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بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ



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118	(One Way ANOVA)	.42
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3764 %10 (376)

Abstract

The status of developing human recourse in the working banks in Palestine and means of its development

This study aims to evaluate the status of human recourse development in the working banks in Palestine and means of development, the study also aims to identify all deferent aspects of this development and identify the strengthens and weakness points in human recourse planning and management in banks.

The researcher used a questionnaire to collect data from the origin recourses, which included six concepts concerning human recourse policies and planning and it's effectiveness on implementation also how to develop these policies and establish the special needed human, managerial energies in human recourses further more included what is intended in the estimated budget to manage human resource in banks. The researcher distributed (376) questionnaires to the specialists which is about 10% of the study community that contains (3674) employees in the working banks in Palestine.

The researcher used the descriptive method and the comprehensive survey to collect data to meet the research objectives in describe and analyze the human recourses in banks in Palestine and identify the strengthens and weakness points for development.

The study concluded that banks in Palestine have a clear policies and plans in order to develop human recourses. These policies and plans are effectively implemented, the study also concluded that there are a progress in the followed and used policies in developing the human recourse and there is an updating with what is new in the science of human resource, according to the conclusions there are an sufficient cast of employees working in the human recourse department also there is a financial provision in order to develop the human recourse in the working banks' budget in Palestine.

The research summaries the most important recommendations, such as enforcing the effectiveness of human recourses department by emphasize convenience of the top management about the importance of the human resource department and develop their communications together, continuing in updating the new in the human recourse science , awareness the employees of the importance and goals of human recourse department, largely focusing on training and give more attention on setting systems for financial and spiritual rewards.

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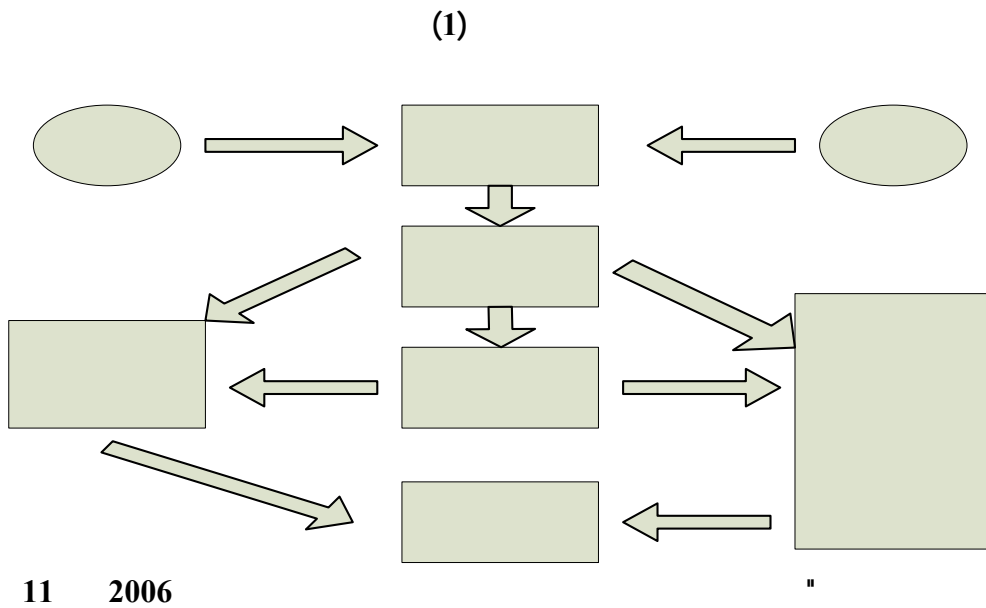
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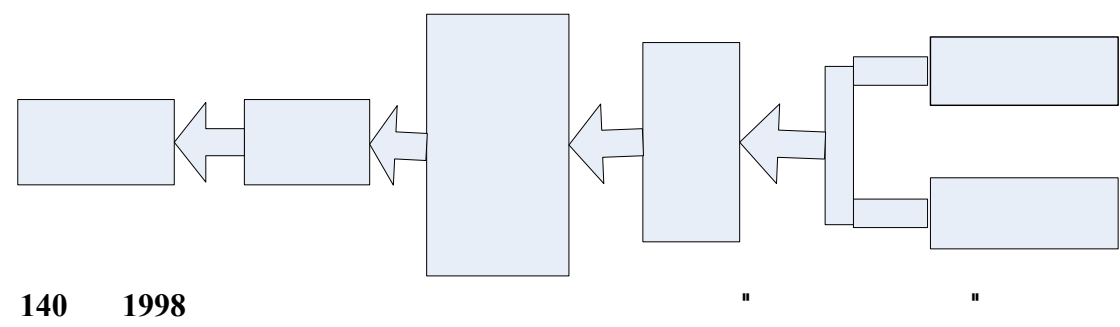
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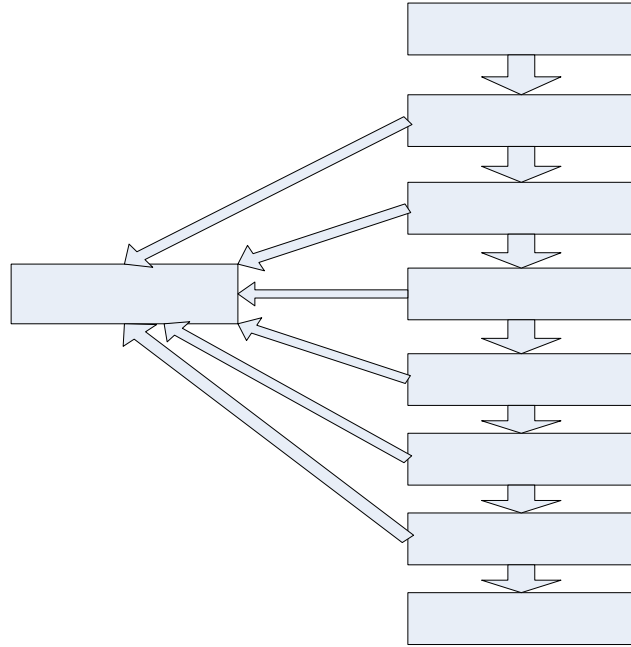
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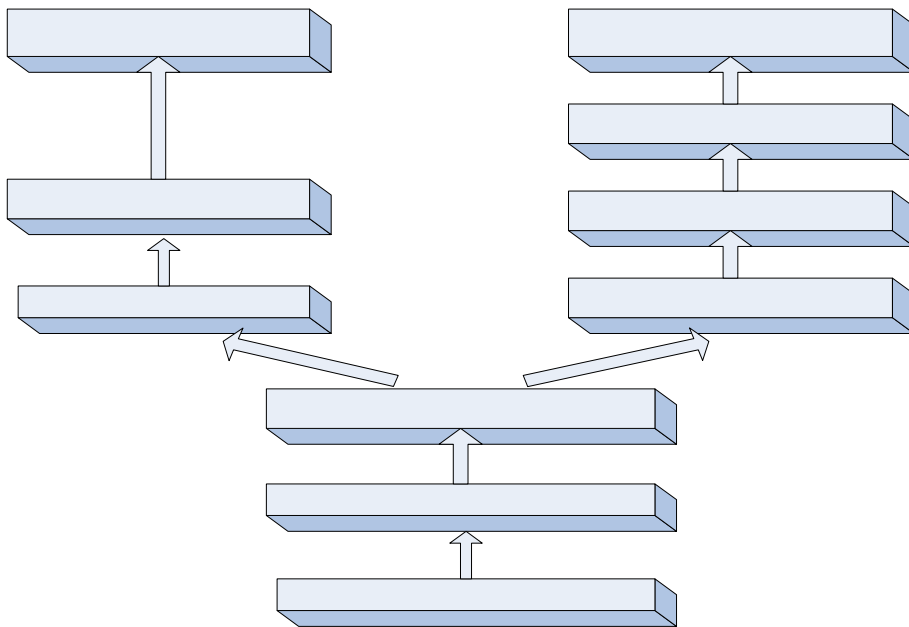
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460	66	القاهرة عمان	222	413	فلسطين
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104	16	الإسكان للتجارة والتمويل	6	-	العربي الفلسطيني للاستثمار
-	15	الرئيسي للتنمية والائتمان الزراعي	68	18	فلسطين الدولي
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1868	283	المجموع	955	658	المجموع
941		عدد موظفي المصارف في قطاع غزة			
2823		عدد موظفي المصارف في الضفة الغربية			
3764		إجمالي عدد موظفي المصارف			

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0.000	0.781		11
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0.000	0.828		34
0.000	0.895		35
0.000	0.826		36
0.000	0.776		37
0.000	0.894		38
0.000	0.741		39
0.000	0.778		40

)

(14)

(

(0.05)

(0.895-0.741)

:(4-)

(19)

)

(

0.000	0.728		41
0.000	0.618		42
0.000	0.713		43
0.000	0.743)	44
0.000	0.861	(45
0.000	0.834		46
0.000	0.899		47
0.000	0.843		48
0.000	0.909		49
0.000	0.837		50

)

(15)

(

(0.05)

(0.909-0.618)

(5-):

(20)

)

(

مستوى الدلالة	معامل الارتباط		
0.000	0.903		51
0.000	0.926		52
0.000	0.940		53
0.000	0.793		54
0.000	0.872		55

)

(16)

(

(0.05)

(0.940 -0.793)

-

(21)

0.000	0.936		
0.000	0.964		
0.000	0.929		
0.000	0.925		
0.000	0.877		

(17)

0.05

(0.964 -0.877)

:Reliability

.2

:

:Split-Half Coefficient
(22)

-

sig					
0.000	0.9307	0.8703	18		
0.000	0.9091	0.8333	13		
0.000	0.9415	0.8894	10		
0.000	0.9153	0.8438	10		
0.000	0.9208	0.8533	5		
0.000	0.9148	0.8429	56		

(Spearman-Brown Coefficient)

(18)

(0.9148)

$$\frac{r^2}{r+1} =$$

:Cronbach's Alpha

-

:

(23)

()

0.9601	18		
0.9363	13		
0.9480	10		
0.9373	10		
0.9303	5		
0.9851	56		

(0.9851)

(19)

0.90

:

:

:

((1- Sample K-S) -) :

(24)

(1-Sample Kolmogorov-Smirnov)

	Z			
0.467	0.849	18		
0.604	0.764	13		
0.076	1.277	10		
0.480	0.841	10		
0.219	1.051	5		
0.946	0.525	56		

0.05

(20)

(sig. > 0.05)

:

(One Sample T test) T

t

0.05

) 1.97

t

(% 60

) 1.97-

t

t

(% 60

0.05

0.05

(25)

	t					
					:	
0.000	14.426	76.0	0.845	3.80		8.1
0.000	11.596	73.6	0.893	3.68		8.2
0.000	11.770	74.0	0.907	3.70		8.3
0.000	12.977	75.6	0.919	3.78		8.4
0.000	15.300	78.5	0.921	3.92		8.5
0.000	15.206	77.9	0.896	3.89		8.6
0.000	12.335	74.2	0.876	3.71		8.7
0.000	13.074	76.0	0.932	3.80		8.8
0.000	13.460	75.9	0.900	3.79		8.9
0.000	15.079	76.5	0.832	3.82		9
0.000	13.373	75.5	0.887	3.78		10
0.000	12.788	74.6	0.871	3.73		11
0.000	8.246	71.2	1.033	3.56		12
0.000	11.554	75.1	0.998	3.76		13
0.000	18.289	80.1	0.838	4.00		14
0.000	18.901	79.6	0.790	3.98		15
0.000	10.824	74.1	0.993	3.70		16
0.000	10.531	72.8	0.929	3.64		17
0.000	17.396	75.6	0.685	3.78		

1.97 0.05 "232" t

(21)

t

()

:

.1

	%78.5	"	"
		%77.9	"
		%76.0	"
	%76.0	"	"
		%75.9	"
	%75.6	"	"
	%74.2	"	"
%74.0	"		"
	%73.6	"	"
	:		
		"	.2
		%80.1 "	
		"	.3
		%79.6 "	
		"	.4
	%76.5 "		
		"	.5
%75.5 "			
		"	.6
		%75.1 "	
		"	.7
		%74.6 "	
		"	.8
		%74.1 "	
		"	.9
		%72.8 "	
		"	.10
		%71.2 "	

)
 %75.6 3.78 (
 t 17.396 t " %60 "
 0.05 0.000 1.99

(2006)

(2000)

%57.3 (2000)

(%87.4) (Budhwar,2000)

(Huselid,1993)

(2006)

:

(26)

()

	t					
0.000	12.572	74.8	0.902	3.74		18
0.000	10.321	73.0	0.958	3.65		19
0.000	11.681	73.6	0.892	3.68		20
0.000	12.722	76.4	0.984	3.82		21
0.000	12.551	75.0	0.913	3.75		22
0.000	9.350	71.9	0.974	3.60		23
0.000	10.733	73.6	0.970	3.68		24
0.000	12.921	75.9	0.938	3.79		25
0.000	12.827	74.8	0.878	3.74		26
0.000	10.756	73.0	0.926	3.65		27
0.000	9.464	72.0	0.969	3.60		28
0.015	2.459	63.3	1.039	3.17		29
0.000	7.777	69.7	0.952	3.48		30
0.000	12.807	72.9	0.767	3.64		

1.97 0.05 "232" t

((22)	t	
)	:	
	"		.1
	%76.4"		
	"		.2
%75.9"	"		.3
	%75.0 "		
	"		.4
%74.8"	"		.5
	%74.8 "		
	"		.6
%73.6 "	"		.7
	%73.6 "		
	"		.8
%73.0 "	"		.9
	%73.0"		
	"		.10
	%72.0"		
	"		.11
%71.9"	"		.12
		%69.7"	

"

.13

%63.3"

)

% 72.9

3.64

(

t

12.807

t

" %60 "

0.05

0.000

1.99

(Mark,1997)

(1989)

(1999)

:

(27)

()

	t					
0.000	16.944	79.0	0.854	3.95		31
0.000	14.470	76.6	0.874	3.83		32
0.000	12.388	73.7	0.843	3.69		33
0.000	10.110	71.5	0.868	3.58		34
0.000	11.766	73.7	0.891	3.69		35
0.000	11.537	73.0	0.863	3.65		36
0.000	11.412	73.6	0.907	3.68		37
0.000	9.894	71.3	0.874	3.57		38
0.000	8.985	71.6	0.984	3.58		39
0.000	6.220	68.2	1.001	3.41		40
0.000	14.391	73.2	0.700	3.66		

1.97

0.05

"232"

t

(23)

t

)

:

(

"

.1

%79.0 "

"

.2

"

%76.6

"

.3

%73.7 "

"

.4

%73.7 "

"

.5

%73.6 "

"

.6

%73.0 "

"

.7

%71.6 "

"

.8

%71.5 "

"

.9

%71.3 "

"

.10

%68.2 "

)

% 73.2

3.66

(

14.391

t

" %60 "

0.05

0.000

1.99

t

(2006)

(CPSC,2005)

(Fey & Ingamer,2001)

(Wyper & Harrison,2000)

(1997)

(2003)

:

(28)

()

	t					
0.000	14.791	76.5	0.850	3.82		41
0.000	12.316	74.1	0.872	3.70		42
0.000	13.507	75.1	0.854	3.76		43
0.000	11.281	72.8	0.865	3.64) (44
0.000	12.452	75.5	0.952	3.78		45
0.000	12.483	74.8	0.903	3.74		46
0.000	11.450	73.5	0.898	3.67		47
0.328	0.980	61.5	1.137	3.07		48
0.000	8.797	71.2	0.968	3.56		49
0.000	7.433	69.8	1.005	3.49		50
0.000	13.045	72.5	0.729	3.62		

1.97

0.05

"232"

t

(24)	t	
)	(
:		.
"		.1
	%76.5 "	
"		.2
%75.5 " ...		
%79.44 "		.3
"		.4
%75.1 "		
"		.5
%74.8 "		
"		.6
	%74.1 "	
"		.7
%73.5 "		
"		.8
%72.8 "	()	
"		.9
	%71.2 "	
%69.8 "	"	.10
"	"	.11
%61.5 "		
	(48)	(%61.5)

(1.14)

.
)
%72.5 3.62 (t " %60 "
10.045 t
0.05 0.000 1.99 t

(2005)

(1989)

(2000)

(1999)

(2005)

(2003)

(29)

	t					
0.000	11.579	73.7	0.905	3.69		51
0.000	12.777	73.7	0.820	3.69		52
0.000	9.553	71.1	0.885	3.55		53
0.000	14.053	75.8	0.858	3.79		54
0.000	6.879	68.9	0.990	3.45		55
0.000	12.525	72.7	0.771	3.63		

1.97

0.05

"232"

t

(25)

t

)

:

(

"

.1

%75.8 "

"

.2

%73.7 "

"

.3

%73.7 "

"

.4

%71.1 "

"

.5

%68.9 "

:

(30)

	t					
0.000	17.396	75.6	0.685	3.78		
0.000	12.807	72.9	0.767	3.64		
0.000	14.391	73.2	0.700	3.66		
0.000	13.045	72.5	0.729	3.62		
0.000	12.525	72.7	0.771	3.63		
0.000	15.839	73.7	0.661	3.69		

1.97 0.05 "232" t

(26)

t

:

.(75.6) .5

(73.2) .6

(72.9) .7

(72.7) .8

(72.7) .9

(%73.7) (3.69)

t (15.839) t (%60)

0.05 0.000 (1.97)

:

:

.1

. $\alpha = 0.05$

(31)

0.926		
0.000		
233		

0.132 "231" 0.05 r

r 0.926 (27)

0.05 0.000 0.132

. $\alpha = 0.05$

.2

. $\alpha = 0.05$

(32)

0.929		
0.000		
233		

0.132 "231" 0.05 r

0.929

(28)

0.000

0.132

r

0.05

. $\alpha = 0.05$

.3

. $\alpha = 0.05$

(33)

0.925		
0.000		
233		

0.132

"231"

0.05

r

r

0.925

(29)

0.05

0.000

0.132

. $\alpha = 0.05$

.4

. $\alpha = 0.05$

(34)

0.906		
0.000		
233		

0.132 "231" 0.05 r

r 0.906 (30)
0.05 0.000 0.132

. $\alpha = 0.05$

.5

. $\alpha = 0.05$

(35)

0.845		
0.000		
233		

0.132

"231"

0.05

r

r

0.845

(31)

0.05

0.000

0.132

. $\alpha = 0.05$

.6

: $\alpha = 0.05$

-
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(/)

:

6.1

$\alpha = 0.05$

(36)

t

	t					
0.897	-0.129	0.690825	3.78	169		
		0.674082	3.79	64		
0.966	-0.043	0.773161	3.64	169		
		0.75465	3.65	64		
0.522	0.641	0.692997	3.68	169		
		0.722979	3.61	64		
0.949	-0.064	0.73332	3.62	169		
		0.72385	3.63	64		
0.484	0.701	0.773286	3.65	169		
		0.768011	3.58	64		
0.899	0.127	0.669689	3.69	169		
		0.642374	3.68	64		

1.97

0.05

"232"

t

(32)

t

0.05

0.127

t

1.97

0.05

t

0.899

0.05

6.2

() $\alpha = 0.05$

(37)

t

	t					
0.126	1.537	0.66017	3.84	143		
		0.717537	3.69	90		
0.011	2.561	0.695956	3.74	143		
		0.846431	3.48	90		
0.277	1.090	0.684229	3.70	143		
		0.724764	3.60	90		
0.211	1.254	0.732335	3.67	143		
		0.721769	3.55	90		
0.189	1.317	0.72907	3.69	143		
		0.830628	3.55	90		
0.075	1.790	0.633198	3.75	143		
		0.695324	3.59	90		

1.97 0.05 "232" t

t

(.33)

1.790

t

0.075

1.97

t

0.05

0.05

"

0.05

0.011

"

(3.48)

(3.74)

0.05

6.3

$\alpha = 0.05$

(38)

(One Way ANOVA)

	" F"					
0.382	1.049	0.492	4	1.967		
		0.469	228	106.843		
			232	108.810		
0.239	1.387	0.809	4	3.238		
		0.584	228	133.068		
			232	136.306		
0.612	0.672	0.331	4	1.326		
		0.493	228	112.487		
			232	113.813		
0.717	0.525	0.282	4	1.126		
		0.536	228	122.228		
			232	123.355		
0.502	0.838	0.499	4	1.998		
		0.596	228	135.914		
			232	137.912		
0.487	0.863	0.378	4	1.512		
		0.438	228	99.836		
			232	101.349		

2.42 0.05 "228 4" F

(ANOVA)

0.05 (34)

0.863 F

0.487 2.42 F

0.05 0.05

(%91) ()

$\alpha = 0.05$

(39)
(One Way ANOVA)

	" F"					
0.854	0.260	0.123	3	0.369		
		0.474	229	108.442		
			232	108.810		
0.730	0.432	0.256	3	0.767		
		0.592	229	135.539		
			232	136.306		
0.806	0.326	0.161	3	0.484		
		0.495	229	113.329		
			232	113.813		
0.964	0.094	0.050	3	0.151		
		0.538	229	123.204		
			232	123.355		
0.933	0.145	0.087	3	0.262		
		0.601	229	137.650		
			232	137.912		
0.880	0.223	0.099	3	0.296		
		0.441	229	101.053		
			232	101.349		

2.65 0.05 "229 3" F

(ANOVA)

0.05

(35)

0.223

F

0.880

2.65

F

0.05

0.05

$$\alpha = 0.05$$

(40)

(One Way ANOVA)

	" F"					
0.058	2.323	1.065	4	4.261		
		0.459	228	104.549		
			232	108.810		
0.134	1.778	1.031	4	4.122		
		0.580	228	132.184		
			232	136.306		
0.091	2.029	0.978	4	3.912		
		0.482	228	109.901		
			232	113.813		
0.036	2.624	1.357	4	5.428		
		0.517	228	117.926		
			232	123.355		
0.046	2.462	1.428	4	5.711		
		0.580	228	132.201		
			232	137.912		
0.042	2.518	1.072	4	4.288		
		0.426	228	97.061		
			232	101.349		

2.42

0.05

"228 4"

F

:

(36)

■

0.05

(41)

12	12-10	9-7	6-4	3		
0.099	0.210	0.470*	0.175		3	
-0.076	0.035	0.294		-0.175	6-4	
-0.370	-0.260		-0.294	-0.470*	9-7	
-0.110		0.260	-0.035	-0.210	12-10	
	0.110	0.370	0.076	-0.099	12	
0.078	0.209	0.450*	0.000		3	
0.078	0.209	0.450		0.000	6-4	
-0.372	-0.241		-0.450	-0.450*	9-7	
-0.131		0.241	-0.209	-0.209	12-10	
	0.131	0.372	-0.078	-0.078	12	
0.088	0.166	0.417*	0.218		3	
-0.129	-0.051	0.199		-0.218	6-4	
-0.329	-0.251		-0.199	-0.417*	9-7	
-0.078		0.251	0.051	-0.166	12-10	
	0.078	0.329	0.129	-0.088	12	

(0.05)

(*)

■

.(36)

0.05

0.036

(37)

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3"

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9-7 "

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3"

0.046
 " 3" (37) 0.05
 " 3" " 9-7"
 0.05 0.042
 0.05
 " 9-7" " 3" (37)
 " 3"

$\alpha = 0.05$

(42)
(One Way ANOVA)

	" F"					
0.009	4.815	2.186	2	4.373		
		0.454	230	104.438		
			232	108.810		
0.313	1.168	0.685	2	1.370		
		0.587	230	134.936		
			232	136.306		
0.260	1.355	0.663	2	1.325		
		0.489	230	112.488		
			232	113.813		
0.030	3.576	1.860	2	3.720		
		0.520	230	119.634		
			232	123.355		
0.003	5.877	3.353	2	6.705		
		0.570	230	131.207		
			232	137.912		
0.041	3.242	1.389	2	2.779		
		0.429	230	98.570		
			232	101.349		
		2.62	0.05	"230 2"		F

(43)

60	60-35	35		
-0.286	0.003		35	
-0.289 [*]		-0.003	60-35	
	0.289	0.286 [*]	60	
-0.311 [*]	-0.157		35	
-0.154		0.157	60-35	
	0.154	0.311 [*]	60	
-0.411 [*]	-0.152		35	
-0.260		0.152	60-35	
	0.260	0.411 [*]	60	
-0.252 [*]	-0.051		35	
-0.201		0.051	60-35	
	0.201	0.252 [*]	60	

(0.05)

(*)

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0.009

35

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■

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(39)

0.05

0.030

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0.003

35

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0.05

3.242

F

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F

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0.05

0.041

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(72.5)

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(72.7)

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(35) .(3) (9-7) .
(60) (60)

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		:	-
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. 2007	31		-

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بسم الله الرحمن الرحيم



الجامعة الإسلامية - غزة
عمادة الدراسات العليا
قسم إدارة الأعمال

الدكتور/.....حفظه الله .

السلام عليكم و رحمة الله و بركاته و بعد

أرجو من حضرتكم تحكيم أسئلة الاستبانة التي بين يديك فهي إحدى أدوات البحث العلمي لدراسة
بعنوان ” _____

_____”

إن تعاونكم معنا هو دعم للبحث العلمي في فلسطين، مع العلم بأن المعلومات التي سيتم الحصول
عليها سوف يتم التعامل معها بسرية تامة و لن تستخدم إلا لغرض البحث العلمي أملي أن
تحظي هذه الدراسة بعنايتكم و اهتمامكم .

شاكرين لكم حسن تعاونكم

الباحثة

بسمة أبو زايد

2008

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"نشكر لكم حسن تعاونكم"