

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

Role of Human Resource Management in Total Quality

Management in Banks Operating in the Gaza Strip

أقر بأن ما اشتملت عليه هذه الرسالة إنما هي نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيثما ورد، وإن هذه الرسالة ككل، أو أي جزء منها لم يقدم من قبل لنيل درجة أو لقب علمي أو بحثي لدى أي مؤسسة تعليمية أو بحثية أخرى.

DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

Student's name: mohammed Lami S. A. Shamallakh

اسم الطالب : محمد لامع سعدي شملخ

Signature: 



التوقيع:

Date:

التاريخ: 2014/6/7

**The Islamic University – Gaza
Postgraduate Department
Faculty of Commerce
Dep. of Business Administration**



**Role of Human Resource Management in Total Quality Management
in Banks Operating in the Gaza Strip**

دور ادارة الموارد البشرية في ادارته الجودة الشاملة في البنوك العاملة في قطاع غزة

Prepared by Mohammed Lami\ S. Shamallakh

Supervised by Dr. Akram Sammour

**A dissertation submitted in partial fulfillment of the requirements in
Master of Business Administration Degree- Human Resource
Management**

2014



نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ محمد لامع سعدي أسعد شملخ لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال- إدارة موارد بشرية وموضوعها:

دور إدارة الموارد البشرية في إدارة الجودة الشاملة في البنوك العاملة في قطاع غزة Role of Human Resource Management in Total Quality Management in Banks Operating in Gaza Strip

وبعد المناقشة العلنية التي تمت اليوم السبت 09 شعبان 1435هـ، الموافق 2014/06/07 الساعة التاسعة صباحاً بمبنى طيبة، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

.....	مشرفاً ورئيساً	د. أكرم إسماعيل سمور
.....	مناقشاً داخلياً	د. سامي علي أبو الروس
.....	مناقشاً خارجياً	د. محمد إبراهيم المدهون

وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال - إدارة موارد بشرية.

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي و للدراسات العليا

أ.د. فؤاد علي العاجز



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

(قَالُوا سُبْحَانَكَ لَا عِلْمَ لَنَا إِلَّا مَا
عَلَّمْتَنَا إِنَّكَ أَنْتَ الْعَلِيمُ الْحَكِيمُ)

Dedication

To the most encouraging protecting and devoting . . . My Father

To the endless love support and passion. . . My Mother

To best model, advice and support... My Brother

To patience and love in my life. . . My Wife

To the most beautiful. . . My Sisters

To the best thing happened to me ever. . . My Son and My Daughter.

Acknowledgement

I would like to express my deepest appreciation to Dr. Akram Samur, for providing me with excellent guidance, generous support, and continuous encouragements throughout my Master study. His suggestions and comments were of great value in the research and in writing of this dissertation.

I would also like to thank Dr. Mohammed Al Madhun and Dr. Sami Abu Alroos for their comments and discussion of this dissertation. My sincere appreciation to Dr. Samir Safi who statistically analyzed this study, and provided me with valuable advice My sincere appreciation to my work colleagues who assisted me in distributing and collecting the questionnaire.

I would like to thank all the respondents of this investigation in Banking sector for their great cooperation in filling the questionnaire.

I would also like to thank the Faculty of Commerce for all of their support and feedback during my Master study. Finally,

I would like to thank all the participants who assisted me along the journey, to all, thank you.

List of Abbreviations

#	Abbreviations	Description
1	HRM	Human Resource Management
2	HR	Human Resources
3	TQM	Total Quality Management
4	T&D	Training and Development
5	R&S	Recruitment and Selection
6	CP	Continuous Development
7	CF	Customer Focus
8	CD	Continuous Development
9	BoP	Bank of Palestine

Table of Content

#	Title con	Page
1.	Quran	i
2.	Dedication	ii
3.	Acknowledgement	iii
4.	List of Abbreviations	iii
5.	Table of Content	v
6.	List of Tables	viii
7.	List of Figures	x
8.	Abstract	xi
Chapter One: Research General Framework		
9.	Introduction	2
10.	Problem Statement	4
11.	Hypothesis of the Study	4
12.	Variables	4
13.	Objectives of the Study	5
14.	Scientific Importance	5
15.	Practical Importance	6
Chapter Two: Literature Review		
16.	Section 1: Human Resource Management	8
17.	Introduction	8
18.	Human Resource Management Definitions	10
19.	Human Resource Practices	11
20.	Section 2: Training and Development	12
21.	Introduction	12
22.	Training Vs. Development Definition	13
23.	Training and Development Definition	14
24.	Training and Development Importance	16
25.	Training Objectives	18
26.	Training Components	19
27.	Methods of Training	19
28.	Section 3: Employee Career Planning	21
29.	Introduction	21
30.	Employee Career Planning Definition	21
31.	Approaches to Career Planning	22
32.	Components of career planning system	23
33.	Individual Vs. Organizational Responsibility on Career Planning	23

34.	Organizational responsibility on career planning	24
35.	Section 4: Recruitment and Selection	25
36.	Introduction	25
37.	Defining Recruiting and Selection	26
38.	Goals of Recruiting and Selecting process	26
39.	Importance of Recruiting and Selection	27
40.	Steps of Recruiting and Selection	27
41.	Recruiting and Selection Sources	29
42.	Ethics in Recruiting and Selecting Employees	31
43.	Recruiting and Selecting as a Joined Responsibility	32
44.	Section 5: Total Quality Management	33
45.	Total Quality Management Introduction	33
46.	Total Quality Management Definition	33
47.	Customer Focus	34
48.	Continuous Development	36
49.	Feed Back	36
50.	Quality and Profitability	37
51.	Total Quality Management and Human Resource Management	38
52.	Section 6: Banking Sector	39
53.	Introduction	40
54.	The Emergence of The Palestinian Banking Sector	40
55.	Services provided by banking sector	41
Chapter Three: Previous Studies		
56.	Discussion	58
Chapter Four: Methodology		
57.	Section 1: Research Methodology and Pressures Introduction	61
58.	Introduction	61
59.	Research Methodology	61
60.	Research Design and Procedure	61
61.	Research Population	63
62.	The Research Population	63
63.	Selection Criteria	64
64.	Sources of Data	67
65.	Questionnaire Design	67
66.	Statistical analysis Tools	67
67.	Section 2: Testing Research Tool	68
68.	Introduction	68
69.	Test of Normality for each field	69

70.	Validity of Questionnaire	71
71.	Statistical Validity of the Questionnaire	72
72.	Criterion Related Validity	72
73.	Internal Validity	72
74.	Structure Validity of the Questionnaire	79
75.	Reliability of the Research	79
76.	Cronbach's Coefficient Alpha	80
Chapter Five: Data Analysis and Hypotheses Testing and Discussion		
77.	Personal data	82
78.	Human Resource Management Practices	85
79.	Total Quality Management	93
80.	Research Hypothesis	100
Chapter Six: Findings & Recommendation		
81.	Introduction	106
82.	Research Findings	106
83.	Study Recommendations	107
84.	Recommendations for Future Researches	108
85.	References	109

List of Tables

#	Title	Page
1.	Table (2.1) Variance between Training and Development	13
2.	Table (4.1) Research Population Title Distribution	64
3.	Table (4.2.) Population distribution on Targeted Banks and Branches	65
4.	Table (4.3): Kolmogorov-Smirnov test	69
5.	Table 4.4.: Correlation coefficient of each paragraph of " Recruitment and Selection "	73
6.	Table 4.5: Correlation coefficient of each paragraph of " Training and Development "	74
7.	Table 4.6 : Correlation coefficient of each paragraph of " Employee Career Planning "	75
8.	Table 4.7: Correlation coefficient of each paragraph of " Continuous Development "	76
9.	Table 4.8: Correlation coefficient of each paragraph of " Customer Focus "	77
10.	Table 4.9 : Correlation coefficient of each paragraph of " Feedback "	78
11.	Table 4.10: Correlation coefficient of each field and the whole of questionnaire	79
12.	Table 4.11: Cronbach's Alpha for each field of the questionnaire	80
13.	Table (5.1):Gender	82
14.	Table (5.2): Age	82
15.	Table (5.3): Years of Experience	83
16.	Table (5.4): Job Title	83
17.	Table (5.5):Academic Degree	83
18.	Table (5.6):Bank Classification	84
19.	Table (5.7):Bank Name	85
20.	Table (5.8.): Means and Test values for "Recruitment and Selection"	85
21.	Table (5.9): Means and Test values for "Training and Development"	88
22.	Table (5.10): Means and Test values for "Employee Career Planning"	90

23.	Table (5.11): Means and Test values for Human Resource Management Practices	92
24.	Table (5.12): Means and Test values for “Continuous Development”	95
25.	Table (5.13): Means and Test values for “Customer Focus”	96
26.	Table (5.14): Means and Test values for “Feedback”	98
27.	Table (5.15): Means and Test values for Total Quality Management	99
28.	Table 5.16: Correlation coefficient between Recruiting and Selection and TQM	100
29.	Table 5.17: Correlation coefficient between Training and Development and TQM	101
30.	Table 5.18: Correlation coefficient between Employee Career Planning and TQM	102
31.	Table (5.19) Shows the commutative value of each of the researched practices of HRM	103
32.	Table (5.20): Analysis of Variance and Independent Samples T-test for Personal Traits	104
33.	Referees	1032

List of Figures

Figure No.	Figure Title	Page no.
4.1	Methodology flow chart	68

List of Appendices

Appendices No.	Appendices Title	Page no.
Appendices 1	English Questionnaire	131
Appendices 2	Arabic Questionnaire	136
Appendices 3	Referees consulted	143

Abstract

The research aimed at investigating the relationship between some of Human Resource Management Practices Such as (Training and Development, Recruitment and Selection and Employee Career Planning) and Total Quality Management Practices such as (Continuous Development, Customer Satisfaction, and Feedback).

The research targeted banks operating in the Gaza Strip, the first three administrative levels in each bank. To collect the needed data a questionnaire was designed for this purpose, distributed and analyzed using the software program Statistical Package for Social Sciences, SPSS.

The research revealed that there is statistically significant relationship between Human Resource Management Practices, Training and Development, Recruitment and Selection and Employee Career Planning, and Total Quality Management Practices, Continuous Development, Customer Satisfaction, and Feedback. In addition, the research indicated that the implementation of investigated Human Resource Management Practices has remarkable role on Total Quality Management Practices, and the greatest is Training and Development whereas it has the greatest statistical impact. On the other hand, there is no differences in the respondents opinions in regard to personal characteristics and the role of HRM and TQM.

It is recommended, based on the research findings: banks are supposed to follow scientific and objective recruiting and selection in addition to career planning process for its considerable relationship with TQM. Banks are supposed to have the highest considerable effort in improving and keeping up Training and Development programs for T&D had the greatest relationship among HR Practices. Personal characteristics (academic degree and years of experience) must be considered to contribute to better implementation and utilization of TQM.

ملخص الدراسة

كان الهدف من وراء هذه دراسة العلاقة بين ممارسات اداره الموارد البشرية (التدريب و التطوير، الاختيار و التعيين، تخطيط المسار الوظيفي) و ممارسات اداره الجودة الشاملة (التطوير و التحسين، رضى الزبائن، التغذية الراجعة).

و استهدفت الدراسة البنوك العاملة في قطاع غزة في اشتملت علي المستويات الادارية الثلاث الاولى في كل فرع من الفروع المستهدفة. و تم اعداد استبانة مصممة خصيصا لهذا الغرض حيث تم توزيع الاستبانة علي العينة المستهدفة و تم استخدام برنامج التحليل الاحصائي SPSS لتحليل نتائج الدراسة.

و خلصت الدراسة الي: وجود علاقة ذات دلالة احصائية بين ممارسات ادارة الموارد البشرية و ممارسات الجودة الشاملة. كما اوضحت الدراسة بأن العمل علي تطبيق ممارسات الموارد البشرية لها دور ايجابي ملحوظ في فعالية تطبيق الجودة الشاملة. حيث كان التدريب و التطوير هو الاعلى اثرا بين ممارسات الموارد البشرية في دوره في تحسين الجودة الشاملة. و من جهة اخرى اوضحت نتائج الدراسة أي عدم وجود علاقة ارتباطية بين الخصائص الشخصية من جهة و ممارسات الموارد البشرية و الجوده الشاملة من جهة اخرى.

و اوصت الدراسة بضرورة الاهتمام بعملية الاختيار و التعيين و تخطيط المشار الوظيفي و ضرورة التزامها بالموضوعية و بنائها علي اسس صحيحة و ممنهجه و ذلك لحجم الدور الذي تلعبه في الجودة الشاملة في قطاع البنوك. يتوجب علي قطاع البنوك اعطاء عملية التدريب الجانب الاكبر من الاهتمام حيث كانت الاعلى بين ممارسات الموارد البشرية اثرا علي الجودة الشاملة. و من جهة اخرى توصي الدراسة بإعطاء المزيد من الاهتمام و الاخذ بعين الاعتبار مجموعة من الخصائص الشخصية مثل (عدد سنوات الخبرة، و الدرجة العلمية) حيث لم توجد علاقة ارتباطية ذات دلالة احصائية بين متغيرات الدراسة.

Chapter One
Research General Framework

Introduction

Human Resource Management (HRM) is one of the most important elements that can contribute to organization's success and reaching its goals, side by side with Total quality management (TQM). Specially in service industry as banking sector where quality is greatly fused with, employee in charge it leads to a remarkable consideration for Human Resources as a main channel for firm meet TQM and gain complete advantage over its competitors. The thing that can lead firms to increase profitability. For the previously mentioned reasons applicability of TQM cannot be met without the human resources. Additionally, human resources must be perceived as an important and valuable asset for banks for the considerable efforts and financial expenses banks devote to lead it stuff to specific standards.

The implementation of total quality management (TQM) has many advantages such as: generating improved quality and efficiency, increasing customer satisfaction. The above mentioned advantages of implementing TQM has an important role improving firms' competitiveness. However, there is a high failure rate in the implementation of TQM. The key issue in this regard is that companies have devoted relatively little attention to human resources management (HRM). Several academics and practitioners have asserted that synergy and congruence among HRM practices are critical to the implementation of TQM. However, there is relatively little empirical evidence to support this contention (Yang & Taiwan, 2006)

Kumar (2012) asserted that the banking industry is being buffeted by a storm of trends and challenges. Customers perceive banking services as commodities; shareholders demand healthy growth and fat margins; employee turnover is a persistent problem; and skilled talent is in short supply. While these challenges are faced in all corners of the banking industry, they have a special impact on HR departments. HR professionals, along with all other banking executives and line managers, must adapt to the inexorable globalization of the financial services industry, which can make it difficult to manage, evaluate, and deploy employees across business units, regions, and continents.

Similarly, the author adds the ongoing consolidation trend means banks must be prepared to blend workforces from acquired companies, making sure that valued employees don't defect during periods of uncertainty. Regulatory pressures are also mounting, placing increased emphasis on risk management and driving the need for enhanced visibility, transparency, and reporting of HR processes. Underlying this turmoil there are two fundamental challenges that

must be addressed by any bank that seeks to survive and prosper in the intensely competitive financial services arena:

- HR-related expenses must be reduced to meet profitability goals.
- Workforces must be equipped to provide a higher level of productivity.

Wilkinson (2008), said that the meaning of quality for businesses changed dramatically in the late 1970s. Before then, quality was still viewed as something that needed to be inspected and corrected. However, in the 1970s and 1980s many U.S. industries lost market share to foreign competition for examples in the auto industry, manufacturers such as Toyota, Honda. These foreign competitors were producing lower-priced products with considerably higher quality.

Employees in a service organization who have frequent contacts with the customer usually serve as representatives of both the organization and their products or services to the customer at contact point. Employees who are empowered in an organization can either portray a positive or negative picture to the customers. Considering that, a satisfied customer and employee are of important value to the organization; it therefore, becomes the duty of the management to put in place a system that would ultimately generate either satisfaction, or dissatisfaction from their customers and employees. (Jiménez & Costa 2009)

Since the employees have a major role to play in determining, whether a customer would enjoy the experience or turn to their competitors for better solutions. This forces organizations to reevaluate their strategy because as Zeithaml (1985), points out, companies today recognize that they can compete more effectively by distinguishing themselves with respect to service quality and improved customer satisfaction.

Problem Statement

The reason beyond selecting studying the relationship between the two variables is based on the researchers' experience and direct observation. During the researcher's experience in banking sector it was witnessed that there is a remarkable problem in quality issues in the banking sector and an increasing feeling among staff poor functioning and injustice; the thing the was negatively reflected in employees' direct contact and poor delivery for the banks' services.

Moreover, ineffective training for staff operating in the Gaza Strip and poor human resource practicing of the department of human resources; all these factors are compiled together to negatively affect the services and products presented to the customer. This thing is causing an increased rate of dissatisfaction among customers. The main cause of dissatisfaction among customers of banking sector is the poor treatment, and poor service quality delivered by employee.

The main question is:

What role has human resource management to play on total quality management in Banks operating in the Gaza Strip?

Hypothesis of the Study

1. Training and Development, has statistically significant relationship with TQM practices (Continuous Development, Customer focus, and Continuous Feedback) in Banks operating in the Gaza Strip at $\alpha = 0.05$.
2. Employee Career Planning, has statistically significant relationship with TQM practices (Continuous Development, Customer focus, and Continuous Feedback) in Banks operating in the Gaza Strip at $\alpha = 0.05$.
3. Recruiting and Selection, has statistically significant relationship with TQM practices (Continuous Development, Customer focus, and Continuous Feedback) in Banks operating in the Gaza Strip at $\alpha = 0.05$.
4. Implementation of HRM practices has statistically significant relationship with TQM practices at $\alpha = 0.05$.
5. There are statistically significant relationship between HRM practices and TQM practices that can be attributed to (Gender, Age, Title, Year of Experience, Academic Degree, Bank Classification) at $\alpha = 0.05$

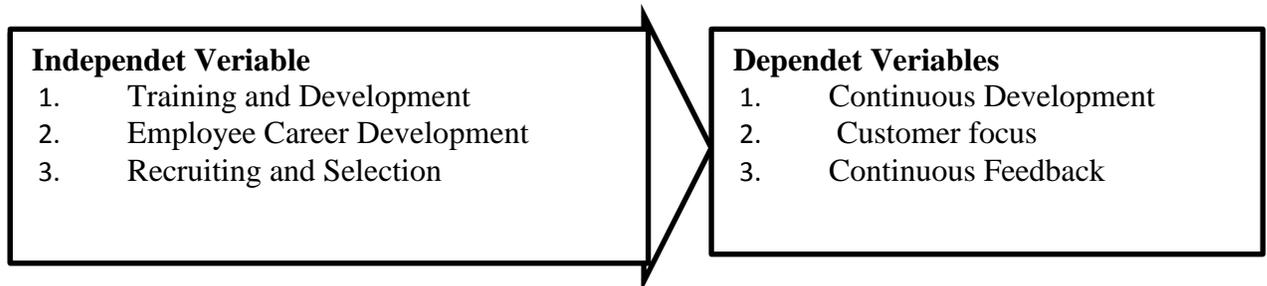
Variables

1. Independent Variable:

- 1.1. Human Resource Management Practices (Training and Development, Employee Career Development and Recruiting and Selection)

1.2. Dependet Variables:

1.2.1. Total Quality Management Practices: (Continuous Development, Customer focus, and Continuous Feedback)



Source: conceptual model created by researcher

Objectives of the Study

The aim of this research is to investigate the role of HRM practices (Training and Development, Employee Career Planning and Development and Recruiting and Selection) on TQM practices (Continuous Development, Customer focus, and Continuous Feedback) in Banks operating in the Gaza Strip.

The specific objectives of the study are to:

1. Investigate the role of HRM practices on TQM practices in Banks operating in the Gaza Strip.
2. To understand the current statuses of HRM practices and TQM practices in Banks operating in the Gaza Strip.
3. To provide a scientific based results on HRM and TQM that can be utilized by Banks.

Scientific Importance

The study draws its importance from the subject that deals with, Total Quality Management in the banks sector, as banks are playing an important role in Palestinian economy in general and daily life for people in the Gaza Strip in specific.

The researcher studies, detects and analyses the role of Human Resource Management (HRM) practices in Total Quality Management (TQM) in banks operating in the Gaza Strip to the researcher's knowledge. This study is the first of its kind to be implemented in the banks sector in the Gaza Strip that analyses and builds relations between HRM and TQM.

Practical Importance

Human Resources are being studied intensively deeply on various levels. Still there is significant need to improve and modify the traditional way of treatment to reach a high level of service that can provide the competitive advantage. Human Resource practices play an important part in building good relations between the working force and the banks. Building this kind of good relations is mainly based on the objectivity and just of the HRM practices been run by banks operating in the Gaza Strip, the thing that leads to reaching working force objectives and satisfy their needs which is an important factor for individuals to feel loyal for their organization.

For the researcher this research develops the research's writing and research skills. It also provides an increase in the researcher's knowledge and as a requirement to accomplish the Master level in business administration.

Additionally, this research can provide other researchers and academics with needed data and information in regard to the subject matter. Besides the research is important for the local community as the research deals with the banking sector which is one of the most important sectors as it provides one of the most important sources for financing for projects that can contribute for the overall development for the surrounding community.

Chapter Two: Literature Review

Section 1: Human Resource Management

Introduction

It is valid and clear to refer to Human Resource Management as ‘people management or the practice of Managing people. Rowley and Janckson (2011) added that HRM has a long history that can be traced back to least the 1st century, with Columella, a Roman farmer and former soldier who featured one of the earliest tracts on peoples management.

According to Invancevich (2007) the history of HRM started in England in the early 1800s during the craftsmen and apprenticeship era. After that it developed with the arrival of the industrial revolution in the late1800s. In the 19th century, Frederick W. Taylor argued that a combination of scientific management and industrial psychology of workers should be introduced. As a result it was proposed that workers should be managed not only from the job and its efficiencies but the psychology and maximum wellbeing of the workers.

The author asserts, following this development the dramatic changes in technology, the growth of organizations, the rise of unions and government concern, resulted in the development of personnel departments in the 1920s. At this point, personnel administrators were called ‘welfare secretaries’

Some scholars suggested that HRM started from the term ‘Personnel Management’ (PM) that emerged after the World War in 1945. Personnel Management came in an attempt to be separated and distinguished from other managerial functions. Functions of PM were claimed to ‘hire and fire’ personnel in organizations in addition to salary payments and training. But there were many criticisms and concerns of ambiguity expressed about the purpose and role of PM as Tyson (1985) said. In that management planned HRM activities, and did not just respond reactively to different circumstances and situations, but in some cases, to demands of trade unions. In part to reflect these, none outline approaches to the management of employees in the mid-1980s. However, writers argued that the term HRM has no appreciable difference from PM as they are both concerned with the function of obtaining, organizing, and motivating human resources required by organizations. At the same time, writers are defining the terms HRM and PM in many different ways (Beer and Spector, 1985). The more recent incarnation of the management of people as HRM has earlier guises.

Before the mid-1960s, DeCenzo et al., (2010) said that personal departments in organizations were often view or limited to health and happiness crews. The main function or activity involved

planning company picnics, scheduling vacations, enrolling workers for health-care coverage and planning retirement parties.

Additionally, as Thite & Kavanagh (2009) pointed out that historical trace for HR can be traced or detected following different viewpoints:

- The evolution of HRM as a professional and scientific discipline, as an aid to management.
- Political and economic conflict between management and employees.
- Growing movement of employee involvement influenced by developments in industrial/organizational and social psychology.

They added that this historical analysis demonstrates the growing importance of employees from being just one of the means of production in the 20th-century industrial economy to being a key source of sustainable competitive advantage in the 21st-century knowledge economy.

Whereas Secord (2009) conferred that at this level Human Resource Management is an approach in managing people by recognizing that people are the most valuable asset. People in the firm are the only competitive advantage an organization can maintain.

The author added that HRM emerged in response to novel pressures imposed on organizations in recent times and listed the following:

- Changing consumer tastes and increased demand for customized products and services.
- Globalization and increased levels of international competition.
- Rapid technological advances.
- Changing employee needs and demands.
- Reduced levels of real economic growth.

As a result of the previously mentioned factors firms reacted in terms of finding new strategies to enhance their competitive advantages including:

- Become more customer focused, externally and internally.
- Improving products and services on a continuous basis.
- Increasing investment in employees as organizational resource.
- Increased organizational flexibility through the development of a highly committed, skilled and adaptable workforce.
- Increasing levels of job satisfaction among employees through the creation of positive employee relations environments

- Amending the basic relationship between employees and employers through the recognition of a new employment contract.

The researcher believes that the main factor for firm's adaptation and coping with the new upcoming factors or changes that pressured firms was the element of human resources or employees. It was a crucial factor for a firm to start and operate and then it is still the main block for the firm to respond and cope with the newly coming changes.

Human Resource Management Definitions

Rowley & Jackson (2011) claimed that the resulting of scholarly activity and connecting between research and the evolving complexities of real-life management experience did not reach a stable definition of HRM. As a result the precise nature and future of HRM as a concept and as a management activity remains uncertain; the definition of HRM remains a work in progress.

Human resource management is defined as a strategic, cohesive and solid dimension to manage the firms' most valuable resource, people. Those people who work within the firm, individually and collectively contribute to the achievement of its objectives as Armstrong (2006) defined HRM. Additionally Armstrong (2006) said that John Storey (1989) defined Human Resource Management as: Set of interrelated policies with an ideological and philosophical underpinning.

The writer suggested four aspects that provide the meaningful version of HRM:

- A particular constellation of beliefs and assumptions
- A strategic thrust informing decisions about people management
- The central involvement of line managers
- Reliance upon a set of 'levers' to shape the employment relationship

Furthermore Gilley et al. (2006) referred to human resource management (HRM) as activities and tasks that are useful in maximizing employees' performance in the organization, it is a dynamic and evolving practice used by leaders and managers throughout a firm to enhance productivity, quality, and effectiveness.

Moreover they illustrated: organizations lay over three types of resources: physical, financial, and human.

- Physical resources are machines, materials, facilities, equipment, and component parts of products, which are often referred to as fixed organization assets.
- The liquid assets of an organization refer to its financial resources. These include cash, stocks, bonds, investments, and operating capital. Similar to physical resources, financial

resources are vital to the organization's ability to react to opportunities for growth and expansion, which reflect its overall financial stability and strength

- Human resources refer to the workers employed by an organization. Unlike the typical, straightforward, standard measures used to value fixed and liquid assets, organizations lack acceptable means by which to value the contributions of their employees. For example, employees cannot be depreciated like physical resources and, more importantly, are seldom reflected in the net worth of an organization. However, employees are a greater asset than physical or financial resources, for the talent of employees is what determines an organization's success

Another dimension of defining human resource management following the developmental approach in parallel with the achieving gusted among workers in the organization. Where HRM were referred to as that part of managerial functions that is concerned with humanitarian relations in an organization, it is that part of management that is interested with workers and relations among them in an attempt to increase workers' efficiency and archive guests among them (Abushekha, 2010).

Human Resource Practices

The results of Abu-Doleh (2012) indicate that the implementation of certain HRM practices such as "training and development", "employee career development", and "recruiting and selection" have significant effects on most TQM practices. While Yang (2006) finds out that the greatest influence on the implementation of TQM was the practice of "training and education", followed by such practices as "incentive compensation", "employee development", and "recruiting and selection."

Section 2: Training and Development

Introduction

Any organization that wants to succeed, and to continue to succeed, has to maintain workforce that consist of people who are willing to learn and develop continuously. Training and developing human capital is tremendously important in the effective management and maintenance of a skilled workforce (Alipour et al, 2009) . Moreover, the activity of training and development is an activity that is considered, important, critical and curtail in HRM activities. This belief resulted on the so called currently "Training Revolution" leading developed and developing countries to spend huge amount of money on training and development. (Durrah & Alsabagh, 2008, p. 177). The thing that resulted in a massive diversity in training and development approaches, schools and techniques. Others as Noure and Cortel (2011) added that all factors and signs lead to a growing interest in training and development as it is closely fused and linked with the level of performance.

Additionally training and development treats and bridges any defect or gap in the employee's performance in a frame as Alharere (2011) said in addition not only T&D treats and bridges any defect or gap in the employee's performance, but also it has a significant contribution in leveling up employee's quality, skills and knowledge.

According to Vemić (2007) the continuous employee training and development has a significant role in the development of individual and organizational performance. The strategic procedure of employee training and development needs to encourage creativity, ensure innovativeness and shape the entire organizational knowledge that provides any organization with uniqueness and differentiates it from other competitor.

Yawson (2009) stated that the need for training must be identified before initiating for the results of training without this stage will be minimal or nil

The writer added that training plans should be based upon job skills requirements and strategic initiatives of the company and the contents should be customized to the specific needs of the company. As some leading companies have formed training departments, whose systems and approaches evolved along with their overall quality system the company's needs and their attempt to reach high levels of delivered quality.

Training Vs. Development Definition

Before defining training and development, the researcher believes that it is worthy to highlight the segregation built by some scholars between the concept of training and the concept of development.

Some scholars tend to vary between the concept of training and the concept of development whereas training is considered as a process of transforming specific skill or knowledge –usually handmade skill- to trainees and orient them towards mastering this skill to upgrade their performance. (Dorrah & Al Sabagh, 2008). While development is more general in terms of developing general skills of the staff so that employees are more adequate and ready to deal with new tasks handled to them. (Dorrah & Al Sabagh, 2008). The following tables clarify in terms of comparison.

Table (2.1) Variance between Training and Development

Variance	Training	Development
Targeted group	Untrained staff	Trained staff
Content	Technical and Mechanical	Theoretical concepts and framework.
Objectives	Meet work objectives	General Knowledge
Time	Short	Long

Source: (Dorrah & Al Sabagh, 2008) **Human Resource Management in the Twenty first Century. pp 302**

The researcher believes that this view point of segregation between the two concepts resulted in defect in the two concepts as training is becoming limited to only handmade skills or mechanical skills, while training can never be limited to those issues. And development too, can never be limited to theoretical concepts or general knowledge. Additionally, this view point is limiting the training process that is followed by development, and the development process is limited to be preceded by training. In case an organization needs to start up an electronic reporting system for fresh staff in the organization. This issue needs both skills, Technical, of using computers and knowledge “Theoretical concepts” for the reporting systems and background of the organization. Then, what is training and what is development, and who can train are separated from development. More over what is preceding and what is following. The researcher thinks that

such a process, must contain theoretical frame not followed or proceed by practice, but in within the process. Otherwise there will a great gap and defect in the process itself.

McNamara (2008), suggests that training involves an expert working with learners to transfer for them certain areas of knowledge or skills for improvement in their current job. Then he added, that development is a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some job or new role in the future.

Dorrah & Al Sabagh (2008) attributes the difference in the concept of training and development to the historical heritage of training and development, where in 40s and 50s of the previous century where researchers started to talk about training and then their perspectives changed trying to provide training with a more future view where the concept of training started.

Dorrah and Al Sabagh (2008) stated that difference between training and development reflects the different view point of different scholars. An issue that does not influence the trainee or the trainer in the process. Based on that the researcher believes it is more adequate to treat the two concepts as one unit.

Training and Development Definition

Training is a learning experience that provides relatively lasting or constant positive change in employees towards improving their performance ((DeCenzo et al., 2010, p. 522).

The above definition employs some elements that are worthy to analyze: DeCenzo et al, (2010) treats training as "learning" not "teaching" highlighting and stressing on the important interactive role of a trainee. This role can go either way: fist within the training processing by active participation and attendance or the second way that comes after the training process by applying, testing or experimenting things he learned. Then this definition talks about training as "experience" that goes consistent with "lasting or constant" effect of training that can last for a long period. Finally this definition statements the purpose of the T&D to learn then experience after that lasts or constant for a long period all those elements are for the purpose of reaching positive change or effect on the employee or individual in order to improve employees performance.

In the same contacts of viewing T&D in a perspective of learning process and developing staff performance for the favor of the attended organization. Training is an essential tool for the development of any organization's HR. at the most basic level, training is necessary to ensure

that employs have the skills and information to perform their jobs efficiently and effectively. Organizations train employees to reach changes in behavior that will lead to a measurable improvement in performance. (Secord, 2009, p. 531). Moreover the author here describes T&D as a "tool" acting as a mediator for the firm to reach its goals.

Training is the use of systematic and planned instruction activities to promote learning. The approach can be summarized in the phrase 'learner-based training'. It is the process that involves the use of formal processes to transfer knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily. It is described as one of several responses an organization that can be undertaken to promote learning (Armstrong, 2006, p. 577)

Here Armstrong includes an additional dimension to T&D as T&D is a "tool" that goes through organized and "planned" process and processes referring to it as "systematic". By this approach Armstrong (2006) gives T&D a more organized and oriented view building his theory on the assumption that T&D is not an objective on itself "training for the purpose of training" but training is a tool that can be followed or used by firms or organizations to reach a specific objective; as a result T&D must rely on systematic processes and procedures and must be well prepared to enable T&D reach what it was carried out for.

Furthermore, training is the process whereby people acquire capabilities to perform jobs. Training provides employees with specific, identifiable knowledge and skills to use in their present jobs. (Mathis & Jackson 2010, p. 250)

The above definition provided T&D with a limitation that enables trainers and firms operate T&D in a more effective and comprehensive manner "specific". Whereas no training can provide everything firms, organizations and employees need, however a set or a series of training sessions and do so. As a result, each training session must be oriented towards a specific objective or can be oriented toward several objectives in one goal or dimension.

To conclude the most common elements that definitions relied on are:

- Learning experience
- Lasting or constant positive change
- Improving their performance
- Tool
- Changes
- Improvement in performance

- Systematic and planned
- Specific
- Knowledge and Skills

Depending on the above definitions the researcher believes that T&D can be defined as follow:

It is a tool that follows planed and systematic procedures that enables people to pass the experience of acquiring new knowledge and skills or develop current knowledge and skill, to reach positive constant and lasting positive change. This change helps people to reach higher levels of satisfaction for effective and efficient performance for the favor of reaching the firms objectives.

Training and Development Importance

Silva (1997) states six levels of T&D importance

1. Training enables the organization to contribute to the development of a country's human capital, through its influence on education policies and systems supply and serve business needs. In addition to its influential role on employers regarding the need of additional investment in training and employee development.

In this regard the researcher thinks that employers should recognize or consider training as a key element of firms' competitiveness currently and in the future.

2. Training provides an important service to members, in industrial and services firms, in providing skill and knowledge that is characterized by sustainability.

To this end the researcher delivers that the lasting or long term of complete advantage of the firms can be devoted by training that delivers the needed skills and knowledge through interactive and participatory approach during and after training.

3. Training is an important source of income, provided that the organization can deliver relevant quality training.

The source of income can be in two ways: first, by developing the firm's staff capacities that can contribute to higher levels of customers' satisfaction and as a result increase profitability. Or, by reducing costs of losing customers and the addition cost of winning satisfaction and loyalty of other customers.

4. Knowledge required for training increases the quality of services provided by the organization, policy lobbying, advisory and representation services.

5. It contributes to better human relations at the enterprise level and therefore to better enterprise performance, by matching corporate goals and people management policies.
6. It improves the overall image of the organization and invests it with a degree of professionalism, which can lead to increased membership and influence.

Given today's business climate and the exponential growth in technology with its effect on the economy and society at large, the need for training is more pronounced than ever. (Ahmed, 2012, p. 377). Ahmed (2012) states the following highlighting the importance of training:

- Productivity: Training helps in increasing the productivity of the employees hence facilitate the organization to achieve its goals.
- Team spirit: Training helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the organization.
- Organization culture: Training helps to develop and improve the organizational health culture and effectiveness.
- Future manpower needs: Training assist an organization to fulfill its future manpower needs.
- Organization climate: Training helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- Better quality of work: Training helps in improving upon the quality of work and work-life.
- Cost reduction: Trained employee make more economical use of resources and machinery hence reduced cost.
- Healthy work environment: Training helps in creating the healthy working environment. It helps to build responsible employee, relationship so that individual goals matches with organizational goal.
- Health and safety: Training helps in improving the health and safety of the organization thus preventing obsolescence.
- Motivates employees: Training is instrumental in improving the motivation of the employees.
- Image: Training improves the corporate image of the organization.
- Profitability - Training leads to improved profitability and more positive attitudes towards profit orientation.

- Reduces attrition rate - Effective training reduces the attrition rate.
- Reduces accidents and safety violations - Without organized training and guidance, especially employees
- Who work with dangerous facilities, accidents are easily occurred, training can help organizations to prevent accidents.

The researcher believes that with the development of the technologies and the whole business environment, employees are requested to be more skilled and qualified, even if you are a good employee today, you could be out of the line some other day if you do not keep studying. A company needs organized staff training if it wants to be competitive among others.

Training Objectives

According to Al Qaruti (2010) training objectives are the optimum statues of any training, whereas those objectives are been designed and settled before initiating any training. Additionally Abu Shekha (2000) said that settling those objectives is an important step towards using the most useful means and tools to reach those objectives.

Al Qaruti (2010) and Abu Shekha (2000) agreed on the following as the most important objectives for training:

- 1. Increase Knowledge:** Training must provide trainees with needed Knowledge that can directly benefit them in their job. Training is considered ineffective if it provides trainees with knowledge that already exists.
- 2. Improve Mental and Technical Skills:** Whereas training is supposed to provide trainees with the needed skill to assist them in improving their performance as, reporting, analysis, and design making, planning... etc.
- 3. Improve Positive Work Attitudes:** through improving team work and defending organization's polices and strategies and assist various admin levels in strategies formulation.
- 4. Improve Performance Levels:** As training aims at improving performance levels for individuals and teams. Additionally performance standards can formulated to measure improvement during the training period

Training Components

Training consists of various components that mutually affect each other according to Sakarnah (2009). The author states the following as the main components of training:

1. **Trainee:** trainees must realize their need, otherwise it will result in poor reception for training and utilization for training objectives.
2. **Trainer:** is the one in charge in formulating the training material in a way the suits trainees and contributes to reaching training objectives.
3. **Training Material:** consists of the content that is delivered by the trainer to the trainees .
4. **Training Environment:** is place of training, logistic of training and audio and visual tools.

Methods of Training

the following are the most dominant training methods as stated by Armesrtong (2010), Secord (2009), Qaruti (2009)and Sakarnah (2009)

1. **Lecturing:** A lecture is a talk with little or no participation except a question-and-answer session at the end. It is used to transfer information to an audience with controlled content and timing. When the audience is large, there may be no alternative to a straight lecture if there is no scope to break it up into discussion groups.
2. **Discussion:** The aim of the trainer should be to guide the group's thinking. He or she may, there-fore, be more concerned with shaping attitudes than imparting new knowledge. The trainer has unobtrusively to stimulate people to talk, guide the discussion along predetermined lines (there must be a plan and an ultimate objective), and provide interim summaries and a final summary.
3. **Case Study:** A case study is a history or description of an event or set of circumstances that is analyzed by trainees in order to diagnose the causes of a problem and work out how to solve it. Case studies are mainly used in courses for managers and team leaders because they are based on the belief that managerial competence and understanding can best be achieved through the study and discussion of real events. Case studies should aim to promote enquiry, the exchange of ideas, and the analysis of experience in order that the trainees can discover underlying principles that the case study is designed to illustrate. They are not light relief. Nor are they a means of reducing the load on the instructor.

Trainers have to work hard to define the learning points that must come out of each case, and they must work even harder to ensure that these points do emerge.

4. **Role-playing:** In role-playing, the participants act out a situation by assuming the roles of the characters involved. The situation will be one in which there is interaction between two people or within a group. It should be specially prepared with briefs written for each participant explaining the situation and, broadly, their role in it. Alternatively, role-playing could emerge naturally from a case study when the trainees are asked to test their solution by playing the parts of those concerned.
5. **Simulation:** Simulation is a training technique that combines case studies and role-playing to obtain the maximum amount of realism in classroom training. The aim is to facilitate the transfer of what has been learnt off the job to on-the-job behavior by reproducing, in the training room, situations that are as close as possible to real life. Trainees are thus given the opportunity to practice behavior in conditions identical to or at least very similar to those they will meet when they complete the course.
6. **Group exercises:** In a group exercise the trainees examine problems and develop solutions to them as a group. The problem may be a case study or it could be one entirely unrelated to everyday work. The aims of an exercise of this kind are to give members practice in working together and to obtain insight into the way in which groups behave in tackling problems and arriving at decisions. Group exercises can be used as part of a team-building program and to develop interactive skills. They can be combined with other techniques such as the discovery method, encouraging participants to find out things for themselves and work out the techniques and skills they need to use.

Section 3: Employee Career Planning

Introduction

Organizations have a significant impact on employees' careers through their efforts in the HRM process. Some organizations institute relatively formal career development programs, while other organizations do relatively little. Traditionally, career development efforts targeted managerial personnel to assist them to look beyond their current jobs and to prepare them for a variety of future jobs in the organization. (Rowley & Jackson, 2011, p. 10)

Additionally, the process of developing staff is not only based on getting them or engaging them with training programs in order to equip them with new knowledge and experience and develop their capabilities, but the process of developing staff exceeds that to reach developing their career life so their career life is mapped from the bottom level of the organizational hierarchy to the highest level in the hierarchy. (Abd Almahud, 2004)

The tremendous growth of organizations in recent times due to technological improvements and tough competition in global market necessitates the organizations not only to select the right type of staffs, but also to retain them in the organizations. The dynamic and growth oriented employees should be allowed to grow through career development programs because the high turnover of such potential staff leads to great loss in terms of cost, quality and productivity (Budhathoki, 2004)

Employee Career Planning Definition

In human resource management, career planning aims to identify needs, aspirations and opportunities for individuals' career and the implementation of developing human resources programs to support that career.

- Career planning is a continuous process of discovery in which an individual slowly develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own values system (Manolescu 2003, p. 324)

According to the above definition career planning is seen as a very systematic and comprehensive process of targeting career development and implementation of strategies, self-assessment and analysis of opportunities and evaluates the results.

- Career Planning is a linkage between individual needs and aspirations with organizational needs and opportunities, evaluating, advising and informing its staff on career planning, individual development efforts with training and development programs (Popescu 2003)

The writer says that usually this match is not done, the organizations paying a differential attention to its employees, planning career of the high performance individuals with greater opportunities for promotion and not taking into account the performance potential employees.

- Career Planning (Zlate, 2004, p. 377) can be defined as all actions of self- assessment, exploration of opportunities, establishing goals etc., designed to help the individual to make informed choices and changes about career.

Based on the former definition it is a complex action that requires systematic and careful thinking in formulating short and long term objectives. Career planning is based, therefore, on the evaluation of individual skills, interests and motivation, on the analysis of organizational opportunities, setting goals for their careers and develops a strategy to achieve those goals.

Approaches to Career Planning

Manolescu (2003) highlighted two approaches to career planning, depending on the emphasis and on the needs of the organization or on the individual objectives:

1. The organization centered planning system which aims:
 - 1.1. The development of Human Resource needs.
 - 1.2. To improve the quality of human resources to increase productivity.
 - 1.3. Defining career paths.
 - 1.4. Individual potential of job evaluation.
 - 1.5. Harmonization of organizational and career needs.
 - 1.6. Career counseling of work and life quality.
 - 1.7. Audit and control of the planning and career development system.
2. The person centered planning system which aims:
 - 2.1. To identify the potential, skills and interests of the individual.
 - 2.2. To identify the purposes of his life and his career goals.
 - 2.3. To develop a written plan to achieve individual goals.
 - 2.4. Researching or seeking and obtaining the best career start.
 - 2.5. To communicate the career plan directly to individual by his manager.
 - 2.6. Request career guidance.
 - 2.7. Internal and external opportunities' assessment.
 - 2.8. Request mentor or sponsor support.
 - 2.9. Promote their self-image or recognition of their own qualities.

Components of career planning system

As Gradinar & Tripic (2010) said: career planning systems differ in terms of complexity and emphasis on certain components. However, all career planning systems include the following components:

- 1. Self-assessment** assists employees in setting goals, values, skills and behavioral trends. The Self-assessment helps employees to identify occupational and professional goal in addition to self-quest where it identify the employee' preferences for different working environments - sales, consulting, etc. this stage contributes to identifying the level of emphasis on work and leisure.
- 2. Reality check:** the organization informs employees how it assesses their staff skills and knowledge and what place they took on company plans. Usually, this information is provided by direct managers in the performance evaluation process.
- 3. Setting goals:** whereas employees establish their short and long term career objectives that are related to concerned professional positions, the necessary level of competence, setting steps forward, learning new skills. These objectives are discussed with the manager and recorded in the individual development plan.
- 4. Planning activities:** Employees determine how to achieve short and long term career goals. These plans may include attending lectures and seminars, applications to fill vacancies within the company or participating in interviews.

Individual Vs. Organizational Responsibility on Career Planning

Individual responsibility on career planning

Career planning is based on evaluating individual's skills, interests, motivation, analysis of organizational opportunities, setting goals for their careers and development for a strategy to achieve those goals. Individual career planning (Zlate, 2004) can browse through five steps:

- 1. Self-assessment:** is the collection of information about yourself (values, interests, skills), continuous assessment and reporting to others.
- 2. Exploring opportunities:** involves gathering information about existing opportunities within but also outside organizations (training and other development methods)
- 3. Making decisions and setting goals:** on short and long term for training requirements, change of job / department etc.

4. **Planning:** consists of determining ways and means of achieving goals, ordering their actions to achieve them, considering its consequences, setting deadlines and resource requirements.
5. **Pursuit of achievement goals:** action by the individual accounts for his successes and failures and make decisions to retain or change career course.

Organizational responsibility on career planning

To be viable, on short-term, or to maintain competitive advantage, in the long term, organizations must match employees with appropriate skills in the right positions. The type and skills of the employees are different, depending on the scope of the firm, economic sector, specific technology, consumer characteristics, etc. Peculiarities of organization affect the jobs structure, the types of recruited employees for each job and the development ways on the job. Many employers offer numerous promote opportunities to certain types of positions (especially those involving unique skills to give value to the organization) and limited opportunities for others. Organizational career planning has a critical role in attracting, developing and maintaining the staff. Without organization's involvement in establishing, supporting and strengthening the careers of its employees it cannot achieve the expected results at both organizational and individual level (Zeus & Skiffington, 2008).

Section 4: Recruitment and Selection

Introduction

Recruitment and selection according to Rees & French (2010) forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers or designated specialists within work organizations. However, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee.

The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company (Armstrong, 2006).

Recruitment and selection are conducted to get the right persons for the right jobs of an organization. After the completion of recruitment, selection process starts. The ultimate goals of recruitment are to attract and retain the interest of right candidates, and the projection of a positive image of the organization to those who come in contact with it (Mir & Absar, 2012).

The success of recruitment depends upon its ability to create a large pool of competent applicants. There are numerous sources of recruitment which may be categorized into two - internal and external. The internal sources of recruitment are present employees, employee referrals. External sources of recruitment are the professional associations, newspaper advertisements, campus recruiting, unsolicited applicants, management consulting firms, and internet. (Aswathappa, 2008).

The number of managerial positions is limited in most organizations, and employers fill those limited positions with either internal hires or external recruits. This external-versus-internal-hiring decision is important, because managerial capability is a critical determinant of the profitability of an organization (DeVaro, 2008).

Defining Recruiting and Selection

Recruitment is the process by which vacancies in an organization are filled. (Secord, 2009, p. 411).

Additionally, recruitment is the process of preparing job descriptions and specifications; deciding terms and conditions of employment (Armstrong, 2006, p. 397). Moreover, he adds that selection is the process of sifting applications, interviewing, testing, assessing candidates, assessment centers, offering employment, obtaining references; preparing contracts of employment.

The term recruitment refers to the first stage in the process of filling of vacancies in an organization. (Joshi, 2013, p. 37).

It also can be defined as the managerial task that states announcing the job vacancy, urging qualified human resources to apply then choose and select the best to work in the vacancy. (Durrah & Alsabagh, 2008)

Moreover, recruitment is the process of scanning, specifying and attracting candidates that are able to hold vacancies. (Noure & Cortel, 2011, p. 51)

Furthermore, recruitment is the process of generating a pool of capable people to apply for employment to an organization. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements. (French & Rumbles, 2011, p. 197)

Recruiting and Selection are two separated processes but so close to each. Where recruiting is more interested in collecting data about individuals in order to evaluate and take the suitable decision. Additionally, Selection is more concerned with finding matching a cohesion between the stated announces job specifications and the candidate qualifications. (Noure & Cortel, 2011, p. 22)

Goals of Recruiting and Selecting process

French & Rumbles (2011) stated the following as the main goals for **Recruiting and Selection**:

- To provide an equal opportunity for potential candidates to apply for vacancies.
- To attract highly qualified individuals.

- To emphasize active recruitment of diverse and talented candidates from traditionally underrepresented groups, i.e. individuals with disabilities, minority group members, women, and veterans.
- To engage in hiring activities that will result in eliminating the underutilization of women and minorities in particular departments.
- To systematically collect information about each applicant's ability to meet the requirements of the advertised position.
- To select a candidate that will be successful in performing the tasks and meeting the responsibilities of the position.

Importance of Recruiting and Selection

The importance of this process is derived from two dimensions the first is organizational and the Second is individual.

1. Importance for individual
 - a. A just and fair Recruiting and Selection process supplies security and trust for individuals within the organization, the thing that can be reflected on increased organizational loyalty
 - b. Recruiting and Selection process improves and increases individuals performance

Steps of Recruiting and Selection

Steps or processors in **Recruiting and Selection** vary from one organization to another organization, mainly, this variety is based on vacancy type, level, size or the organization and organization's policy towards human resources. Moreover, this variety is reflecting in the scholarly work. The researcher here reflects some examples to different classification.

Noure and Cortal (2011) stated that **Recruiting and Selection** process starts with :

1. Initial Filter for Applications: usually **Recruiting and Selection** process starts with advertising the vacancy. The advertisement can be internal or external or by reaching employment agencies. Then all applicants are screened to filter the most suitable people that fit into the job. Those who pass this process are asked to fill other forms previously prepared by the organization seeking specific information as previous experience.
2. Recruitment: running exams the demonstrates specific abilities, usually abilities that fit to the vacancy. Here exams are the one of the most reliable tools to give indicators for

decision makers in order to give indicators on the level candidates are crossing or matching with the needed skills and abilities.

3. Interviews: interviews are mainly based for people who passed the previous levels, where candidates are open to a variety questions giving the chance for candidates to demonstrated their abilities and also gives the chance for the panel to examine and ensure previously stated information.
4. Insuring: the previously stated information by the candidate are insured or checked by contacting the previous firms he worked in, other people that may know him or the references he states.
5. Medical check: candidates must pass medical check to test their medical ability. Usually there are minimum medical fitness standards that any one must have.
6. Making the decision: decision by HR department is made on candidates that pass the previous levels based on score they count in each level. Usually the selected candidate(s) pass a one month to nine months trial period. This step reflect the reality that whatever accuracy the process has it cannot provide 100% true results. In some cases the selection process fails to demonstrated defects or shortage in candidates, so this period can demonstrate so.

Secord (2009) reflects different steps to be followed during the recruitment and selection process that are:

1. Needs Identification: the need to recruit may start by two ways; a vacancy is due because of internal transfer or promotion or by the termination of current employee. However there are other ways to fill any gap other than recruitment distributing tasks to other employees.
2. Identification of Key Skills: Here the needed knowledge or desirable attributes to fill a job are being identified. Here it is not enough to identify the needed experience the person needs, still drawing up the specifications and required aspects in so important to actual or professional processing.
3. Targeted Candidates: this involves a number of means to identify possible candidates including the following:
 - a. Internal advertising
 - b. Succession plans

- c. External advertising
 - d. Targeted search
 - e. Employment agencies
 - f. Internal posting
4. Selection: the most suitable candidates are selected by way of a thought-out process normally involving short listing interviewing and formal assessment. This process should be tied into the key skills, knowledge and attributes identified at the beginning of the process.
 5. The hiring decision ensures that the integrity of the process is maintained and the professionally obtained data are used to best effect.
 6. Orientation and following up: this involves setting up a means of introducing and integrating the individual to their broader work context will help ensure their motivation as well as provide information about standard practices and the way things are done.

Recruiting and Selection Sources

Internal Sources

Some organizations tend to develop internal resources for recruiting and selecting candidates to fill into a vacancy. This internal approach can act as development or promotion for the bidding candidates the thing the has many advantages which are (DeCenzo, et al., 2010):

- It is good public relations
- It builds morals
- Encourages good individuals who are ambitious
- It improves the probability of a good selection because information on the individual's performance is readily available.
- It is less costly
- Those chosen internally already know the organization
- When carefully planned promotion form within can also act as attaining device for developing middle and top-level managers.

There can be, however, other disadvantages for internal-based recruiting (DeCenzo, Robbins, & Verhust, 2010, p. 150):

- They can be dysfunctional if the organization uses less-qualified internal sources at the time other excellent candidates are available outside. At this level the recruiter must be aware of the brightness of the outside sources, because they do not know the outsiders faults.
- Internal-based sources may result in infighting among the internal firm's candidate seeking for promotion the thing that results in decreasing the morals level in the firm.
- Being the firm so limited to internal recruiting may prevent the firm for may prevent the firm from getting the advantages of new blood been puffed in to it. Some new members may come with new ideas that can be important to the firm.

External Sources

External sources or recruiting is an approach that is more and more gaining satisfaction by firms for the privileges and advantages an organization external source can carry with them to the firm (Hashem, (199-??), p. 230)

- Provide the organization with new puff of blood, ideas, culture, and experience that can be an advantage for the firm especially when uneven problems face the firm.
- Provides the organization with good experiences, trained, and skilled staff that can decrease the financial burden on training new candidates.
- Provides the firm more flexibility and decreases financial obligations when the firm is tasking a short project or running a seasonal activity, as the firm can provide those individuals with permanent or seasonal contracts.

However, external-based recruiting is not the magical solution for the defect if eternal recruiting and the disadvantages the recruiter may face:

- Decreases morals and spirit of the firm's staff as this process may hinder or stop their promotion and scaling up the form's hierarchy.
- External sources may need longer time in adapting with the current atmosphere of the firm.
- Disadvantages and defects of the external sources may not be so clear for the recruiter (DeCenzo, Robbins, & Verhust, 2010, p. 149)

The researcher believes nether "only" internal recruiting nor "only" external recruiting is the best method or way for the firm the follow. Is issue need to be studied and searched more in depth. However, it is believed that before the organization or the form tends or decides to follow any of

the way there must be prerequisites for this decision. Mainly such prerequisites, according to the researcher are, finance, time, availability.

If the firm tends to follow external-based recruiting then the firm or the organization needs to take into consideration factors as money and time, then raising the question of the availability to financial resources and the enough time as external-based recruiting needs more money and time.

Additionally, the organization needs to question the availability of the needed sources inside the organization, Does the organization has the needed resources within? And if so why the organization does needs to do outside?

It is believed that a blind is needed between external and internal recruiting so that an organization gets the advantages of both of them and avoid the disadvantages of both of them. This blind is decided according to the firms' ideology or strategy in addition to the current environment surrounding the organization.

Some local examples of blinding the two approaches are available as in United Nations Relief and Work Agency, UNRWA. The UNRWA opens the chance for both external and internal sources to apply for the needed vacancy. Here both internal and external candidates apply and compete for the vacancy. Still other cases are limited to internal sources only.

Ethics in Recruiting and Selecting Employees

Parker (2009) Stated the following point to be considered in Recruiting and Selecting process:

- All applicants for employment should receive equal access to the application process. This includes disabled individuals. If the location for applicants to apply for a job is not set up to receive disabled applicants, other accommodations must be made which will allow disabled applicants equal access.
- Avoid the practice of recruiting employees from competitors. If you have a compelling job opportunity and a fine working environment, job applicants will respond to professional notices of job openings and respond without the need to “steal” them. If the situation arises where a competitor has a concern about employees leaving that company for yours, it is wise to address the matter head-on and arrive at a businesslike solution.

- Do not exaggerate or fail to fully describe the job. This confuses applicants and leads to many problems when hiring employees. It could lead to charges of misrepresenting the job.
- Carefully consider how you will use and communicate the decision to use inside and outside applicants. Be sure all applicants understand they must meet the job criteria and will have a fair shot at the job.
- Do not practice “bait and switch” tactics when hiring. To the best of your ability, communicate the job and its specifications effectively and accurately. If a change arises, consider a new advertisement.
- Be fair, firm, consistent and professional in your recruiting.

Recruiting and Selecting as a Joined Responsibility

According to Dessler (2008) R&S is a responsibility that is fused with HRMs, however it cannot be done without the collaboration and assistance of other departments, specially departments announcing for the vacancy. Whereas managers from other departments for their curtail role in job analysis which is an important base for HRMs in this process. Additionally R&S process can not start befor other departmts' need is harressed.

Section 5: Total Quality Management

Total Quality Management Introduction

The concept of Quality can be traced back to the Latin word "Qualitas" that means the nature or an object of the nature, strength or accuracy. This concept in ancient times was shadowed over manufacturing historical statues, religious objects, castles, palaces and defenses. The concept recently developed by the emergence of new events as the industrial revolution, the science of management, mass production, huge companies, and alleviation of competition. (Al Darakah & Sheble, 2001, p. 17)

The requirement for Quality Control dates back to the time when human race wanted to replicate an object. The desire to control quality is as old as human's ability to produce things. The forerunning attempts to control quality resulted in rather crude replicas of original objects. These replicas were produced in a way that could easily be discerned by the naked eye. As time passed, human's developed the competence to duplicate objects so that they become indistinguishable from one another. The drawback for this was that the assembly with any alternation or adjustment was not possible. (Naidu et al., 2006, p.26)

Total Quality Management Definition

Many scholars tried to provide a definition for TQM, however, some of them said that trying to define TQM is like shooting at a moving target. (Boaden, 1997). Still a variety of definitions of TQM have been offered over the years. Reviewing previous contributions a dominant insight among experts seems to define TQM as an approach to management characterized by some guiding principles or core concepts that embody the way the organization is expected to operate which, when effectively linked together, will lead to high performance. (Anvari, et al., 2011)

- Total Quality Management (TQM) is an enhancement to the traditional way of doing business. It is a proven technique to guarantee survival in world-class competition. (Naidu, Babu, & Rajender, 2006, p. 27)
- TQM is an integrated management philosophy and a set of practices that emphasizes, among other things, continuous improvement, meeting customers' requirements, reducing rework, long-range thinking, increased employee involvement and team-work, process redesign, competitive benchmarking, team-based problem-solving, constant measurement of results, and closer relationships with suppliers (Yang C. C., 2005)

- a management system in continuous change, which is constituted of values, methodologies and tools, the aim of which is to increase external and internal customer satisfaction with a reduced amount of resources (Hansson & Klefsjo, 2003)
- Total Quality Management is a set of criteria to evaluate the level of cohesion between service actual performance and customers' expectations. Or it is the deference between customers' expectations on performance and actual performance (Al Haddad, 1999)

Customer Focus

One of the most important factors of competitive advantage is meeting customers need. Hard work in this element results in increasing the market share of a firm. However, gaining this is impotent and keeping it is the most important so firm are supposed to work hard to gain customers' loyalty and keep meeting customers updating needs. (Evans and Lindsay 2002)

Concept of total quality management should be detected on all organizations and on various levels. Additionally firms and staff must be aware that the goal of any business is making efforts to make any necessary improvements happen, in order to provide better goods to the customer. Especially current customers are intolerant at all in terms of quality and lousy service due to various alternatives for customers in the market and the high competition among firms. Rising towards satisfying customers' needs and the high competition between firms is one of the main factors that led to the existence of TQM (Manaseer 1994)

Customer Focuses is one of the most important pillars towards effective implementation for total quality management. Whereas the term "Customer Focuses (CF)" includes broad and comprehensive quality management framework. Additionally CF include both External and internal customers. (Manaseer 1994)

External customer, are customers who consume products or service produced by a firm, where firms devote great organized efforts meeting their satisfaction. On the other hand internal customers are internal organizational units that are located within an organization, sections or department. In another words the term customers are: investors, employees, stakeholders, suppliers, the community and any person who is related to the firm. (Daradkah and Shebli 2002).

Meeting satisfaction of customers (external or internal) is one of the most important dimensions of TQM implementation. The thing that needs greater orientation for firms to be customer oriented in all its admin levels. For firms to be more oriented towards meeting their customers' needs communication channels are supposed to be open to get customers feedback (Daradkah and Shebli 2002).

The authors listed the following as communication channels between customers and firms:

1. Comment cards and Formal Surveys
2. Focus Group
3. Direct Contact
4. Field Intelligence
5. Complaint Analysis
6. Internet Monitoring

The process of CF needs great interest in customers to satisfy their needs, the thing that needs some important elements in customer care as stated by the authors.

1. Promptness
2. Reliability
3. Accuracy
4. Courtesy
5. Tactfulness
6. Adequate Information
7. Listening
8. Listening

Continuous Development

Continuous Development (CD) is an important for firm's sustainability. So high management is supposed to adopt and implement Continuous Development, by following updates in products customers' needs, increased participation of customer and various admin levels, increased senses of personal responsibility, good relations with suppliers, decrease wasted time. The previously mentioned factors and practices leads to real engagement for all individuals in a firm towards meeting TQM and CF. (Longenecker, Scazzero 1996).

Evans and Lindsay, (2002) said that most of TQM pioneers focused on continuous improvement or development, whereas Deming presented principles of continuous development in the model that includes production system. Goran suggested that organizations are supposed to develop annual development goals.

Moreover, the authors added some important dimensions for CD as follow:

- Support the added value for customers through providing improved and new products or services.
- Decrease defects in the provided products.
- Improve efficacy in using all available resources.
- Improves (decrease times) time response rate.

Feed Back

The feedback system any firm provides is one of the most important factor for firm to compete and sustain in the market. Feedback, supplies important information for firms on the applicability of their plans. Whereas, any firm has a plan it is so important for them to measure the level of applicability, or to compare between what was planned and what is implemented. This stage is so important for firms get to know the most impotent lessons learned and add to firm experience and future advancement. (Abd Allateef 2002).

Zain Al Deen (2006) said that feedback is so curtail for firms because any development, customers viewpoint, or defects can be conceded by forms unless they are fuse with and effective feedback system that provides needed information for all production levels or admin levels at a firm. This data or information is so important to be available on time to allow staff managers and customers to take needed action for development and modification

Manaseer (1994) stated the following important information for firms conceded through feedback systems:

- Comparing staff performance with organization's goals
- Area of strength that needs to supported
- Areas of weakness that needs to be treated
- Needed training for the coming years.
- Various admin levels opinion on organization's performance

Quality and Profitability

Ostrega (2008) and Youde (2000) said that whether a company competes through a strategy of cost leadership or product differentiation, quality issues permeate every aspect of operations. A company choosing to compete through low prices is not necessarily choosing to produce low-quality products. Its low-priced products must still meet customer expectations. Similarly, a differentiation strategy will not be as successful, or at least will not be as successful as it could be, if the company fails to build quality into its products. Thus, from top management's perspective, a key question is how best to manage and control total spending on quality-related costs.

The authors added There is evidence that the total cost of quality for an organization can be high; for many U.S. firms, total quality costs amount to 20 to 25 percent of sales dollars. One consultant estimates that 40 percent of the cost of doing business in the service sector can be attributed to poor quality. On the other hand, firms with quality products or services can earn high, and sustainable, levels of profitability

Evans and Lindsay, (2002) said that the improved quality decreases product returns. Lower returns decrease warranty costs and repair expenses. Improved quality lowers inventory levels for raw materials, components, and finished products because the firm has more reliable manufacturing processes and schedules. Improved product quality also lowers manufacturing costs as the firm reduces or eliminates rework and increases productivity.

Customers are likely to perceive quality products as having higher values, which allows the firm to command higher prices and enjoy a larger market share. Higher prices and greater market shares increase revenues and profits. Improved quality also decreases cycle time. Faster cycle

times speed deliveries, and prompt delivery makes happy customers, creates new demand, and increases market shares. Higher revenues and lower costs boost net income and increase the firms return on investment (ROI). Ostrega (2008) and Youde (2000)

Total Quality Management and Human Resource Management

Total quality management and human resource management (HRM) have been important themes in management and business research for the past few decades, as well as their potential to affect a range of organizationally and individually desired outcomes(Boon,et al. 2007)

From the beginning of 1980s, total quality management started to be a technique that is globally implemented (Trappey, 1995) Manufacturing and services firm dedicated considerable attention to total Quality management implementation, this remarkable attention is because of incentives that TQM generates in:

1. improved quality of products and services
2. raises production performance,
3. reduces costs
4. improving business competitiveness(Youssef et al., 1996)

TQM and HRM are in pursuit of the same goal, productivity, profitability, a customer oriented company, and a motivated workforce. TQM has become a major movement across all types of organizations and has important implications for the effective management of people. So, it offers HRM several opportunities to contribute. This could include designing, conducting, and evaluating the philosophy behind TQM Most enterprises in manufacturing and services have devoted considerable attention to the linkage between HRM practices and TQM practices. In doing so, the incentives are that TQM generates improved quality of products and services, raises production performance, and reduces cost, thus improving business competitiveness (Yang & Taiwan, 2006)

Practical life shows a high level of failure implementation total quality management (Hubiak & O'Donnell, 1996). Researcher said that the reason of this failure is that companies devote relatively little attention to human resource management and considerations of personal relations (Palo & Padhi, 2005).

Total quality management is a holistic concept that cannot be taken apart. In addition TQM requires the motivation of all members of an organization to seek customer satisfaction.

As reflected in several studies such as AbuDulah (2012) and Yong (2006) human resources has remarkable positive contribution in effective implementation of total quality management.

Wilkinson (1992) asserts that TQM has both a “hard” side and a “soft” side, and that the “soft” side emphasizes the management of human resources. Evans and Lindsay (1996) agree that a total quality system is comprised of two distinct systems: the management system and the technical system. The management system is concerned with issues of HRM. Gunasekaran (1999) develops a conceptual model for the implementation of TQM. The model presents seven major strategies in the successful implementation of TQM. Of these, six are related to HRM.

Section 6: Banking Sector

Introduction

According to Bahloul (2004), banking sector contributes to increasing the effectiveness and efficiency of the role of financial intermediation that plays a vital role in developing the local economy. The Palestinian Monetary Authority (PMA) was established to implement and regulate monetary policies in Palestine, that was established as a result of signing of the Paris Protocol on Economic Relations between the PNA and Israel in 1994. The monetary authority was assigned to rebuild the Palestinian banking system.

Palestinian banking sector started to grow at a rapid pace and followed the developments of banking management and technology in the surrounding countries, and became efficient and highly qualified. The banking sector consists of the Palestinian Monetary Authority, eighteen banks offering their services in various Palestinian areas which have reached 175 branches and offices at the end of 2010 (appendix c) divided by 143 branches and offices in the governorates of the West Bank and 32 branches and offices in the governorates of the Gaza Strip (PMA, 2012).

The Emergence of The Palestinian Banking Sector

The Palestinian banking sector was highly affected by Israeli occupation policies and practice. Since the Israel occupation for Palestinian in 1967 to the advent of Palestinian National Authority (PNA) Palestinian banks suffered a lot from the obnoxious practices of the occupation, that aimed at withdraw funds of Palestinian depositors and pumped it into the Israeli economy as Ashoor (1995) said.

After the year 1967 Israeli banks monopolized working in Gaza Strip and West Bank, where the Israeli military decision No.7 for the year 1967 on 07/06/1967 was made to close all Arab banks in Gaza Strip and West Bank, Israeli banks like (Bank Hapoalim and Bank Leumi and Bank Mizrahi) and others, started to open branches in the West Bank and Gaza Strip, These banks have an occupational role and began to withdraw depositors' money to be invested in Israel, and it did not grant Palestinian citizen any facilitations, therefore it lost citizen's trust because they felt that it's goal was to enforce the Israeli occupation until the Palestinian bank restated it activities in 1981 after they allowed it to function in Gaza Strip, and it has been supervised by the Israeli Central Bank, Cairo Amman Bank which is a Jordanian bank also started it's activates in 1986 in the West Bank in Nablus, and it has been supervised by the Jordanian and Israeli

central banks after so many attempts to open their branches where they failed because of the disputes between the management of these banks and the Israeli Central Bank regarding supervision issues and monetary reserves. The bottom line is that the regulated Palestinian banking system had been absent from the Palestinian scene before 1994 Thus opening the way for the presence of unregulated alternative represented in the currency exchange sector Which has formed an effective alternative to banks, Where the exchange institutions offer a lot of banking services Such as: exchange currency and receiving money orders and cash checking (Ashoor, 1995).

In 1994 after the arrival of the Palestinian National Authority, the Palestinian Monetary Authority was created under the presidential decree and to oversee monetary policy within the territory of the Palestinian National Authority and supervise the licensing of banks and control. The Palestinian Monetary Authority started to build the money and banking system and ensure stability and promote economic growth in the Palestinian territories, until the Palestinian banking system became one of the of the best systems in the region (PMA, 2011).

Services provided by banking sector

1. Opening of current accounts of various types (debtor, creditor) using the three currencies traded (Dinar, Dollar, the shekel, the euro).
2. Issuing checks using the traded currencies.
3. Acceptance all kinds of deposits.
4. Granting credit facilities for traders and others.
5. Executing Issued transfers and receiving incoming remittances.
6. Managing and organizing subscription to new local joint stock companies.
7. Safes rental to customers.
8. Issuance and sale of traveler's checks. Issuance of letters of guarantee and the issuance of guarantees and open letters of credit.
9. Payment of checks drawn on the bank or collecting checks drawn on other banks for customers of the bank.
10. Buying and selling currencies.
11. Financing the purchase of cars, furniture and premiums
(Murabaha and loan). (Palestine Investment Conference, 2008)

Chapter Three: Previous Studies

1. Foregone Studies

1. Fink, L (2014): “The effect of customer focus competence on construction project Performance”

The relationship between customer focus (CF) competence and project performance were investigated on the basis of 1206 construction project teams. The hypotheses used were that a higher team CF actual assessment as well as a higher average team CF compliance (actual vs. desired CF level) increases the likelihood of achieving internal and overall budget goal, quality, as well as deadline goal.

As a result of simple and multiple regression models the research found out that CF is generally seen as one of the factors that improves the performance of an organization, individual or team.

Additionally the result showed that management’s devotion to CF impacts employee attitudes and is seen to contribute to higher customer satisfaction and retention.

2. Benavides-Velasco, C. Quintana-García, C. Marchante-Lara M. (2014) Total quality management, corporate social responsibility and performance in the hotel industry.

Total quality management (TQM) and corporate social responsibility (CSR) are relevant management philosophies in the hotel industry to be able to generate a sustainable competitive advantage.

This paper examines how the implementation of both TQM and CSR influences the results of hotels’ stakeholders as an antecedent of business performance. An empirical study of a sample of 141 Spanish hotels from the Andalusia region shows that the adoption of such approaches improves the capacity of hotels to create benefits for their stakeholders, and these results have a positive effect on hotel performance.

The study resulted in providing evidence of the complementarity of both management philosophies as TQM can enhance the development of CSR.

3. Chuang, C. Chen, S. and Chuang C. (2013): “Human resource management practices and organizational social capital: The role of industrial characteristics”

This study investigates the relationship between human resource management (HRM) practices and organizational social capital (OSC) and the moderating effects of industrial characteristics. Based on a sample of 161 firms, the results of this study indicate that HRM practices that focus

on facilitating relationships among employees are positively related to OSC, and the relationship is stronger for firms operating in less regulated industries. Further, knowledge intensity itself shows no moderating effect but appears to join industrial regulation in influencing the link of HRM practices and OSC. The findings of a post hoc analysis suggest that HRM practices have a positive effect on OSC with high but not with low knowledge intensity in a more regulated context. This study presents implications for research and practice along with directions for future research.

4. Brindusoiu, C. (2013): “Recruitment and Selection in Services Organizations in Romania”

The paper offers a perspective on recruitment and selection processes in Romanian organizations by mirroring the answers of employees and employers. The purpose of this study is to reveal the most used recruitment methods and the general selection practices, taking special interest in the range of usage of realistic job previews and behavior interviews. As the recruitment and selection procedures for public organizations are usually standardized, the collectivity is represented in this case by employees from the private services sector.

Both employees and employers answered similar questions with regard to recruitment methods, selection steps, use of realistic job previews and behavioral interviews. Based on the answers given by employees, it can be stated that most of them were hired as a result of previously formulated assessment and a recommendation, and the common instruments used in selection were: CVs, tests, interviews (with an HR specialist, the general manager or owner, and/or the direct manager) and offer.

5. Fomunjong, M. (2013): “Recruitment and Selection The Case of National Oil Refinery Company-SO.NA.RA (Sarl), Cameroon.”

This study focuses on the implications of the recruitment policy and the overall business strategies of SO.NA.RA-Cameroon. The objective of this Thesis is to study the Recruitment and Selection Strategies in SONARA. The study also strives to illuminate Corporate Social Responsibility CSR as a strategic ingredient to be integrated in HRM theory and practice by companies and to take cognizance of local employment issues.

The study attempts to unravel questions associated with human resource allocation inefficiencies that is perceived to be perpetuated by corruption or discriminatory tendencies by some

organizations or companies in Cameroon. The study is an exploratory case study. It was carried out with the use of a qualitative approach with in-depth interviews.

Findings reveal that despite a well-conceived recruitment strategy framework aimed at attracting the right people in the right places, discrimination and corruption are major factors that infringed on the efficiency and effectively of the recruitment policy in SO.NA.RA. The study also identifies CSR as an alternative route to the public delivery of development. Companies should not see it only through the lens of the business case. Activities of CSR by companies

6. Lim, L. and Ling, F. (2012): “Human resource practices of contractors that lead to job satisfaction of professional staff”

The aim of this research is to investigate the effect of contractors’ human resource (HR) practices on job satisfaction of their professional staff. The specific objectives are to: determine the effectiveness of contractors’ HR practices; find out the level of job satisfaction that professional staff who work for contractors have; and study the relationship between HR practices and job satisfaction.

The research method was based on survey and a structured questionnaire, which was specially designed for the study, was the data collection instrument. Data were collected via e-mail surveys and face to face interviews. The sampling frame comprised randomly chosen professionals who work for building contractors in Singapore.

Results showed that contractors’ professionals are significantly satisfied with many of their firms’ HR practices. The study found that these professionals have significant job satisfaction in terms of career opportunities, nature of their jobs and overall working environment. The results also show that many of the HR practices are significantly correlated with job satisfaction.

7. Wickramasinghe, V. (2011): “Influence of total quality management on human resource management practices An exploratory study”

The purpose of this paper is to explore changes occurring in the human resource (HR) function and human resource management (HRM) practices due to the implementation of total quality management (TQM) in Sri Lanka.

Quality managers and HR managers from 77 export-based firms with ISO 9001 certification that have implemented a formal TQM programme, running for at least three years, participated in the survey. Factor analysis, correlation and regression were used for the data analysis.

It was found that firms introduce process improvement initiatives within the HR department by upgrading the role of the HR function, and by redesigning HRM practices of performance management, competence development and career planning, rewards and recognition, recruitment and selection, HR planning, and satisfaction and well-being to bring those in line with TQM requirements.

8. Aspara, J. (2011): “Documentation and continuous development of processes for customer management: implications for profitable growth”

This article examines how the systematic documentation and continuous development of customer management (CM) processes to be utilized by a firm’s customer-facing personnel, contribute to the firm’s profitable (sales) growth. The examination is based on management/organization theory on process management, as applied to CM processes. Testing their hypotheses with survey data concerning the customer acquisition and retention processes of a set of firms, the authors find that explicit process documentation contributes to profitable growth, in as much as it facilitates the daily work of the customer-facing personnel (especially sales and marketing people). In contrast, the direct effect of process documentation on profitable growth is found to be non-existent – suggesting that if the documented CM processes do not truly facilitate the daily work of customer-facing personnel, the process documentation may be counterproductive.

The authors also find that continuous efforts to develop the CM processes have positive influence on profitable growth – as does sales personnel’s and market-analysis personnel’s participation in the process development. In conditions of high turbulence in the market environment, the continuous development of CM processes becomes even more important.

9. Ramsay, D. and Armitage, A. (2010): “Total quality management meets human resource management Perceptions of the shift towards high performance working”

A number of studies and writings have presented ideas about new working practices that might be embraced in the twenty-first century. Moreover, that, employers would seek to gain their commitment by adopting the high working practices of high performance working (HPW) for organizations to become successful through their strategic approach to the human resource (HR). It is against Watson’s model that this paper seeks, in order to gain insights, to explore the perceptions of current HR professionals of their organizations post-2000.

A survey design is used for the study to collect data over a four-week period in February 2006 from 100 HR professionals. Using a seven-point Likert scale questionnaire, adapted from Watson's model, the study is conducted in two phases. The first initial pilot study that surveys 30 HR professionals and after modification, this is extended to a further 70 HR professionals as Phase 2. The respondents are primarily drawn from organizations in the South East of England and they are employed in both public and private sector large organizations and SMEs.

The findings show that Watson's model for HPW was inconsistent with the choices selected by the respondents within the survey. Rather than choose descriptors from the model that solely reflect traditional (mechanistic) organizations or high performance organizations (organic), respondents chose descriptors with many combinations to reflect where they perceive their organization's practices fell, e.g. organic or rigid/bureaucratic. It finds that HR professionals do not perceive their companies as moving towards HPW within the UK. It does suggest that traditional practices identified in the quality management by HR professional participants are been sacrificed for control and fragmentation.

10. Ortiz, J. Benito J. and Galende, J. (2009): "An analysis of the relationship between total quality management based human resource management practices and innovation"

This paper studies the relationship between the policies and practices of human resource management from the viewpoint of total quality management and performance in innovation.

To collect information a questionnaire was designed and, after the usual pretests, applied both in the academic and business environments, it was sent by regular mail to all the firms identified as part of the objective population.

To validate the working hypotheses, the Spanish medium and large firms of the industrial sectors of machinery and measuring, analysis and control instruments (SIC 35 and 38) were taken as the objective population, since they are usually inclined to developing innovation processes. To define the population, we took the census of the 50,000 largest Spanish firms according to Dun & Bradstreet for 2002 and updated for 2004, and from this selected all the firms with 100 or more employees from sectors 35 and 38, according to the SIC

HRM practices was identified which has positive and significant effects on a type of operational performance in firms: innovation. Evidence was found that there are HRM practices related to innovation performance that differ from those found as important for another type of operational

performance, such as productivity. A type of external contingent fit mechanism was tested in the relationship between HRM and innovation, which led us to discard, at least with our sample size, the existence of a moderating effect of the strategic orientation towards innovation. The existence of a universal relationship was verified between HRM and innovation, as well as the fact that there are important indirect or contingent effects that positively affect the relationship in the intensity and form of the explanatory mechanisms. Empirical evidence was found that HRMtqm is a type or arrangement of HRM practices equivalent to a high commitment or high-performance work system, shown to be proactive for innovation performance. HRMtqm suitably summarizes the 'soft' nature of TQM, which in turn has been considered the basis of the organizational and innovation learning processes. HRMtqm can be considered as a set of management practices that are characteristic of innovative firms. This work supports the idea that the practices associated with the teamwork dimension and those related to promoting autonomous motivation in persons for the work they carry out are the ones that best fit the objective of improving innovation performance.

11. Ooi, K. Alain, P. and Chong, Y. (2009): “Developing an integrated model of TQM and HRM on KM activities”

The purpose of this paper is to develop an integrated model of total quality management (TQM) and human resource management (HRM) to elucidate the influence of TQM and HRM practices on knowledge management (KM) activities.

The theory of KM serves as a starting-point to develop the integrated conceptual model linking TQM and HRM aspects. Based on an extensive review of the current literature, three practices of TQM and three practices of HRM are integrated in an organized manner to examine the influence of TQM and HRM practices on KM activities.

To foster HRM and TQM practices that are positive towards KM activities, organizations should:

- Design a performance appraisal system to encourage KM behaviors.
- Implement selective hiring process that emphasize “fit” between the employees and the organization.
- Design reward systems that rewards sharing of knowledge flow.
- Provide extensive training and development to their employees.
- Develop transformational and charismatic leadership theory in order to provide a foundation for facilitating the KM process.

- Design a good customer complaints system towards fulfilling customer needs and enhance customer satisfaction.

12. Jimé'nez, D. and Costa, M. (2009): "The performance effect of HRM and TQM: a study in Spanish organizations"

The purpose of this paper is to look at human resource management (HRM) as a key element in the implementation of total quality management (TQM). This paper empirically tests the HRM practices that best fit this philosophy

The results of an empirical study of 706 companies are analyzed using structural equation methodology. The practices that are used to construct the framework for analyzing approaches to HRM are based on a literature review.

The results show that the alignment of the orientation towards quality and the approach to HRM is statistically significant for the utilization of the HRM system. The results also support the hypothesis that both TQM and HRM practices have a positive effect on performance. From this empirical study, first, it can be concluded that the choice of a TQM programme should be accompanied by the use of a set of HRM practices that favors employee empowerment, teamwork, training and development and hiring, appraisal and compensation practices that link employees with the quality management system. Moreover, TQM improvement efforts can bring change in corporate culture, resulting in the establishment of a work climate that contributes to holding responsibility for goal achievement and employee involvement. This research confirms that TQM cannot be applied in isolation. So, TQM is a total philosophy involving all organizational members and has a high personnel content. The strategic perspective on HRM supports these results. In particular, HRM should establish action plans to support company business strategies Personnel practices may be designed to promote a culture that sustains TQM. The empirical results also confirm previous authors' findings regarding TQM as an effective mean by which enterprises can increase competitiveness

13. Chen, C. & Huang, J. (2007): "Strategic human resource practices and innovation performance The mediating role of knowledge management capacity"

This study examines the role of knowledge management capacity in the relationship between strategic human resource practices and innovation performance from the knowledge-based view.

The present study employs a questionnaire survey approach to collect data for testing the validity of the model and research hypotheses. This study uses regression analysis to test the hypotheses in a sample of 146 firms.

The results indicate that strategic human resource practices are positively related to knowledge management capacity which, in turn, has a positive effect on innovation performance. The findings provide evidence that knowledge management capacity plays a mediating role between strategic human resource practices and innovation performance. These findings highlight the critical roles of human resource management and knowledge management in the process of innovation. The practical implication of the results is that managers need to actively manage their firm's human capital through variety of strategic HR practices to stimulate its capability in managing knowledge acquisition, sharing, and application.

14. Yang, C. & Taiwan, C. (2006) : “The impact of human resource management practices on the implementation of total quality management An empirical study on high-tech firms”

The perceived advantages of the implementation of TQM are generating improved quality and efficiency, increasing customer satisfaction, thus improving competitiveness. However, there is a high failure rate in the implementation of TQM. The key issue in this regard is that companies have devoted relatively little attention to human resources management (HRM). Several academics and practitioners have asserted that synergy and congruence among HRM practices are critical to the implementation of TQM. However, there is relatively little empirical evidence to support this contention. The purpose of this research is to conduct an empirical study on high-tech firms, in order to analyse the impacts of HRM practices on the implementation of TQM.

In this study, a research framework related to HRM practices, TQM practices, and quality performances was developed. Based on the framework, a questionnaire was designed and sent to the HR managers or chief executive officers (CEOs) of high-tech companies in Taiwan to investigate the effect of HRM practices on the implementation and practice of TQM.

The study confirms that HRM significantly affects TQM practices. The study concluded that HRM practices have a significantly positive effect on the implementation of TQM. Implementing HRM practices can also have a significant effect on employee and customer satisfaction. Implementing HRM practices also positively affected “employees’ quality

awareness” and “corporate image”. The quality performances were also significantly affected by the implementation of TQM.

15. Huang, H, Shyur, L. (2005): “Recruitment and Selection Processes Through an Effective Group Decision Support System”

This study proposes a group decision support system (GDSS), with multiple criteria to assist in recruitment and selection (R&S) processes of human resources. A two-phase decision-making procedure is first suggested; various techniques involving multiple criteria and group participation are then defined corresponding to each step in the procedure. A wide scope of personnel characteristics is evaluated, and the concept of consensus is enhanced. The procedure recommended herein is expected to be more effective than traditional approaches. In addition, the procedure is implemented on a network-based PC system with web interfaces to support the R&S activities. In the final stage, key personnel at a human resources department of a chemical company in southern Taiwan authenticated the feasibility of the illustrated example.

2. Arabic Studies

1. Assaf, A. Sawalhah, A. and Al-Tarawneh, H. (2013): “The Process of Continuous Development (Improvement) and its Effects on Organizational Performance in the Department of Lands and Survey.”

The research paper aims to build a comprehensive model of the organization and to the continuous development and improvement process, so as to be a methodological basis that helps researchers in possessing a comprehensive model that will enable them to conduct the researches in the field of continuous development. It also aims to measure the effect of continuous development processes on the organizational performance in department of lands and survey and measuring the levels of continuous development in the department.

The results firmly showed the public weakness in all constituents of the continuous development process, and that the effect of the continuous development process on the organizational performance which is represented in five total circles: the organization philosophy, its general system, its administrative processes, its operational processes, and processes organization maintenance itself was more weak, and that even the effect in the whole development process itself was also weak.

2. Ali, Mohammed. (2013): The Principles of Total Quality Management System in World Islamic Call Society

The Total Quality Management represents a modern management philosophy, established due to the development in all aspects of life in today's world. The organization of ISO has identified the international quality standards and principles for Total Quality in service and productivity for organizations and institutions.

The study aims to analyze these principles and the implementation of these principles in World Islamic Call Society to improve the performance of the Society, and for that the study analyzed the results to determine the level of applying Total Quality Management inside the society and the level of awareness of personnel in the society about the concept of quality and its importance in improving the Society performance in general.

This is the first search, which conduct a study on the concept of Total Quality Management in the World Islamic Call Society. The main contribution of this study will be through the development of administrative departments in the Society according to the concept and principles of Total Quality Management TQM.

3. Abu-Doleh, J. (2012): “Human resource management and total quality management linkage – rhetoric and reality Evidence from an empirical study”

The purpose of this paper is to investigate the impact of human resource management (HRM) practices on the implementation of total quality management (TQM) practices, on the one hand, and to investigate the impacts of HRM and TQM practices on the organizational quality performance, on the other.

Data were collected through a survey designed to be answered by human resource managers and quality managers. Data were analyzed by means of descriptive statistics and correlation analysis. HRM practices such as training and development, employee career planning, and recruiting and selection had the greatest significant influences on the implementation of TQM. The results of the study also reveal that HRM practices and TQM practices have a significant effect on organizational quality performance, especially employee quality awareness, customer satisfaction, and company image.

4. Al Feturi N. (2008): “Impact of using Total Quality Management on Human Resources Management Policies and Practices an Empirical Study on the Commercial Banks in Libya” Halwan university

The study aimed at studding the current statues of HRM policies and practices at the targeted banking sector in order to visualize the applicability of TQM through HRM policies and practices. Then the attempted at studding using TQM as an approach to improve HRM policies and practices.

The followed HRM policies and practices are not consistent with needed criteria for TQM for. There is statistically significant relationship between commercial banks concerning some HRM policies and practices according to the researched sample’s attitudes.

3. Local Studies

1. Saleh, R. (2012): “The Role of HRM Practices in Improving Career Development Opportunities of the NGO Staff in Gaza Strip”

The research aimed at exploring the organization’s and employees' role in enhancing career development opportunities and identifying the prevailing career planning and development approaches within local and international NGOs and amongst employees.

The data collection was achieved through a survey distributed to 100 local and international NGOs who met the required criteria. A total sample of 887 employees were surveyed. These employees had at least five years of work experience and worked for the same organization for at least two years, occupying different management and technical levels. A total of 529 completed surveys were analyzed.

The research emphasizes the important roles of organizations and individuals in managing and developing careers and reflects the mutual and balanced relation between both. The boundary less approach is the first followed approach in career development among NGO employees. The employees have a boundary less mindset which is followed more than the physical mobility preference. The mobility preference is adapted by more local NGOs employees, while the boundary less mindset is prevalent for the INGO employees. The employees have self-directed protean career but they are normally not using their own values to guide their career. Still some of the organizations and the individuals are following the traditional approach in managing careers but in a weak manner; it is followed in the local NGO more than in the international

NGO. The performance appraisal for employees is a prevalent HRM practice in the NGOs but its outputs are not used effectively to enhance employees' career development. Training and development practices in NGOs have impacted career development for employees but with moderate effect, as they are not well aligned to support career development initiatives for individual employees. Employees have high self-efficacy, which stresses that the individuals can contribute to the success of their career development by their increased ability in acquiring new skills and achieving higher personal goals if they would have the organizational platform and support in enhancing their career development. The NGO's employees have accumulated a high degree of career competencies; they can exploit them in enhancing their career opportunities in the labor market in general and their current organization in particular.

2. Adwan, M. (2011): "Recruitment and Selection process and its impact on Career path in Banks' staff operating in the Gaza Strip."

This study aimed to identify the reality of selection and recruitment policy and its impact on the career path of banks employees in the Gaza Strip. This is done through identifying the job analysis process used in the banks, and the availability of a clear strategy for human resources planning, in addition to identifying the professionalism of measures taken by the banks in the process of selection and recruitment, and the efficiency of individuals who are in charge of this process. Also, aiming at finding out significant differences between the responses of the subjects regarding selection policy and the appointment and its impact on the career path because of variables such (sex, age, job title, qualification, years of experience).

The researcher used the descriptive analytical approach, as applied to this study on a random sample of the study population (900) employees, and total sample size (187) employees; the researcher used a questionnaire to measure the variables of the study, also he used the SPSS program for statistical analysis.

The research found out that, the process of job analysis used in the bank is performed in a good manner. The planning of the workforce for determining the future needs of the workforce is performed in a good manner. The professionalism of recruitment and selection procedures is considered acceptable. The study showed that the people in charge of recruitment and selection process are efficient. There is a clear concept of the process of career planning

3. Eleyan, A. (2010): “The Strategic Impact of Human Resource Management Practices on Business Performance of Manufacturing Firms in Gaza Strip”

This research aims to assess the impact of certain human resource management practices on the operational, non-financial, and financial performance of manufacturing firms in Gaza Strip. This research considers the linkage between business performance and the following human resource management practices: (1) Human resource planning (2) performance appraisal, (3) training and development (4) compensation policies.

This research surveyed top and middle management of a simple random sample of Palestinian manufacturing firms and captured their perceptions about the linkage between the above human resource management practices and business performance. 305 questionnaires were distributed within 80 manufacturing firms in Gaza Strip to collect the primary data. 242 valid responses were received and were analyzed using quantitative and qualitative statistical methods. The response rate is 79.35%.

The results show that human resource planning; compensation policies, performance appraisal, and training and development have a positive correlation with business performance. Multiple regression analysis indicated that compensation policies, performance appraisal and training and development have a significant effect on operational performance. The model of the regression explained 44.5% of the variance in operational performance. Multiple regression analysis indicated that compensation policies and performance appraisal have a significant effect on non-financial performance. The model explained 39.2% of the variance in non-financial performance. Multiple regression analysis indicated that compensation policies and training and development have a significant effect on the financial performance. The model explained 33.7% of the variance in financial performance. The results demonstrate that compensation policies are the strongest predictor for the business performance.

4. Al Mosaddar, A. (2010): “The Process of Evaluating Training Programs in The Local Authorities in The Southern governorates”

The aim of this study is to explore the process of evaluating the training programs in the major municipalities in the southern governorates using a descriptive analytical method.

The study revealed that the training programs are evaluated at the level of "reaction" and "learning" at a moderate level and the "behavior" and "results" levels are not evaluated. It was found that there is a statistical difference in the answers of the respondents for the "reaction"

level due to (1) the years of experience in favor of those with less than five years of experience (2) the job of the respondents in favor of the head of division and department and (3) the local municipality in favor of Jabalia

The study concluded that evaluating training reached the level of acceptance still it should be enforced at the "reaction" and "learning" levels and initiated at the levels of "behavior" and "results".

5. Musa, O. (2007): Trainees Perspective of the Training process: a Case Study on Bank of Palestine BoP in the Gaza Strip.

This study aims at recognizing the reality of training process in the Bank of Palestine(PLC) from the trainees points of view. In addition, it aims at identifying the differences according to the variances of (sex, post title, qualification, experience years and number of training courses inside and outside Palestine). The sample of the study contains all the employees in the Bank of Palestine in the Gaza Strip which is (352) male and female employees.

The researcher uses the descriptive approach to reach the study findings. The study tool is a questionnaire applied on a random sample that consists of (176) employees that represents (50%) from the study population SPSS statistical program was used to analyze and interpret the data.

The results showed that planning for the training process is ineffective. Neglecting employees in identifying training needs. Training tools are good and suit the nature of training needs. There are weaknesses in assessing the training programs. There is a great care from the administration of the bank in the training process.

6. Barakat M. (2007): “Applicability of Total Quality Management in regard with Organizational Culture in Banks Operating in the Gaza Strip”

This study aims to recognize whether the banks in Gaza strip adopt Total Quality Management (TQM) dimensions or not under the existed organizational culture , these dimensions include the concentration on clients , concentration on employee’s needs , concentration on operation improvements and finally concentration on managerial needs for competition .and the study also aims to clarify the effect of organizational culture on applying TQM dimensions.

The researcher used the descriptive method and used the comprehensive survey to collect data to meet the research objectives. The study includes the top level of management in the different main offices and branches of banks working in the Gaza strip represented by The general directors, directors, deputy or assistant of the director, head of the branch or the auditor, head of

department and department in charge. The researcher used the questionnaire to collect data from the origin recourses, distributed 166 questionnaires and received 138 about 83%.

The study concluded that the banks in Gaza Strip adopts the TQM dimensions under the existed organizational culture, TQM dimensions are being applied in different positive levels were the highest level was concentrate on the managerial needs for competition through the strategic planning & continually improvements, the effective communication ability, the ability to measure the quality of performance. The continues operation improvement and the concentration on worker needs through participation , training , and motivation this dimension consider as the least one among the dimensions which the banks applied. The study also concluded that there are no significant differences among respondents about the actual of TQM applications under the existed organizational culture in the Gaza banks attributed to the job position, the age, the specialization, the experience by years, and gender.

7. Abu Selmia, B. (2007) Effectiveness of Training in Developing Human Resources in UNRWA Gaza Field Office

This study aimed to explore the training effect on the Development of Human Resources at UNRWA Field Office - Gaza. This was conducted through training needs assessment, training planning, implementing training and evaluation of training.

The study found that: The process of training needs assessment is done based on human resources principles, but not entirely. Training in UNRWA/Field Office is well planned. The study proved that implementation of training process is effective. The results show that training evaluation is carried out professionally, and in the light of specific standards. No specific opinion regarding the process of follow up training impacts. The results show that training is well supported by the top level administration of UNRWA. Also training at UNRWA Field Office is very effective, contributes to maximizing the productivity of UNRWA, both quality and Quantity

8. Al Duki, A. (2006) The reality of total quality management in the ministries of the Palestinian National Authority in the Gaza Strip

This study aims to examine the reality of applying the standards and factors of Total Quality Management (TQM), at the Palestinian National Authority (PNA) Ministries in Gaza Strip, and to have knowledge of the awareness level of the concept of TQM among the employees in the (PNA) ministries. In addition, the study examines the extent of the implementation and

practicing level of the concept factors, It also highlights the causes, that preclude the implementation of the concept, trying to clarify the employees attitude towards the TQM, and whether there are statistical differences as a result of the employees personal variables of, gender, qualifications, job title, age and experience.

In order to achieve the study objectives, a questionnaire was designed to collect data from a stratified random sample composed of (3,363) employees, representing the research community, which composed of all the employees of ministries in Gaza Strip. The sample which represents about (14%) of the PNA employees in the ministries; (430) questionnaires were submitted to the selected employees, there were (275) accepted and returned questionnaires, which make (% 63.96) of the total questionnaires. Appropriate statistical techniques were used to analyze the data using: Frequencies, Standard Deviation, Means, Sample T-Test.

Discussion

On the light of the previous studies the following points are raised:

- It is agreed that effective or successful implementation of HRM practices lead to more effectiveness and efficiency in TQM.
- There are not enough studies that study the relationship between the two variables in terms of practices in the local or regional context; in addition, most of the studies were oriented to study on improving HEM policies and practices by following TQM models. Thus the current study is following HRM in an attempt to improve TQM in the banking sector.
- However both of the variables are studies separately, but according to the researcher's knowledge there are no studies that studied the relationship between those two variables in the local context and the targeted sample.
- Some studies measured the correlations between some practices of TQM and HRM and resulted on some findings of the most influential practices in different contexts. This study adapts a model in an attempt to validate this model to be followed in the local context and to study the most influential practices on both TQM and HRM.
- The current study tests the relation between the two variables in one of the most important sector, banking sector. The banking sector is considered one of the most

important economic sectors in Gaza as it is the main financing tool for various sectors: public, private, social and personal.

- The listed previous studies contributed great deal for the researcher on various levels, whereas those previous studies helped the researcher to identify the limitations of the study identify and understand the most important terminology and context of the study.
- Additionally, they were so helpful during the construction of the theoretical framework and identified for the researcher the gaps needs to be field. Moreover, the results provided great input in formulating the questionnaire and comparing the current results with the result of others.

Chapter Four: Methodology

Section 1: Research Methodology and Pressures Introduction

Introduction

This section describes the methodology that was used in this research study to achieve the research objectives, including the adopted methodology, the research design and procedure, the characteristics of the research population, with the selection criteria, sources of data, questionnaire design, and the statistical analysis tool for the questionnaire.

Research Methodology

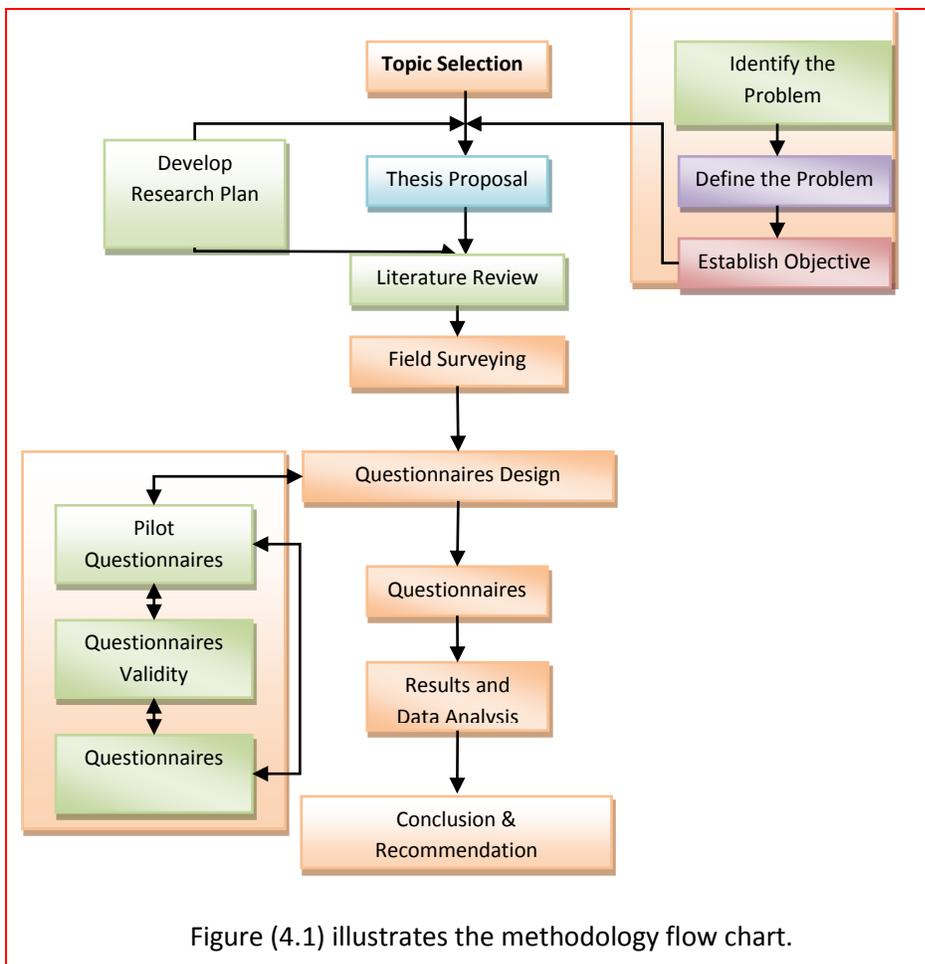
The study follows the descriptive analytical approach through which the hypotheses are developed and then tested through the research process. Research methodology depends on the analysis of data on the use of descriptive analysis, which depends on the Statistical Package for Social Sciences (SPSS).

Research Design and Procedure

The followings are the steps the researcher followed in the research design and implementation:

1. The research dissertation started by preparing a proposal that included identifying and defining the problems and establishing objectives of the study and developing the research plan.
2. After receiving approval on the proposal, the researcher began to review the literature on Human Resource Management Practices' and Total Quality Management Practices in addition to reviewing other literature that traced the two topics connectively.
3. The researcher prepared the questionnaire on the including the selected practices of HRM and TQM. The data collection tool was structured in English and to overcome language difficulties for the targeted population the researched translated the questionnaire in to Arabic. The questionnaire has been developed based on research objectives, questions and veribles.
4. Then the survey was reviewed and evaluated by number of University teachers in the field of HRM and TQM, statistics professors, and HRM managers at local banks in the Gaza Strip.
5. Modifications proposed by the former were accepted, and then the researcher modified the tool on the light of the proposed modification.

6. After that; testing the questionnaire design was done by distributing the questionnaire in a pilot study, whereas (41) questionnaire was distributed and received (32) questionnaire. The purpose of the pilot study was to test and prove that the questionnaire questions are clear and answered in a way that helped to achieve the target of the study. No modifications has been done and the 32has been added
7. The data collection for the research focused on distributing questionnaire. This questionnaire was used to collect the required data in order to achieve the research objective. Total of (137) questionnaires were distributed to the research population and (107) questionnaires are received.
8. Most of the targeted banks in the Gaza Strip participated in the study. Most of the questionnaires were hard-copy distributed and some of them were distributed on line by emails. Each received survey was examined carefully to assure it meet the selection criteria and the surveys that did not meet the criteria were excluded before the analysis stage using SPSS.
9. The final phase of the research was data analysis and discussion. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis. Based on this analysis, results, conclusions and recommendations were driven.



Poilt, D., and Hungler, B., (1985), *Essentials of nursing research; Methods and applications*. J. B. Lippincott company

Research Population

The Research Population

The research population includes all national and foreign banks operating in the Gaza Strip in all governorates; the research population included the first three managerial levels at each branch:

- Branch Manager.
- Observer (Deputy Branch Manager)
- Other (Deputy Assistant, Customers' Care officer, First Department Officer...)

34 are the total registered branches operating in the Gaza Strip according to the authority of monetary. The first three managerial levels were included directly, for the consistency among banks in the first two levels. However, there was not consistency among the third level "other" among banks. To mitigate this challenge the researcher asked the following question during distributing the questionnaire:

“In case the Branch manager and his deputy are not attending who is the person in charge?”

Table (4.1) Research Population Title Distribution

Branch Manager	Deputy Manager	Other
34	32	45
Total Population	111	

The researcher attempts to include all the research population. However due to challenging nature of the sample and poor respondents of the population (the researcher spent 3 months in data collection) the total respondents are (107) shifting the from including the research respondents from targeted population to targeted sample.

A total of 137 surveys were distributed to (34) of the targeted branches. (107) surveys were collected and 104 were analyzed. Also, surveys were excluded for reasons as not answering some of the including more than one selection for the same point.

Selection Criteria

The criteria was set carefully to make sure that the researcher includes all of the targeted population and exclude other unneeded population. The selection criteria are:

1. Branches operating in the Gaza Strip.
2. Limiting respondents to the first managerial levels:
 - a. Branch Manager.
 - b. Observer (Deputy Branch Manager)
 - c. Other (Deputy Assistant, Customers’ Care officer, First Department Officer...)
3. Age not less than 20 years old.
4. Academic degree not less than high school.

The following table shows the targeted banks:

Table (4.2.) Population distribution on Targeted Banks and Branches

Branch	Manager	Deputy Manager	Deputy Assistant
Bank Of Palestine			
Main Branch	1	1	3
Khanyonos	1	1	2
Jabalia	1	1	2
Al Remal	1	1	3
Rafah	1	1	2
Der AlBalah	1	1	2
Al Naser	1	1	2
Nusairat	1	1	2
Omar Al Mukhtar	1	0	1
Al Saraia	1	0	1
Islamic Arabic Bank			
Gaza	1	1	1
Khanyonos	1	1	1
Palestinian Islamic Bank			
Main Branch- Gaza	1	1	1
Nusairat	1	1	1
Rafah	1	1	1
Khanyonos	1	1	2
Jabalia	1	1	1
Al Naser	1	1	1
Palestinian Investment Bank			
Gaza	1	1	1

AlQuds Bank			
Gaza	1	1	1
Al-Remal	1	1	1
BetLahia	1	1	1
Commercial Palestinian Bank			
Gaza	1	1	1
Arabic Bank			
Al Remanl	1	1	1
Cairo Amman Bank			
Remal	1	1	1
Khanyono	1	1	1
Rafah	1	1	1
Der AlBalah	1	1	1
Al Saria	1	1	1
Jordan Bank			
Gaza	1	1	1
AlNaser	1	1	1
Housing Bank			
Gaza	1	1	1
Khanyonos	1	1	1
Egyptian Arab Land Bank			
Gaza	1	1	1

Sources of Data

The researcher used both secondary and primary resources for collecting data, which is as follows:

Secondary data

1. Books on human resource management, total quality management and banking sector.
2. Published researches, including papers in certified accredited electronic and hard copy journals.
3. Researches and studies conducted by organizations and individual researchers on human resource management, total quality management, or on the banking sector in Gaza Strip, along with any report.
4. Websites for certified data and authentic data as the website of the Palestinian Monetary Authority, banks websites as Bank of Palestine... etc.

Primary Data

The questionnaire was used to collect the required data in order to achieve the research objective. The distribution of the questionnaire to study sample was done, in order to get their opinions about how HRM practices influence TQM practices at banks operating at the Gaza Strip.

Questionnaire Design

The questionnaire included (60) multiple choice questions which were used widely in the questionnaire. The variety in these questions aims first to meet the research objectives, and to collect all the necessary data that can support the discussion, results and recommendations in the research. The questionnaire was provided with a cover letter explaining the purpose of the study, the way of responding, the aim of the research and the security of the information in order to encourage a high response. The criteria for the sample employees were clearly stated on the cover page. The sections in the questionnaire verified the objectives in this research related to the HRM practices (Recruitment and Selection, Training and Development, Employee Career Planning) and TQM (Continuous Development Customer Focus, Feedback) for employees, first three managerial levels, and working at banks operating in the Gaza Strip. The questionnaire included close-ended questions to facilitate the data collection process and was divided into seven sections; each is designed to test one of the hypotheses as follows:

Part.1 Focused on respondent's characteristics

Part.2

Focused in HRM practices to meet the research objectives, and to collect all the necessary data that can support the discussion, results and recommendations in the research. This part included three sections as follow:

Section.1: Treated with Recruitment and Selection

Section.2: Treated with Training and Development

Section.3: Treated with Employee Career Planning

Part.3

Focused in TQM practices to meet the research objectives, and to collect all the necessary data that can support the discussion, results and recommendations in the research. This part included three sections as follow:

Section.1: Treated with Continuous Development

Section.2: Treated with Customer Focus

Section.3: Treated with Feedback

Statistical analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 20). The researcher would utilize the following statistical tools:

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson correlation coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Parametric Tests (One-sample T test, Independent Samples T-test , Analysis of Variance).

Section 2: Testing Research Tool

Introduction

This section covers validity and reliability of the tool in terms of its content and statistical validity. The validity of an instrument is a determination of the extent to which the instrument actually reflects the abstract construct being examined; "validity refers to the degree to which an instrument measures what it is supposed to be measuring" (Pilot & Hungler 1985), while reliability is the degree of consistency with which it measures the attributes it is supposed to measure. A pilot study for the questionnaire was conducted before collecting the results of the sample. It provides a trial-run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents. In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1, 2, 3, 4, 5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities, they are merely numerical labels. Based on Likert scale we have the following:

Item	<i>Strongly agree</i>	<i>Agree</i>	<i>Do not Know</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Scale	5	4	3	2	1

Test of Normality for each field

Table () shows the results for Kolmogorov-Smirnov test of normality. From Table (), the p-value for each field is greater than 0.05 level of significance, then the distribution for each field is normally distributed. Consequently, Parametric tests will be used to perform the statistical data analysis.

Table (4.3): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Recruitment and Selection	0.715	0.686
Training and Development	0.694	0.721
Employee Career Planning	0.648	0.796
Human Resource Management Practices	0.384	0.998
Continuous Development	0.525	0.946
Customer Focus	0.467	0.981
Feedback	0.684	0.738
Total Quality Management	0.519	0.950
All paragraphs of the questionnaire	0.583	0.886

Statistical analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 20). The researcher would utilize the following statistical tools:

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson correlation coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Parametric Tests (One-sample T test, Independent Samples T-test , Analysis of Variance).

T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 3.

The Independent Samples *T-test* is used to examine if there is a statistical significant difference between two means among the respondents toward the Human Resource Management Practices and Total Quality Management due to (Gender, Age, Academic Degree and Bank Classification).

The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward the Human Resource Management Practices and Total Quality Management due to (Years of experience).

Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity. (Pilot & Hungler 1985)

External (Pre-Pilot) Validity of the Questionnaire

It is essential to pre-pilot the questionnaire to identify any ambiguities in the questions and to identify the potential problems for each question. In order to assure high level of reliability and validity for the developed tool, the researcher had taken the approval of the supervisor to review the tool on Academic and Professional levels to ensure its relevance and stability. Reviewing of questionnaire with academic people who have had long-time experiences in subject matter, were conducted in order to ensure logic, that included ten of academic staff from Universities and two of professionals from Bank of Palestine HRM managers. The reason for including professional was to assure that the statement truly addressed the critical areas from the professional perspective

Statistical Validity of the Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring (Pilot and Hungler,1985). Validity has a number of different aspects and assessment approaches.

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measure the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale.

Criterion Related Validity

Internal consistency of the questionnaire is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. Its measuring the correlation coefficients between each paragraph in one field and the whole field.

Internal validity for Human Resource Management Practices

Table (4.4) clarifies the correlation coefficient for each paragraph of the " Recruitment and Selection " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.4.: Correlation coefficient of each paragraph of " Recruitment and Selection " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Recruitment and selection is based on needs assessment	.739	0.000*
2.	Academic degree has a priority in recruitment and selection	.858	0.000*
3.	Interview and personal qualities have priority in the selection process	.801	0.000*
4.	Educational institutions is importance in the recruitment and selection process	.743	0.000*
5.	recruitment and selection process is initiated by an advertisement	.801	0.000*
6.	All interviewees has a chance to find the recruitment and selection process	.604	0.000*
7.	Modern Technology is used during the recruitment and selection process	.724	0.000*
8.	Leaders for administrative positions are chosen based on seniority and Eligibility	.668	0.000*
9.	Recruitment and selection process is characterized by Justice	.648	0.000*
10.	Applicants have equal chances through unifying tests and interviews	.763	0.000*

* Correlation is significant at the 0.05 level

Table (4.5) clarifies the correlation coefficient for each paragraph of the " Training and Development " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.5: Correlation coefficient of each paragraph of " Training and Development " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	There are clear policy that aim at training and staff development at the your bank	.694	0.000*
2.	Your bank runs training needs assessment before implementing training courses	.611	0.000*
3.	Trainees get the aimed benefit from the implemented training courses	.691	0.000*
4.	Training process is continuously evaluated objectively	.757	0.000*
5.	Training reaches all administrative levels in your bank	.744	0.000*
6.	Training courses are designed based on the clear criteria that aims at staff development	.693	0.000*
7.	Within HR Department your bank has a Specialized section of training	.717	0.000*
8.	Nomination for training courses is based on clear objective criteria	.734	0.000*
9.	Modern technology tools are used during the training	.594	0.000*
10.	Training is evaluated objectively	.810	0.000*
11.	Your bank has clear training plan	.731	0.000*

* Correlation is significant at the 0.05 level

Table (4.6.) clarifies the correlation coefficient for each paragraph of the " Employee Career Planning " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.6 : Correlation coefficient of each paragraph of " Employee Career Planning" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Career planning is part of the whale plan of the bank	.755	0.000*
2.	Employees have clear knowledge on the career planning process run by your bank	.776	0.000*
3.	There is a clear strategy censoring career planning in your bank	.787	0.000*
4.	There is a clear job description that identifies clearly duties and responsibilities	.674	0.000*
5.	There are clear information on the different admin levels	.856	0.000*
6.	There is diversification in duties and responsibilities in your banks	.745	0.000*
7.	Training needs assessment and career planning are correlated	.773	0.000*

* Correlation is significant at the 0.05 level

Internal validity for Total Quality Management

Table (4.7) clarifies the correlation coefficient for each paragraph of the " Continuous Development " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.7: Correlation coefficient of each paragraph of " Continuous Development " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Different administrative levels are involved in assessing the needs of continuous improvement programs	.773	0.000*
2.	There are enough financial resources for continuous improvement programs	.792	0.000*
3.	Different administrative levels are involved in assessing the needs of continuous improvement programs	.681	0.000*
4.	There are enough financial resources for continuous improvement programs	.707	0.000*
5.	Different administrative levels are involved in assessing the needs of continuous improvement programs	.797	0.000*
6.	There are enough financial resources for continuous improvement programs	.678	0.000*
7.	Different administrative levels are involved in assessing the needs of continuous improvement programs	.665	0.000*
8.	There are enough financial resources for continuous improvement programs	.719	0.000*
9.	Different administrative levels are involved in assessing the needs of continuous improvement programs	.630	0.000*
10.	There are enough financial resources for continuous improvement programs	.643	0.000*
11.	Different administrative levels are involved	.793	0.000*

	in structuring and developing programs and strategies of continuous improvement		
12.	Different administrative levels are involved in assessing the needs of continuous improvement programs	.785	0.000*
13.	There are enough financial resources for continuous improvement programs	.642	0.000*

* Correlation is significant at the 0.05 level

Table (4.8) clarifies the correlation coefficient for each paragraph of the " Customer Focus " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.8: Correlation coefficient of each paragraph of " Customer Focus " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The bank you are working in is customer focus oriented in service delivered for customers	.881	0.000*
2.	The bank you are working in works continuously on following the changing needs for customers	.842	0.000*
3.	The bank you are working in runs survey studies to identify the customers' needs and trends	.809	0.000*
4.	The bank you are working in allows a customer's complains system	.888	0.000*
5.	customer's complains are followed	.903	0.000*
6.	The bank you are working in in committed to quality level demanded by customers	.714	0.000*
7.	The bank you are working in supplies clear	.849	0.000*

	criteria for the quality of the delivered service to customers		
8.	The bank you are working in is interested in getting customers' impressions and level of their satisfaction.	.886	0.000*

* Correlation is significant at the 0.05 level

Table (4.9) clarifies the correlation coefficient for each paragraph of the " Feedback " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.9 : Correlation coefficient of each paragraph of " Feedback " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Employees continuously get feedback on the delivered service quality	.751	0.000*
2.	The bank you are working in supplies a good system that allows staff to get information on the customers' level of satisfaction	.841	0.000*
3.	The bank you are working in supplies formal channel for data exchange between different administrative levels	.869	0.000*
4.	Customers complains and proposals are usually considered	.861	0.000*
5.	The bank you are working in supplies clear criteria about the needed achievement	.910	0.000*

* Correlation is significant at the 0.05 level

Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (4.10) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table 4.10: Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Recruitment and Selection	.893	0.000*
2.	Training and Development	.944	0.000*
3.	Employee Career Planning	.860	0.000*
	Human Resource Management Practices	.924	0.000*
1.	Continuous Development	.945	0.000*
2.	Customer Focus	.926	0.000*
3.	Feedback	.912	0.000*
	Total Quality Management	.935	0.000*

* Correlation is significant at the 0.05 level

Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit & Hunger,1985). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.11) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.874 and 0.957. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.973 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table 4.11: Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Recruitment and Selection	0.874
2.	Training and Development	0.894
3.	Employee Career Planning	0.884
	Human Resource Management Practices	0.948
1.	Continuous Development	0.915
2.	Customer Focus	0.943
3.	Feedback	0.901
	Total Quality Management	0.957
	All paragraphs of the questionnaire	0.973

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Chapter Five: Data Analysis and Hypotheses Testing and Discussion

Personal data

Gender

Table (5.1):Gender

Gender	Frequency	Percent
Male	94	90.4
Female	10	9.6
Total	104	100.0

Table No.(5.1) shows that the majority of the respondents are males and this represents 90.4% of the study population and 9.6% are Females. as supported by the results, females do not have equal chances in promotion and reaching senior levels mainly as the targeted population is for the current research is the first admin level in each bank. The thing that stresses poor gender equity in the banking sector.

Age

Table (5.2): Age

Age	Frequency	Percent
20-Less than 30	4	3.8
30- Less than 40	41	39.4
40- Less than 50	54	51.9
More than 50	5	4.8
Total	104	100.0

Table No.(5.2) shows that the majority of the respondents have ages between 40- Less than 50 years, and this represents 51.9%, 39.4% of the respondents have ages between "30- Less than 40 years" . This might be attributed for selecting the highest Three administrative levels in each bank. Whereas reaching those levels needs long years of experience and hard work in the Bank.

Years of Experience

Table (5.3): Years of Experience

Years of Experience	Frequency	Percent
Less than 5 years	1	1.0
5 – Less than 10 years	13	12.5
10- less than 15 years	41	39.4
More than 15 years	49	47.1
Total	104	100.0

Table No.(5.3) shows that 1.0% of the respondents have experience " Less than 5 years ", 12.5% have experience " 5 – Less than 10 years ", 39.4% have experience "10- less than 15 years " and 47.1% of the respondents have experience " More than 15 years". The results show that years of experience is an important factor for banking sector to get promotion and reach decision making stages. The thing that can be attributed to the sensitive nature for such decisions and level for experience needed in such a field

Job Title

Table (5.4): Job Title

Job Title	Frequency	Percent
Branch Manager	34	32.69%
Deputy Branch Manager	35	33.65%
Other	35	33.65%
Total	104	100

Table No.(5.4) shows that the highest response rate is "Deputy Branch Manager" with response rate 33.65% in the response rate for "Other" 33.65 followed with "Branch Managers" the highest admin level in braches with response rate 32.69. The results do not show great variations between the targeted admin level. It might be attributed to the limited Scope of the sample.

Academic Degree

Table (5.5):Academic Degree

Academic Degree	Frequency	Percent
High School	-	-
Diploma	2	1.9
Bachelor	89	85.6
Master	13	12.5
Philosophy of Doctorate	-	-
Total	104	100.0

Table No.(5.5) shows that 1.9% of the respondents hold "Diploma", 85.6% "Bachelor's degree" it can be attributed for the availability various Bachelor's degree at local universities that can serve at local banks, additionally 12.5% of the population hold "Master degree" where none of the respondents is a PHD holder because none of the local universities run PHD while several universities run Master degree programs.

As indicated by the results, banks do not consider the academic (Master and PHD) degree in selecting their promoting the thing that must be cindered for its positive impact on banks performance.

Bank Classification

Table (5.6):Bank Classification

Bank Classification	Frequency	Percent
National Bank	85	81.7
Foreign Bank	19	18.3
Total	104	100.0

Table No.(5.6) shows that 81.7 of the respondents are affiliated to national banks and only 18.3 are from foreign banks, this can be attributed to wider expansion for to national banks in comparison with foreign banks. Additionally, filling a questionnaire, according to respondents form foreign banks, needs higher level approval that is usually not available in Gaza and needs approval from seiners at the west bank. Whereas the researcher used unformed channels to collect needed data.

Respondents' Frequency

Table (5.7):Bank Name

Bank Name	Frequency	Percent
Jordan Bank	5	4.8
Palestinian Islamic Bank	15	14.5
Islamic Arabic Bank	3	2.9
Commercial Palestinian Bank	2	1.9
Arabic Bank	2	1.9
Egyptian Arab Land Bank	3	2.9
AlQuds Bank	8	7.7
Palestinian Investment Bank	2	1.9
Housing Bank	6	5.8
Cairo Amman Bank	2	1.9
Bank Of Palestine	56	53.8
Total	104	100.0

Table No.(5.7) shows respondents according to each bank whereas the highest rate of respondents came from bank of Palestine (BoP) 53.8% because BoP is the largest bank geographically expanded locally at the Gaza Strip.

Human Resource Management Practices

Recruitment and Selection

Table (5.8.): Means and Test values for “Recruitment and Selection”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Recruitment and selection is based on needs assessment	4.37	87.38	24.07	0.000*	1
2.	Academic degree has a priority in recruitment and selection	4.08	81.54	17.33	0.000*	3
3.	Interview and personal qualities have priority in the selection process	3.99	79.81	14.64	0.000*	5

4.	Educational institutions is importance in the recruitment and selection process	3.87	77.45	12.87	0.000*	9
5.	recruitment and selection process is initiated by an advertisement	3.87	77.48	12.26	0.000*	8
6.	All interviewees has a chance to find the recruitment and selection process	3.86	77.12	10.52	0.000*	10
7.	Modern Technology is used during the recruitment and selection process	4.01	80.19	15.58	0.000*	4
8.	Leaders for administrative positions are chosen based on seniority and Eligibility	3.93	78.65	12.41	0.000*	7
9.	Recruitment and selection process is characterized by Justice	3.94	78.85	13.07	0.000*	6
10.	Applicants have equal chances through unifying tests and interviews	4.09	81.73	16.19	0.000*	2
	All paragraphs of the field	4.00	80.03	22.63	0.000*	

* The mean is significantly different from 3

Table (5.8) shows the following results:

- The mean of paragraph #1 “Recruitment and selection is based on needs assessment” equals 4.37 (87.38%), Test-value = 24.07, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #6 “All interviewees has a chance to find the recruitment and selection process ” equals 3.86 (77.12%), Test-value = 10.52, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . It can be concluded that the respondents agreed to this paragraph.

- The mean of the field “Recruitment and Selection” equals 4.00 (80.03%), Test-value = 22.63, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of “Recruitment and Selection ”.

The results show the recruitment and selection process is based on needs assessment, the thing that provides solid and powerful bases, which can be positively reflected on banks' performance, profitability and their attempt to achieve goals. Additionally the recruitment process is characterized by the transparency as the targeted population agrees that applicants have equal chances through unifying tests and interviews the thing that firm a chance to hire good skills staff through transparent process. Moreover, academic degree has a less priority in recruitment and selection process, the researcher believes that this point needs to be taken in consideration furthermore, because to the researcher's experience in banking sector academic degree does not have that high impact on the recruitment process. The results deducted are consistent with Brindusoiu (2013) where the author stated that most of staff were hired as a result of previously formulated assessment and a recommendation, and the common instruments used in selection were: CVs, tests, interviews with an HR specialist, the general manager or owner, or the direct manager. and Adwan (2011) that found professionalism of recruitment and selection procedures is considered acceptable. The study showed that the people in charge of recruitment and selection process are efficient. There is a clear concept of the process of career planning

Training and Development

Table (5.9): Means and Test values for “Training and Development”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	There are clear policy that aim at training and staff development at the your bank	4.23	84.62	17.93	0.000*	1
2.	Your bank runs training needs assessment before implementing training courses	4.09	81.73	16.91	0.000*	4
3.	Trainees get the aimed benefit from the implemented training courses	4.09	81.73	18.69	0.000*	4
4.	Training process is continuously evaluated objectively	4.12	82.31	18.58	0.000*	3
5.	Training reaches all administrative levels in your bank	4.04	80.77	15.22	0.000*	7
6.	Training courses are designed based on the clear criteria that aims at staff development	4.13	82.69	19.02	0.000*	2
7.	Within HR Department your bank has a Specialized section of training	3.94	78.85	11.21	0.000*	11
8.	Nomination for training courses is based on clear objective criteria	4.03	80.58	15.55	0.000*	8
9.	Modern technology tools are used during the training	4.07	81.35	16.94	0.000*	6
10.	Training is evaluated objectively	4.02	80.38	17.59	0.000*	9
11.	Your bank has clear training plan	3.98	79.61	13.68	0.000*	10
	All paragraphs of the field	4.07	81.32	24.85	0.000*	

* The mean is significantly different from 3

Table (5.9) shows the following results:

- The mean of paragraph #1 “There are clear policy that aim at training and staff development at the bank” equals 4.23 (84.62%), Test-value = 17.93 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #7 “Within HR Department your bank has a Specialized section of training” equals 3.94 (78.85%), Test-value = 11.21, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . can be concluded that the respondents agreed to this paragraph.

- The mean of the field “Training and Development” equals 4.07 (81.32%), Test-value = 24.85, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. can be concluded that the respondents agreed to field of “Training and Development ”.

Results in this able reflect respondents, positive, view point on banks performance during the training and development process. As the results show that banks have clear policy to train staff in an attempt to develop their skills.

In addition banks training programs are designed and implemented in an appropriate manner as they are structured based on specific previously settled criteria, need assessment as a pre requisite for training, and the use of modern technology during the training sessions. The researcher believes that, not only, the good financial capacity for banks allows them to perform the former stages to conduct a good training, but banking sector is a high demanding sector the thing that forces banks to conduct training in the most appropriate manner, also.

The former results are logical introduction, for the researches result No.3 as respondents agree that they get the aimed benefits form the training programs attended by them.

The results are consistent with Al Mosaddar (2010) The study concluded that evaluating training reached the level of acceptance still it should be enforced at the "reaction" and "learning" levels and initiated at the levels of "behavior" and "results". And consistent with Abu Selmia (2007) The results show that training is well supported by the top level administration of UNRWA. Also training at UNRWA Field Office is very effective, contributes to maximizing the productivity of

UNRWA, both quality and quantity. However, the results are not consistent with the results of Musa (2007), however targeting the same sector. The variations in the results can be attributed for many reasons as follow:

- Musa (2007) study was conducted 8 years before the current study and remarkable changes took place in BoP since that time according to the researcher's experience.
- The current study included all banks operating in the Gaza study while Musa (2007) included only BoP.
- The current Study included the first three admin levels in each branch, while Musa (2007) included all admin levels in branches and administration.

Employee Career Planning

Table (5.10): Means and Test values for “Employee Career Planning”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Career planning is part of the whale plan of the bank	4.05	80.97	16.83	0.000*	1
2.	Employees have clear knowledge on the career planning process run by your bank	4.02	80.38	14.10	0.000*	2
3.	There is a clear strategy censoring career planning in your bank	4.01	80.19	14.49	0.000*	4
4.	There is a clear job description that identifies clearly duties and responsibilities	3.92	78.46	12.61	0.000*	7
5.	There are clear information on the different admin levels	3.99	79.81	13.58	0.000*	5
6.	There is diversification in duties and responsibilities in your banks	3.93	78.65	14.47	0.000*	6
7.	Training needs assessment and career planning are correlated	4.02	80.38	14.36	0.000*	2
	All paragraphs of the field	3.99	79.83	19.33	0.000*	

* The mean is significantly different from 3

Table (5.10) shows the following results:

- The mean of paragraph #1 “Career planning is part of the whole plan of the bank” equals 4.05 (80.97%), Test-value = 16.83, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #4 “There is a clear job description that identifies clearly duties and responsibilities” equals 3.92 (78.46%), Test-value = 12.61, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to this paragraph.

- The mean of the field “Employee Career Planning” equals 3.99 (79.83%), Test-value = 19.33, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of “Employee Career Planning”

The results show respondents’ agreement on each of the career planning paragraphs. Whereas career planning is highly considered by banks operating in the Gaza strip. Moreover, career planning is included in the overall plan of the bank the thing that reflects the high importance of career planning and employees’ future career plans for banks. This point allows banks to retain staff the thing that contributes in: long term investment in each banks staff, reduce cost of train and recruitment and reduce turnover rate, all of which can be positively reflected in banks’ attempts to reach high levels of quality.

In addition, the results show high engagement of staff in the career plans because respondents agree on being aware about the career planning process in their banks in addition to being career plans part of the training process the thing that reflects their engagement in this process.

The high levels of agreement on career planning paragraphs is because banking sector as service providing sector, where service sectors sustainability improvement and development is mainly based on employees’ and levels of service quality they deliver. The results deducted are consistent with Adwan (2011) The research found out that, the process of job analysis used in the

bank is performed in a good manner. The planning of the workforce for determining the future needs of the workforce is performed in a good manner.

In General for Human Resource Management Practices

Table (5.11): Means and Test values for Human Resource Management Practices

Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)
Human Resource Management Practices	4.02	80.48	25.68	0.000*

*The mean is significantly different from 3

Table (5.11) shows the mean of all paragraphs equals 4.02 (80.48%), Test-value =25.68, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to all paragraphs.

The results indicate that respondents agree with all of paragraphs included in the HRM section, with high percentage. This agreement can be attributed to banks awareness on the importance of the HR in banking sector and their important role in good quality delivery. Moreover, the advantages delivered to banks' staff makes this sector a high demanding sector among job seekers which allow banks wider choices to select staff with high skills, knowledge and potential. Adding to that, the high financial capacity for banks, compering to other sectors, provides needed fund for effective implementation for various HRM practices that can contribute for better quality delivery.

Total Quality Management

Continuous Development

Table (5.12): Means and Test values for “Continuous Development”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Continuously your bank traces updated in the field of service delivery	3.94	78.83	13.70	0.000*	1
2.	The bank usually makes job analysis to identify the needed modifications and development	3.85	76.92	11.55	0.000*	5
3.	Your bank continuously updates staffing criteria based on each position's demands	3.76	75.19	11.23	0.000*	11
4.	Development steps and processors are documented by your banks	3.74	74.81	10.84	0.000*	12
5.	There is a department of research and development in your bank	3.79	75.84	10.77	0.000*	7
6.	Your bank encourages using modern technology to develop performance	3.80	75.96	11.83	0.000*	6
7.	Rules of the Palestinian Monetary Authority promotes and allows continuous improvement	3.77	75.38	11.21	0.000*	9
8.	The Banks you work in reviews work procedures on an regular basis	3.88	77.50	15.23	0.000*	4
9.	The quality vision in the bank you work in is consistent with the bank's goals of improving	3.88	77.69	12.17	0.000*	3

10.	Different administrative levels are involved in structuring and developing programs and strategies of continuous improvement	3.77	75.34	11.07	0.000*	10
11.	Human and financial needs for development are been determined objectively.	3.77	75.49	9.69	0.000*	8
12.	Different administrative levels are involved in assessing the needs of continuous improvement programs	3.66	73.27	7.92	0.000*	13
13.	There are enough financial resources for continuous improvement programs	3.89	77.86	12.48	0.000*	2
	All paragraphs of the field	3.81	76.14	17.22	0.000*	

* The mean is significantly different from 3

Table (5.12) shows the following results:

- The mean of paragraph #1 “Continuously your bank traces updated in the field of service delivery” equals 3.94 (78.83%), Test-value = 13.70, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #12 “Different administrative levels are involved in assessing the needs of continuous improvement programs” equals 3.66 (73.27%), Test-value = 7.92, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 can be concluded that the respondents agreed to this paragraph.

- The mean of the field “Continuous Development” equals 3.81 (76.14%), Test-value = 17.22, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. can be concluded that the respondents agreed to field of “Continuous Development

Initially the results indicate that banking sector practices continuous development as respondents agree on all paragraphs in this section. The results indicate that tracing updated for the aim of development is the most important for banks as they aim at keeping and retaining their customers

in a highly competitive environment. Moreover the researcher believes that the availability of financial resources assisted banks to expand and widen the scope of targeting in their development process as various administrative levels are engaged in the in identifying the needs to run development programs, designing and implementation. Additionally the results indicates that continuous development is being integrated in the various levels of the organization in addition to various processors as respondents agreed on work need and processors are been reviewed for both updating work processors and recruiting criteria.

The findings of this research agree with the findings of Aspara (2011) The authors also find that continuous efforts to develop the CM processes have positive influence on profitable growth – as does sales personnel’s and market-analysis personnel’s participation in the process development. In conditions of high turbulence in the market environment, the continuous development of CM processes becomes even more important still are not consistent with Assaf et. Al. (2013) The results firmly showed the public weakness in all constituents of the continuous development process, and that the effect of the continuous development process on the organizational performance which is represented in five total circles: the organization philosophy, its general system , its administrative processes , its operational processes , and processes organization maintenance itself was more weak , and that even the effect in the whole development process itself was also weak. The variations can attributed to differences in targeted population and environment of application.

Customer Focus

Table (5.13): Means and Test values for “Customer Focus”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The bank you are working in is customer focus oriented in service delivered for customers	3.92	78.29	14.22	0.000*	1
2.	The bank you are working in works continuously on following the changing needs for customers	3.91	78.27	12.18	0.000*	2
3.	The bank you are working in runs survey studies to identify the customers’ needs and trends	3.86	77.12	11.96	0.000*	3
4.	The bank you are working in allows a customer’s complains system	3.68	73.65	9.08	0.000*	8
5.	customer’s complains are followed	3.81	76.15	10.44	0.000*	5
6.	The bank you are working in in committed to quality level demanded by customers	3.84	76.89	12.83	0.000*	4
7.	The bank you are working in supplies clear criteria for the quality of the delivered service to customers	3.72	74.42	10.26	0.000*	7
8.	The bank you are working in is interested in getting customers’ impressions and level of their satisfaction.	3.76	75.19	10.24	0.000*	6
	All paragraphs of the field	3.81	76.24	14.43	0.000*	

* The mean is significantly different from 3

Table (5.13) shows the following results:

- The mean of paragraph #1 “The bank you are working in is customer focus oriented in service delivered for customers ” equals 3.92 (78.29%), Test-value = 14.22, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #4 “The bank you are working in allows a customer’s complains system” equals 3.68 (73.65%), Test-value = 9.08, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . can be concluded that the respondents agreed to this paragraph.

- The mean of the field “Customer Focus” equals 3.81 (76.24%), Test-value = 14.43, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. can be concluded that the respondents agreed to field of “Customer Focus ”.

The results indicate that banking sector are customer focus oriented as paragraph No. 1 mean equals 3.92, the proportional mean is (78.29%), and Test-value = 14.22. this results indicates that banks consider customers as one of the first priorities in an attempt for effective TQM implementation. This point is assured by the following two paragraphs as they indicate, according to the research results, that banks continuously follows the customers changing needs by following effective tools. In addition banking sector shows commitment towards their customers as banks try to meet their customers’ expectation concerning the high levels of delivered quality. On the other hand, paragraph #4 “The bank you are working in allows a customer’s complains system” mean is 3.68 (73.65%), Test-value = 9.08 is the least among all paragraphs in this section that indicates that banks needs to pay additional consideration to the supplied complains system. It can be said that those results are consistent with the results shown by Fink (2014) As a result of simple and multiple regression models the research found out that CF is generally seen as one of the factors that improves the performance of an organization, individual or team. Additionally the result showed that management’s devotion to CF impacts employee attitudes and is seen to contribute to higher customer satisfaction and retention.

Feedback

Table (5.14): Means and Test values for “Feedback”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Employees continuously get feedback on the delivered service quality	3.78	75.58	12.45	0.000*	1
2.	The bank you are working in supplies a good system that allows staff to get information on the customers’ level of satisfaction	3.67	73.10	10.03	0.000*	5
3.	The bank you are working in supplies formal channel for data exchange between different administrative levels	3.68	73.65	9.57	0.000*	2
4.	Customers complains and proposals are usually considered	3.66	73.09	9.08	0.000*	4
5.	The bank you are working in supplies clear criteria about the needed achievement	3.65	73.08	8.23	0.000*	3
	All paragraphs of the field	3.68	73.69	12.71	0.000*	

* The mean is significantly different from 3

Table (5.14) shows the following results:

- The mean of paragraph #1 “Employees continuously get feedback on the delivered service quality” equals 3.78 (75.58%), Test-value = 12.45, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #2 “The bank you are working in supplies a good system that allows staff to get information on the customers’ level of satisfaction” equals 3.67 (73.10%), Test-value = 10.03, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$.

The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . can be concluded that the respondents agreed to this paragraph.

- The mean of the field “Feedback” equals 3.68 (73.69%), Test-value = 12.71, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. can be concluded that the respondents agreed to field of “Feedback ”.

The results show that banks pay good consideration for customers’ feedback. As respondents agree on the all paragraphs of “feedback” with a mean, 3.68. This indicates that banks consider feedback form customers as an important course for retaining customers by supplying the quality level they expect. Moreover the results indicate that banking sector supplies feedback channels and is interested in transforming customers' feedback to staff to guarantee implementation of needed modification. The results are consistent with the results of Abudolan (2012)

In General for Total Quality Management:

Table (5.15): Means and Test values for Total Quality Management

Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)
Total Quality Management	3.79	75.70	16.49	0.000*

*The mean is significantly different from 3

Table (5.15) shows the mean of all paragraphs equals 3.79 (75.70%), Test-value =16.49, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean is significantly greater than the hypothesized value 3. can be concluded that the respondents agreed to all paragraphs.

The results here can be attributed to banks awareness of supplying high levels of quality for customers, in attempt to retain their customers. Additionally, the competition in this sector is high, because customers can shift to other available and easy to access.

Research Hypothesis

Recruiting and Selection, has statistically significant relationship with TQM practices (Continuous Development, Customer focus, and Continuous Feedback) in Banks operating in the Gaza Strip

Table 5.16: Correlation coefficient between Recruiting and Selection and TQM

	Pearson Correlation Coefficient	P-Value (Sig.)
Continuous Development	.385	0.000*
Customer focus	.227	0.010*
Continuous Feedback	.281	0.002*
Total Quality Management	.333	0.000*

* Correlation is statistically significant at 0.05 level

Table (5.16) shows that the correlation coefficient between Recruiting and Selection and TQM equals .333 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. it can be concluded that there is a significant relationship between Recruiting and Selection and TQM in Banks operating in the Gaza Strip .

The correlation coefficient between recruitment and selection and TQM indicates that: The highest relation between recruitment and selection and the three investigated TQM practices is continuous development with 0.385 followed by; continuous feedback with 0.281 then customer focus with 0.227 is the least among them.

The results indicate that recruitment and selection is the second in correlation order with TQM practices. The results are consistent with the results of Abudolah (2012). This leads to conclude that recruiting and selecting the right people with the right qualifications and requisite skills is a prerequisite to facilitate the implementation of TQM which should be seen as a continuous process improvement in services delivered by banks.

Training and Development, has statistically significant relationship with TQM practices (Continuous Development, Customer focus, and Continuous Feedback) in Banks operating in the Gaza Strip.

Table 5.17: Correlation coefficient between Training and Development and TQM

	Pearson Correlation Coefficient	P-Value (Sig.)
Continuous Development	.515	0.000*
Customer focus	.449	0.000*
Continuous Feedback	.462	0.000*
Total Quality Management	.518	0.000*

* Correlation is statistically significant at 0.05 level

Table (5.17) shows that the correlation coefficient between Training and Development and TQM equals .518 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. it can be concluded that there is a significant relationship between Training and Development and TQM in Banks operating in the Gaza Strip.

The correlation coefficient between Training and development and TQM indicates that: The highest relation between Training and development and the three investigated TQM practices is Continuous Development 0.515 followed by Customer focus 0.449 and the least is Continuous Feedback 0.462.

The results indicate that training and development has the greatest correlation with TQM practices. The results are consistent with the results of Abudolah (2012), This leads to conclude that training people to equip them with the needed skills and knowledge can significantly and contribute to the implementation and delivery of TQM

Employee Career Planning, has statistically significant relationship with TQM practices (Continuous Development, Customer focus, and Continuous Feedback) in Banks operating in the Gaza Strip.

Table 5.18: Correlation coefficient between Employee Career Planning and TQM

	Pearson Correlation Coefficient	P-Value (Sig.)
Continuous Development	.439	0.000*
Customer focus	.426	0.000*
Continuous Feedback	.375	0.000*
Total Quality Management	.452	0.000*

* Correlation is statistically significant at 0.05 level

Table (5.18) shows that the correlation coefficient between Employee Career Planning and TQM equals .452 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. it can be concluded that there is a significant relationship between Employee Career Planning and TQM in Banks operating in the Gaza Strip .

The correlation coefficient between employee career planning and TQM indicates that: The highest relation between employee career planning and the three investigated TQM practices Continuous Development, 0.439 followed by Customer focus, 0.429 then Continuous Feedback 0.375. The results indicate that employee career planning has the least correlation with TQM practices. The results are consistent with the results of Abudolah (2012), however the results were not consistent with the results of Yang (2006) for variation in the targeted population and environment. This leads to conclude that employee career planning is highly considered among the investigated banks, the thing the contribute in retaining staff that are spent considerable time operating in the firm, and contribute to compiling skill and knowledge which significantly contribute to the implementation and delivery of TQM

HRM Practices has statistically significant relationship on the implementation of TQM practices in Banks operating in the Gaza Strip.

Table (5.19) Shows the commutative value of each of the researched practices of HRM

No.	Field	%
HRM Practices		
1.	Recruitment and Selection	0.171
2.	Training and Development	0.174
3.	Employee Career Planning	0.171

As far as the effect of each HRM practice on the implementation of TQM is concerned, the above table summarizes the research findings by calculating the weighted value (cumulative value) of each HRM practice and its impact on the implementation of TQM.

The results indicate that the practice of “training and development” have the greatest influence on the implementation of TQM with a degree of impacts by 0.174 follow by recruitment and selection and employee Career Planning with degree of impact by 0.171 for each of them.

The results are consistent with both Yang’s (2006) and Abudolah (2012). The results indicates confirm that training and development in the most important factor that has the greatest impact on TQM. Moreover, any change in training and development, positive or negative, will have the highest remarkable impact on TQM.

There are statistically significant differences in the responses of the HRM practices and TQM practices due to (Gender, Age, Year of Experience, Academic Degree, Bank Classification)

Table (5.20): Analysis of Variance and Independent Samples T-test for Personal Traits

No	Personal Traits	Test Name	Test Value	P-value(Sig.)
1.	Gender	Independent Samples T-test	-1.156	0.250
2.	Age	Independent Samples T-test	-1.020	0.310
3.	Years of Experience	Analysis of Variance	0.175	0.839
4.	Academic Degree	Independent Samples T-test	0.441	0.660
5.	Bank Classification	Independent Samples T-test	-0.833	0.407

Table (5.20) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each Personal Traits, then there is insignificant difference in respondents' answers toward the HRM practices and TQM practices.

It can be concluded that the Personal Traits have no effect on the HRM practices and TQM practices. Based on those results we can conclude that those characteristic are not integrated in attribute for neither HRM nor TQM, however, the researcher believes that years and academic degree must be taken in to consideration.

Chapter Six: Findings & Recommendation

Introduction

This chapter provides a summary of the most important findings of the research, some recommendations in light of these findings and study limitations, with hopes that the research achieved its purpose in investigating the relationship between HRM practices and TQM practices.

Research Findings

Human Resource Management Practices (Training and Development, and Recruiting and Selection)

- HRM Practices has statistically significant relationship with the implementation of TQM practices in Banks operating in the Gaza Strip.
- There are no statistically significant differences in the responses of the HRM practices and TQM practices due to (Gender, Age, Year of Experience, Academic Degree, Bank Classification)

Training and Development and Total Quality Management Practices: (Continuous Development, Customer focus, and Continuous Feedback)

- Training and Development, has statistically significant relationship with TQM practices (Continuous Development, Customer focus, and Continuous Feedback) in Banks operating in the Gaza Strip.
- Training people to equip them with the needed skills and knowledge can significantly contribute to the implementation and delivery of TQM
- Training and development in the most important factor that has the greatest impact on TQM. Moreover, any change in training and development, positive or negative, will have the highest remarkable impact on TQM

Employee Career Planning and Total Quality Management Practices: (Continuous Development, Customer focus, and Continuous Feedback)

- Employee Career Planning, has statistically significant relationship with TQM practices (Continuous Development, Customer focus, and Continuous Feedback) in Banks operating in the Gaza Strip.

- Employee career planning is highly considered among the investigated banks, the thing the contribute in retaining staff that are spent considerable time operating in the firm, and contribute to compiling skill and knowledge which significantly contribute to the implementation and delivery of TQM

Recruiting and Selection and Total Quality Management Practices: (Continuous Development, Customer focus, and Continuous Feedback)

- Recruiting and Selection, has statistically significant relationship with TQM practices (Continuous Development, Customer focus, and Continuous Feedback) in Banks operating in the Gaza Strip
- Recruiting and selecting the right people with the right qualifications and requisite skills is a prerequisite to facilitate the implementation of TQM which should be seen as a continuous process improvement in services delivered by banks

Study Recommendations

1. Banks are supposed to follow scientific and objective recruiting and Selection process for its considerable relationship with TQM
2. Banks are supposed to have the highest considerable effort in improving and keeping up Training and Development programs for T&D had the greatest relationship among HR Practices.
3. Banks are supposed to follow scientific and objective Employee Career Planning process for its considerable relationship with TQM.
4. HRM Practices must be integrated and followed for its considerable efforts in effective implementation
5. Personal characteristics (academic degree and years of experience) must be considered to contribute to better implementation and utilization of TQM
6. The recruitment and selection process must be considered as a continuous process of development and acquiring new knowledge for the organization.
7. Keep Training staff to equip them with the needed skills and knowledge can significantly contribute to the implementation and delivery of TQM
8. Employee career planning must be considered for its role in retaining staff that are spent considerable time operating in the firm, and contribute to compiling skill and knowledge which significantly contribute to the implementation and delivery of TQM

Recommendations for Future Researches

1. Role of Human Resource Practices on TQM Practices in banking banks operating in the Gaza Strip.
2. Role of Human Resource Practices on TQM Practices in banking banks operating in the Gaza Strip a comparative study among foregone and national banks.
3. Role of financial performance in Human Resource Practices in banks operating in the Gaza Strip.
4. Role of Human Resource Practices on organizational performance in banks operating in the Gaza Strip

References

Abd Almahud, N 2004, *The Relationship Between Total Quality Management and Human Resource Management and its impact on Performance* , Al Yarmuk University, Al Yarmuk.

Abu Selmia, Basima 2007 *Effectiveness of Training in Developing Human Resources in UNRWA Gaza Field Office*, Islamic University Gaza.

Abu-Doleh, JD 2012, 'Human Resource Management and Total Quality Management Linkage Rhetoric and Reality Evidence From an Empirical Study', *International Journal of Commerce and Management*, pp. 219-234.

Abushekha, N. 2010, *Human resource managemet: a theoritical frame and practical cases*, Dar Alsafa , Amman.

Adwan, Moneer 2011, *Recruitment and Selection process and its impact on Career path in Banks' staff operating in the Gaza Strip*. Islamic University Gaza.

Ahmad S, & Schroeder, R 2003, *The impact of human resource management practices on operational performance: recognizing country and industry differences*, vol 21, no. Elsevier, pp. 19–43.

Ahmed, I 2012, *'Significance and Impact of Training through Six Sigma in Hotels*, international Journal of Business and Management Research, July 2012, pp. 374-386.

Al Darakah, M & Sheble, T 2001, *Quality in Modern Organizations*, 1st edn, Al Safaa for Publishing and Distribution , Amman.

Al Haddad, A 1999, *Marketing Banking Services* , 1st edn, Dar Albayan , Cairo.

Al Harer, M 2011, *Huaman Resource Management* , Al Hamed for Publishing and Distribution , Amman.

Al Mosaddar, A 2010, *The Process of Evaluating Training Programs in The Local Authorities in The Southern governorates* Islamil University Gaza.

Alharere, M 2011, *Human Resource Managemet*, Alhamed for Publishing and Distribution, Amman.

Alipour, M, Salehi, M & Shahnava, A 2009, 'A Study of on the Job Training Effectiveness: Empirical Evidence of Iran' International Journal of Business and Management , November 2009, pp. 63-68.

Anvari, A, Ismail, Y & Hojjati, S 2011, 'A Study on Total Quality Management and Lean Manufacturing: Through Lean Thinking Approach', World Applied Sciences Journal, September 2011, pp. 1585-1596.

Armstrong, M 2006, *Strategic Human Resource Management A Guide to Action* , KOGAN PAGE, London.

Ali, M. 2013 *The Principles of Total Quality Management System in World Islamic Call Society* Procedia - Social and Behavioral Sciences Vol 102 pp325 -334

Aspara, Jaakko 2011 "Documentation and continuous development of processes for customer management: implications for profitable growth" Australasian Marketing Journal, Vol, 19, pp. 267-280.

Aswathappa, K 2008, *Human Resource Management: Text and Cases*, McGraw-Hill publishing Company Limited, Delhi.

Banking system in Palestine (2008), Palestine investment conference, Bethlehem, Palestine

Boaden, R 1997, 'What is Total Quality Management. and does it matter?', *Total Quality Management and Business Excellence*, August 1997, pp. 153-171.

Boon, O, Arumugam, V, Safa, M & Abu Baker, N 2007, 'HRM and TQM: association', *Personnel Review*, June 2007, pp. 939-962.

Carlos A. Benavides-Velasco, Cristina Quintana-García, Macarena Marchante-Lara 2014 "Total quality management, corporate social responsibility and performance in the hotel industry" International Journal of Hospitality Management, Vol 41, pp 77-87

Brindusoiu, Catalina 2013, *Recruitment and Selection in Services Organizations in Romania* Procedia Social and Behavioral Sciences, Vol, 92, pp. 112-116

Budhathoki, DK 2004, '*Human Resource Management: Career Development*', The Journal of Nepalese Business Studies, December 2004, pp. 99-100.

Chan, SCH & Mak, W-M 2012, '*High performance human resource practices and organizational performance The mediating role of occupational safety and health*', Journal of Chinese Human Resource Management, vol 3, pp. 136-150.

Chen, C-J & Huang, J-W 2009, '*Strategic human resource practices and innovation performance—The mediating role of knowledge management capacity*', Journal of Business Research, vol 62, no. Elsevier Inc, pp. 104-114.

Ching-Chow , Y & Chung-Li, T 2006, '*The impact of human resource management practices on the implementation of total quality management An empirical study on high-tech firms*', The TQM Magazine, pp. 162-173.

Costa, MM & Jime´nez, DJ 2009, '*The performance effect of HRM and TQM: a study in Spanish organizations*', International Journal of Operations & Production Management, pp. 1266-1289.

DeCenzo, DA, Robbins, SP & Verhust, SL 2010, *fundamentals of Human Resource Management*, John Wiley & Sons.

Dessler, G 2008, *Human Resource Management*, Ninth edn, Prentice Hall, New Jersey.

DeVaro, J 2008, '*Internal Promotion and External Recruitment: A Theoretical and Empirical Analysis*', College of Business and Economics , California State University, East Bay, California.

Diane, K-R & Andrew , A 2010, '*Total quality management meets human resource management Perceptions of the shift towards high performance working*', The TQM Journal, vol 22, no. Emerald Group Publishing Limited, pp. 2-25.

Dorrah, AA & Al Sabagh, Z 2008, *Human Resource Manage in the Twenty first* , 1st edn, Wael Publishing and Distribution, Amman.

Durrah, AA & Alsabagh, Z 2008, *Human Resource Management*, Al Wael for Publishing, Amman.

Eleyan Ashraf A. (2010): *The Strategic Impact of Human Resource Management Practices on Business Performance of Manufacturing Firms in Gaza Strip*, Islamic University, Gaza

Fink, Laura 2014, The effect of customer focus competence on construction project Performance, *Procedia - Social and Behavioral Sciences*, Vol, 19, pp 427-436

French, R & Rumbles, S 2011, *Leading, Managing and Developing People*, 3rd edn, Chartered Institute of Personnel and Development, London.

Gilley, A, Gilley, JW, Quatro, SA & Dixon, 2006, *Handbook of Human Resource Management Practice*, Kogan Page Limited publishes, London.

Gomez-Mehia, L, Blakin, D & Cardy, R 2008, *Management: People, Performance, Change*, 3rd edn, McGraw-Hill, New York.

GRĂDINAR, A & TRIPIĆ, M 2010, 'Career Planning Process and Its Role in Human Resource Development', *Annals of the University of Petroșani, Economics*, vol 10, pp. 13-22.

Gunasekaran, A 1999, 'Enablers of total quality management implementation in manufacturing: a case study', *Total Quality Management*, 1999, pp. 987-996.

Hale, K 2003, 'The relationship between total quality management practices and their effects on firm performance', *Journal of Operations Management*, vol 21, no. Elsevier Science, pp. 405-435.

Hansson, F & Klefsjo, B 2003, 'A core value model for implementing total quality management in small organisations', *The TQM Magazine*, 2003, pp. 71-81.

Hashem, Z (199-?), *Human Resource Management*, That Al-Salasel, Kuwait.

Hsun Chuang, C, Jer Chen, S & Wen Chuang, C 2013, 'Human resource management practices and organizational social capital: The role of industrial characteristics', *Journal of Business Research*, vol 66, no. Elsevier Inc, pp. 678-687.

Hsu-Shih, Liang, Chih, Huang & Huan-Jyh Shyur 2005 “Recruitment and Selection Processes Through an Effective Group Decision Support System” *Computers and Mathematics with Applications*, Vol, 50, pp. 1534-1558.

Hubiak, W & O’Donnell, S 1996, 'Do Americans have their minds set against TQM?', *Productivity Review*, 1996, pp. 16-20.

Ivancevich , JM 2007, *Human Resource Management*, McGraw-Hil, New York.

Jime’nez, D & Marti’nez-Costa, M 2009, 'The performance effect of HRM and TQM: a study in Spanish organizations', *International Journal of Operations &*, December 2009, pp. 1266-1289.

Jime’nez-Jime’nez, D & Marti’nez-Costa, M 2009, 'The performance effect of HRM and TQM: a study in Spanish organizations', *International Journal of Operations & Production Management*, vol 29, no. Emerald Group Publishing Limited, pp. 1266-1289.

Jime’nez-Jime’nez, D & Marti’nez-Costa, M 2009, 'The performance effect of HRM and TQM: a study in Spanish organizations', *International Journal of Operations & Production Management*, vol 29, no. Emerald Group Publishing Limited, pp. 1266-1289.

Jimenez-Jimenez, D & Martinez-Costa, M 2009, 'The performance effect of HRM', *International Journal of Operations & Production Management*, pp. 1266-1289.

Karahan, & Mete, 2014, 'Examination of total quality management practices in higher education in the context of quality sufficiency', *Procedia - Social and Behavioral Sciences*, vol 109, no. Elsevier Ltd, pp. 1292 – 1297.

Kumar, R 2012, 'Human Resource Management and Total Quality Management – An Important Aspect in the Bank.', *Global Journal of Interdisciplinary Scocial Science* , January 2012, pp. 14-20.

Lim, LJW & Ling, FYY 2012, 'Human resource practices of contractors that lead to job satisfaction of professional staff', *Engineering, Construction and Architectural Management*, vol 19, pp. 101-118.

Manolescu, A 2003, *Human Resource Management*, 4th edn, Economic Publishing House, Bucarest.

MATHIS, RL & JACKSON, JH 2010, *Human Resource Management*, THIRTEENTH edn, Cengage Learning, ?

McNamara, C 2008, *Employee Training and Development: Reasons and* , Authenticity Consulting, LLC, New York.

Mir, M & Absar, N 2012, 'Recruitment & Selection Practices in Manufacturing Firms in Bangladesh', *The Indian Journal of Industrial Relations*, January 2012, pp. 436-449.

Musa, Osama 2007 "Trainees Perspective of the Training process: a Case Study on Bank of Palestine BoP in the Gaza Strip" Islamic University Gaza.

Naidu, N, Babu, K & Rajender, G 2006, *Total Quality Managemet*, New Age International , New Delhi.

Noure, M & Cortel, F 2011, *Huamn Resource Management* , Arab Society Library for Publishing ans Distribution , Amman.

Noure, M & Cortel, F 2011, *Human Resource Management* , Arab Sociert for Publishing and Distribution , Amman.

Ooi, K-B, Teh, P-L & Yee-Loong Chong, 2009, 'Developing an integrated model of TQM and HRM on KM activities', *Management Research News*, vol 32, no. Emerald Group Publishing Limited, pp. 477-490.

Palestinian Monetary Authority (PMA). WWW.PMA.PS

Palo, S & Padhi, N 2005, 'How HR professionals drive TQM: a case study in an Indian organisation ', *The TQM Magazine*, May 2005, pp. 467-485.

Perdomo-Ortiz, J´, Gonza´lez-Benito, & Galende, J´ 2009, 'An analysis of the relationship between total quality management based human resource management practices and innovation', *The International Journal of Human Resource Management*, vol 20, no. Taylor & Franci, pp. 1191–1218.

Popescu Neveanu, A 2003, 'Planning and career management in organizations', *Journal Organizational Psychology*, vol 1, pp. 3-4.

Ramsay, DK & Armitage, A 2010, 'Total Quality Management Meets Human Resource Management Perceptions of the Shift Towards High Performance Working', *The TQM Journal*, pp. 5-25.

Raymon, S 2005, *Human Resource Management*, 5th edn, Wiley, Milton.

Rees, G & french, R 2010, *Leading, Managing and Developing People*, 3rd edn, CIPD, London.

Rowley, C & Jackson, K 2011, *Human Resource Management Key Concepts*, Routledge, Oxon.

Saleh Hanadi R 2012, *The Role of HRM Practices in Improving Career Development Opportunities of the NGO Staff in Gaza Strip*, Islaminc University, Gaza

Secord, 2009, *Implementing Best Practices in Human Resources Management*, CCH Canadian Limited, Toronto Ontario.

Silva, SD 1997, 'DEVELOPING THE TRAINING ROLE OF AN EMPLOYERS' ORGANIZATION', *Advanced Concepts Team*, January 1997, pp. 1-9.

Thite, & Kavanagh, MJ 2009, *Evolution of human resource management & human resource information systems: The role of information technology*, Thousand Oaks, California.

Trappey, C 1995, 'TQM: where is it today and where will it be tomorrow?', *Mobius*, February 1995, pp. 4-8.

Vemić, J 2007, 'Employee Training and Development and The Learning Organization ', *Scientific Journal Facta Universitatis*, 22 September 2007, pp. 209-216.

Wickramasinghe, 2012, 'Influence of total quality management on human resource management practices An exploratory study', *International Journal of Quality &*, vol 29, no. Emerald Group Publishing Limited, pp. 836-850.

Wilkinson, A 1992, 'The other side of quality: 'soft' issues and the human resource dimension', *Total Quality Management*, 1992, pp. 323-329.

Wilkinson, A 2008, 'The other side of quality: 'soft' issues and the human resource dimension', *Total Quality Management*, 2008, pp. 9-323.

Wilkinson, A, Bacon, N, Redman, T, & Snell, S 2013, *Human Resource Management*, SAGE Publications Ltd, London.

Yang, C-C & Taiwan, C-L 2006, 'The impact of human resource management practices on the implementation of total quality management An empirical study on high-tech firms', *The TQM Magazine*, vol 18, no. Emerald Group Publishing Limited, pp. 162-173.

Yang, CC 2005, 'An integrated model of TQM and GE-Six Sigma', *International Journal of Six Sigma and Competitive Advantage*, 2005, pp. 97-105.

M. R. Ostrega, "Return on Investment through Cost of Quality," *Journal of Cost Management* 2008 pp. 37-77;

R. K. Youde, "Cost of Quality Reporting," *Management Accounting* 2000, pp. 33-38.

Evans, J. R., & Lindsay, W. M. (2002). *The management and control of quality* (5th ed.). Cincinnati, OH: South-Western.

Abd Allateef, A. (2002) *Evaluation of the application of total quality management in service-non-governmental institutions in the West Bank, Master Thesis*. Al Quds University.

Zain AlDeen F. (1996) *Total Quality Management in the Arab institutions*, Cairo, Dar AL Ketab

Yang, C-C 2006, 'The impact of human resource management practices on the implementation of total quality management An empirical study on high-tech firms', *Emerald Group Publishing Limited*, February 2006, pp. 162-173.

Yawson, F 2009, *Trainging and Development of Human Resource in Customs Excise and Preventive Service (CEPS) in Ghana*.

Youssef, M, Boyd, J & Williams, J 1996, 'The impact of total quality management on firms' responsiveness: an empirical analysis', *Total Quality Management*, 1996, pp. 127-144.

Zeus, P & Skiffington, S 2008, *Coaching in organizations - A complete Guide*, , Codecs Publishing House, Bucurest.

Zlate, M 2004, *A dissertation regarding the managerial and organizational psychology*, Polirom Publishing House, Iasi.

Al Qaruti, M. (2010) *A Brief in Human Resource management*, Dar AL Wa'al for Publishing.

Sakarnah, B. (2009) *Managerial Training*, Dar AL Wa'al for Publishing.

Appendices

Appendices 1

English Questionnaire

Islamic University- Gaza
Dean of Higher Education and Scientific Research
Faculty of Commerce
Department of Business Administration

Role of Human Resource Management in Total Quality Management in Banks Operating in the Gaza Strip

Dear Sir/ Madam

Please, review the following questionnaire and state your view point by putting (√) or (χ) next to each point. Kindly, answer the whole statements of the questionnaire and assure accuracy, for accuracy in your responses will differently reflect accurate results.

Additionally all asserted data will be held secret and will not be used but for scientific research.

The questionnaire is designed to answered by the three first managerial levels at the branch.

Researcher

Mohammed S. Shamallakk

Questionnaire

Please put (√) or (x)

- 1 **Gender** Male Female
- 2 **Age (years)** 20-Less than 30 30- Less than 40 40- Less than 50 More than 50
- 3 **Job Title**
- Years of**
- 4 **Experience** Less than 5 5- less than 10 10- less than 11 11- less than 15
 More than 15
- Academic**
- 5 **Degree** High School Diploma Bachelor Master
 Philosophy of Doctorate
- Bank**
- 6 **Classification** National Bank Foreign Bank
- 7 **Bank Name**

Questionnaire Paragraphs

First: Human Resource Management Practices

#	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Recruitment and Selection					
1.1.	Recruitment and selection is based on needs assessment					
1.2.	Academic degree has a priority in recruitment and selection					
1.3.	Interview and personal qualities have priority in the selection process					
1.4.	Educational institutions is importance in the recruitment and selection process					
1.5.	recruitment and selection process is initiated by an advertisement					
1.6.	All interviewees has a chance to find the recruitment and selection process results					
1.7.	Modern Technology is used during the recruitment and selection process					
1.8.	Leaders for administrative positions are chosen based on seniority and Eligibility					
1.9.	Recruitment and selection process is characterized by Justice					
1.10.	Applicants have equal chances through unifying tests and interviews					

2. Training and Development						
2.1.	There are clear policy that aim at training and staff development at the your bank					
2.2.	Your bank runs training needs assessment before implementing training courses					
2.3.	Trainees get the aimed benefit from the implemented training courses					
2.4.	Training process is continuously evaluated objectively					
2.5.	Training reaches all administrative levels in your bank					
2.6.	Training courses are designed based on the clear criteria that aims at staff development					
2.7.	Within HR Department your bank has a Specialized section of training					
2.8.	Nomination for training courses is based on clear objective criteria					
2.9.	Modern technology tools are used during the training					
2.1	Training is evaluated objectively					
0.						
2.1	Your bank has clear training plan					
1.						
3. Employee Career Planning						
3.1	Career planning is part of the whale plan of the bank					
3.2.	Employees have clear knowledge on the career planning process run by your bank					

3.3.	There is a clear strategy censoring career planning in your bank					
#	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
3.4.	There is a clear job description that identifies clearly duties and responsibilities					
3.5.	There are clear information on the different admin levels					
3.6.	There is diversification in duties and responsibilities in your banks					
3.7.	Training needs assessment and career planning are correlated					
Total Quality Management						
1	Continuous Development					
1.1	Continuously your bank traces updated in the field of service delivery					
1.2.	The bank usually makes job analysis to identify the needed modifications and development					
1.3.	Your bank continuously updates staffing criteria based on each position's demands					
1.4.	Development steps and processors are documented by your banks					
1.5.	There is a department of research and development in your bank					
1.6.	Your bank encourages using modern technology to develop performance					
1.7.	Rules of the Palestinian Monetary Authority promotes and allows continuous improvement					

1.8.	The Banks you work in reviews work procedures on an regular basis					
#	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.10	Different administrative levels are involved in structuring and developing programs and strategies of continuous improvement					
1.12.	Different administrative levels are involved in assessing the needs of continuous improvement programs					
1.13.	There are enough financial resources for continuous improvement programs					
2	Customer Focus					
2.1	The bank you are working in is customer focus oriented in service delivered for customers					
2.2.	The bank you are working in works continuously on following the changing needs for customers					
2.3.	The bank you are working in runs survey studies to identify the customers' needs and trends					
2.4.	The bank you are working in allows a customer's complains system					
2.5.	customer's complains are followed					
2.6.	The bank you are working in in committed to quality level demanded by customers					
2.7.	The bank you are working in supplies clear criteria for the quality of the delivered service to					

	customers					
2.8.	The bank you are working in is interested in getting customers' impressions and level of their satisfaction.					
3	Feedback					
3.1	Employees continuously get feedback on the delivered service quality					
3.2	The bank you are working in supplies a good system that allows staff to get information on the customers' level of satisfaction					
3.3	The bank you are working in supplies formal channel for data exchange between different administrative levels					
3.4	Customers complains and proposals are usually considered					
3.5	The bank you are working in supplies clear criteria about the needed achievement					

Appendices 2

جامعة الإسلامية - غزة
عمادة الدراسات العليا والبحث العلمي
كلية التجارة
قسم إدارة الأعمال

" دور ممارسات إدارة الموارد البشرية في ممارسات إدارة الجودة الشاملة في البنوك العاملة في قطاع غزة "

أرجو من الأخوة/الأخوات الموظفين/ات التفضل بالإطلاع وبيان الرأي بتأشير الإجابة المناسبة من وجهة نظرکم، إذ أن استكمال الإجابة عن كافة عبارات الإستبانة و الدقة في الإجابة ستعکس بالتأکید على دقة النتائج التي سيتم التوصل إليها، علماً" بأن كافة المعلومات الواردة في الإستبانة لن تستخدم إلا لأغراض البحث العلمي.

شاکراً لكم حسن تعاونکم معي و جزاکم الله كل خير

وتفضلوا بقبول فائق الاحترام والتقدير

الباحث

محمد لامع/ سعدي شملخ

الاستبانة

الرجاء وضع أشار () في المربع الذي ينطبق عليك:

- 1 الجنس: ذكر انثى
- 2 العمر 30-20 40-31 50-41 اكثر من 50
- 3 المسمى الوظيفي:
- 4 الخبرة العملية اقل من 5 سنوات 5 سنوات – 10 11 سنة – 15 أكثر
سنوات سنه من 15سنه
- 5 المؤهل العلمي: ثانويه عامة دبلوم بكالوريوس ماجستير
 دكتوراه
- 6 تصنيف البنك: بنك و طني بنك وافد
- 7 اسم البنك:

فقرات الاستبانة:

أولاً: ممارسات ادارة الموارد البشرية

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1. الاختيار والتعيين:						
1	يتم اختيار العاملين بناء على تحديد الاحتياجات مسبقا					
2	تعطى اولويه للمؤهل العلمي في عملية الاختيار					
3	تعطى المقابلة و الصفات الشخصية أولوية في عملية الاختيار					
4	تعطى أهمية للمؤسسات التعليمية التي تخرج منها المتقدم للوظيفة					
5	يتم اختيار و تعيين العاملين عن طريق الإعلان					
6	تعطي لكل المتقابلين فرصة الاطلاع على نتائج عملية الاختيار و التعيين					
7	يتم تبني وسائل التكنولوجيا الحديثة في عملية الاختيار و التعيين					
8	يتم اختيار القيادات للمناصب الإدارية على أساس الاقدمية و الاهلية للمنصب					
9	هناك عدالة في الاختيار عند شغل الوظيفة المعلن عنها					
10	هناك فرص متساوية للمتنافسين من خلال توحيد الامتحانات و المقابلات الشخصية عند الاختيار و النعيين					
2. التدريب و التطوير						
1	توجد لدى المنظمة التي تعمل بها سياسة واضحة تهدف الي تدريب و تطوير العاملين					
2	تقوم المنظمة التي تعمل بها بتحديد الاحتياجات التدريبية قبل تنفيذ					

الدورات التدريبية					
				3	تعود الدورات التدريبية التي بالفائدة و النفع علي المتدربين
				4	تخضع عملية التدريب للتقييم المستمر و الموضوعي
				5	تطال برامج التدريب و التطوير كافة المستويات الإدارية في المنظمة التي اعمل بها
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الرقم
					الفقرة
				6	يتم تنفيذ البرامج التدريبية بناء علي أساس و معايير واضحة هدفها الأساسي تنمية العاملين
				7	يوجد قسم خاص للتدريب ضمن مجال اداره الموارد البشرية في المنظمة التي تعمل بها
				8	يتم الترشيح للدورات التدريبية علي أساس موضوعي و بعيد عن العلاقات الشخصية
				9	يتم استخدام الوسائل التكنولوجية الحديثة في التدريب
				10	يتم تقييم التدريب على أساس موضوعي
				11	يوجد داخل المنظمة خطة تدريب واضحة
3. تخطيط المسار الوظيفي					
				1	يمثل تخطيط المسار الوظيفي جزء من خطط البنك
				2	يتمتع العاملون بدرجة كافية حول تخطيط المسار الوظيفي الذي تقوم به المنظمة
				3	توجد استراتيجية واضحة لتخطيط المسار الوظيفي في المنظمة التي تعمل بها

					يوجد توصيف للوظائف يوفر تحديدا واضحا لواجبات و مسؤوليات كل موظف	4
					توفر المنظمة التي تعمل بها معلومات كافية حول المناصب الإدارية	5
					تهتم المنظمة التي تعمل بها بتنوع المهام و الواجبات التي يقوم بها العاملون	6
					يوجد ارتباط بين تخطيط المسار الوظيفي و تحديد الاحتياجات التدريبية	7

ثانيا: ممارسات الجودة الشاملة:

رقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
التطوير و التحسين						
1	تعمل المنظمة علي مواكبه ما هو حديث في مجال الخدمات المقدمة					
2	تعمل المنظمة علي تحليل الوظائف دوريا بهدف التعرف علي ضرورات التحسين و التطوير اللازمة					
3	تعمل المنظمة باستمرار علي تحديث معايير التوظيف لديها بما ينسجم مع متطلبات اعمالها					
4	تعمل المنظمة علي توثيق إجراءات التحسين المعتمدة لديها					
5	يتوفر في المنظمة قسم بحث و تطوير					
6	تشجع المنظمة العاملين علي استخدام وسائل العمل الالكتروني لتحسين الأداء في العمل					
7	تتيح قوانين سلطه النقد فرص التحسين المستمر					
8	تقوم المنظمة بمراجعته إجراءات العمل بشكل مستمر					

التغذية الراجعة						
					22	تتوفر بشكل مستمر لدى العاملين معلومات حول جودة الخدمة المقدمة
					23	يوجد لدى المنظمة نظام معتمد يمكن العاملين عب الحصول علي معلومات تتعلق برضا الزبائن عن الخدمة
					24	يتوجد قنوات رسمية تسمح بتبادل المعلومات بين الرؤساء و العاملين
					25	يتم دوما اخذ شكاوي و مقترحات الزبائن بعين الاعتبار
					26	توجد معايير واضحة حول مدى الانجاز الذي تم تحقيقه

Appendices 3

Referees

#	Name	Sector
1	Dr. Sami Abu AL Rroos	Islamic University
2	Dr. Waseem Al Habeel	Islamic University
3	Dr. Wael Al Daya	Islamic University
4	Dr. Yosef Ashoor	Islamic University
5	Dr.Samr Safi	Islamic University
6	Dr. Yosef Bahar	Islamic University
7	Dr. Ramez Bder	Al Azhar University
8	Dr. Nehaya Altelbani	Al Azhar University
9	Dr. Wael Thabet	Al Azhar University