (1 - P)}{(ME^2 \times (N - 1)) + (X^2 \times P \times (1 - P))}$$

N	=	The Sample size for each stratum	=	350
X ²	=	The inverse Chi-squared distribution for the specified confidence level at 1 degree of freedom (Confidence=95%)	=	3.80
N	=	Population size	=	3,962
P	=	Probability of success	=	0.5
ME	=	Degree of accuracy/Margin of Error	=	0.05

$$n = 350$$

To ensure that no sampling error (statistical error) occurs, 10% of the estimated sample size was added to the total size of the sample, as follows:

$$n_{Total} = 350 + (350 \times 10\%)$$

$$n_{Final} = 385$$

The final sample size is 385, but the number that was actually received was only 358, which represents 93% of the required size and is statistically acceptable.

3.5 Sample Description

The total number of respondents who answered the questionnaire were 358 employees—represented the sample size of the study. (Note that in the study, the sample is always referred to as 358 employees whenever it is mentioned.)

In this section, the characteristics of the study sample are presented by distributing them according to demographic information.

- **Gender:**

The data show that 59.8% of the sample were males (214 employees) and 40.2% of the sample were females (144 employees).

Table 3.1: *Distribution of the Study Sample by Gender*

Gender	Frequency	Percentage
Male	214	59.8
Female	144	40.2
Total	358	100

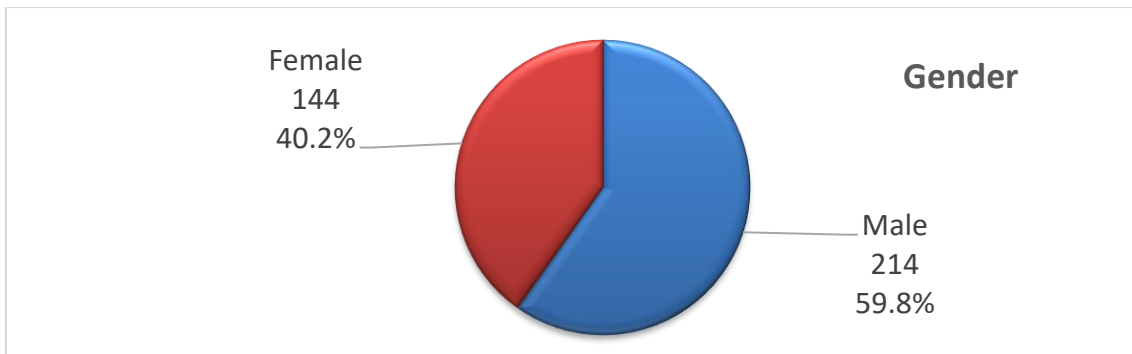


Figure 3.1: *Distribution of the Study Sample by Gender*

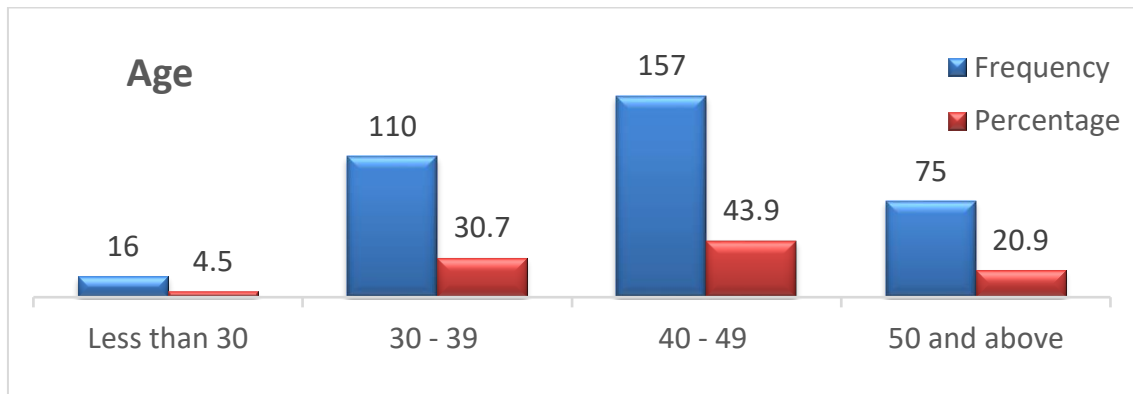
- **Age:**

The data show that 101 employees were less than 30 years old (29.6%), 112 aged were between 30 and 39 years old (32.8%), 88 were between 40 and 49 years old (25.8%), and 40 employees aged 50 years and above (11.8%).

Table 3.2:

Distribution of the Study Sample by Age

Age	Frequency	Percentage
Less than 30	16	4.5
30 - 39	110	30.7
40 - 49	157	43.9
50 and above	75	20.9
Total	358	100

**Figure 3.2:** *Distribution of the Study Sample by Age*

- **Academic Level:**

The result shows that 12 employees had a diploma degree or less (3.4%), 214 had a bachelor's degree (59.7%), 123 had a master's degree or higher diploma (34.4%), and 9 employees hold a PHD degree (2.5%).

Table 3.3:*Distribution of the Study Sample by Academic Level*

Academic Level	Frequency	Percentage
Diploma or less	12	3.4
Bachelor's degree	214	59.7
Master's degree/ Higher Diploma	123	34.4
PHD	9	2.5
Total	358	100

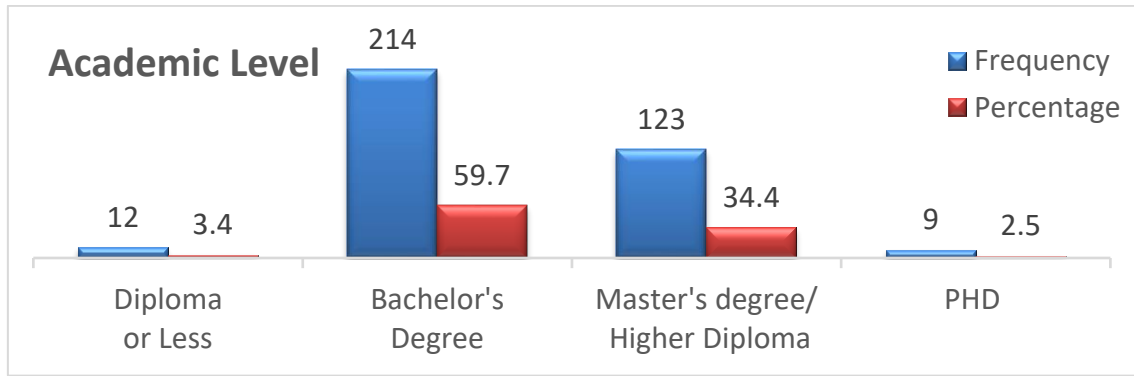


Figure 3.3: *Distribution of the Study Sample by Academic Level*

- **Position Level:**

The data showed that 63 employees were general directors and above (17.6%), 25 were deputy general directors (7.0%), and 270 were Directors (75.4%).

Table 3.4:

Distribution of the Study Sample by Position Level

Position Level	Frequency	Percentage
General Director and above	63	17.6
Deputy General Director	25	7.0
Director	270	75.4
Total	358	100

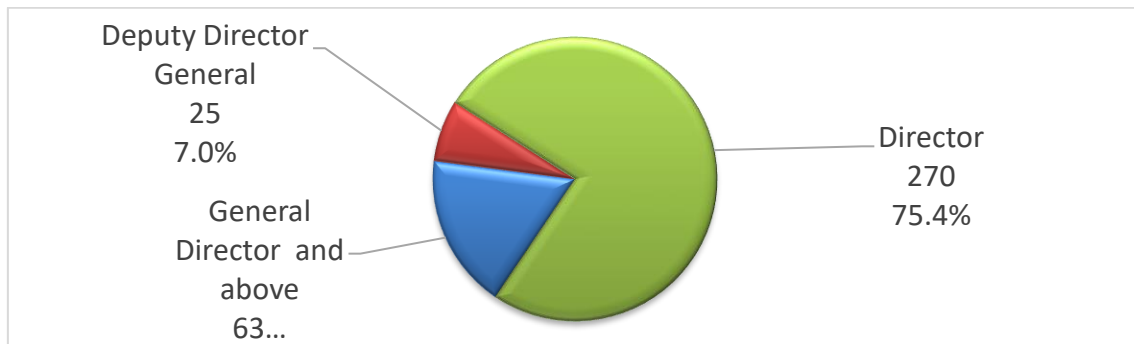


Figure 3.4: *Distribution of the Study Sample by Position Level*

- **Years of work experience:**

According to the findings, there were 19 employees (5.3%) with less than five years of experience, 21 (5.9%) with five to seven years, and 318 (88.8%) with more than seven years.

Table 3.5:

Distribution of the Study Sample by Years of work experience

Years of work experience	Frequency	Percentage
Less than 5 years	19	5.3
5 – 7 years	21	5.9
Above 7 years	318	88.8
Total	358	100

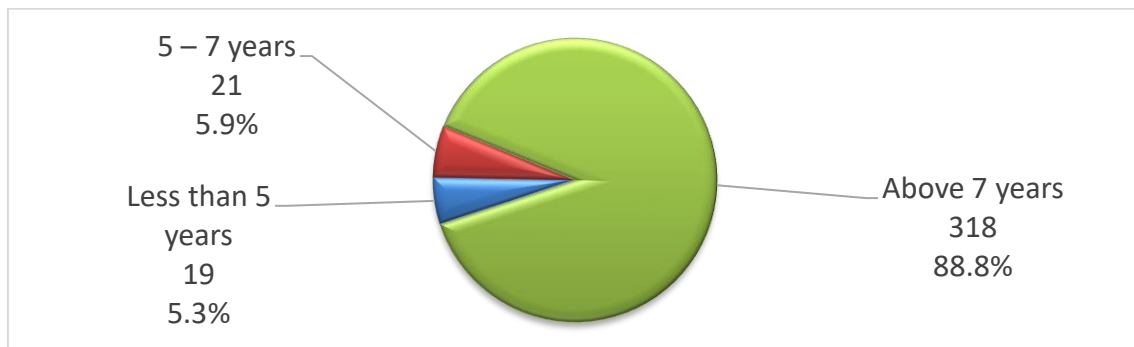


Figure 3.5: *Distribution of the Study Sample by Years of work experience*

- **Work or Supervise in the Human Resources Department:**

The findings revealed that 216 employees (60.3%) are not working or not supervising in the HRD, compared to 142 employees (39.7%) who are.

Table 3.6:

Distribution of the Study Sample by Work or Supervise in the HRD

Work or Supervise in the HRD	Frequency	Percentage
Yes	142	39.7
No	216	60.3
Total	358	100

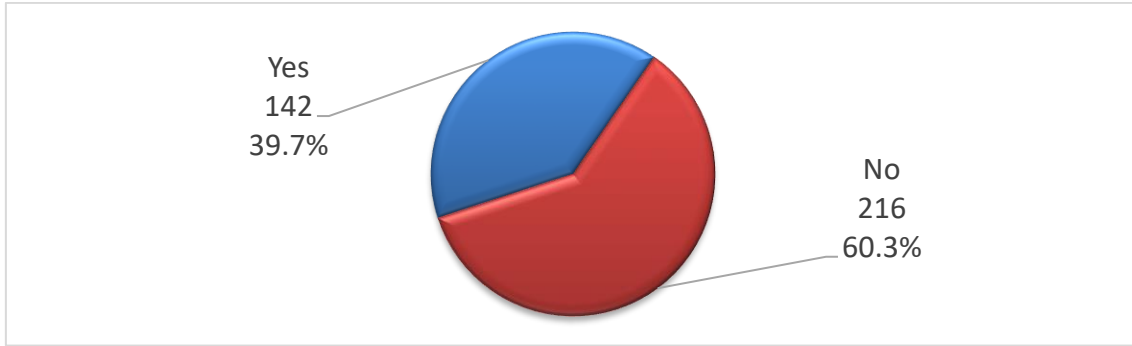


Figure 3.6: *Distribution of the Study Sample by Work or Supervise in the HRD*

3.6 Data Collection

The data collection process was carried out using computer-assisted web interviewing (CAWI), one of the study techniques used on the website. Google forms were designed to collect data from websites because they are effective, flexible, and have accelerated the data collection and processing process.

3.7 Assessing the Validity of a Questionnaire

The researcher assessed the validity of the questionnaire content by presenting it to specialists. The researcher modified the questionnaire and formulated it in its final form, to ensure its validity.

3.8 Assessing Questionnaire Reliability

The researcher assessed the reliability and stability of the scale used in the questionnaire by using Cronbach's alpha as a measure of internal consistency, that is, how closely related a set of items is as a group. It is considered to be a measure of scale reliability.

It was calculated for the main parts of the questionnaire, the values of the internal consistency coefficient (Chronbach Alpha) were as follows:

Table 3.7: Chronbach Alpha

Dependent Variables	Chronbach Alpha
Part II (Sub-Parts 1-6)	0.968
1. Strategic Plan and Strategical Role of the HR Department	0.866
2. Strategic Planning in the Human Resources Department	0.937
3. Manage the Human Resource Department by Job Description	0.904
4. Recruitment and Selection Strategy	0.915
5. Manage the Job Performance Evaluation	0.881
6. Organization's Performance	0.928

The value of Cronbach's alpha was (0.968), which is a high stability and reliability coefficient and indicates the stability of the instrument of this study.

3.9 Data Processing

Statistical Processing was carried out for all stages of preparing the study through procedures, the data were processed, and analyzed, and extracting the results by using the SPSS statistical program through the use of the following:

1. In order to describe the study sample, the independent variables' frequencies and percentage distributions were extracted using SPSS's Frequencies application.
2. For the main and sub-study variables of the sample response to the study questions, the standard deviation values were extracted using the Custom Tables application.
3. To interpret the results, the following scale was used for the mean:

Likert Scale	Degree
Strongly Agree	= 5
Agree	= 4
Neutral	= 3

Disagree	=	2
Strongly Disagree	=	1

Mean	Degree of Agreeing		
2.49-1.00	=	Low	= L
3.49-2.50	=	Medium	= M
5.00-3.50	=	High	= H

4. To test the null hypotheses (accept or reject them and replace them with an alternative hypothesis) One-Way ANOVA application was used.
5. Using Bivariate Correlations application in order to extract the Correlation Coefficient (R) between the dependent variables, and in order
6. To interpret the value of the Correlation Coefficient (R), the following scale was used:

Correlation Coefficient (R)	Strength	Direction
Greater than 0.5	Strong	Positive
Between 0.3 and 0.5	Moderate	Positive
Between 0.0 and 0.3	Weak	Positive
0.0	None	None
Between 0 and -0.3	Weak	Negative
Between -0.3 and -0.5	Moderate	Negative
Less than -0.5	Strong	Negative

Chapter IV

Data Analysis and Testing Hypotheses

This chapter includes a presentation of the results that were reached according to the objectives of the study in the light of the analysis of the study questions and testing of hypotheses after data and information was entered into the computer using the (SPSS) program. In order to answer the study questions, the averages and standard deviations were calculated for all paragraphs of the questionnaire.

4.1 Main Study Questions

There are seven main questions for this study:

4.1.1 What is the reality of HR strategies' role in in organization performance In Public Sector; Palestine?

- Table (4.1) shows that the total mean for respondents' answers about the role of HR strategies in Organization's Performance was high, where the value of the total mean was (3.89) and the standard deviation was (0.64).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.43 - 4.27).
- The highest degree of agreement with the researcher was in the third section's questions "Human Resource Management Through the Job Description", where it was the highest mean compared with other subsections in this main question, where its value reached (4.27).
- On the other hand, the lowest degree of agreement with the researcher was in the fifth section's questions "Performance Appraisal Management Strategy",

where it was the lowest mean compared with other sections in this main question, where its value reached (3.43).

4.1.2 What is the reality of the existing organizational strategic plan and the role of the HRD (existing organizational strategic plan, role of the HRD)?

- Tables (4.2 (A, B)) shows that the total mean for respondents' answers about the Organizational Strategic Plan in Place and role of the HR department was high, where the value of the total mean was (3.81) and the standard deviation was (0.76).
- In order to answer the second main question related to this section, it is necessary to answer the two sub-questions separately:

A. What is the Reality of the Organizational Strategic Plan in Place?

- Table (4.2-A) shows that the total mean for respondents' answers about the organizational strategic plan in place was high, where the value of the total mean was (3.90) and the standard deviation was (0.83).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.74 – 4.15).
- The highest degree of agreement was in the statement **“The organization has a strategic plan that organizes the organization's work”**, where it was the highest mean compared with other sub-questions in this main question, where its value reached (4.15).
- On the other hand, the lowest degree of agreement was in the statement **“All departments are involved in preparing, developing, and updating the strategic plan of the organization.”**, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (3.74).

B. What is the Reality of Role of the HR department?

- Table (4.2-B) shows that the total mean for respondents' answers about the role of the HR department was high, where the value of the total mean was (3.57) and the standard deviation was (0.63).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.65- 4.05).
- The highest degree of agreement was in the statement **“The Human Resources Department contributes strategically to the recruitment and selection processes”**, where it was the highest mean compared with other sub-questions in this main question, where its value reached (4.05).
- On the other hand, the lowest degree of agreement was in the statement **“The Human Resources Department contributes strategically to the development of the organization's vision, mission and goals”**, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (3.65).

Table 4.1:*Reality of HEM Strategies*

Part/ Section	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
HRM Strategies	0	0.0	9	2.5	66	18.4	237	66.2	46	12.8	358	100	3.89	0.64	H	
Strategic Plan and Strategical Role of the HRD	3	0.8	18	5.0	70	19.6	219	61.2	48	13.4	358	100	3.81	0.76	H	4
Strategic Planning in the HRD	0	0.0	4	1.7	42	17.5	168	70.0	26	10.8	240	100	3.90	0.58	H	3
Job Description	2	0.6	7	2.0	25	7.0	182	50.8	142	39.7	358	100	4.27	0.72	H	1
Recruitment and Selection Strategy	1	0.3	16	4.5	54	15.1	199	55.6	88	24.6	358	100	4.00	0.78	H	2
Job Performance Appraisals	10	2.8	39	10.9	130	36.3	144	40.2	35	9.8	358	100	3.43	0.91	M	6
Organization's Performance	2	0.6	21	5.9	67	18.7	222	62.0	46	12.8	358	100	3.81	0.75	H	5

N=Frequency %=Percentage X=Mean S=Standard Deviation DA= Degree of Agreeing H= High M=Medium L=low R=Rank

Table 4.2-A:*Reality of Organizational Strategic Plan in Place*

Section/Sub-Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
Organizational Strategic Plan in Place and role of the HR department	3	0.8	18	5.0	70	19.6	219	61.2	48	13.4	358	100	3.81	0.76	H	
Organizational Strategic Plan in Place	3	0.8	19	5.3	69	19.3	188	52.5	79	22.1	358	100	3.90	0.83	H	
The organization has a strategic plan that organizes the organization's work.	2	0.6	13	3.6	26	7.3	204	57.0	113	31.6	358	100	4.15	0.75	H	1
The strategic plan is periodically developed and updated and circulated throughout the organization.	5	1.4	36	10.1	50	14.0	189	52.8	78	21.8	358	100	3.84	0.93	H	2
All departments are involved in preparing, developing, and updating the strategic plan of the organization.	6	1.7	49	13.7	56	15.6	167	46.6	80	22.3	358	100	3.74	1.01	H	3

N=Frequency %=Percentage X=Mean

S=Standard Deviation

DA= Degree of Agreeing

H= High

M=Medium

L=low

R=Rank

Table 4.2-B:*Reality of Role of the HR Department*

Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
Organizational Strategic Plan in Place and role of the HR Department	3	0.8	18	5.0	70	19.6	219	61.2	48	13.4	358	100	3.81	0.76	H	
Role of the HR Department in the Organization	1	0.3	20	5.6	114	31.8	220	61.5	3	0.8	358	100	3.57	0.63	H	
The role of the Human Resources Department is primarily strategic in the management of the organization	1	0.3	26	7.3	54	15.1	196	54.7	81	22.6	358	100	3.92	0.83	H	3
The Human Resources Department contributes strategically to the recruitment and selection processes	4	1.1	23	6.4	34	9.5	186	52.0	111	31.0	358	100	4.05	0.87	H	1
The Human Resources Department contributes strategically to the development of the organization's vision, mission and goals	6	1.7	40	11.2	77	21.5	186	52.0	49	13.7	358	100	3.65	0.91	H	5
The Human Resources Department contributes strategically to the development of job descriptions for all positions in the organization.	2	0.6	27	7.5	51	14.2	179	50.0	99	27.7	358	100	3.97	0.88	H	2
The Human Resources Department contributes strategically to the process of managing performance evaluation in the organization	2	0.6	32	8.9	53	14.8	190	53.1	81	22.6	358	100	3.88	0.88	H	4

N=Frequency

%=Percentage

X=Mean

S=Standard Deviation

DA= Degree of Agreeing

H= High

M=Medium

L=low

R=Rank

4.1.3 What is the Reality of the Strategic Planning in the HRD (Organizational Strategic Plan, Vision, Mission, Objectives, The Executive Plan)?

- Tables (4.3 (A, B, C, D, E)) shows that the total mean for respondents' answers about the Organizational Strategic Plan in Place and role of the HR department was high, where the value of the total mean was (3.90) and the standard deviation was (0.58).
- In order to answer the third main question related to this section, it is necessary to answer the five sub-questions separately:

A. What is the Reality of the Strategic Plan in the HRD?

- Table (4.3-A) shows that the total mean for respondents' answers about the strategic plan in HRD was high, where the value of the total mean was (3.86) and the standard deviation was (0.70).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.63 – 4.15).
- The highest degree of agreement was in the statement **“The human resources department in the organization has a strategic plan that organizes the work of the department”**, where it was the highest mean compared with other sub-questions in this main question, where its value reached (4.15).
- On the other hand, the lowest degree of agreement was in the statement **“All departments are involved in preparing, developing and updating the strategic plan for the Human Resources Department”**, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (3.63).

B. What is the Reality of The Vision of the HRD?

- Table (4.3-B) shows that the total mean for all respondents' answers about the vision of the HRD was high, where the value of the total mean was (3.98) and the standard deviation was (0.64).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.49- 4.14).
- The highest degree of agreement was in the statement **“The vision of the Human Resources Department is in line with the vision of the organization”**, where it was the highest mean compared with other sub-questions in this main question, where its value reached (4.14).
- On the other hand, the lowest degree of agreement was in the statement **“All employees are aware of the strategic vision of the Human Resources Department “**, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (3.49).

C. What is the Reality of The Mission of the HRD?

- Table (4.3-C) shows that the total mean for all respondents' answers about the mission of the HRD was high, where the value of the total mean was (4.00) and the standard deviation was (0.62).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.53- 4.09).
- The highest degree of agreement was in the statement **“The mission of the Human Resources Department is linked to the strategic mission of the organization”**, it was the highest mean compared with other sub-questions in this main question, where its value reached (4.09).

- On the other hand, the lowest degree of agreement was in the statement **“All employees are aware of the Human Resources Department's mission”**, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (3.53).

D. What is the Reality of the strategic objectives of the HRD?

- Table (4.3-D) shows that the total mean for all respondents' answers about the Objectives of the HRD was high, where the value of the total mean was (3.86) and the standard deviation was (0.61).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.48- 4.07).
- The highest degree of agreement was in the statement **“The strategic objectives of the Human Resources Department are consistent with the strategic objectives of the organization”**, it was the highest mean compared with other sub-questions in this main question, where its value reached (4.07).
- On the other hand, the lowest degree of agreement was in the statement **“ All employees are aware of the strategic objectives of the Human Resources Department”**, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (3.48).

E. What is the Reality of the Executive Plan of the HRD?

- Table (4.3-E) shows that the total mean for all respondents' answers about the Executive Plan of the HRD was high, where the value of the total mean was (3.85) and the standard deviation was (0.61).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.51- 4.03).

- The highest degree of agreement was in the statement “**The strategic executive plan of the Human Resources Department is in line with the organization's executive plan**”, it was the highest mean compared with other sub-questions in this main question, where its value reached (4.03).
- On the other hand, the lowest degree of agreement was in the statement “**All employees are aware of the executive plan of the Human Resources Department**”, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (3.51).

Table 4.3-A:

Reality of the Organizational Strategic Plan in the HRD

Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
Strategic Planning in the Human Resources Department	0	0.0	4	1.7	42	17.5	168	70.0	26	10.8	240	100	3.90	0.58	H	
Organizational Strategic Plan in the HRD	0	0.0	6	2.5	59	24.6	137	57.1	38	15.8	240	100	3.86	0.70	H	
The human resources department in the organization has a strategic plan that organizes the work of the department	0	0.0	5	2.1	10	4.2	168	70.0	57	23.8	240	100	4.15	0.58	H	1
The strategic plan of the Human Resources Department is periodically developed and updated and circulated throughout the organization	0	0.0	13	5.4	53	22.1	133	55.4	41	17.1	240	100	3.84	0.77	H	2
All departments are involved in preparing, developing and updating the strategic plan for the Human Resources Department	5	2.1	25	10.4	58	24.2	118	49.2	34	14.2	240	100	3.63	0.92	H	3
N=Frequency	%=Percentage	X=Mean	S=Standard Deviation		DA= Degree of Agreeing				H= High		M=Medium		L=low		R=Rank	

Table 4.3-B: Reality of The Vision of the HRD

Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
Strategic Planning in the Human Resources Department	0	0.0	4	1.7	42	17.5	16	70.8	26	10.8	240	100	3.90	0.58	H	
The Vision of the Human Resources Department	1	0.4	2	0.8	39	16.3	15	65.4	41	17.1	240	100	3.98	0.64	H	
The vision of the Human Resources Department is in line with the vision of the organization	0	0.0	3	1.3	20	8.3	15	65.8	59	24.6	240	100	4.14	0.60	H	1
The vision of the Human Resources Department constitutes a guide that directs the activities of the department.	1	0.4	5	2.1	37	15.4	15	66.3	38	15.8	240	100	3.95	0.66	H	2
The clear vision of the Human Resources Department helps me to do my work effectively.	1	0.4	10	4.2	42	17.5	13	56.3	52	21.7	240	100	3.95	0.77	H	3
All employees are aware of the strategic vision of the Human Resources Department	4	1.7	32	13.3	76	31.7	99	41.3	29	12.1	240	100	3.49	0.93	M	4

Table 4.3-C: Reality of The Mission of the Human Resources Department

Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
Strategic Planning in the Human Resources Department	0	0.0	4	1.7	42	17.5	16	70.8	26	10.8	240	100	3.90	0.58	H	
The Mission of the Human Resources Department	1	0.4	3	1.3	32	13.3	16	68.3	40	16.7	240	100	4.00	0.62	H	
The mission of the Human Resources Department is linked to the strategic mission of the organization	1	0.4	4	1.7	22	9.2	15	65.8	55	22.9	240	100	4.09	0.65	H	1
The HR department's mission is seen as something that must be accomplished.	1	0.4	11	4.6	29	12.1	15	66.3	40	16.7	240	100	3.94	0.71	H	2
The mission of the Human Resources Department is flexible and subject to modification as necessary.	2	0.8	8	3.3	40	16.7	15	65.0	34	14.2	240	100	3.88	0.71	H	3
All employees are aware of the Human Resources Department's mission	3	1.3	27	11.3	77	32.1	10	44.2	27	11.3	240	100	3.53	0.88	H	4

N=Frequency **%=Percentage** **X=Mean** **S=Standard Deviation** **DA= Degree of Agreeing** **H= High** **M=Medium** **L=low** **R=Rank**

Table 4.3-D:*Reality of Objectives of the HRD*

Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
Strategic Planning in the Human Resources Department	0	0.0	4	1.7	42	17.5	168	70.0	26	10.8	240	100	3.90	0.58	H	
Objectives of the Human Resources Department	0	0.0	3	1.3	55	22.9	155	64.6	27	11.3	240	100	3.86	0.61	H	
The strategic objectives of the Human Resources Department are consistent with the strategic objectives of the organization	1	0.4	4	1.7	17	7.1	174	72.5	44	18.3	240	100	4.07	0.60	H	1
The strategic plan of the Human Resources Department contains clear and achievable strategic objectives.	0	0.0	4	1.7	33	13.8	173	72.1	30	12.5	240	100	3.95	0.57	H	2
All employees are aware of the strategic objectives of the Human Resources Department	3	1.3	31	12.9	79	32.9	101	42.1	26	10.8	240	100	3.48	0.90	M	3

N=Frequency %=Percentage X=Mean S=Standard Deviation DA= Degree of Agreeing H=High M=Medium L=low R=Rank

Table 4.3-E: Reality of Executive Plan of the HRD

Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
Strategic Planning in the Human Resources Department	0	0.0	4	1.7	42	17.5	168	70.0	26	10.8	240	100	3.90	0.58	H	
Executive Plan of the Human Resources Department	0	0.0	4	1.7	53	22.1	157	65.4	26	10.8	240	100	3.85	0.61	H	
The strategic executive plan of the Human Resources Department is in line with the organization's executive plan	0	0.0	3	1.3	28	11.7	169	70.4	40	16.7	240	100	4.03	0.58	H	1
The strategic plan of the Human Resources Department contains an annual plan for the department, which is a clear and implementable strategy	0	0.0	9	3.8	32	13.3	164	68.3	35	14.6	240	100	3.94	0.65	H	2
All employees are aware of the executive plan of the Human Resources Department	2	0.8	29	12.1	74	30.8	115	47.9	20	8.3	240	100	3.51	0.84	H	3

N=Frequency	%=Percentage	X=Mean	S=Standard Deviation	DA= Degree of Agreeing	H= High	M=Median	L=low	R=Rank
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4.1.4 What is the Reality of Human Resource Department via Job Description?

- Table (4.4) shows that the total mean for respondents' answers about the Human Resource Department via Job Description was high, where the value of the total mean was (4.27) and the standard deviation was (0.72).
- The averages of the respondent's answers ranged for the sub-questions in this main question (4.10– 4.29).
- The highest degree of agreement was in the statement **“My job title is clearly defined on the job description card”**, where it was the highest mean compared with other sub-questions in this main question, where its value reached (4.29).
- On the other hand, the lowest degree of agreement was in the statement **“The specific job description for my position in the organization aligns with my duties and responsibilities”**, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (4.10).

4.1.5 What is the Reality of the Recruitment and Selection Strategy?

- Table (4.5) shows that the total mean for respondents' answers about the recruitment and selection strategy was high, where the value of the total mean was (4.00) and the standard deviation was (0.78).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.74– 4.10).
- The highest degree of agreement was in the statement **“Academic qualification is taken into consideration when selecting the candidates”**, where it was the

highest mean compared with other sub-questions in this main question, where its value reached (4.10).

- On the other hand, the lowest degree of agreement was in the statement “**There is proper planning for the recruitment and selection process**”, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (3.74).

4.1.6 What is the Reality of the Job Performance Appraisals strategy?

- Table (4.6) shows that the total mean for respondents' answers about the Job Performance Appraisals strategy was medium, where the value of the total mean was (3.43) and the standard deviation was (0.91).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.29– 3.77).
- The highest degree of agreement was in the statement “**There is a clear role for human resources in the performance appraisal process**”, where it was the highest mean compared with other sub-questions in this main question, where its value reached (3.77).
- On the other hand, the lowest degree of agreement was in the statement “**Studies are conducted for the results of performance evaluation and are submitted to senior management**”, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (3.29).

4.1.7 What is the Reality of the Organization's Performance?

- Table (4.7) shows that the total mean for respondents' answers about the Organization's Performance was high, where the value of the total mean was (3.81) and the standard deviation was (0.75).
- The averages of the respondent's answers ranged for the sub-questions in this main question (3.56– 3.90).
- The highest degree of agreement was in the statement **“My organization provides fair and equitable services to the public without regard to anything else”**, where it was the highest mean compared with other sub-questions in this main question, where its value reached (3.90).
- On the other hand, the lowest degree of agreement was in the statement **“Major mistakes are rarely made in my organization when doing work”**, where it was the lowest mean compared with other sub-questions in this main question, where its value reached (3.56).

Table 4.4*Reality of Manage the Human Resource Department by Job Description*

Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
Manage the Human Resource Department by Job Description	2	0.6	7	2.0	25	7.0	182	50.8	142	39.7	358	100	4.27	0.72	H	
My job title is clearly defined on the job description card	1	0.3	16	4.5	16	4.5	170	47.5	155	43.3	358	100	4.29	0.77	H	1
The general administration in which the job position for the vacancy I occupy is located is shown in the job description card	2	0.6	18	5.0	16	4.5	172	48.0	150	41.9	358	100	4.26	0.81	H	2
The job description in the organization identifies my direct supervisor in the position I occupy	2	0.6	21	5.9	24	6.7	168	46.9	143	39.9	358	100	4.20	0.85	H	4
The tasks and responsibilities of the job position that I occupy are clearly stated in the job description card	4	1.1	18	5.0	21	5.9	185	51.7	130	36.3	358	100	4.17	0.83	H	5
The academic qualification and skills that the incumbent must possess are clearly mentioned in the job description card	2	0.6	19	5.3	21	5.9	180	50.3	136	38.0	358	100	4.20	0.81	H	3
The specific job description for my position in the organization aligns with my duties and responsibilities	9	2.5	7	2.0	33	9.2	200	55.9	109	30.4	358	100	4.10	0.83	H	6

N=Frequency %=Percentage X=Mean S=Standard Deviation DA= Degree of Agreeing H= High M=Medium L=Low R=Rank

Table 4.5*Reality of Recruitment and Selection Strategy*

Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
Recruitment and Selection Strategy	1	0.3	16	4.5	54	15.1	199	55.6	88	24.6	358	100	4.00	0.78	H	
The recruitment and selection strategy is in line with the objectives of the organization	2	0.6	26	7.3	57	15.9	206	57.5	67	18.7	358	100	3.87	0.82	H	4
Clear procedures and policies are followed during hiring employees.	4	1.1	24	6.7	46	12.8	190	53.1	94	26.3	358	100	3.97	0.87	H	2
The Human Resources Department is committed to these policies and procedures	1	0.3	20	5.6	65	18.2	176	49.2	96	26.8	358	100	3.97	0.84	H	3
There is proper planning for the recruitment and selection process	7	2.0	31	8.7	75	20.9	179	50.0	66	18.4	358	100	3.74	0.92	H	6
Skills, competencies, and abilities are taken into account	7	2.0	26	7.3	62	17.3	200	55.9	63	17.6	358	100	3.80	0.88	H	5
Academic qualification is taken into consideration when selecting the candidates	2	0.6	20	5.6	27	7.5	200	55.9	109	30.4	358	100	4.10	0.80	H	1

N=Frequency %=Percentage X=Mean S=Standard Deviation DA= Degree of Agreeing H=High M=Medium L=low R=Rank

Table 4.6*Reality of the Manage the Job Performance Evaluation*

Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	DA	R
Manage the Job Performance Evaluation	10	2.8	39	10.9	130	36.3	144	40.2	35	9.8	358	100	3.43	0.91	M	
There is a clear role for human resources in the performance appraisal process	7	2.0	39	10.9	62	17.3	172	48.0	78	21.8	358	100	3.77	0.98	H	1
The performance appraisal process is carried out in a professional manner, free from personal interests	20	5.6	49	13.7	101	28.2	136	38.0	52	14.5	358	100	3.42	1.07	M	2
The results of the performance appraisal are linked to promotion and rewards for the employees	29	8.1	59	16.5	85	23.7	142	39.7	43	12.0	358	100	3.31	1.13	M	3
The results of the evaluation have a clear impact on the strategic plan of the organization	15	4.2	71	19.8	105	29.3	128	35.8	39	10.9	358	100	3.29	1.04	M	4
Studies are conducted for the results of performance evaluation and are submitted to senior management	23	6.4	63	17.6	89	24.9	153	42.7	30	8.4	358	100	3.29	1.06	M	5

Table 4.7

N=Frequency %=Percentage X=Mean S=Standard Deviation DA= Degree of Agreeing H=High M=Medium L=low R=Rank

Reality of Organization's Performance

Section/Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total					
	N	%	N	%	N	%	N	%	N	%	N	%	X	S	D A	R
Organization's Performance	2	0.6	21	5.9	67	18.7	222	62.0	46	12.8	358	100	3.81	0.75	H	
My organization is able to achieve the strategic goals that are defined in the strategic plan	1	0.3	21	5.9	59	16.5	223	62.3	54	15.1	358	100	3.86	0.75	H	2
My organization is committed to implementing the mission laid out in the strategic plan.	3	0.8	22	6.1	58	16.2	223	62.3	52	14.5	358	100	3.84	0.78	H	4
My organization is able to achieve its vision that defined in the strategic plan	1	0.3	20	5.6	67	18.7	214	59.8	56	15.6	358	100	3.85	0.76	H	3
My organization is committed to implementing the (annual) operational plans laid down in the strategic plan	1	0.3	26	7.3	67	18.7	214	59.8	50	14.0	358	100	3.80	0.78	H	5
My organization provides fair and equitable treatment to employees in all aspects of personnel management regardless of their political affiliation, gender, hometown, marital status, age	16	4.5	43	12.0	87	24.3	147	41.1	65	18.2	358	100	3.57	1.06	H	7
Major mistakes are rarely made in my organization when doing work	7	2.0	44	12.3	91	25.4	174	48.6	42	11.7	358	100	3.56	0.92	H	8
My organization provides fair and equitable services to the public without regard to anything else	7	2.0	17	4.7	60	16.8	196	54.7	78	21.8	358	100	3.90	0.86	H	1
My organization benefits from the efficiency and skill of the employees in its management	7	2.0	29	8.1	68	19.0	198	55.3	56	15.6	358	100	3.75	0.89	H	6

N=Frequency %=Percentage X=Mean S=Standard Deviation DA= Degree of Agreeing H=High M=Medium L=low R=Rank

4.2 Testing the study hypotheses

4.2.1 First Main Hypothesis

H₀₁: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the HR strategies and organization's performance.

Table 4.44

Regression coefficient test between HR strategies and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			HR strategies
Model Summary	Correlation Coefficient	(R)	0.761
	Regression Coefficient	(R ²)	0.579
ANOVA	F-test	(F)	489.795
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.761
	T-test	(T)	22.131
	Significance Level	(α)	0.000

- In order to find out the effect between HR Strategies and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between HR strategies and Organization's Performance, where the value of the correlation coefficient (R) was 0.761.
- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that HR strategies explains 57.9% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R²)

- As well as the value of the beta coefficient, which explains the relationship between HR strategies and Organization's Performance with a value of (0.761), which is statistically significant, meaning that whenever the HR strategies improves by one unit, the level of Organization's Performance improves by 0.761.
- Due to the R, R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between HR strategies and Organization's Performance.

4.2.2 Second Main Hypothesis

H₀₂: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Organization's Strategic Plan and Strategical Role of the HRD and Organization's Performance.

Table 4.44

Regression coefficient test between Organization's Strategic Plan and Strategical Role of the HRD and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			Organization's Strategic Plan and Strategical Role of the HRD
Model Summary	Correlation Coefficient	(R)	0.537
	Regression Coefficient	(R ²)	0.289
ANOVA	F-test	(F)	144.388
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.537
	T-test	(T)	12.016
	Significance Level	(α)	0.000

- In order to find out the effect between Organization's Strategic Plan and Strategical Role of the HRD and Organization's Performance, a linear regression model was

used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between Organization's Strategic Plan and Strategical Role of the HRD and Organization's Performance, where the value of the correlation coefficient (R) was 0.537.

- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that Organization's Strategic Plan and Strategical Role of the HRD 28.9% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R^2)
- As well as the value of the beta coefficient, which explains the relationship between Organization's Strategic Plan and Strategical Role of the HRD and Organization's Performance with a value of (0.537), which is statistically significant, meaning that whenever the Organization's Strategic Plan and Strategical Role of the HRD improves by one unit, the level of Organization's Performance improves by 0.537.
- Due to the R, R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between Organization's Strategic Plan and Strategical Role of the HRD and Organization's Performance.

4.2.3 Third Main Hypothesis

H₀₃: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between Organization's Strategic Plan in Place and Organization's Performance.

Table 4.45

Regression coefficient test between Organization's Strategic Plan in Place and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			Organizational Strategic Plan in Place
Model Summary	Correlation Coefficient	(R)	0.540
	Regression Coefficient	(R ²)	0.292
ANOVA	F-test	(F)	144.142
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.540
	T-test	(T)	12.006
	Significance Level	(α)	0.000

- In order to find out the effect between Organizational Strategic Plan in Place and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between Organizational Strategic Plan in Place and Organization's Performance, where the value of the correlation coefficient (R) was 0.540.
- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that Organizational Strategic Plan in Place explains 29.2% of the variance in the

Organization's Performance variable, which took from the value of the regression coefficient (R^2)

- As well as the value of the beta coefficient, which explains the relationship between Organizational Strategic Plan in Place and Organization's Performance with a value of (0.540), which is statistically significant, meaning that whenever the Organizational Strategic Plan in Place improves by one unit, the level of Organization's Performance improves by 0.540.
- Due to the R , R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between Organizational Strategic Plan in Place and Organization's Performance.

4.2.4 Fourth Main Hypothesis

H_{04} : There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Strategical Role of HR department in the Organization and Organization's Performance.

Table 4.46

Regression coefficient test between Role of the HRD in the Organization and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			Strategical role of the HR department in the Organization
Model Summary	Correlation Coefficient	(R)	0.461
	Regression Coefficient	(R^2)	0.212
ANOVA	F-test	(F)	95.821
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.461
	T-test	(T)	9.789
	Significance Level	(α)	0.000

- In order to find out the effect between Strategic role of the HR department in the Organization and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between Strategic role of the HR department in the Organization and Organization's Performance, where the value of the correlation coefficient (R) was 0.461.
- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that Strategic role of the HR department in the Organization explains 21.2% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R^2)
- As well as the value of the beta coefficient, which explains the relationship between Strategic role of the HR department in the Organization and Organization's Performance with a value of (0.461), which is statistically significant, meaning that whenever the Strategic role of the HR department in the Organization improves by one unit, the level of Organization's Performance improves by 0.461.
- Due to the R, R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between Strategic role of the HR department in the Organization and Organization's Performance.

4.2.5 Fifth Main Hypothesis

H₀ 5: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Strategic Planning in the HRD and Organization's Performance.

Table 4.47

Regression coefficient test between Strategic Planning in the HRD and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			Strategic Planning in the HRD
Model Summary	Correlation Coefficient	(R)	0.547
	Regression Coefficient	(R ²)	0.300
ANOVA	F-test	(F)	101.869
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.547
	T-test	(T)	10.093
	Significance Level	(α)	0.000

- In order to find out the effect between Strategic Planning in the HRD and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between Strategic Planning in the HRD and Organization's Performance, where the value of the correlation coefficient (R) was 0.547.
- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that Strategic Planning in the HRD explains 30.0% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R²)

- As well as the value of the beta coefficient, which explains the relationship between Strategic Planning in the HRD and Organization's Performance with a value of (0.547), which is statistically significant, meaning that whenever the Strategic Planning in the HRD improves by one unit, the level of Organization's Performance improves by 0.547.
- Due to the R, R² and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between Strategic Planning in the HRD and Organization's Performance.

4.2.6 Sixth Main Hypothesis

H₀₆: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the reality of Strategic Plan of the HRD and the Organization's Performance.

Table 4.48

Regression coefficient test between The Organizational Strategic Plan of the HRD and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			The Strategic Plan of the HRD
Model Summary	Correlation Coefficient	(R)	0.537
	Regression Coefficient	(R ²)	0.288
ANOVA	F-test	(F)	96.415
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.537
	T-test	(T)	9.819
	Significance Level	(α)	0.000

- In order to find out the effect between The Strategic Plan of the HRD and Organization's Performance, a linear regression model was used to find out the

percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between The Strategic Plan of the HRD and Organization's Performance, where the value of the correlation coefficient (R) was 0.537.

- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that The Strategic Plan of the HRD explains 28.8% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R^2)
- As well as the value of the beta coefficient, which explains the relationship between The Strategic Plan of the HRD and Organization's Performance with a value of (0.537), which is statistically significant, meaning that whenever the The Strategic Plan of the HRD improves by one unit, the level of Organization's Performance improves by 0.537.
- Due to the R, R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between HR strategies and Organization's Performance.

4.2.7 Seventh Main Hypothesis

H₀12: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between The Vision of the Human Resources Department and the Organization's Performance.

Table 4.49

Regression coefficient test between The Vision of the Human Resources Department and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			The Vision of the HRD
Model Summary	Correlation Coefficient	(R)	0.522
	Regression Coefficient	(R ²)	0.273
ANOVA	F-test	(F)	89.179
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.522
	T-test	(T)	9.443
	Significance Level	(α)	0.000

- In order to find out the effect between The Vision of the HRD and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between The Vision of the HRD and Organization's Performance, where the value of the correlation coefficient (R) was 0.522.
- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that The Vision of the HRD explains 27.3% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R²)
- As well as the value of the beta coefficient, which explains the relationship between The Vision of the HRD and Organization's Performance with a value of (0.522), which is statistically significant, meaning that whenever The Vision of the HRD improves by one unit, the level of Organization's Performance improves by 0.522.

- Due to the R , R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between The Vision of the HRD and Organization's Performance.

4.2.8 Eighth Main Hypothesis

H₀₈: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between The Mission of the HRD and Organization's Performance.

Table 4.50

Regression coefficient test between The Mission of the HRD and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			The Mission of the HRD
Model Summary	Correlation Coefficient	(R)	0.463
	Regression Coefficient	(R ²)	0.214
ANOVA	F-test	(F)	64.902
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.463
	T-test	(T)	8.056
	Significance Level	(α)	0.000

- In order to find out the effect between The Mission of the HRD and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between The Mission of the HRD and Organization's Performance, where the value of the correlation coefficient (R) was 0.463.
- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.

- To explain the variance in the Organization's Performance variable we find that The Mission of the HRD explains 21.4% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R^2)
- As well as the value of the beta coefficient, which explains the relationship between The Mission of the HRD and Organization's Performance with a value of (0.463), which is statistically significant, meaning that whenever The Mission of the HRD improves by one unit, the level of Organization's Performance improves by 0.463.
- Due to the R , R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So, there is a relationship between The Mission of the HRD and Organization's Performance.

4.2.9 Ninth Main Hypothesis

H₀₉: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between The Objectives of the HRD and the Organization's Performance.

Table 4.51

Regression coefficient test between The Objectives of the HRD and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			The Objectives of the HRD
Model Summary	Correlation Coefficient	(R)	0.529
	Regression Coefficient	(R ²)	0.280
ANOVA	F-test	(F)	92.454
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.529
	T-test	(T)	9.615
	Significance Level	(α)	0.000

- In order to find out the effect between The Objectives of the HRD and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between The Objectives of the HRD and Organization's Performance, where the value of the correlation coefficient (R) was 0.529.
- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that The Objectives of the HRD explains 28.0% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R^2)
- As well as the value of the beta coefficient, which explains the relationship between The Objectives of the HRD and Organization's Performance with a value of (0.529), which is statistically significant, meaning that whenever The Objectives of the HRD improves by one unit, the level of Organization's Performance improves by 0.529.
- Due to the R, R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between 0.529 and Organization's Performance.

4.2.10 Tenth Main Hypothesis

H₀10: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between The Executive Plan of the HRD and the Organization's Performance.

Table 4.52

Regression coefficient test between The Executive Plan of the HRD and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			The Executive Plan of the HRD
Model Summary	Correlation Coefficient	(R)	0.558
	Regression Coefficient	(R²)	0.311
ANOVA	F-test	(F)	107.465
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.558
	T-test	(T)	10.367
	Significance Level	(α)	0.000

- In order to find out the effect between The Executive Plan of the HRD and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between The Executive Plan of the HRD and Organization's Performance, where the value of the correlation coefficient (R) was 0.558.
- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that The Executive Plan of the HRD explains 57.9% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R²)
- As well as the value of the beta coefficient, which explains the relationship between The Executive Plan of the HRD and Organization's Performance with a value of (0.558), which is statistically significant, meaning that whenever the The

Executive Plan of the HRD improves by one unit, the level of Organization's Performance improves by 0.558.

- Due to the R , R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between The Executive Plan of the HRD and Organization's Performance.

4.2.11 Eleventh Main Hypothesis

H_{011} : There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Job Description and the Organization's Performance.

Table 4.53

Regression coefficient test between the Human Resource Department via Job

Description and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			Human Resource Department via Job Description
Model Summary	Correlation Coefficient	(R)	0.375
	Regression Coefficient	(R^2)	0.140
ANOVA	F-test	(F)	58.108
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.375
	T-test	(T)	7.623
	Significance Level	(α)	0.000

- In order to find out the effect between Human Resource Department via Job Description and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between Human Resource Department via Job

Description and Organization's Performance, where the value of the correlation coefficient (R) was 0.375.

- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that Human Resource Department via Job Description explains 14.0% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R^2)
- As well as the value of the beta coefficient, which explains the relationship between Human Resource Department via Job Description and Organization's Performance with a value of (0.375), which is statistically significant, meaning that whenever the Human Resource Department via Job Description improves by one unit, the level of Organization's Performance improves by 0.375.
- Due to the R, R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between Human Resource Department via Job Description and Organization's Performance.

4.2.12 Twelfth Main Hypothesis

H₀12: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between Recruitment and Selection Strategy and the Organization's Performance.

Table 4.54

Regression coefficient test between Recruitment and Selection Strategy and the Organization's Performance

Dependent Variable	Organization's performance
--------------------	----------------------------

Independent Variables			Recruitment and Selection Strategy
Model Summary	Correlation Coefficient	(R)	0.647
	Regression Coefficient	(R ²)	0.419
ANOVA	F-test	(F)	256.809
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.647
	T-test	(T)	16.025
	Significance Level	(α)	0.000

- In order to find out the effect between Recruitment and Selection Strategy and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between Recruitment and Selection Strategy and Organization's Performance, where the value of the correlation coefficient (R) was 0.647.
- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that Recruitment and Selection Strategy explains 41.9% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R²)
- As well as the value of the beta coefficient, which explains the relationship between Recruitment and Selection Strategy and Organization's Performance with a value of (0.647), which is statistically significant, meaning that whenever the Recruitment and Selection Strategy improves by one unit, the level of Organization's Performance improves by 0.647.

- Due to the R , R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between Recruitment and Selection Strategy and Organization's Performance.

4.2.13 Thirteenth Main Hypothesis

H₀13: There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Job Performance Appraisals Strategy and the Organization's Performance.

Table 4.55

Regression coefficient test between the Job Performance Evaluation and the Organization's Performance

Dependent Variable			Organization's performance
Independent Variables			Job Performance Appraisals Strategy
Model Summary	Correlation Coefficient	(R)	0.626
	Regression Coefficient	(R ²)	0.392
ANOVA	F-test	(F)	229.129
	Significance Level	(α)	0.000
Coefficients	Beta Coefficient	(Beta)	0.626
	T-test	(T)	15.137
	Significance Level	(α)	0.000

- In order to find out the effect between Job Performance Appraisals Strategy and Organization's Performance, a linear regression model was used to find out the percentage of the explanation of the independent variable of the variance in the dependent variable. It is noted from the above table that there is a statistically significant correlation between Job Performance Appraisals Strategy and Organization's Performance, where the value of the correlation coefficient (R) was 0.626.

- It was clear from the value of Significance Level (α) of the Regression which was less than or equal to 0.05 and reached 0.000.
- To explain the variance in the Organization's Performance variable we find that Job Performance Appraisals Strategy explains 57.9% of the variance in the Organization's Performance variable, which took from the value of the regression coefficient (R^2)
- As well as the value of the beta coefficient, which explains the relationship between Job Performance Appraisals Strategy and Organization's Performance with a value of (0.626), which is statistically significant, meaning that whenever the Job Performance Appraisals Strategy improves by one unit, the level of Organization's Performance improves by 0.626.
- Due to the R, R^2 and α values, the hypothesis was not adopted and was replaced by the alternative hypothesis. So there is a relationship between Job Performance Appraisals Strategy and Organization's Performance.

Summary

Table 4.56

Model Summary			
Dependent Variable	Independent Variables	Correlation Coefficient(R)	Regression Coefficient(R^2)
Organization's performance	HR strategies	0.761	0.579
	Organization's Strategic Plan and Strategical Role of the HRD	0.537	0.289
	Organizational Strategic Plan in Place	0.540	0.292
	Strategical role of the HR department in the Organization	0.461	0.212
	Strategic Planning in the HRD	0.547	0.300
	The Strategic Plan of the HRD	0.537	0.288
	The vision of the HRD	0.522	0.273
	The mission of the HRD	0.463	0.214

	The Objectives of the HRD	0.529	0.280
	The Executive Plan of the HRD	0.558	0.311
	Human Resource Department via Job Description	0.375	0.140
	Recruitment and Selection Strategy	0.647	0.419
	Job Performance Appraisals Strategy	0.626	0.392

5. Summary

5.1 Key findings

The aim of this study is to investigate the role of HR strategies in the performance of the organization in the public sector in Palestine. To accomplish this goal, the researcher employed the correlational quantitative research methodology and analyzed the questionnaire data using the spss program.

– **The reality of HR strategies' role in in organization performance In Public Sector; Palestine:**

The findings showed that HR strategies are positively related to organizational performance. However, the degree of correlation varies when comparing the strategies' relationship to organizational performance, as shown below:

1. The recruitment and selection strategy had the greatest positive correlation with organizational performance in the majority of Palestinian government organizations.

2. The job description had the lowest positive correlation with organizational performance in the majority of Palestinian government organizations.
- **The reality of the existing organizational strategic plan**, results showed that:
 1. The majority of Palestinian government organizations have a strategic plan in place.
 2. Not all departments contribute to the preparation, development, and updating of the organization's strategic plan.
 - **The reality of the role of the HRD**, results showed that:
 1. HR departments in government organizations play an important role in implementing HR strategies.
 2. HR departments play the most important role in putting the recruitment and selection strategy into action.
 3. When compared to the rest of the HR strategies; HR departments play a smaller role in developing the organization's vision, mission, and objectives.
 - **The Reality of the Strategic Plan in the Human Resources Department**, results showed that:
 1. The majority of government organizations have a strategic plan for their HRD.
 2. Not all departments participate in preparing, developing and updating the strategic plan for human resources management.
 - **The Reality of the vision of the HRD**, results showed that:
 1. The vision statement of the HRD is in line with the vision of the organization in most government organizations.
 2. Not all employees are aware of the HR department's vision

- **The reality of The Mission of the HRD**, results showed that:
 1. The mission of HRD is related to the strategic mission of the organization in the majority of government organizations.
 2. Not all employees are aware of the HRD'S mission.
- **The reality of the strategic objectives of HRD**, results showed that:
 1. The strategic objectives of HRD are consistent with the strategic objectives of the organization in the majority of government organizations.
 2. Not all employees are aware of the strategic objectives of HRD in the majority of government organizations.
- **The reality of the Executive Plan of the HRD**, results showed that:
 - 1.The strategic executive plan for HRD is in line with the organization's executive plan in the majority of government organizations.
 - 2.Not all employees are aware of the executive plan of HRD in the majority of government organizations.
- **The reality of job description**, results showed that:
 - 1.There is a moderate positive relationship between job description and the organization's performance.
 - 2.The job title is clearly specified in the job description card in the majority of government organizations.
 - 3.The specific job description for positions in the organization is not aligns with the current duties and responsibilities in the majority of government organizations.
- **The reality of the recruitment and selection strategy**, results showed that:

1. There is a strong positive relationship between of the recruitment and selection strategy and the organization's performance.
 2. Academic qualification is taken into consideration when selecting candidates in the majority of government organizations.
 3. There is no proper planning of recruitment and selection process in the majority of government organizations.
- **The reality of the job performance appraisals strategy**, results showed that:
1. There is a strong positive relationship between the performance appraisal strategy and the organization's performance
 2. The performance appraisal process is carried out in a professional manner, free from personal interests in the majority of government organizations.
 3. Studies of performance appraisal results and their presentation to senior management are not conducted in the majority of government organizations.
- **The reality of the organization's performance**, results showed that:
1. The majority of government organizations provide fair and equitable services to the public without regard to anything else.
 2. Major mistakes occur in the majority of government organizations when doing work.

5.2 Research hypotheses summary

All of the research hypotheses were adopted.

Table 4.57

	The hypotheses	Description of the correlation related to OP	Correlation Coefficient (R)	Regression Coefficient (R²)
1	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the HR strategies and organization's performance.	Strong and positive correlation	0.761	0.579
2	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Organization's Strategic Plan and Strategical Role of the HRD and Organization's Performance.	Strong and positive correlation	0.537	0.289
3	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Organization's Strategic Plan and Organization's Performance.	Strong and positive correlation	0.540	0.292
4	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the strategical Role of the HRD in the Organization and Organization's Performance.	moderate and positive correlation	0.461	0.212
5	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Strategic Planning in the HRD and Organization's Performance	Strong and positive correlation	0.547	0.300
6	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between HRD's Strategic Plan in Place and Organization's Performance	Strong and positive correlation	0.537	0.288
7	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the vision of the HRD and the Organization's Performance.	Strong and positive correlation	0.522	0.273
8	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the mission of the HRD and Organization's Performance.	Moderate and positive correlation	0.463	0.214
9	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Objectives of the HRD and the Organization's Performance.	Strong and positive correlation	0.529	0.280
10	There is no statistically significant relationship at the level ($\alpha \leq 0.05$)	Strong and positive correlation	0.558	0.311

	between the Executive Plan of the HRD and the Organization's Performance.			
11	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Job Description and the Organization's Performance.	Moderate and positive correlation	0.375	0.140
12	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between Recruitment and Selection Strategy and the Organization's Performance.	Strong and positive correlation	0.647	0.419
13	There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the Job Performance Appraisals Strategy and the Organization's Performance	Strong and positive correlation	0.626	0.392

Chapter V

Discussion, Conclusion, and Recommendations

5.1 Introduction

This chapter includes the discussion of results reached after data analysis and explaining the findings, as well as the researcher's recommendations for how to improve the management of human resources in Palestine's public sector. Additionally, the study's limitations and implications were presented.

The study population consisted of all employees in supervisory positions in Palestinian public sector organizations, a total of 3,962. The study sample included 358 supervisory employees, accounting for 93% of the study population. In terms of the study sample's demographics, gender (59.8% males, 40.2% females);age (30 years old (29.6%), 30 - 39 years old, (32.8%), 40 - 49 years old (25.8%), and 50 years and above (11.8%).); academic level (diploma degree or less (3.4%), bachelor's degree (59.7%), master's degree or higher diploma (34.4%), and PHD degree (2.5%); position level (general directors and above (17.6%), deputy general directors (7.0%), and Directors (75.4%)) ;years of experience 5.3%with less than five years of experience, (5.9%) with five to seven years, and (57.2%) with more than seven years; 60.3% are not working or not supervising in HRD, (39.7%) working or supervising in HRD

5.2 Discussion

The current research aimed to investigate the role of HR strategies in organization performance in the public sector in Palestine. The researcher discussed the key findings of the study as follows:

- **The reality of HR strategies' role in organization performance In Public Sector; Palestine**

- The results of the study indicate that HR strategies play an important role in the performance of organizations in the public sector in Palestine in the majority of these organizations, where the value of the total mean was (3.89). According to the first hypothesis of the study, it has been proven that the four HR strategies had a strong – moderate positive relationship with organizational performance. These results were consistent with the literature (Al-Lawama et al., 2021; Al-Khaled & Fenn, 2017; Wuen et al., 2021), which all of them confirmed the existence of a positive relationship between HR strategies and the performance of the organization. At the same time, the results of the study contradicted the results of (Singh et al., 2012) study, which showed that there was no strong evidence that SHRM became more important to an organization's performance.
- The study showed that job description in the majority of governmental organizations in Palestine played the least role compared to other strategies in the organization performance, as its correlation with job performance was (0.375). The researcher attributes this result to the fact that, despite the job description is now required for all government positions, jobs are not properly analyzed and designed. The findings indicated that the organization's job

descriptions for particular positions do not accurately reflect their current duties and responsibilities, it had the lowest mean value of agreement of respondents (4.10).

- In contrast, the outcomes showed that, when compared to other strategies, the recruitment and selections strategy played the most important role in the organization performance, with a value of (0.647).

- **The reality of the existing organizational strategic plan and the role of the HRD (existing organizational strategic plan, role of the HRD)?**

- **Organizational strategic plan**

- Results showed that there is a strong positive relationship between the organizational strategic plan and the organization's performance This was proven by testing the third hypothesis, and the value of the total mean was (3.90).

- **Results revealed that the majority of Palestinian government organizations have a strategic plan in place** where its value reached (4.15). The Palestinian Council of Ministers issued a resolution requiring all government organizations to develop a strategic plan; thus, all government organizations have a strategic plan. This indicates that organizations in public sector give great importance to strategic planning at the level of the organization, as the percentage of organizations that have an organizational strategic plan reached 100%.

- **Not all departments contribute to the preparation, development, and updating of the organization's strategic plan** where its value reached

(3.74). This result indicates that strategic planning in government organizations is limited to a certain group of employees who occupy supervisory positions

– **The role of the HRD**

- HR departments in government organizations play an important role in implementing HR strategies that lead to improving the performance of the organization, where the value of the total mean was (3.57). This was proven by testing the second and fourth hypotheses, which confirmed the existence of a strong positive relationship between the role of HRD and the performance of the organization.
- HR departments play the most important role in putting the recruitment and selection strategy into action where its value reached (4.05). This because the recruitment and selection strategy practices are subject to a complex series of unified procedures in all government organizations, which are monitored and verified by the General Personnel Council.
- HR departments play a smaller role in developing the organization's vision, mission, and objectives where its value reached (3.65). This result can be explained by the fact that senior management does not appreciate the importance of human resources in the matter of strategic planning,
- **The reality of the Strategic Planning in the HRD (HRD Strategic Plan, Vision, Mission, Objectives, The Executive Plan)?**
 - The results confirmed the existence of a strong positive relationship between the strategic planning of the human resources department and the performance of the organization, and it was proven by testing hypotheses (5-10).

➤ The majority of government organizations have a strategic plan vision, mission, objectives, executive plan for their HR. The number of those who have a strategic plan for the HRD reached 240 out of 258. This is a clear indication of the coherence, harmony and consistency of the overall plan of government organizations with the strategic plans of the HRD.

➤ Not all employees are aware of the HRD'S vision, mission, objectives, executive plan. The researcher suggest that this result is due to the HR department's mission, vision, goals, and executive plan not being properly distributed to employees in government organizations.

➤ The study's findings were consistent with literature. According to (Acuner & Genç, 2007) study which conclude that HRD'S vision and mission statements play a significant role in achieving success, establishing an efficient organizational structure, and establishing efficient human resource management.

- **The reality of job description**

➤ Results showed that there is a moderate positive relationship between job description and the organization's performance; which was proven by testing the eleventh hypothesis, and the value of the total mean was (4.27). The results of this portion of the study were consistent with those of (Jiru et al., 2014) study, which examined the relationship between organizational performance and job analysis. That study found a positive relationship between organizational performance and job analysis.

➤ The job title is clearly specified in the job description card in the majority of government organizations where its value reached (4.29). This gives evidence

that government organizations give priority and importance to job design in terms of job description cards.

- On the other hand, the specific job description of the position, duties and responsibilities of employees is not consistent in the majority of government organizations. It had the lowest mean compared with other sub-questions in this main question, where its value reached (4.10). Despite the fact that government organizations value job description cards for open positions, these findings showed that there is a problem with how tasks and responsibilities are described. The researcher believes that this is because tasks and responsibilities are not discussed with employees when job description cards are prepared.

- **The reality of the Recruitment and Selection Strategy**

- Result showed that there is a strong positive relationship between of the recruitment and selection strategy and the organization's performance, which was proven by testing the twelfth hypothesis, and the total mean value for respondents' answers was (4.00).
- Academic qualification is taken into consideration when selecting candidates in the majority of government organizations, where it was the highest mean value of (4.10) compared with other sub-questions in this main question. This result can be explained by the fact that the General Personnel Council strictly controls the process of recruitment and selection in Palestinian governmental organizations in terms of matching educational qualifications to the required job.
- However, results showed that there is no proper planning of recruitment and selection process in the majority of government organizations. It was the lowest

mean value of (3.74) compared with other sub-questions in this main question. This indicates the limited role of HRD in the planning of recruitment and selection strategy. This result can be attributed to the centrality of planning the process of recruitment and selection in government organizations to the General Personnel Council.

- **The reality of the Job Performance Appraisals strategy**

- Results showed that there is a strong positive relationship between the performance appraisal strategy and the organization's performance, which was proven by testing the thirteenth hypothesis and that the total mean value for respondents' answers was (3.43).
- Results also showed that there is a clear role for HRD in the performance appraisal process in the majority of government organizations, where it was the highest mean value of (3.77) compared with other statements. This result can be explained by the fact that in government organizations, the process of performance appraisals for employees is only carried out by the HRD, which serves as a link between employees, senior management, and the General Personnel Council.
- Results revealed that the performance appraisal process is carried out in a professional manner, free from personal interests. When compared to other statements, its mean value was medium (3.42).
- Studies of performance appraisal results and their presentation to senior management are not conducted in the majority of government organizations. This result indicates that the role of HRD in the process of performance management in government organizations is at the level of supervision, follow-up and

implementation. Studies are neglected for the results of performance evaluation, which are considered as feedback.

- The results of this study regarding to performance management are consistent with (Jiru et al., 2014) study ,where the results concluded that performance management has a positive relationship with organizational performance.

- **The reality of the Organization's Performance**

- Results shows that the majority of government organizations provide fair and equitable services to the public without regard to anything else. where it was the highest mean value of (3.90) compared with other statements. The researcher contends that this result can be explained by the fact that Palestinian governmental organizations started implementing the e-government model in the delivery of their services and also turned to good governance in all of their operations that depend on integrity and transparency.
- Results showed that major mistakes occur in the majority of government organizations when doing work. where it was the lowest mean value of (3.56) compared with other statements. The researcher believes that this unexpected result may be the due to a number of unidentified factors, including the absence of internal and external financial and administrative control over work procedures in governmental organizations in Palestine.

5.3 Conclusion

According to the research aim to investigate the role of the HR strategies in organization performance in public sector in Palestine, the following HR strategies have been studied: job descriptions, recruitment and selection strategies, performance appraisal strategies, and strategic planning for HRD (statement of vision, mission, objectives, and

execution plan). The study results demonstrated a strong to moderate positive relationship between these strategies and organizational performance in Palestine's public sector organizations. In most government organizations, the recruitment and selection strategy played the largest role in the organization's performance. To ensure its proper implementation, ongoing investments must be made in the training and development of HRDs in the process of planning the recruitment and selection strategy. However, the study showed that the job description played a minor part in organizational performance in the majority of governmental organizations. As a result, reviewing job analyses for governmental positions has become a critical need in the Palestinian public sector.

5.4 Recommendations

The researcher presents some recommendations that would help HRDs in implementing HR strategies to improve the performance of organizations in the governmental public sector in Palestine. Based on the results of the study, the recommendations are as follows;

1. Maintaining efforts to update organizations' s overall strategies in public sector organizations as well as ensure their implementation on the ground.
2. Since the role of recruitment and selection strategy had the most positive and strong relationship with the organization performance, the researcher recommends continuing the same approach and developing recruitment and selection methods in line with the general government policies.
3. Enhancing the participation of all departments in preparing, developing and updating the organization's strategic plan, especially the HRD.
4. Ensure that all employees are informed of the strategic plan for HRD, including its mission, vision, objectives, and execution plan. The recommendation can be

carried out by holding meetings with employees, presenting the HRD's strategic plan for, and posting their vision, mission, and objectives on the organization's website.

5. Updating job descriptions for all job positions in government organizations through a periodic job analysis to make them more compatible with employees' actual duties and responsibilities. This recommendation can be implemented by opening channels of communication with employees, listening to them, and taking their feedback on the job descriptions for each of them into consideration.
6. Communicate with the proper parties to guarantee effective planning for recruitment and selection strategy. Open lines of communication with managers from all departments within the government organizations to include them in the process of recruitment planning and selection, and train them on the use of job analysis tools to determine job needs. Additionally, coordinate with senior management and the General Personnel Affairs Council, which is in charge of approving career planning in relation to the strategy Recruitment and selection.
7. Conducting annual studies on the outcomes of performance evaluations and submitting them to senior management. This recommendation is critical for properly implementing the performance appraisal strategy. To put this recommendation into action, the researcher suggests that the HRD should conduct periodic studies of performance evaluation outcomes to show the percentage of employees who received an excellent, median, or poor evaluation in order to take appropriate actions for each employee.
8. Activating the role of internal administrative and financial auditing units in government organizations. To put this recommendation into action, the researcher

proposes that internal administrative and financial audit units in governmental organizations submit periodic reports on the progress of work in all departments in order to detect errors early and treat and avoid them in the future.

5.5 Limitations and Implications

5.5.1 Limitation of the Study

The current study is subject to limitations, which can be summarized as follows:

1. Limited to volunteers. Not all the employees would like to be questioned.
2. Lack of previous research studies regarding to the strategic plan of the HRD and defining the mission, vision and objectives of the department and their relationship to the organization's performance.
3. Time constraints. The researcher has deadlines to turn in the class papers.
4. Furthermore, the study only focused on non- financial measures as a measure of performance.
5. Those who agreed to fill in the questionnaire took more time before they sent them back.

5.5.2 Implications of the Study

Study implications include the following:

1. The results can be generalized to the governmental public sector organizations in the civil part only. The study did not cover the military sector, which is considered part of the governmental public sector.
2. Four HR strategies were highlighted in this study, through which the researcher evaluated the role of HR strategies in public sector organizations in Palestine. The study did not include other strategies such as reward management, training,

promotions, and compensation, which were expected to be covered in this study, but due to lack of time, the researcher was unable to do so.

3. The study was conducted to determine the role of HR strategies in the organization's performance. This role on employee's performance in government sector organizations was not discussed.
4. The role of HR strategies was evaluated from the point of view of the managers category (employees who occupy supervisory positions in government organizations only), the responses of respondents from other job categories (employees who occupy non-supervisory positions) were not studied. The researcher believes that the study will be broader and more comprehensive in analyzing the responses of all employees in governmental organizations in Palestine.
5. Only governmental organizations in the West Bank were included in the study. Due to Israeli occupation's barriers preventing people from accessing the Gaza Strip, the Gaza Strip was excluded from coverage for political reasons.

5.4.3 Suggested Further Studies

According to the implications of the study mentioned above, the researcher suggests the following:

- ☐ What we need now is a cross-national study that includes:
 - The military sector in Palestine.
 - All employees working in government organizations.
 - Governmental organizations in Gaza Strip.

- The study should be repeated with other independent variables because many questions about the role of each of the following strategies on the organization's performance remain unanswered.
 - Reward management strategy.
 - Compensation management strategy.
 - Development and training strategy.
 - Promotions strategy.
- Greater focus on the role of HR strategies on **employee performance** can lead to interesting results.

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Appendix 1

Dear Participants,

Hello, I am a postgraduate researcher at Arab American University. I am conducting a study on “Investigate the role of HR strategies in organization performance in Public Sector; Palestine”. The following questionnaire consists of six parts. The researchers will be grateful to answer the questions with credibility. The answers will be treated confidentially, and the information will be used for scientific research purposes only.

Note: The survey was drawn and developed from SHRM and number of pervious thesis that related to my research.

Abstract

This study aims to investigate the role of HR strategies in organization performance in Public Sector; Palestine s and to make recommendations to human resources departments and the top management in the government sector that would support them to effectively manage human resources practices to improve performance and progress towards professionalism in providing services.

The scientific importance for this research lies in adding new research value to be used by researchers in this field through the results of this study. Because of the scarcity of studies on this subject in the Palestinian case, this can be built upon with new studies in the future.

Note: If you have any questions, you can email the researcher(
a.shikha@student.aaup.edu) , or call the number: 0562002418

Thank you for your cooperation

Ataa' Shaikha

First - the demographic data of the respondents: Please answer these data by ticking “√”.

Government organization name _____

Gender:

- ☐ Male
- ☐ Female

Age:

- ☐ 30-39 years old
- ☐ 49-40 years old
- ☐ 50 years and over

Academic Level:

- ☐ Diploma or less
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ PhD or above

Position level:

- ☐ General Manager and above
- ☐ Deputy General Manager
- ☐ manager

Years of Experience:

- ☐ less than 5 years
- ☐ 5 - 7 years
- ☐ over 7 years

Do you work or supervise the Human Resources Department?

- ☐ Yes
- ☐ No

Second - Human Resource Management Strategies:

Please determine the extent to which the following statements apply to human resource management strategies in the organization where you work based on your personal experience, keeping in mind that the answer will be based on a five-point

Likert scale (where the maximum value of the scale = 5, meaning strongly agree, and the minimum value of the scale = 1, meaning strongly opposed). Here is an explanation of the ladder symbols:

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

Part one: The strategic plan and the strategic role of the Human Resources Department

	5	4	3	2	1
A. The reality of the organization's strategic plan					
1. The organization has a strategic plan that organizes the organization's work.					
2. The strategic plan is created, updated, and distributed throughout the organization on a regular basis.					
3. All departments are involved in the preparation, development, and updating of the organization's strategic plan.					
B. The human resources department's strategic role in the organization					
1. The Human Resources Department's primary role in the organization's management is strategic.					
2. The Human Resources Department makes strategic contributions to the recruitment and selection processes.					
3. The Human Resources Department makes a strategic contribution to the vision, mission, and goals of the organization.					
4. The Human Resources Department strategically contributes to the development of job descriptions for all positions within the organization.					
5. The Human Resources Department makes a strategic contribution to the organization's performance evaluation process.					

Is there a strategic plan in the organization's human resources department that organizes the department's work?

☐ yes

☐ No → Continue to Part Three.

Part Two: Human Resources Department Strategic Planning

	5	4	3	2	1
A. The reality of the Human Resources Department's organizational strategic plan					
1. The organization's human resources department has a strategic plan that organizes the department's work.					
2. The Human Resources Department's strategic plan is developed, updated, and distributed throughout the institution on a regular basis.					

3. The Human Resources Department's strategic plan is being prepared, developed, and updated by all departments.					
B. Human Resources Department Vision					
1. The Human Resources Department's vision is consistent with the organization's vision.					
2. The Human Resources Department's vision serves as a guide that directs the department's activities.					
3. The Human Resources Department's clear vision enables me to do my job more effectively.					
4. All employees are aware of the Human Resources Department's strategic vision.					
C. The Human Resources Department's mission					
1. The Human Resources Department's mission is linked to the organization's strategic mission.					
2. The Human Resources Department's mission is seen as something that must be accomplished.					
3. The Human Resources Department's mission is flexible and may be modified as needed.					
4. All employees are aware of the Human Resources Department's mission.					
D. Human Resources Department Objectives					
1. The Human Resources Department's strategic objectives are in line with the organization's strategic objectives.					
2. The Human Resources Department's strategic plan includes specific and achievable goals strategic goals.					
3. All employees are aware of the Human Resources Department's strategic objectives.					
E. The Human Resources Department's Executive Plan					
1. The Human Resources Department's strategic executive plan is consistent with the organization's executive plan.					
2. The Human Resources Department's strategic plan includes an annual plan for the department, which is a clear and actionable strategy.					
3. All employees are aware of the Human Resources Department's implementation plan.					

Part Three: Human Resource Management via Job Description

	5	4	3	2	1
A. Job descriptions for all available positions					
1. The job description card clearly defines my job title.					
2. The managerial department where the job position for the vacancy I am filling is located, as shown on the job description card.					
3. My direct supervisor in the position I hold is identified in the organization's job description.					
4. The job description card clearly states the duties and responsibilities of the job position that I hold.					

5. The academic qualifications and skills required of the incumbent are clearly stated in the job description card.					
6. My duties and responsibilities are consistent with the specific job description for my job in the organization.					

Part four: Recruitment and selection strategy

	5	4	3	2	1
A. Recruitment and selection					
1. The organization's goals are aligned with the recruitment and selection strategy.					
2. When hiring employees, clear procedures and policies are followed.					
3. The Human Resources Department is committed to following these guidelines.					
4. The recruitment and selection process is properly planned.					
5. Competencies, abilities, and characteristics are considered					
6. When selecting the candidates, the academic background is taken into account.					

Part Five: Performance Appraisal management strategy

	5	4	3	2	1
Performance Appraisal management					
1. The role of human resources in the Performance appraisal process is clear.					
2. The Performance appraisal process is conducted in a professional manner, free from bias.					
3. Promotion and compensation for employees are correlated with the results of the Performance appraisal.					
4. The Performance appraisals findings clearly affect the organization's strategic plan.					
5. Studies on the outcomes of Performance appraisal are carried out and presented to senior management.					

Part six: Organizational Performance

	5	4	3	2	1
Organizational Performance					
1. My organization is capable of meeting the strategic objectives outlined in the strategic plan.					
2. My organization is committed to carrying out the mission outlined in the strategic plan.					
3. My organization is capable of achieving the vision outlined in its strategic plan.					
4. My company is committed to carrying out the (annual) operational plans outlined in the strategic plan.					

5. My organization treats all employees fairly and equally in all aspects of personnel management, regardless of political affiliation, gender, hometown, marital status, or age.					
6. Major mistakes are rarely made in my organization when doing work.					
7. Without regard to anything else, my organization provides fair and equitable services to the public.					
8. My organization benefits from the efficiency and skill of its employees in management.					

Thank you very much for your participation. For more questions and suggestions, please contact me via email: a.shikha@student.aaup.edu

الملخص

هدفت هذه الورقة البحثية إلى التحقيق في دور استراتيجيات الموارد البشرية في أداء المؤسسة في القطاع العام ؛ فلسطين. تم جمع البيانات من خلال استبيان وتحليل باستخدام SPSS. تم توزيع الاستبيان على جميع الموظفين الذين يشغلون مناصب إشرافية في القطاع العام الحكومي. تم استخلاص الاستبانة وتطويرها من SHRM وعدد من الرسائل السابقة المتعلقة في البحث ، بلغ عدد المشاركين في الدراسة (358) والتي مثلت عينة الدراسة . أظهرت نتائج الدراسة أن هناك علاقة إيجابية قوية الى متوسطة بين دور استراتيجيات الموارد البشرية و أداء المنظمة. خضعت الدراسة لعدد من القيود ، بما في ذلك تلك المتعلقة باستعداد المتطوعين لاستكمال الاستبيان ، ونقص الدراسات البحثية السابقة فيما يتعلق بالخطوة الاستراتيجية لتنمية الموارد البشرية وتحديد الرسالة والرؤية والأهداف ، والقيود الزمنية ، والتركيز على المقاييس الغير مالية لقياس اداء المنظمة. ومن حيث انعكاسات الدراسة يرى الباحث أن النتائج يمكن تعميمها على القطاع العام - القطاع المدني فقط ، لأن الدراسة لم تتناول القطاع العسكري ، فقد اقتصر عينة الدراسة على الموظفين في المناصب الإشرافية ولم تشمل جميع موظفي الحكومة ، تم التحقيق في أداء المؤسسة كمتغير تابع ؛ لم تتم دراسة دور استراتيجيات الموارد البشرية في أداء الموظفين ، وأخيرًا ، لأسباب سياسية ، تم استبعاد المؤسسات الحكومية في قطاع غزة. تم استخدام المنهج الكمي الارتباطي في هذه الدراسة. الكلمات المفتاحية: التخطيط الاستراتيجي ، إدارة الموارد البشرية ، الإدارة الاستراتيجية للموارد البشرية ، القطاع العام ، فلسطينالكلمات المفتاحية: التخطيط الاستراتيجي ، إدارة الموارد البشرية ، الإدارة الاستراتيجية للموارد البشرية ، القطاع العام ، فلسطين