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Master of Business Administration

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Evaluating the Employee Value Proposition in Academic Institutions in Gaza Strip

تقييم القيمة المفترضة للموظف

في المؤسسات الأكاديمية بقطاع غزة

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إقـــــرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

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Evaluating the Employee Value Proposition

in Academic Institutions in Gaza Strip

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I

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة عمادة البحث العلمي والدراسـات العليـا بالجامعـة الإسلامية بغـزة علـى تشـكيل لجنة الحكم على أطروحة الباحث/ **حافظ عدنان علي علوش** لنيـل درجـة الماجسـتير فـي كليـة **التجارة/ قسم إدارة الأعمال** وموضوعها:

تقييم القيمة المفترضة للموظف في المؤسسات الأكاديمية بقطاع غزة

Evaluating the Employee Value Proposition in Academic Institutions in Gaza Strip

وبعد المناقشة التي تمت اليوم الثلاثـاء 17 ربيـع الأول 1439 هــ، المـوافـق 2017/12/05م الساعة الثانية عشر ظهراً في قاعة مبنى القدس، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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د. وفيــق حلمــي الأغــا	مناقشاً خارجياً	....

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

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

والله ولي التوفيق،،،

عميد البحث العلمي والدراسات العليا

أ.د. مَازن اسماعيل هنية

Abstract

This research aims to identify the employee value proposition (EVP) attributes that the administrative and academic administrative staff in Gaza academic institutions would perceive as the value they gain through employment. It also determine the different importance levels of EVP attributes and Evaluating the degree of availability of these attributes to measure the gap between perceived and existing values according to employees' perspective. Finally it suggest the key factors that could improve the EVP efficiency for the administrative and academic Administrative staff in Gaza academic institutions. The researcher used descriptive analytical and surveyed a random sample of (270) out of (944) employees who are all administrative and academic administrative staff of Islamic University (IUG), Al-Aqsa University and University College of Applied Sciences (UCAS). A total of (300) copies of the questionnaire were distributed and (288) copies were received. The data was analyzed to reach the following main findings:

1. There is a gap in all the questionnaire items, the level of all fields' availability is lower than its importance according to respondents' estimation in Palestinian academic institutions in Gaza strip.

2. Top five items with the greatest gap were in the following order (meritocracy, growth rate, recognition, compensation, and organizational stability)

3. The core seven EVP attributes that are essential for all employees include the most items in term of importance from employees' point of view, these seven include: (ethics, respect, formal/informal work environment, coworker quality, senior leadership reputation, people management, collegial work environment)

4. Items that can be considered as strengths in terms of availability in the institutions under study are in the following order ("great employer" recognition, ethics, organization size, vacation, and market position).

The main recommendations of the research were:

1. To enhance the rewards system adding some new policies to improve employees' compensation. In addition, to enhance Healthcare benefits through the development of Effective OSH procedures and policies.

2. To improve the career opportunity by implementing a fair promotion system and linking career path with training path.

3. To Develop universities' characteristics by increasing employees' participation in decision-making process and increase the degree of respect shown to employees.

4. To improve the nature of work in universities by reinforcing the recognition provided to employees and encouraging work-life balance in the office.

5. To enhance the universities' people by Improving supervision styles and Strengthen leadership and support to the perceived needs of workers.

Abstract in Arabic Language

ملخص الدراسة

هدفت الدراسة إلى التعرف على سمات القيمة المفترضة للموظف التي يعتبرها الموظفون الإداريون والأكاديميون الإداريون في المؤسسات الأكاديمية بقطاع غزة على أنها القيمة التي يحصلون عليها من خلال التوظيف. كما أنها تحدد مستويات الأهمية لسمات القيمة المفترضة للموظف، وتقيم درجة توفر هذه السمات، وذلك لقياس الفجوة بين القيم المتصورة والقيم الموجودة وفقا لمنظور الموظف. وأخيراً تقترح السمات الرئيسية التي يمكن أن تحسن كفاءة القيمة المفترضة للموظفين الإداريين والأكاديميين الإداريين في المؤسسات الأكاديمية بغزة. وقد استخدم الباحث المنهج الوصفي التحليلي، واستطلاع عينة عشوائية من (270) من أصل (944) موظفاً جميعهم من الموظفين الإداريين والأكاديميين الإداريين في الجامعة الإسلامية، وجامعة الأقصى، والكلية الجامعية للعلوم التطبيقية. تم توزيع (300) استبانة واستردت منهم (288) نسخة. تم تحليل البيانات والوصول إلى النتائج التالية:

1. هناك فجوة في جميع بنود الاستبيان، حيث أن مستوى التوفر أقل من مستوى الأهمية في جميع المجالات، حسب تقدير المبحوثين في المؤسسات التعليمية الفلسطينية بقطاع غزة.

2. أعلى خمسة بنود من حيث الفجوة كانت على الترتيب التالي: (الجدارة – معدل النمو – الاعتراف بالموظف – التعويضات – الاستقرار الوظيفي).

3. السمات الأساسية السبع التي تعتبر أساسية لجميع الموظفين تشمل البنود الأكثر أهمية من وجهة نظر العاملين وهي (الأخلاقيات – الاحترام – بيئة العمل/ الرسمية وغير الرسمية – جودة زملاء العمل – سمعة القيادة العليا – إدارة الأفراد – بيئة العمل الجماعي).

4. البنود التي يمكن اعتبارها نقاط قوة من حيث درجة توافرها في المؤسسات قيد الدراسة هي على الترتيب (الاعتراف برب العمل – الأخلاقيات – حجم المنظمة – الإجازات – الحصة السوقية)

وكانت التوصيات الرئيسية للدراسة كالتالي:

1. تعزيز نظام المكافآت بإضافة بعض السياسات الجديدة لتحسين تعويضات الموظفين، بالإضافة إلى تعزيز منافع الرعاية الصحية من خلال وضع إجراءات وسياسيات فعالة للصحة والسلامة المهنية.

2. تحسين فرص العمل من خلال تطبيق نظام ترقية عادل، وربط المسار الوظيفي مع المسار التدريبي.

3. تطوير خصائص الجامعات من خلال زيادة مشاركة الموظفين في عملية صنع القرار وزيادة درجة الاحترام التي تظهرها الجامعات للموظفين.

4. تحسين طبيعة العمل في الجامعات من خلال تعزيز الاعتراف المقدم للموظفين وتشجيع التوازن بين العمل وحياة الموظف في المكاتب.

5. تعزيز الأفراد في الجامعات من خلال تحسين أنماط الإشراف وتعزيز القيادة والدعم حسب تصورات العاملين.

Dedication

I dedicate this study to…

..The soul of My Father.

..My Mother, for her unlimited encouragement.

..My lovely Wife for her help and support.

..My sisters and my brothers.

..My Friends, who made my life a wonderful experience, I cannot list all the names here, but you are always on my mind.

Hoping I have made all of them proud of me

Hafez A. Alloush

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First and foremost, I am thankful to Allah for granting me the strength, perseverance and steadfastness to carry on and to accomplish this work.

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I would like to extend my thanks and appreciation to the distinguished members of the discussion committee for their acceptance of participating the discussion, and I hope that their comments will contribute to enriching my work.

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Once again, I would like to thank all who helped and supported me through this study.

Finally, I am proud to be one of the Islamic University students.

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List of Abbreviations

EVP	Employee Value Proposition
IUG	Islamic University of Gaza
CLC	Corporate Leadership Council
EB	Employment Brand
UCAS	University College of Applied Sciences
HRM	Human Resource Management
ERM	Employee Relationship Management

Chapter 1

The Research General Framework

Chapter 1: The Research General Framework

1.1 Introduction

The universities' success is largely based on the professional staff, no one can deny that human resources are the primary resources in any organization, whether productive or service organization such as universities. The importance of human resources in universities is derived from the fact that the employees are the source of competitive advantage for these institutions compared to other sources; it is solely responsible for ensuring the transformation of other sources and use them to be useful and productive. Therefore, universities are struggling in an ongoing war to acquire this resource.

However, getting these skilled human resources can best be achieved via polarization ,which means attracting human resources and encourage them to work for the university. However, polarization alone is not enough, since there is no benefit from attracting new talented human resources if the university cannot succeed in maintaining the existing resources of qualified personnel or the expected employees who will be polarized later. This should lead administration departments in universities to question about the reasons why the best talented employees search for jobs within our university. Moreover, what drives the current staff to stay in the work, the reasons go beyond the material privileges and benefits, and it is true that the financial incentives may attract some workers, but the physical factors in itself will not be the main reason for joining competent staff to the university.

While in the past few years most employees have been happy just to have a job, and accommodating of both low pay rises and increased demands placed on them by employers, a more vibrant jobs market means the pressure is again on employers to demonstrate just why individuals should want to work for them (Jordan, Hathaway, Veal, Walker, & Young, 2014).

Most business leaders believe the answer to these questions is increased compensation. However, the best organizations manage the non-compensation components of their employment value proposition (EVP) to solve these challenges (Corporate LeaderShip Council, 2015).

Employee value proposition "EVP" enables the organization to Attract, Engage and Retain employees, Corporate Leadership Council defines EVP as the set of attributes that the labor market and employees perceive as the value they gain through employment in a role. (Corporate LeaderShip Council, 2015)

Since the Palestinian universities are one of the most important operating institutions of higher education in the Palestinian labor market, the management in these universities put human resources development as a top priority. They would realize the importance of having a strong EVP as a strategy for increasing the

attractiveness of the organization in the labor market and maintain current talented employees.

This research offers valuable insight for the needs that the administrative and academic administrative staff of Gaza universities seeks from their employers these days, it investigates a set of attributes to determine what are employees would perceive as Employee Value Proposition when considering a job position.

1.2 Research Problem Statement

In view of the increasing talent wars, employee attraction, and retention challenges, EVP continues to be appreciated as a strategic framework for improving organizational performance and driving attraction and commitment in the labor market. (Aloo & Moronge, 2014).

By studying the growth of administrative and academic administrative employees numbers in the 14 traditional universities working in Palestine According to the records of Higher Education Statistical Yearbook it is noticeable that the number of employees was clearly increasing year after year, starting from the 2009/2010 academic year and until 2012/2013 at an average annual growth rate (10%).

However, this rate recorded significant decline in the academic year 2013/2014 at (-21.8%) annual growth rate, where the number of employees decreased by (841) employee compared to 2012/2013 year. then the annual growth rate continued to record a negative rate (-6.9%).

Table (1.1) The Number of Employees at Traditional Palestinian Universities

Academic Year	Administrative & Academic Administrative	Annual Growth Rate
2009/2010	3602	-
2010/2011	4332	5.94%
2011/2012	4635	15.29%
2012/2013	5106	10.84%
2013/2014	4883	-21.89%
2014/2015	4265	-6.90%

Source: Ministry of Education & Higher Education Statistical Yearbook (2009-2015)

Whether this decline in the growth rate was caused by voluntary turnover when employee quits, or involuntary turnover when an employee is laid off or fired, generally due to reducing staff. Universities administration have to avoid disasters that may occur as a result of this turnover, by having a strong EVP strategy to attract the best candidates from labor markets and be a highly desirable place to work.

when done well, not only do they have a workforce that is up to 37% more engaged, they also pay a 5-10% smaller compensation premium to attract top talent (Corporate LeaderShip Council, 2015)

The research problem can be formulated in the following statement "what is the employee value proposition (EVP) attributes that the administrative and academic

administrative staff in Gaza academic institutions would perceive as the value they gain through employment"

1.3 Research Variables and Framework

This research seeks to reach its objectives and measure the employee value proposition (EVP) attributes that the administrative and academic administrative staff in Gaza universities would perceive as the value they gain, through the following variables:

1. Dependent variables:
   a. Value proposition importance to the employee.
   b. Value proposition availability to the employee.
2. Independent variables: employee value proposition attributes
   a. Rewards: This will consist of the tangible rewards that an employee will benefit from the company such as compensation, medical aid, provident fund, car allowance and many others.
   b. Opportunity: This is the job opportunities that a company offers to an employee, the development and career growth opportunities in a company and the possibility to move up and climb the corporate ladder after joining the company.
   c. Work: Do you wake up in the mornings and think to yourself; "I am really looking forward to this day." The actual nature of the job, does the work actually intellectually satisfy the employee and are they interested in what they do on a daily basis.
   d. People "the culture of the organization": does the new employee fit into the culture and is the company an environment driven by people and people first and then results? Does the organization have a shared vision and is the climate conducive to employees being creative.
   e. Organization: the characteristics of the organization and the type of industry you are joining.

Figure (1.1) The Employment Value Proposition (EVP) Attributes

Source: Articulated By the Researcher Based On Corporate Executive Board, 2006

1.4 Research Hypotheses

The following are the hypotheses of the research:

1. There is significant statistical differences (at $\alpha = 0.05$ level) between respondents' answers to the value proposition importance to the employee and value proposition availability in the organization, which was tested based on the data analysis conducted for the following fields:

   a. Employee value proposition attributes are statistically significant component of employee's estimation of the importance of EVP.

      i) Rewards is a statistically significant component of employee's estimation of the importance of EVP.

      ii) Opportunity is a statistically significant component of employee's estimation of the importance of EVP.

      iii) Work is a statistically significant component of employee's estimation of the importance of EVP.

      iv) People is a statistically significant component of employee's estimation of the importance of EVP.

v) Organization is a statistically significant component of employee's estimation of the importance of EVP.

b. Employee value proposition attributes are statistically significant component of employee's estimation of the availability of EVP in the organization.

   i) Rewards is a statistically significant component of employee's estimation of the availability of EVP in the organization.

   ii) Opportunity is a statistically significant component of employee's estimation of the availability of EVP in the organization.

   iii) Work is a statistically significant component of employee's estimation of the availability of EVP in the organization.

   iv) People is a statistically significant component of employee's estimation of the availability of EVP in the organization.

   v) Organization is a statistically significant component of employee's estimation of the availability of EVP in the organization.

2. There is significant statistical differences at α level <= 0.05 in research sample responses due to the following demographical characteristics; age, gender, educational background, job title and years of service in the organization.

1.5 Research Objectives

The main purpose of the research is to analyze the EVP strategy within Gaza academic institutions this research aims at achieving the following objectives:

1. Analyze the current EVP implemented in Gaza Universities by:
   a. Determine the different importance levels of EVP attributes that drives attraction and commitment for the administrative and academic administrative staff of Gaza academic institutions.
   b. Evaluating the degree of availability of EVP attributes at Gaza academic institutions from employee perspective.
2. Asses the gap between perceived and existing values according to employees' perspective
3. Suggest the key factors that could improve the EVP efficiency for the administrative and academic Administrative staff of Gaza academic institutions.

1.6 Research Importance

This research is important from different perspectives as follow:

1. For the universities:
   a. This research targets vitally important sector in Palestinian institutions, which is the universities that have significant effect in the educational process in Palestine.
   b. This research will provide a real life context for the theory under study, which will provide a baseline for decision makers, and may help them in formulating business policies, and improving their performance by deciding which variables to invest in EVP.

2. For the other researchers and the scientific research:
   a. This research is considered as an additional resource to the researchers who that can make use of during their research.
   b. The research can be used as a start point to other future researches in Gaza Strip and West Bank.
3. For the society:
   a. This research will immensely contribute to the building of knowledge in the field of HRM especially on approaches to successfully uphold employee value proposition strategy in any organization as a source of reference.
   b. This research will contribute to increase the awareness of organizations to give more attention to its employees.
4. For the researcher:
   a. The researcher will work on other related issues that affect employees and organizational strategies.
   b. The researcher will participate with local conferences and publish the research in an international journal.

Chapter 2

Literature Review

Chapter 2: Literature Review

2.1 Section 1: Employee Value Proposition "EVP"

2.1.1 Over View of Employee Value Proposition

Why do some companies attract significantly more than their fair share of talent, have lower levels of turnover, and enjoy the admiration of their competition for the superior results they deliver time and time again? (Berger & Berger, 2010, p. 109). Recent surveys indicate 88 percent of employees leave organizations for reasons other than money (Hill & Tande, 2006). According to Black (2007), many good companies with good strategies often fail to hit their targets because they don't have the people they need. Attracting and keeping talented employees is vital for companies to compete today.

Some organizations are turning to retention bonuses to attract and retain talented people, some say as high as $20,000. There are also reports of an amazing array of perks and benefits being offered to make employee's lives more comfortable. Some organizations offer dry-cleaning services, car-detailing, concierge services to run errands, child-care, pet-sitting, gym programs, and chair massages. But you can't buy love. Throwing money or gifts at people isn't enough to keep them. If they don't like the company, the people they work with, the boss or the way that they're treated, they will still leave (Boltax, 2011). As motivational theorist Abraham Maslow once observed, "If the only tool you have is a hammer, you will see every problem as a nail." And if compensation is the only tool specifically directed at attracting and retaining high-performing employees, then it is apparent why the vast majority of managers believe employees leave because of compensation (Hill & Tande, 2006).

What can a company do, once they have found talented people and given them valuable training, to prevent them from walking out the back door and going to competitors? Why They Leave, Why They Stay (Boltax, 2011). The answer lies in how highly successful organizations like Google, Southwest Airlines, and IBM have differentiated, redefined, and communicated their unique Employee Value Proposition "EVP" to their employees (Berger & Berger, 2010, p. 109).

Fortunately, any business can attract applicants who are more likely to be top performers and a good cultural fit by using some simple strategies for developing a focused EVP. In this context, EVP articulates the balance of the rewards and benefits that employees collect in return for what they contribute to a workplace (Rigoni & Nelson, 2016).

EVP is closely related to the concept of employer branding and it is a vital part of it. The EVP is used to define the offer to the employees that is promoted via the employer branding activities. (Browne, 2012, p. 30). Minchington (2006) defines an employee value proposition as a set of associations and offerings provided by an

organization in return for the skills, capabilities and experiences and employee brings to the organization, it is an employee-centered approach that is aligned to existing, integrated workforce planning strategies as it has been informed by existing employees and external target audience. Hill and Tande (2006) reinforces it as a statement of why the total work experience at an organization is superior to that at other organizations. The value proposition should identify the unique people policies, processes and programs that demonstrate the organization's commitment to i.e., employee growth, management development, ongoing employee recognition, community service, etc. It should list out the central reasons that people will choose to commit themselves to an organization.

Watson Towers (2010) defines the EVP as the experience offered by an employer in exchange for the productivity and performance of an employee. From employee perspective employee's connection with the EVP determines their level of discretionary effort in bringing the company mission, vision and values to life, from employer perspective a strategically designed EVP attracts, retains, engages and motivates employees to drive business success. Browne (2012) Explanation to EVP is as the answer given to the employee on the questions: "what's in it for me?" and "what more can you offer?". The EVP is defined by Dyhre and Parment (2013) and Botha, Bussin, and de Swardt (2011) as the total employment experience, the unique combination of financial and nonfinancial offers to the employer, in exchange for the competence, the skills and experiences the employee brings to the organization.

For the purposes of this research, the term "EVP" refer to the corporate executive board concept. Thus, EVP is a set of attributes that the labor market and employees perceive as the value they gain through employment in the organization. Corporate Executive Board explains what the EVP is all about. The one side of the EVP is the attraction side. The attraction of talented employees increases the talent pool that you have to pick good candidates from, and makes it much easier to find talent that fits a specific job. The attraction of a company is measured by the attractiveness index. The last part of the EVP is about engagement that the company and the employee go into and to what extent the employee gets committed to the company. If the company can attract the talented employee with a solid attraction strategy and when deliver on her promise and the attributes that the company identified, it will lead to the employee being happy and a happy employee will always be committed employee (Corporate LeaderShip Council, 2006a, p. 7).

2.1.2 Definitions of EVP Attributes

To develop an actionable list of EVP attributes, council staff reviewed a variety of sources to identify potential EVP attributes. These sources included job postings, company web sites business press articles, consultant literature, academic and business research and interviews with council members. A master list of over 200

characteristics was compiled and evaluated for similarity, distinctiveness, universality and overall ratability, leading to consolidated list of 38 attributes.

The final list of 38 organizational attributes can be categorized into main five dimensions, as listed below:

1. The tangible rewards that employee receives for his or her work, such as compensation and benefits.

Table (2.1) Definitions of Rewards Attributes

#	Attribute Name	Definition
1.	compensation	The competitiveness of the job's financial compensation package
2.	Health Benefits	The comprehensiveness of the organization's health benefits
3.	Retirement Benefits	The comprehensiveness of the organization's retirement benefits
4.	Vacation	The amount of holiday/vacation time that employees earn annually

Source: Corporate Leadership Council Research, 2006

2. The opportunity a job or organization affords an employee, such as development experiences.

Table (2.2) Definitions of Opportunity Attributes

#	Attribute Name	Definition
1.	Development Opportunities	The developmental/educational opportunities provided by the job and organization
2.	Future Career Opportunities	The future career opportunities provided by organization
3.	Growth Rate	The growth rate of the organization's business
4.	Meritocracy	Whether or not employees are rewarded and promoted based on their achievements
5.	Organizational Stability	The level of stability of the organization and the job

Source: Corporate Leadership Council Research, 2006

3. The nature of the work itself, such as the extent to which it matches an employee's interests.

Table (2.3) Definitions of Work Attributes

#	Attribute Name	Definition
1.	Business Travel	The amount of out-of-town business travel required by the job
2.	Innovation	The opportunity provided by the job to work on innovative, "leading edge" projects
3.	Job Impact	The level of impact the job has on outcomes

#	Attribute Name	Definition
4.	Job–Interests Alignment	Whether the job responsibilities match your interests
5.	Location	The location of the jobs the organization offers
6.	Recognition	The amount of recognition provided to employees by the organization
7.	Work–Life Balance	The extent to which the job allows you to balance our work and your other interests

Source: Corporate Leadership Council Research, 2006

4. The characteristics of the organization, such as its size or market position.

Table (2.4) Definitions of Organization Attributes

#	Attribute Name	Definition
1.	"Great Employer" Recognition	Whether or not the organization's reputation as an employer has been recognized by a third-party organization
2.	Customer Reputation	The reputation of the clients and customers served in performing the job
3.	Diversity	the organization's level of commitment to having a diverse workforce
4.	Empowerment	The level of involvement employees have in decisions that affect their job and career
5.	Environmental Responsibility	The organization's level of commitment to environmental health and sustainability
6.	Ethics	The organization's commitment to ethics and integrity
7.	Formal/Informal Work Environment	Whether the work environment is formal or informal
8.	Industry	The desirability of the organization's industry to the respondent
9.	Market Position	The competitive position the organization holds in its market(s)
10.	Organization Size	The size of the organization's workforce
11.	Product Brand Awareness	The level of awareness in the market place for the products brand
12.	Product Quality	The organization's product or service quality reputation
13.	Respect	The degree of respect that the organization shows employees
14.	Risk Taking	The amount of risk that the organization encourages employees to take
15.	Social Responsibility	The organization's level of commitment to social responsibility (e.g., community service, philanthropy)
16.	Technology Level	The extent to which the organization invests in modern technology and equipment

Source: Corporate Leadership Council Research, 2006

5. The characteristics of the organization's people, such as manager quality

Table (2.5) Definitions of People Attributes

#	Attribute Name	Definition
1.	Camaraderie	Whether working for the organization provides opportunities to socialize with other employees
2.	Collegial Work Environment	Whether the work environment is team-oriented and collaborative
3.	Coworker quality	The quality of the coworkers in the organization
4.	Manager Quality	The quality of the organization's managers
5.	People Management	The organization's reputation for managing people
6.	Senior Leadership Reputation	The quality of the organization's senior leadership

Source: Corporate Leadership Council Research, 2006

2.1.3   The Relationship between EVP and Employee Attraction

Attractiveness is a function of the EVP's alignment with candidate priorities. Three factors determine whether an organization's EVP is attractive to the labor market (Corporate LeaderShip Council, 2006b, p. 31):

1. Is the EVP based on the attributes that the labor market cares about?
2. Does the labor market have a favorable impression of the organization on those attributes?
3. Is the labor market aware of how the organization scores on those attributes?

The EVP consists of five dimensions as researched by the Corporate Leadership Council. Figure 2.1 shows these dimensions and it relationship with both employee attraction and employee commitment.
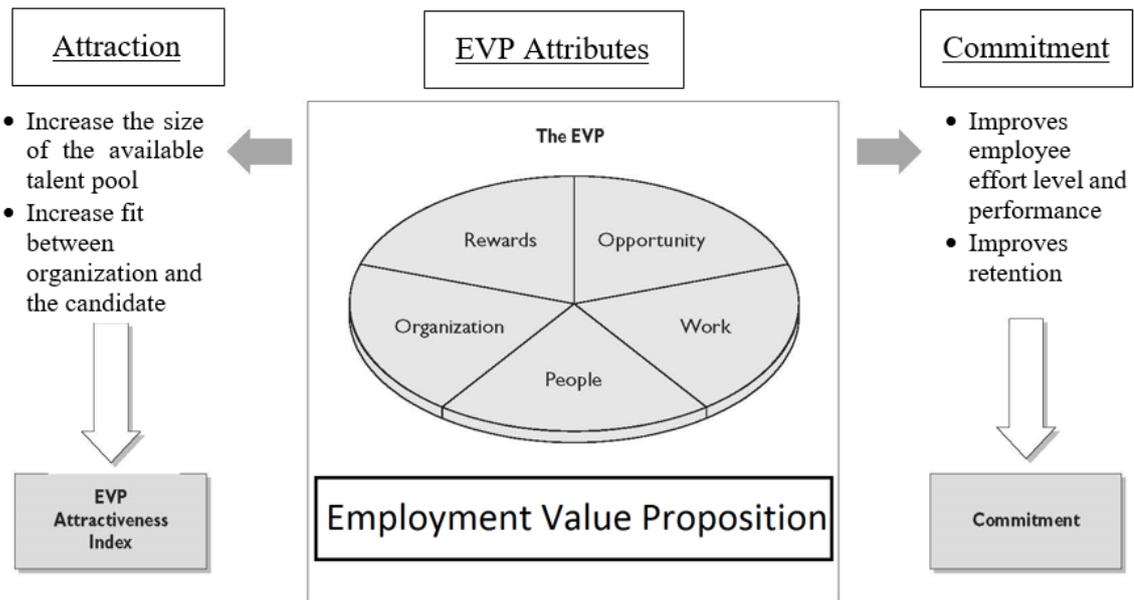
Figure (2.1) Employee Value Proposition Dimensions

Source: Corporate Leadership Council Research, 2006

Combining all the above dimensions will inform the level of attraction of the employee. When increasing your attractiveness to new, talented candidates it will automatically increase the pool of talent you can choose from. An attractively managed EVP allows organizations to recruit from the active as well as the passive labor market. Active candidates only account for about 40% of the labor market, so companies with an inefficient, unmanaged attraction strategy will miss out on the 60% inactive pool of talented employees(Corporate LeaderShip Council, 2006b, p. 9), as can be seen in Figure 2.2. It is further stated in the work done by the Corporate Leadership Council that passive candidates are higher performers and are more likely to stay in his organization.
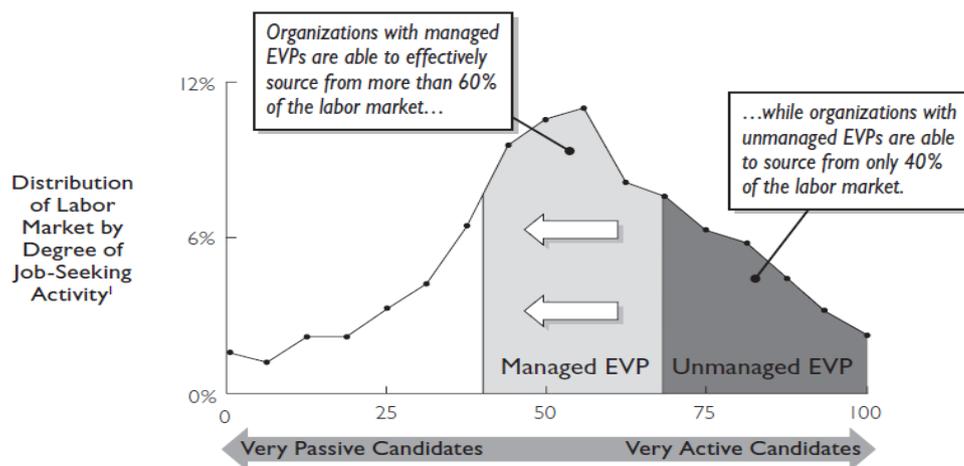
Figure (2.2) Degree of Activity in the Labor Market

Source: Corporate Leadership Council Research, 2006

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2.1.4 The Relationship between EVP and Employee Commitment/Engagement:

Engagement is the extent to which employees commit to something or someone in their organization and how hard they work and how long they stay as a result of that commitment. Commitment has both an emotional component - the extent to which employees value, enjoy, and believe in their organizations - as well as a rational component - the extent to which they believe it is in their best interests to stay with the organization (Corporate LeaderShip Council, 2006b, p. 32).

A strong EVP does not only deliver a strong attraction and depth of talent to choose from but also ensures much higher levels of commitment to the organization. Higher levels of commitment will lead to increased effort, productivity and retention. The most important aspect of the EVP is the actual delivery of the EVP to new employees. 38% of new appointees display the highest level of commitment at day one. Organizations with poor delivery of the EVP have less than one in ten employees who are highly committed to the organization after one month of employment. You have to get your EVP spot on, but more importantly you have to be able to actually deliver on it to get commitment from your new appointees (Corporate LeaderShip Council, 2006b, p. 11).
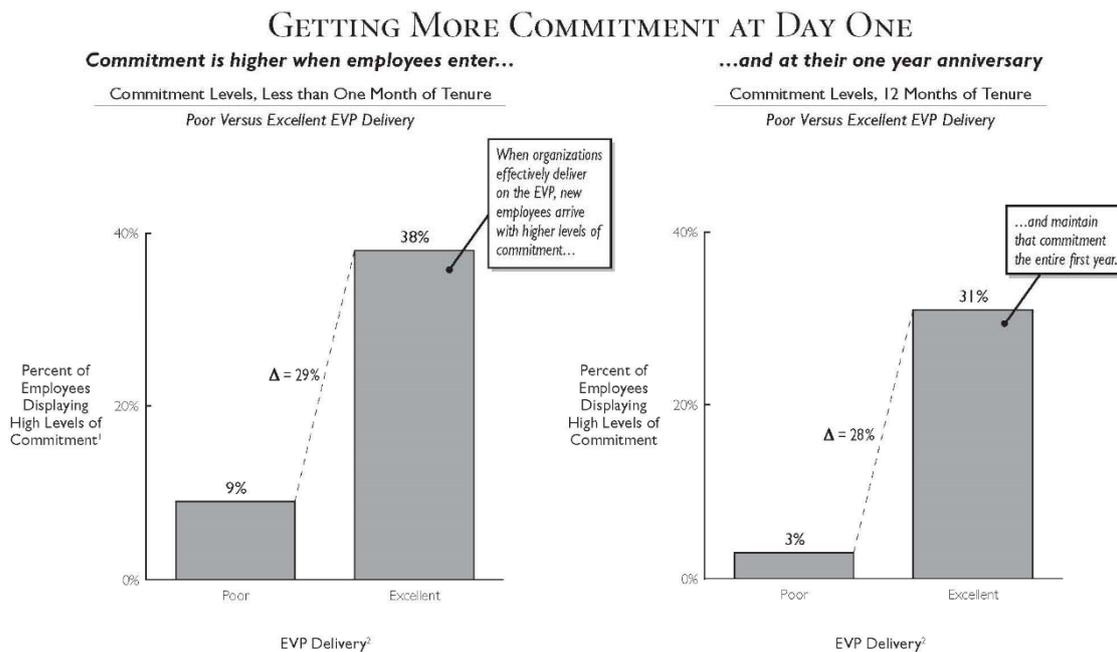
Figure (2.3) Getting More Commitment at Day One

Source: Corporate Leadership Council Research, 2006

2.1.5 The Impact of A Winning EVP:

Companies that have a winning EVP have the most compelling answer to "why would a talented person want to work here?" A good EVP has a great effect on the retention and attraction of talent in good and bad times (Chambers, Foulon, Handfield-Jones, Hankin, & Michaels, 1998). The result of Botha et al. (2011) study showed that companies with great EVP's and metrics for result measuring experienced a 20 per cent lower turnover among their employees.

Figure 2.4 classifies the percentage of organizations with formalized EVPs according to their performance (Watson Towers, 2010). it is evident that a higher number of high performing and global organizations have an EVP in place (Browne, 2012, p. 34).

Figure (2.4) Classifying Percentage of Organizations with Formalized EVPs

Source: Creating a Sustainable Rewards and Talent Management Model, Global Talent Management and Rewards Study, Watson, T. (2010).

Research undertaken by the CLC into the impact of EVP (The Employment Value Proposition – A key to Attraction and Commitment 2006) is summarized in table 2.6:

Table (2.6) The Impact Of A Clear EVP

Measure	Organizations		Notes on the impact of a clear EVP
	without a clear EVP	with a clear EVP	
Employee commitment at commencement	9%	38%	4 times the commitment level at commencement
Employee commitment after one year	3%	31%	And the commitment level is maintained significantly more strongly
Salary premium required to attract	21%	11%	The ongoing cash premium required is halved

Source: Corporate Leadership Council Research, 2006

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According to the Corporate Leadership council, an effective EVP provides organizations with three quantifiable benefits:

1. Improved attractiveness: Organizations with effective EVPs are able to source from a much deeper pool of talent in the labor market. Top-performing organizations draw candidates from about 60% of the labor market, including "passive" candidates who would otherwise be content to stay with their current job. Lesser-performing organizations are able to source only from the most active 40% of the workforce.

2. Greater employee commitment: Organizations with effective EVPs enjoy significantly higher levels of commitment/engagement from their employees. Top performing organizations have 30% to 40% of their workforce displaying high levels of commitment, compared to less than 10% in under-performing organizations.

3. Compensation savings: Organizations with effective EVPs are able to reduce the compensation premium required to attract new candidates. Top-performing organizations are able to spend 10% less on base pay compared to under-performing organizations.

However, the value of an EVP goes way beyond cost and timesaving, it also include:

1. Helps to attract and retain talent: a clear and differentiated EVP ensures that you attract and retain people that you would inevitably lose to other organizations with more attractive EVPs.

2. Helps to appeal to different markets and 'tough to hire' talent groups: for organizations operating in a number of countries the EVP will need to move beyond a one size fits all. A good EVP contains elements that appeal to different groups of employees from different cultures, age groups and functions. The most successful EVPs are derived from combining needs of key segments of the workforce to form a universal brand, which is then communicated through the best channel for each segment.

3. Helps to re-engage a disenchanted workforce: the process of creating an EVP involves surveying and talking to existing employees. This is a very powerful engagement tool in itself, people usually enjoy, and appreciated when the organization takes positive steps in this direction.

4. Helps to priorities organization's HR agenda: The process of eliciting your EVP will help you to understand what your HR priorities should be. To create an EVP you need to understand what is important to your employees and potential hires. Having this insight will mean that you understand what specifically you need to do to attract, engage and retain people that you want, where improvements need to be made and what will most likely make people leave if they are not addressed.

5. Creates a strong 'people' brand: Organizations' with strong and credible EVPs become as famous for the way they treat people and the quality of their people as they are for their products and services. A great example of this is Apple. Apple

do not have to enter into a war for talent. They have great people queuing up to join them.

6. Reduce new-hire premiums: When candidates view an organization's EVP as attractive, they demand a smaller compensation premium when accepting an offer. According to the Corporate Leadership Council EVPs that are viewed as unattractive require a 21% premium to hire employees, while attractive EVPs require only an 11% premium (James & Bibb, 2015).

2.1.6 How To Create A Winning EVP:

Creating a winning employee value proposition means tailoring a company's "brand" and "products" - the jobs it has to offer - to appeal to the specific people it wants to find and keep. It also means paying what it takes to attract and retain strong performers "the price" (Chambers et al., 1998).

Exact methods for how to create a winning EVP are neither found, nor are the concrete examples applicable to other firms than the example firm. Since every company is unique, it is reasonable to claim that there is no general solution for working out an EVP (Nyman & Stamer, 2013). Thus, Browne (2012) said that organizations need to consider the previously mentioned EVP attributes as a skeleton framework and understand and design their own value proposition, the preferences of their staff, and the causes of any gaps between employee and/or organization aspirations and the actual EVP. Hill and Tande (2006) Suggested to start developing the employment value proposition by asking the central question, "What would we say or do to attract and retain people if we had to pay 20 percent below market?"

Dyhre and Parment (2013) Mentioned that, when creating an EVP for your organization, it must be clear, true, concrete, differentiated and preferably contain a feeling or emotion - this order to facilitate associations and to make it easier to embrace.

Fortunately, there are a number of ways to understand what your employees feel constitutes a great place to work. A good starting point is to tap into information you already have, including employee opinion survey data. This will tell you what employees think is working and what is not. Typically, though, such surveys do not tell you what is important to your people. It is obviously crucial to understand this in order to create an attractive EVP. The process of developing an EVP elicits what is important to the different types of people that you want to attract and engage. To be successful the EVP must be credible which is why it must always be tested. The purpose of testing is to ensure that all categories of employees and potential employees find it appealing. The testing also tells you which elements of the EVP need to be 'turned up' or 'turned down' to appeal to different groups. Testing should take place with internal employees and external potential employees. The testing will reveal changes that need to be made to the EVP to appeal to the different audiences that it was tested with. Assuming that valid and rigorous data is used to create the EVP, it

supposed to work for 90% of the target population. It should always be tested though, as the 10% it needs to be adjusted for could be a crucial part of your workforce (James & Bibb, 2015).

In their EVP research paper "How to create a compelling Employee Value Proposition" Surveys Research Consulting Insync (2015) recommends a five step cycle outlined below:

1. Analyze what your employees expect and value in the employment relationship: It is crucial to be clear about why you want to create or adjust your EVP. Having clarity about your core purpose will help you define employee benefits and guide the implementation of your EVP. Employee demands in large organizations may vary significantly, so it's important to understand that what is critical for one personnel category might be irrelevant for another. Therefore, in addition to the EVP, employers should develop specific benefits for selected employee groups. In this way, companies can optimize staff costs while meeting the needs of different employee categories and increasing their involvement and loyalty (Konovalova, 2015).

2. Design an authentic and meaningful EVP with the help of your employees: Once the EVP elements and themes are established, a draft EVP can be designed. The EVP should be designed alongside the organizational vision and strategy. This is critical, as employees might have identified something that is just not sustainable for the organization. For example, a theme may have emerged in step one around flexibility. However, it is no good stating in your EVP that you have flexible work practices if they are not really that flexible. The EVP and reality must be aligned otherwise it is a recipe for frustration, cynicism and mistrust.

3. Communicate the EVP in a way that resonates with both existing and potential employees: Following design and testing, a great deal of thought and effort is required to communicate your EVP effectively. To prevent your EVP from merely sitting on the "HR shelf", an extensive internal communications program must be implemented to explain the EVP to existing and targeted employees.

4. Integrate the EVP as a "business as usual" concept that is regularly reflected upon by leaders and employees: It's not enough to create a great and well-worded EVP that's properly communicated. The psychological contract must be "lived and breathed" throughout the organization. This is not just the responsibility of the HR team. The EVP must be regularly reinforced by all levels in the organization and across all departments to ensure it truly becomes part of your organizational DNA

5. Measure and improve the EVP as part of your ongoing strategic cycle.
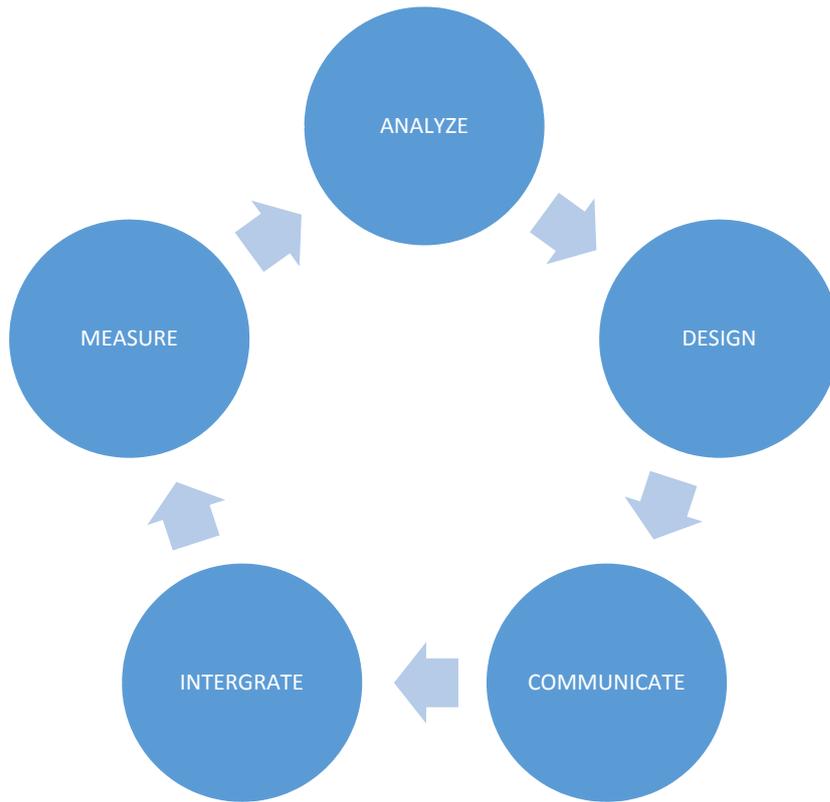
Figure (2.5) EVP Development Cycle

Source: Insync's Model For Implementing An Effective EVP, Surveys Research Consulting Insync (2015)

James and Bibb (2015) from the organization development firm Talentsmoothie give a good illustration of how to proceed in the work of creating an EVP as shown below in figure 2.6.
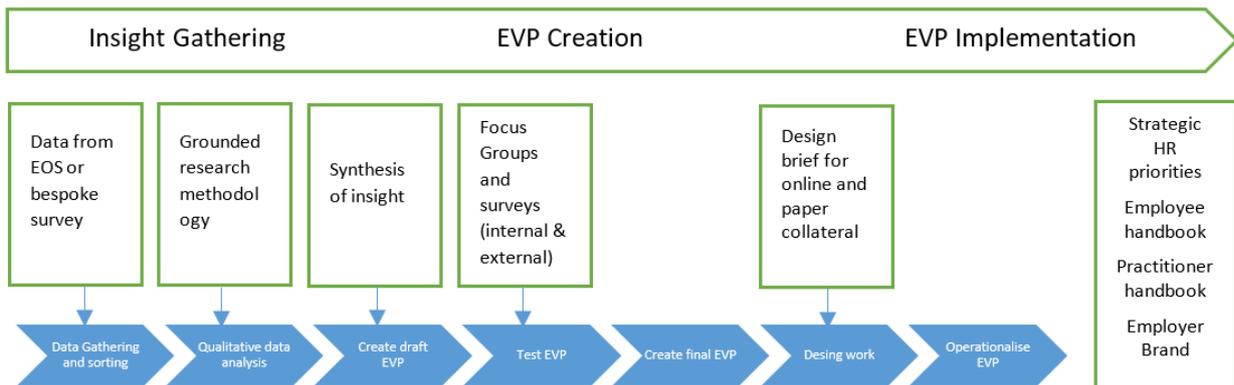
Figure (2.6) The Stages In The Process Of EVP Creation

Source: Talentsmoothie's Model For Creating an EVP, James and Bibb (2015)

Veal (2014) distilled the process of how to get the EVP right into 10 key practices as shown below:

1. Use employee survey data to help you develop a formal EVP.
2. Effectively communicate the EVP to employees.
3. Align the EVP with what the organization stands for in the marketplace.
4. Deliver on EVP promises.
5. Differentiate the company from competitors in the labor market.
6. Design customized EVPs for critical employee segments.
7. Articulate a total rewards strategy aligned with the business and HR strategy.
8. Use business strategy and objectives to inform talent management and rewards programs.
9. Create specific objectives for each talent management and reward program to align it with the EVP.
10. Employ organizational analytics (that is, business performance and analytics, workforce demographics, workforce performance data) to test the effectiveness of total rewards programs.

Ulrich and Allen (2008) identified four key criteria for a good EVP:

1. Integrated, connected, & simple: First, the EVP must be an integrated, connected, and simple message that states who we are as a company and what we do. It must tie to the mission, vision, values, and show up in everything we do and who we are. A useful metaphor is a tapestry; each thread is a message, which must be woven carefully together to provide the right report. That said, the key is to keep it simple.
2. Differentiated: it has been found that there is often about a 60-75% crossover in brands across companies. Every value proposition will have some core similarities, so there is little need to worry that the words of EVPs become repetitive from one company to the next. That said, after ensuring the right core or "code" in an EVP, it is then essential to make sure that 25-40% is truly different and unique. To highlight its differentiators, Campbell went to a marketing agency to leverage their expertise in transferring their brand image from the outside to the inside. Ultimately, the most effective way for companies to pinpoint the differentiators is by going to employees, customers, shareholders, the community, and other stakeholders to learn from them about why they view the company as different, unique, and important.
3. Boundary crossing: If well-orchestrated, a good EVP will be able to connect disparate pieces and cut across geographic, product, and functional boundaries. It is important to ensure that all employees are treated fairly and with equity. People generally align quite quickly with the core tenants of their EVP, such as teamwork in operation, the importance of family, and the power of strong leadership.
Another key boundary which the EVP must straddle is the line between business units, especially during an acquisition or a merger. EVP must be a critical part of the due diligence process when evaluating fit. It can also be used as a measuring

stick as leaders determine which best practices, of both the parent and the acquired company, will most likely lead to practices which attract, retain, and engage all of our employees.

4. Rational & emotional Appeal: A good EVP is also appealing both rationally and emotionally. The rational half of the equation comes from the tangible components included in the "employee package". A high performer may desire to stay because they will soon become vested in the company's pension plan, or because they feel that pay and benefits would be tough to replicate with a different firm. The emotional side is focused on the stories that employees tell about what it is like to work with the firm.

2.1.7 Problems with Building an Effective EVP

Building and delivering an effective EVP presents a significant challenge to nearly all organizations. According to Corporate LeaderShip Council (2006a) there are three major problems in building an effective EVP:

1. Lack of preference alignment: to successfully deliver an EVP, organizations must first base that EVP on attributes, which the labor market prioritizes. In general, however, misalignment exists between labor market preferences and organizational EVPs. One cause of this misalignment is the disconnection between labor market preferences and what the HR in the specific company thinks they should be. The most important thing in constructing the attributes that are important to employees is that the attributes should be used as the employees identify them and not as they are perceived by Human Resources. The focus point for Human Resources will always be people, and it is very important that it should focus on the results that came out of the survey and not automatically think that people are the main attribute, because it focuses on this, looks at the results on the table and makes sure that prioritization aligns to attributes when designing the EVP.

2. Lack of variation: HR fully understands which attributes are relevant and form part of its EVP, it needs to overcome the problem of poor differentiation. Perceived differences in an organization's work characteristics are very narrow. A good example of this will be when an organization states that it rewards employees, it claims that it pays well, has good benefits and more, but all companies claim that, They all claim the same, but to have a great EVP you have to differentiate your attributes and be different from other companies.

3. Failing to deliver on the EVP: It is not enough to simply select the 'right' EVP and differentiate it effectively in the labor market; organizations must actually deliver on the EVP, providing the rewards, opportunities, work, people, and organizational experience promised to the labor market. This is the single most important piece of work to an HR consultant. Poor delivery on EVP leads to low levels of commitment for all employees, as can be seen in Figure 2.7 (Corporate Executive Board, 2006: 21) below. Only 24% of new employees agree that what they were

promised was delivered, which leads to significant reduction in new hire commitment.
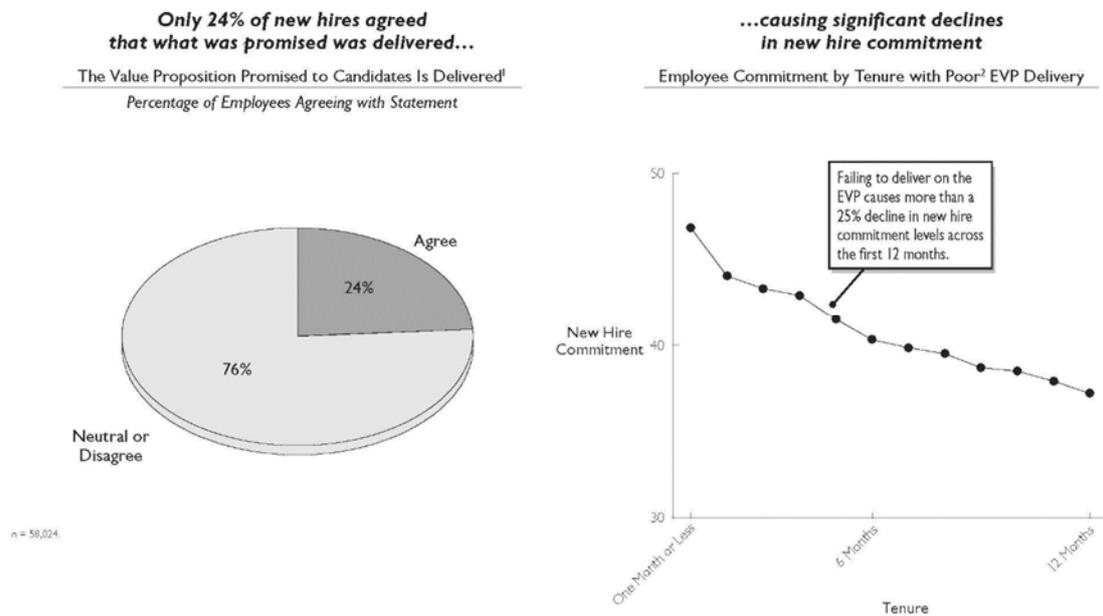
Figure (2.7) Poor EVP Delivery Reduces Employee Commitment

Source: Corporate Leadership Council Research, 2006

Also Prof. Pandita (2011) mentioned the key challenges in developing an EVP:

1. Effective EVP development demands marketing excellence: Expertise is required in segmentation; insight, brand positioning and brand activation – yet EVPs are often driven and owned by the HR team who may not have all the above capabilities needed.

1. Stakeholder engagement is critical: Lack of stakeholder engagement will seriously undermine the ability of the EVP to gain commitment and traction within the business and hence its ultimate effectiveness.

2. Bespoke research is needed: Companies tend to fall back on existing research, but rarely has it been designed to uncover springboards for genuine EVP insights and propositions.

3. Avoid internal focus: EVPs can be overly introspective and tactical, undermining their differentiation and ultimate impact.

4. Employees are a discerning audience: EVPs offer a promise that needs to be delivered: employees are no less discerning than customers of a company's brands.

5. There is a key difference between the EVP and the communication itself: An EVP is not an end in itself, it needs to be brought to life internally and externally through many touch points.

2.1.8 Employee Value Proposition (EVP) VS Employment Brand (EB):

In defining the difference between EB and EVP, it is useful to first define what we mean by the term "Brand." The topic of brand is much debated, but the prevailing thinking is that the brand is less about the logo, the look, the feel, and more about the gut feeling the audience has about your organization. Think of it as your reputation. You can do things to influence your reputation but, at the end of the day, others determine what your reputation ultimately is (Kennedy, 2013)

A strong employer brand that helps the organization to create competitive advantage in the talent market begins with a well-defined Employee Value Proposition (EVP). The two terms are often confused so in a simple explanation for each:

1. Employer brand is the term commonly used to describe an organization's reputation as an employer (wikipedia, 2016), it is the impression candidates have of a company and what it would be like to work for that company.

2. The employee value proposition defines the full array of elements a company delivers to employees in return for the contribution they make to the organization. It is a deliberate construct of the organization to provide a compelling set of value that will attract the desired future workforce and, at the same time, keep the desired current workforce in the organization.

The EVP will offer messages that address the rewards, the opportunity, the culture, the organization, the work, and the people you will be working with. Inside of these categories the EVP might cover specific attributes like health insurance, vacation, retirement, career development, ethics, job impact, manager qualities, etc. **(Kennedy, 2013)**.

The Employment Brand, just like a consumer brand, is how the future and current workforce understand this proposition. How they feel about it. How they resonate with it. And ultimately the gut feeling or reputation it creates for the organization. The ultimate desire is, of course, that the proposition be so compelling and well enough understood that current workers are consistently reminded what a great organization they work for, and future workers will be drawn to the opportunity (Kennedy, 2013).

The role of the employee value proposition (EVP) is to define what you most want people to associate with you as an employer.

The role of employer brand management is to ensure that employee communication and experience is consistent with your EVP.

2.2 Section 2: Palestinian Academic Institutions

2.2.1 Introduction

There is no doubt that higher education is the key work in the success of any country. The role of Universities in the provision and development of manpower required for the social economic and technological advancement of any nation cannot be overemphasized. Institutions of higher education are very important in drawing future paths for states and communities.

Attention to higher education has become an urgent necessity because education is a real investment for the people and an important milestone for the offer, so organizers of the educational process trying to achieve educational goals in the best way by devising ways and means to help facilitate the teaching and learning processes and improve performance (Al-Zubaidi, 2008).

This section aims to identify the higher education institutions operating in Gaza Strip, through identifying development stages of the universities under study, its goals and some statistics for these institutions.

2.2.2 Palestinian Academic Institutions:

The establishment of higher education institutions, such as universities, institutes and intermediate colleges started at the beginning of the seventies of the last century, in response to growing demand for higher education in the West Bank and Gaza Strip, in terms of quality and quantity, and as a result of continuous increase in the number of successful students in high schools. Since intermediate colleges were no longer able to meet the needs of the community in the various disciplines, and reduced chance for students in the West Bank and Gaza Strip to be accepted in Arab universities, particularly after the imposition of high tuition fees after it had been free. Also it coincided with the occupation authorities' s strict measures on the youth movement to and from the occupied areas, which form a barrier to students in higher education institutions (Al-Jafari & Lafy, 2004, p. 4).

Although arduous march for higher education in the occupied Palestinian territories under Israeli occupation, but this sector could build a basic rule for higher education and Palestinian universities. These universities have seen harsh conditions and repressive practices aimed to destroy the educational institutions.

Most Palestinian universities are young universities in accordance with international standards, where did not pass on the establishment of the oldest only thirty years. Higher education system as a whole has seen significant shifts in the wake of the war in June 1967. There has been wide spread first in the field of community colleges and then continued with the establishment of major Palestinian universities began in 1971, where each one of these universities, since the beginning, the product of a private, non-profit and non-governmental initiative, so Palestinian higher education is unique in this respect, whether in the Middle East or in most parts of the

world, where government institutions are the norm, and thus the non-profit and non-governmental structure for Palestinian universities considered one of its defining characteristics (Palestinian Ministry of Higher Education, 2016).

Palestinian universities in the West Bank and Gaza Strip are divided in terms of academic and administrative supervision and funding into four sections, namely:

1. Public universities: They are independent in terms of funding and academic and administrative supervision.
2. UNRWA institutions of higher education: they are higher education institutions run and funded by the united nations relief and works agency for Palestine refugees (UNRWA), and give the degree of the medium and bachelor's diploma
3. Governmental universities: Located under the direct supervision of the Ministry of Education and Higher Education and Scientific Research.
4. Private universities: It is located under the direct supervision of private civil entities (Palestinian Ministry of Higher Education, 2016)

According to the Ministry of Education & Higher Education Statistical Yearbook 2015/2016 Higher education sector in Gaza Strip consists of 28 educational/training institution post-secondary awarded certificates ranging from diploma to doctorate. These institutions include 6 universities and 9 university colleges and 8 intermediate colleges and 2 universities track open education. In general, these institutions follow classic traditional style in higher education, except two universities tracking system of open learning (Palestinian Ministry of Higher Education, 2015/2016).

Table (2.7) Basic Data about Palestinian Universities in Gaza Strip

#	Name	Year	Supervisor	Type
1.	Gaza Community/ Training College	1953	UNRWA	Intermediate Studies
2.	Palestine College Of Nursing	1976	Governmental	University College
3.	Islamic University - Gaza	1978	public	University
4.	Al-Quds Open University	1985	public	Open Learning
5.	University College Of Science And Technology	1990	Governmental	University College
6.	Al Azhar University - Gaza	1991	public	University
7.	Al-Aqsa University - Gaza	1991	Governmental	University
8.	Palestine Technical College	1992	Governmental	University College
9.	University College Of Ability Development	1995	Private	University College
10.	College Of Intermediate Sutdies - Al-Azhar	1996	public	Intermediate Studies
11.	University College Of Applied Sciences	1998	public	University College

#	Name	Year	Supervisor	Type
12.	Arab College For Applied Science	1999	Private	University College
13.	Faculty Of Islamic Dawa	1999	Governmental	University College
14.	Nahda College	2002	public	Intermediate Studies
15.	Gaza Community College Of Applied Studies And Tourist	2004	Private	Intermediate Studies
16.	Palestine University	2005	Private	University
17.	Palestine Polytechnic	2005	Private	Polytechnic
18.	Gaza University	2007	Private	University
19.	Al-Ummah Open University	2007	Private	Open Learning
20.	Khan Younis Community/ Training College	2007	UNRWA	Intermediate Studies
21.	Alawda University College	2008	Private	University College
22.	Al-Aqsa Community College	2008	Governmental	Intermediate Studies
23.	Ribat University College	2009	Governmental	University College
24.	Applied Future Polytechnic	2009	Private	Polytechnic
25.	Al Zaytona University College	2009	Private	Intermediate Studies
26.	Nama'a College For Science And Technology	2009	Private	Intermediate Studies
27.	Management And Politics Academy	2010	Private	Academy Graduate
28.	Al-Israa University	2013	Private	University

Source: Articulated By The Researcher Based On Palestinian Ministry of Higher Education (2015/2016)

The following is a brief review for universities included in this research:

2.2.3 The Islamic University of Gaza (IUG)

The Islamic University of Gaza (IUG) is an independent academic institution supervised by the Ministry of Higher Education. It is a member of four associations: Association of Arab Universities, Federation of the Universities of the Islamic World, Community of Mediterranean Universities, and International Association of Universities. In addition, IUG works closely with numerous universities around the world. IUG provides for its students an academic environment that adheres to Islamic principles as well as Palestinian traditions and customs. It also provides all available resources, including the most up-to-date technology in service of the education process.

Considered the vision of IUG, IUG strives to be a beacon of knowledge, culture and human services that seeks to create a comprehensive social revival.

For its mission, IUG is an academic institution that strives to raise the educational, cultural and civilization levels in the Palestinian society, to keep up with current trends in higher education and technology advancements, to encourage scientific research, and to contribute in building future generations and developing the society in a framework of Islamic values (Islamic University of Gaza Website, 2016)

IUG management puts number of strategic goals to achieve the university vision and mission. IUG endeavors to advance learning, foster the expansion of knowledge through teaching and research and encourage community service. In fulfillment of this purpose, IUG holds the following goals:
1. To raise the levels of educational programs based on quality standards
2. To develop, support and invest in scientific research tin order to achieve continual development
3. To strengthen the university's role in serving and developing the society.
4. To regulate and raise the efficiency of technical and administrative institutional performance.
5. To improve the university environment and the level of services presented to students and staff.
6. To reinforce partnership and cooperative relationships with local, regional and international organizations (Islamic University of Gaza Website, 2016)

2.2.4 Al-Aqsa University

Al-Aqsa University is an academic Arab Palestinian institution. It's the first of higher education established in Gaza Strip. Back to 1955, the university grown until become a member of the Arab universities and Palestinian Higher Education Council.

Al-Aqsa University was adopted by a presidential decree on 21 December 2001 as a Palestinian governmental higher education institution in Gaza governorates. It is independent institution scientifically and academically, according to each of the Higher Education Act No. 11 of 1998, and the regulations issued thereunder by the Ministry of Higher Education.

Since established, the university managed to build the capacity of students to be able to lead their communities, be responsible, and play an active role in decision making through democratic and transparent channels.

Over the last 15 years, the university played a crucial role in the field of community development especially human resource development. This can be seen from the various programs and activities incorporated with the local institutions and NGOs in the field of Information Technology, scientific research, management, economy media and sport.

The University aims to prepare humans provider with knowledge, skills, values, and has the ability to continuous learning, and employing information technology through capacity-building programs, university education, and scientific research.

Al-Aqsa University is committed to achieve its vision of Arab culture, Islamic, and the principles of human rights, which include responsibility, transparency, respect, tolerance, and justice, equality, empowerment and participation of stakeholders.

For its goals , Al-Aqsa University tries hard to spread knowledge and deepen its roots, and serve and develop the Palestinian community in particular and the Arabic and human community in general within the framework of a philosophy based on national concepts and the heritage of Arabic and Islamic civilization and tries to achieve this objective through the following

1. Enhancement of the institutional development of Al-Aqsa university through the improvement of the adequacy of the reinforcement supporting the teaching-learning process, scientific research and community service.
2. Improvement of the quality of academic programs in the university through the provision of effective teaching- learning environment.
3. Participation in improving knowledge and understanding as a basis of supporting the adoption of decisions and policy making, regarding the issues of Al-Aqsa university and the Palestinian community through networking with educational and research institutions and centers and civil community institutions at local, regional and global levels.
4. Participation in the process of the continuous development of the Palestinian society by providing educational, training , research and consultation services as well as voluntary work Jointly with official institutions and the institutions of the civil community and the private sector.
5. The development of a medium professional educational system based on distinction and proficiency and meets the developmental requirements of the community.

The university contains 9 main colleges: Applied Science, Humanity, Education, Media, Fine Arts, Business Management, Sport and Medical Sciences (Al-Aqsa University Website, 2016)

2.2.5   University College of Applied Sciences (UCAS)

University College of Applied Sciences UCAS is a Palestinian academic institution of higher education in Gaza Strip, Palestine. It was established in 1998 as a technical and vocational education College and is currently accredited by the Palestinian Ministry of Education and Higher Education as a University College offering Bachelor and diploma degrees in more than 40 different distinguished technically and technologically oriented programs.

UCAS vision is to become the leading college in the region providing distinguished training in technical and vocational education focusing on applied sciences.

UCAS mission is to provide the various sectors in Palestine and the region with its needs for highly qualified and skillful professionals; thus participating in building and modernized state. Towards this end, the college strives to:

1. Opening new majors based on local and regional job markets.
2. Developing the performance of our academic and administrative staff.
3. Providing state-of-the-art learning facilities to our students.
4. Expanding and modernizing our central library as an indispensable academic tool for students and faculty.
5. Establishing and maintaining strong relations with the local and international partners through which mutual benefits could be achieved (University College of Applied Sciences Website, 2016).

2.2.6 Employee Value Proposition in Palestinian Universities in Gaza Strip

In universities understudy there are competent authorities to carry out the recruitment process to fill the vacancies. At Al-Aqsa University as a public university, the General Personnel Council is the competent authority to fill vacancies, while the Islamic University has the Personnel Affairs Department, and UCAS has the Humans Resources Section.

The process of polarization of jobs is done through posting job vacancies either on websites or in official newspapers. Then the employment applications are checked to ensure that they conform to the general conditions of job specifications before assigning specialized committees to conduct job test and interviews.

From relevant department's point of view, they see that advertising vacancies is an efficient and sufficient way to fill any vacancy and attract the needed human skills, as the number of applicants for job vacancies is large enough, they believe that working in a university is one of the best opportunities of choice that may be offered to applicants. This might be due to the high rates of academic degrees holders and the lack of job opportunities, in addition to the social and financial privileges when working in a university.

Whether formally defined or not, all companies have an EVP, but what distinguishes an institution from another is the degree of strength of its EVP and to what extent the institution use it to enhance its competitive advantage.

Using the results of the survey research which carried out and will be mentioned later, the researcher found that the EVP components are present in the institutions under study, but through personal interview with the relevant departments in these institutions it shows that these components were not developed based on a study or evaluation to know the employees' preferences. They don't determine what

exactly attracts and retains people within their organization to identify or enhance their own EVP. They didn't have a staff survey, interviews or focus groups as these tools can be used to develop a strong EVP.

2.3 Chapter Summary

The first section of this chapter presented a definition of EVP and some concepts associated with it. And the relationship between EVP and employee attraction and employee commitment. In addition to clarifying the impact of a winning EVP on the organization and the problems which may face the organization when starting to build an effective EVP.

The second section of this chapter identify the higher education institutions operating in Gaza Strip and mentioned the development stages of the universities under study which are the Islamic university, Al-Aqsa university and university college of applied sciences.

Chapter 3

Previous Studies

Chapter 3: Previous Studies

3.1 Introduction

This chapter is a review for the previous studies that have studied the concept of employee value proposition or any topic related to this concept. The researcher found these studies on online databases, like: Elsevier science direct, Emerald Library, Google scholar and somewhere from the Islamic University online library. Most of these studies were published on scientific magazines, others were unpublished thesis.

The studies reviewed are from different international countries worldwide. The research here presents 33 studies; 14 Palestinian studies, 4 Arabic studies, and 14 foreign studies. The studies are presented starting with Palestinian studies followed by Arabic studies and then ended by foreign studies. The studies' order is historical (from the newest to the oldest) and then alphabetical ordering. The most important results and recommendations are listed as their relevance to the research.

3.2 Palestinian Studies:

1. Abu-fayed (2016) The Relationship Between Employee Retention And Organizational Competence In Palestinian Universityes In Gaza Strip

This study aims to investigate the relationship between employee retention and organizational competence in Palestinian Universities in Gaza Strip. It presents the factors affecting employee retention. It also highlights the main causes make employees leave their jobs. The data of the research was collected using a questionnaire which was distributed to 330 employees (males, females) who are administrative and academic administrative staff of Islamic University (IUG), Al-Azhar University and University of Palestine

The most important results of the study are:
    a. It is concluded that The Palestinian Universities use the six factors of employee retention (compensation and rewards, training and developments, supervisor support, work environment, organizational justice, job security) in retaining their employees.
    b. These factors of employee retention has a positive relationship with organizational competence.
    c. There are differences between employee retention and the demographic factors.
    d. There are differences between organizational competence and the demographic characteristics in terms of (age, educational qualifications, years of service, place of work).

The most important recommendation of the study are:
  a. To enhance the employee retention and organizational competence, the university should develop organized strategy to retain its employees and enhance building its competencies.
  b. To enhance the compensation and rewards system, the university should pay interest to incentives to be based on positive standards.
  c. To increase the training and developments process, frequent workshops and training programs should be hold.
  d. The university should promote the appraisal system fairness and make difference in terms of recruitment to enhance the organizational justice and job security.

2. Al-Khozondar (2015): Employee Relationship Management And Its Effect On Employees Performance At Telecommunication And Banking Sectors

This study aims to investigate the effect of employee relationship management (ERM) on the employees' performance in Telecommunication and Banking Sectors in Gaza Strip. ERM main components are (human resources practices, communication, trust, shared goals and values, and leadership styles). The study also aims to identify differences with statistical coefficients in the employees attitudes towards the effect of ERM on employees' performance resulted from the demographic characteristics of the study population. The data of the research was collected using a questionnaire which was distributed to 200 employees (males, females) in the telecommunication and banking sectors

The most important results of the study are:
  a. It is concluded that ERM components have positive effect on the employees' performance at telecommunication and banking sectors**.**
  b. ERM builds and enhances relationships, reinforces commitment and improves the employees' performance
  c. There is a positive strong relationship between employee relationship management components and the employee's performance.
  d. ERM components are ordered according to their effect on the employees' performance. It is noticed that shared goals and values have the highest degree of approval from the view point of the employees then HR Practices, followed by communication and then leadership styles and finally the Trust

The most recommendation of the study are:
  a. Organizations in telecommunication and banking sectors should pay special attention to ERM.
  b. Organizations in both sectors should focus on training as a very helpful strategy to develop the employees' skills and abilities to enable them carry the tasks on the right way.

c. Organizations should apply HR practices to achieve improved results in their employees' performance.

d. Organizations should provide inspiring and effective leadership, open and transparent communication which will lead to motivated employees and good performance.

3. Al-Zeen (2015): The Role of General Personnel Council in Satisfying The Needs of Palestinian National Authority's Ministries of Competencies

This study aims to assess the role of general personnel council in satisfying the needs of human competencies in the Palestinian National Authority ministries. Also this study aims to know the impact of general personnel council role on the efficiency of recruited human resources provided to the Palestinian national authority ministries. A descriptive analytical approach was used and the data was collected by a questionnaire and analyzed by using SPSS.

The most important results of the study are:
a. The percentage of general personnel council's role in the application of human resource management functions (employment group) reached (68.19%).

b. The percentage of efficiency elements availability in recruited human resources reached (69.78%).

c. There is a positive relationship between general personnel council's role in the application of human resource management functions (employment group) and satisfying the needs of Palestinian ministries from human competencies with correlation degree (0.808).

d. The results revealed that (65.6%) of variances in the level of satisfying the ministries' needs of human competencies related to independent variables (selection ‹job analysis ‹and appointment) and the remaining (34.4%) related to other variables.

The most recommendation of the study are:
a. Developing a comprehensive strategy for human resource management in the Palestinian national authority ministries by general personnel council in coordination with the relevant authorities such as ministry of planning and ministry of finance in order to enhance the level of human resource management in the governmental ministries.

b. General personnel council have to adopt a clear and scientific approach in the application of human resource management functions as this will lead to recruit human competencies.

c. General personnel council should adopt a clear strategy based on recruiting human competencies, minimizing negative manifestations and marginalization and enhancing a new culture based on competencies.

d. Developing indicators that help in determining the level of development in human resource efficiency in the Palestinian ministries.

4. Elywa (2015): The Role of Polarization and Selection Policies in Achieving Administrative Development at the General Personnel Council in Gaza Strip

This study aims to identifying the recruiting and selection policies, as well as the administrative development in the general personnel council in the Gaza Strip. To achieve this purpose, the researcher used the descriptive analytical method. The population of this study included higher administration, middle administration, lower administration, and the administrative and specialized positions in the general personnel council. The sample of this study included 90 employees, The researcher has used the questionnaire as a research tool

The most important results of the study are:
a. There was a positive relationship between policies of selection and achievement of administrative development with a relative weight of 84%.
b. There was a positive relationship between the recruiting policies and achieving administrative development with a weight of 78%.
c. The item that states: "The website of the general personnel council contributes to facilitating the procedures of recruiting employees" has got the highest rank in policies of recruiting with a relative weight of 77.11%.

The most recommendation of the study are:
a. It is necessary to enhance recruiting high expertise in the general personnel council more effectively, and the high administration should adopt such a policy.
b. Policies of recruiting and selection should be reconsidered.
c. There should be more focus on electronic applications for jobs as being an important source for selection of highly qualified persons and achieving transparency.

5. Mahmoud (2014): Impact of Job Enlargement on Employees' Motivation and Job Satisfaction An Empirical Study on UNRWA Gaza Field Office

This study aims to studying the impact of job enlargement as a technique of job redesign on employees' motivation and job satisfaction in the UNRWA Gaza Field Office. The research surveyed the employees with various grades from 5 to 20. A total of 300 questionnaires were distributed, and 262 valid questionnaires were collected with response rate of 87.3%. Data analysis was done by using SPSS.

The most important results of the study are:
a. Job enlargement is generally being practiced in UNRWA Gaza Field Office and there is a significant relationship between job enlargement and the variables motivation and job satisfaction.
b. Results showed that job enlargement is not connected with monetary incentives and rarely is it followed by non-monetary incentives. In addition, job enlargement sometimes make employees feel work-loaded when repeatedly

practiced. Moreover, employees claimed that job enlargement does not support the opportunities of promotion.

    c. Results showed that job enlargement can improve the employees' abilities and skills and provide them with the chance to communicate and learn from others. They also moderately agreed that job enlargement increases flexibility and decreases the routine of work.

The most recommendation of the study are:

    a. Managers in UNRWA Gaza Field Office should take into consideration that job enlargement is helpful under certain conditions. Job enlargement is effective when it implies variety of tasks, decreases the routine work, adds flexibility and followed up with a systematic feedback.

    b. To be positively perceived by employees, job enlargement has to be connected with monetary and non-monetary incentives, otherwise, it will be viewed as work burden that decreases the level of motivation and satisfaction.

    c. UNRWA administration and decision makers are recommended to involve employees more with the decision making process to make employees feel responsible and worthwhile.

6. El-Balbisi (2012): The Quality of Working Life Inside Non-Governmental Organizations in Gaza Strip

this study aims to determine the quality of working life inside non-governmental organizations (NGOs) in Gaza Strip, and its effects on job performance of their employees, beside getting recommendation that can develop the quality of working life inside NGOs, their performance, and enhance their employees productivity. The data of the research was collected using a questionnaire which was distributed to 265 of NGOs employees in Gaza Strip.

The most important results of the study are:

    a. That the quality of working life inside NGOs in Gaza Strip is good.

    b. There is an efficient and high job performance of NGOs employees.

    c. There is a positive relationship between quality of working life inside NGOs

    d. There are statistically significance difference in the employee's response about the quality of working life inside NGOs in Gaza Strip.

The most recommendation of the study are:

    a. NGOs in Gaza Strip need to improve the quality of working life.

    b. NGOs should focus on job security, opportunities for promotion and advancement, wages, compensation and rewards, and welfare of employees

    c. NGOs should focus on issuance of job performance reports regularly to improve employee's performance.

7. Al-Mussader (2012): The Reality of Salaries' Justice in Compensation Practices Case Study: UNRWA Gaza Field

This study aims to examine a perceived justice of compensation practices in the United Nations Relief and Works Agency (UNRWA). To this end the research has been conducted in UNRWA field in Gaza. More specifically, the study aimed at examining the influence of compensation practices on attitudes towards the organization.

The study used the analytical descriptive method which assessed and described the effect of salaries on UNRWA employees. A survey questionnaire has been used to obtain primary data. The calculated sample size was 378 out of the total population of 11,889 (statistics of March 2013). The researcher has used a stratified random sample covering all occupations and grade levels found in UNRWA field in Gaza.

The most important results of the study are:
   a. There is a high level of organizational commitment among Gaza universities staff, also indicated appositive relation between believe in the university, and the desire to maintain work at the university.
   b. There is a significant differences among Gaza university staff related to following demographical variables (age, education level, job type, years of work, and job level of these staff).
   c. There is no significant differences on commitment level of the staff related to (sex, and place of work).

The most recommendation of the study are:
   a. It is recommended to sustain a high level of organizational commitment among Gaza strip universities staff.
   b. It is recommended to introduce the commitment literature to the employees through training.
   c. There is a necessity to keep a good organizational climate, justice treatment, and fair evaluations practice, and developing the employees' skills and knowledge.

8. Abu-Elroos and Hannouna (2011): The Impact of Positive Faith in the Institution on the Desire of the Employees in Remaining in Their Jobs

The study aims to examin organizational commitment level among Gaza universities staff, through examining the relation between level of their belief in the university, and their desire to maintain work at the university. It also tested the effect of some demographic variables (such as sex, level of education, job level, job type, job title, place of work, and years of work in the university).

The sample of this study was 340 employees out of 1673 staff, selected on a stratified random base, and distributed according to the nature of work, and level of education

The most important results of the study are:
  a. Findings indicated a high level of organizational commitment among Gaza universities staff.
  b. There was appositive relation between believe in the university, and the desire to maintain work at the university.
  c. there was a significant differences among Gaza university staff related to following demographical variables (age, education level, job type, years of work, and job level of these staff)

The study recommends sustaining a high level of organizational commitment among Gaza strip universities staff were presented, such as:
  a. Introducing the commitment literature to the employees through training.
  b. Development of employees' skills and knowledge.
  c. justice treatment and fair evaluations practice
  d. keeping a good organizational climate

9. Al-Masry (2009): The Effects of the Compensations on the Employees Satisfaction in the Islamic University in Gaza-Gaza Strip

The study aims to investigate the effects of the compensation on the Islamic University of Gaza employees satisfaction and to reach a recommendations works to increase and improve the compensations workers obtains and consequently increase their satisfaction, thats through investigating and analyzing the compensation obtained by the employees, also that's through determining, detailing and analyzing its components which effect the employees satisfaction, The compensations include.

The data of the research was collected using a questionfnaire which was distributed to 255 employees of the Islamic University of Gaza employees.

The most important results of the study are:
  a. The compensations; compensation, the basic salary, the additions to the basic salary "Allowances", End of service compensation, incentives, services and advantages are effects significantly the employees of the Islamic University of Gaza according to the research themes, which include levels of satisfaction and non-satisfaction.
  b. The existence of significant differences in the questionnaire sample of study concerning the effects of the compensations o the employees satisfaction at the level of significance a=0.05, which attributed to two personal characteristics only; the sex and the position type.
  c. The existence of non- significant differences in the questionnaire sample of research concerning the effects of the compensations o the employees satisfaction at the level of significance a=0.05, which attributed to two personal characteristics only; the Scientific qualification, the social status, the number of dependent sons, the position grade and years of experience.

The most important results of the study concerning all the components of the compensations, which will work on improving the employees' compensations according to their labor and personal characteristics, these components include:

    a. Compensation recommendations.

    b. Basic salary recommend.

    c. the additions to the basic salary "Allowances"

    d. End of service compensation

10. Abu-Musa (2008): UNRWA's Area Staff Satisfaction on Performance Appraisal System and its Incentives in the Gaza Field Office

This study aims at identifying the level of satisfaction among UNRWA's employees in regard to performance appraisal and its incentives, to diagnose the errors committed by appraisers while appraising employees under their supervision, to identify whether the current performance appraisal system motivates employees and increases productivity, and to identify whether the output of the current appraisal system is used for organizational development and career planning. The study follows the procedure of a descriptive approach. The total number of employees working in the Gaza Field Office is 9507. Employees in grades 1, 2 and 3 were excluded as they are not subject to performance appraisal. Thus, this makes the study population 8541. 410 employees were surveyed. In order to ensure that particular grades within the study population are adequately represented in the sample, the researcher utilized stratified random method according to grade.

The most important results of the study are:

    a. The system is not based on job analysis, and the job description does not include clear standards upon which employees' performance can be measured.

    b. The report currently in use by UNRWA contains qualitative rather than quantitative standards, and does not contain clear or measurable statements. In addition, part of the daily tasks assigned to employees is not included in the report, and the report does not evaluate the employees' competencies.

    c. Analysis of data revealed that the Agency does not designate specific incentive package for employees whose performances are rated as outstanding.

The most important results of the study are:

    a. The researcher recommends changing the performance appraisal report and establishing a post for performance appraisal officer.

    b. Increasing incentives for outstanding performers and training appraisers on performance appraisal.

    c. Developing software for compiling data about employees' performance appraisal report that can be easily obtained when needed

11. Elfara and El-Zaanoon (2008): The Reality of Recruitment and Selection Policies at ahe Administrative Positions an the Ministries of the Palestinian Authority in the Gaza Strip

The study aimes to examin the reality of recruitment and selection policies at the administrative positions in the ministries of the Palestinian Authority in the Gaza Strip. The research used analytical descriptive method. The research population consisted of 3363 employees from different managerial positions. The research used a stratified random sample. It consisted of 500 employees from different ministries

The most important results of the study are:
   a. Most of the limitations that face the ministries in the process of selection and recruitment are due to many reasons including, they do not follow effective selection and recruitment policies based on objective and scientific criteria.
   b. several non-objective factors (political, tribal and personal) hinder the process of selection and recruitment
   c. Palestinian ministries rely on the nominations of senior management officials and nominations for the vacant position officials as a source to fill administrative jobs with the overlooked of other sources to obtain managerial competencies (such as internal or external advertisement).

The most recommendation of the study are:
   a. Create a suitable environment based on scientific criteria for the process of selection and recruitment.
   b. Develop the role of human resource management and considering it as a system, which consists of different parts which affect each other
   c. Issue suitable law for organizing the process of selection and recruitment for administrative positions in the ministries.

12. Abu-Nada (2007): The Relationship Between Some Personal Variables and Leadership Types, on the One Hand, and the Organizational Commitment and the Feeling of Organizational Justice, on the Other, in Some Palestinian Ministries in Gaza Strip

This study aims to know the relationship between some personal variables and leadership types, on the one hand, and the organizational commitment and the feeling of organizational justice, on the other, in some Palestinian Ministries in Gaza Strip ,to underscore the existence differences that have statistical significance in leadership types in these ministries, and to find out the effects of these types on organizational commitment among the employees and their feelings of organizational justice. The study has been applied on a random sample from the society of the study which included largest six ministries in Gaza Strip. The data were collected through a questionnaire.

The most important results of the study are:
   a. There is an organizational justice in the Palestinian ministries in Gaza Strip but it is weak and close to average.
   b. There is no differences between the respondents of the study sample (at 0.05 level) about organizational justice attributable to the salary and incentives.

The most important results of the study are:
   a. Reconsidering the systems of rewards, promotions in ranks and evaluations of performance, in way that achieves subjectivity and justice in these systems.
   b. Reconsidering the employment conditions of the woman, and the legal rules concerning the compensations of civil service to guarantee higher degrees of organizational commitment and feeling of organizational justice among employed women.
   c. The importance of training leaders how to build up positive work relationships between themselves and their employees, taking into consideration the positive effects of these relationships on behavioral variables which affect –in turn- the organizational commitment and the levels of performance and productivity.

13. Muheasin (2004): Satisfaction Level of UNRWA Employees' in Gaza Strip in Respect of Compensation and Incentives Categories

The study aims to identify the level of UNRWA employees' satisfaction in Gaza Strip, about work incentives and compensation Programs due to various compensation systems. This was conducted through analyzing relations between work compensation, incentives aspect and the personal variables of the targeted group.

The population includes all employees between grade 5 to 12(total 990) employees in the education field working as teachers were excluded . the sample includes (254)ie. (26%) of the total number targeted group distributed according to contract system.

The most important results of the study are:
   a. The level of satisfaction of UNRWA employees was low, as it reached to (58.82%).
   b. The satisfaction level of (A) category employees is higher than the satisfaction level of (X) category employees. Moreover, the study shows that the satisfaction level of (X) category employees is higher than the satisfaction level of (Z) category employees.
   c. The salary, job security & stability, fairness, and equity are most important factors to improve the job satisfaction level according to employees' point of view.

The most recommendation of the study are:
a. Unifying contract systems and improving salaries based on a survey to wages paid by UNRWA in order to compare with cost of living.
b. Reconsider all UNRWA salaries by conducting a salary level survey in UNRWA comparing with prevailing high cost living rates and the change in the price level.
c. Open more opportunities for promotion for UNRWA staff, especially those who hold a diploma and assist them in obtaining a higher qualification.

14. abu-watfa (2002): The Condition of the Professional Growth of the Members of the Teaching Staff at the Islamic University of Gaza, and How to Deveolp It From Their Points of View.

The study aims at knowing the condition of the professional growth of the members of the teaching staff at the Islamic University of Gaza (IUG), and how to develop it from their points of view.

The population includes all members of the teaching staff in all the faculties at IUG (209 members) who have titles such as (professor, associated professor, assistant professor, and lecturer).

The most important results of the study are:
a. The average percentage of professional growth is 66.7%
b. the expected role of the Academic Affairs Office includes helping in preparing scientific research and getting higher degrees, holding workshops in all specializations and promoting participation in scientific conferences
c. The expected role of faculties' deans and the heads of departments includes respectful and objective treatment to staff members and holding seminars and workshops to update their scientific knowledge.

The most recommendation of the study are:
a. The necessity to increase initiatives and efficiencies of the members to participate in seminars, conferences and workshops.
b. Encouraging the members of the teaching staff to prepare joint researches with different universities and institutions.
c. Taking the initiative to do some social activities perform community activities.
d. Activating deans of faculties and heads of departments and giving them wider role to participate in teaching staff development.

3.3 Arabic Studies:

1. Shmailan (2015): The Relationship Between Job Satisfaction, Job Performance and Employee Engagement: An Explorative Study

This study aims to examine what contributes to satisfied employee by examining a number of factors such as job fit, good communication, appreciation and clear objectivies. The study will also look at the roles of the organizaion and individual in emplyee satisfaction. Job performance, another key success factor for organizations, will also be examined.

The link between employee satisfaction and performance findings will be illuminated and related examples of what can be done to improve both variables will be provided. Finally, this study discusses employee engagement which combines the above topics and much more including definitions, organizational success, and how to develop a successful employee engagement program. This study will also provide compelling information that will help to understand the advantages of having satisfied and high performing employees as well as using the power of employee engagement to be competitive and profitable

The most important results of the study are:
   a. Employee satisfaction is directly linked to employee engagement.
   b. Employee satisfaction makes good business sense and increases productivity and career enhancement
   c. Employee engagement can vary country to country

The most important recommendation of the study are:
   a. Use information from this research to develop a detailed plan of how to create an employee engagement plan
   b. Do a more exhaustive examination of different countries to determine best practices for employee engagement and the effects of culture
   c. Conduct pilot projects to measure employment in emerging nations and regions like the GCC.

2. Katawneh (2014): The Impact of Core Competencies in Improving the Organization Commitment of Employees in Mutah University in Jordan

This study aims to identify the impact of core competencies (core of administrative functions, administrative roles communication skills self-development) in improving the organization commitment (normative commitment, affective commitment, continuous commitment) in Mutah University. A questionnaire was developed for data collection.

The most important results of the study are:
  a. The results have shown that the principles of competency management (competency of administrative functions, competency of administrative roles, competency of communications skills, and competency of self-development) has an impact on improving organizational commitment (knowledge of job the quantity of work achieved, the quality of work achieved, and perseverance) in Mutah's university requirements,
  b. The perceptions of Mutah University staff toward core competencies was a medium level and to organization commitment was a high level.

The most important recommendation of the study are:
  a. Working to adopt building and developing competencies.
  b. Giving staff more knowledge and capabilities in the operations of the university.
  c. Enhancing the level of organizational commitment of employees by paying interest to incentives and its types.

3. **Jehanzeb, Rasheed, and Rasheed (2013): Organizational Commitment and Turnover Intentions: Impact of Employee's Training in Private Sector of Saudi Arabia.**

   This study aims to investigate impacts of training on organizational commitment and turnover intentions in private sector of Saudi Arabia. The study seeks to focus the relationship between organizational commitment and turnover intentions of the employees. The organizations selected were from various industries in the private sector of Riyadh, Saudi Arabia, such as banks, fast food, telecommunication and retail. Randomly selected employees were invited to contribute in the study by completing survey questionnaire.

The most important results of the study are:
  a. All the selected variables: availability of training program and supervisor support for training is found positively related to organizational commitment.
  b. Contrary to theory, motivation to learn depicts insignificant results, which could have other reasons e.g. employees might be motivated to learn but their failure to put on learnt skills might cause the absence of an apparent relationship with organizational commitment.
  c. A strong inverse relationship is also confirmed between organizational commitment and turnover intentions of an employee.

The most important recommendation of the study are:
  a. Organizations should consider how to get their employees strongly recognized with their organizational goals, missions and values through appropriate training.
  b. Private sector of Saudi Arabia is required to provide the training opportunities for their employees so that they can decrease the turnover rate of employees.

c. Managers and supervisors are also required to encourage their subordinates to motivate them for try to learn new knowledge and skills which is beneficial for their organizations.

4. Alnaqbi (2011): The Relationship Between Human Resources Practices and Employee Retention in Public Organizations: An Exploratory Study Conducted in the United Arab Emirates

This study aims to identify HR practices and other factors such as job satisfaction, organizational commitments and leadership practice that affect employee retention in the UAE with emphasis on public organizations, in a comparative study of Sharjah and Dubai. This research includes both quantitative and qualitative techniques.

The most important results of the study are:
a. National culture has a direct influence on organizational culture. The current workplace culture is not highly satisfactory, and that strategies are needed to improve it.
b. Lack of empowerment and management style are factors that influence the retention of employees in UAE public organizations.
c. Employees did not like centralized leadership, and this affected their intention to stay within an organization.

The most important recommendation of the study are:
a. There is a need to redesign jobs and provide employees with job descriptions, in order to let each of them understand what tasks they should do and how to achieve them.
b. There is also a clear need for staff members to be informed on the difference between 'administration management' and 'human resource management', particularly with regard to the role the HR department plays in attracting and retaining qualified employees.
c. There is a need to establish a department within the organization for planning for both present and future needs, eliminating discrimination and bias against some employees, installing a systematic and fair reward system, and providing compensation benefits and allowances.

3.4 Foreign Studies

1. Vidal-Salazar, Cordón-Pozo, and Torre-Ruiz (2016): Flexibility of Benefit Systems and Firms' Attraction and Retention Capacities

This study aims to analyze three different forms of benefit systems and the effects of their application on Spanish firms' attraction and retention capacity, differentiating these systems depending on the flexibility offered to the workers.

The data of this study have been collected from a sample of 308 human resources managers in Spanish firms, through an online questionnaire. The hypotheses were tested by ordinary least squares regression analyses.

The most important results of the study are:
a. Firms having more flexible compensation systems, that is, those providing greater freedom to workers in the election of their benefits.
b. Benefit systems with a higher degree of flexibility can allow firms to reduce their costs by adopting more efficient and effective systems and, at the same time, they can avoid that employees perceive that this reduction of cost produce that rewards are less valuable than those offered by other firms.
c. The design of the benefit system, reported to have a higher attraction and retention capacity than firms offering to their employees a unique and similar benefit package for all the employees.
d. Human resources policies and, especially, compensation policies have a significant influence on the ability of firms to recruit and retain core employees.

The most important recommendation of the study are:
a. Managers need to know the effect of different reward systems on the attraction and retention of valuable employees.
b. Managers should support more information about the advantages of benefit systems to potential employees, in order to achieve that they assess the value of these benefit systems in a similar way that employees who actually have it.

2. Milman and Dickson (2014): Employment Characteristics and Retention Predictors Among Hourly Employees in Large US Theme Parks and Attractions

This study aims to evaluate and analyze hourly line-level employees' characteristics and their perceptions of their employment experience in large US theme parks and attractions, as well as to explore predictors for their retention.

The research instrument adopted a theoretical framework based on previous retention studies of hourly employees in various industries. Following a qualitative phase with theme park employees, the survey was tailored to the uniqueness of the industry. Since major theme park companies are protective of their employee database, a "snowball" sampling technique was adopted using a variety of Social Networking Sites (SNS). A total of 307 usable responses were attained.

The most important results of the study are:
a. The results indicated that of the 27 employment characteristics studied, the most important were perceived to be advancement opportunities, humane approach to employees, and a fun and challenging job.

b. Importance-Performance analysis revealed that the largest gaps were recorded in the areas of pay, advancement opportunities, and a humane approach to employees.

c. Hourly employees' retention was predicted by employees' level of satisfaction, better experience with pay, and better experience with employee development training classes. However, hourly employee retention was also predicted by the employees' negative experience with flexible working hours and performance reviews.

The most important recommendation of the study are:
a. Employers must adopt new creative strategies to keep their employees and attract new ones at the same time.

b. developing and revising mission statements, values, and corporate visions that may be applicable to hourly employees

3. **Nyman, A., & Stamer, M. (2013): How to Attract Talented Software Developers: Developing A Culturally Differentiated Employee Value Proposition**

This study aims to investigate the concept of extracting an employee value proposition that can help a company in need of this type of labor to become more attractive. To understand if culture has an impact on the candidate's attraction, it is also investigated whether or not an employee value proposition can be adapted to fit different nationalities. The attributes of a potential employee value proposition were obtained through 15 in-depth interviews with various employees within the case company. These attributes were then verified through a survey, which also were to distinguish any cultural differences

The most important results of the study are:
c. An EVP focusing on great colleagues.

d. Every EVP is unique: although the EVP attributes for the case company may be attractive for the target group, each and every company has to find its own way to do this.

e. A strong company cultures has a great effect of the EVP.

f. National adaption not needed.

The most important recommendation of the study are:
a. Internal improvements proposals for the employer branding activities of the case company (inspiring management, leaders will support my development and clear path for advancement)

b. External improvements proposals for the employer branding activities of the case company (prestige, professional training and development, opportunities for international travel and relocation, interaction with international clients and colleagues, enabling me to integrate personal interests in my schedule, respect

for its people, a friendly work environment, recruiting only the best talent, and good reference for future career).

   c. No actions recommended proposals for the employer branding activities of the case company (fast growing/entrepreneurial, a creative and dynamic environment, competitive base dynamic environment, competitive base salary, and high future earnings.)

4. Sokro (2012): Impact of Employer Branding on Employee Attraction and Retention:

This study aims to investigate whether employers use branding in their organizations, and how employer branding influence the attraction and retention of employees in the banking sector in Ghana, the data was collected using a descriptive survey, and was analyzed using both descriptive and inferential statistics.

The most important results of the study are:
   a. Organizations use employer-branding processes in their business to attract employees and customers.
   b. Brand names of organizations may significantly influence the decision of employees to join and stay in the organizations..

The most important recommendation of the study are:
   a. Employers need to create conductive work environment with conditions enable employees feel comfortable and remain in the organization.
   b. Organizations must aim to be employers where potential employees are attracted to work and existing staff remain loyal and perform for the good of the whole business.

5. Till and Karren (2011): Organizational Justice Perceptions and Pay Level Satisfaction

This paper aims to compare the relative importance or effects of individual equity, external equity, internal equity, procedural justice, and informational justice on pay level satisfaction. The paper used a policy-capturing methodology to determine the importance of the five factors and considers both group analyses and individual analyses of the data

The most important results of the study are:
   a. Of the three types of equity, individual equity was the most important factor on pay level satisfaction
   b. External equity and the three other factors were important for many individuals
   c. The findings will help managers make judgments on how to respond to conflicts between internal alignment and external market conditions. Knowledge of which factors are most important will help managers create more effective compensation programs.

The most important recommendation of the study are:

    a. pay satisfaction may be enhanced in an organization where pay information is available and pay decisions are understood

    b. Human resource professionals should be conscious of the fact that pay decisions are not made in a vacuum and that pay comparisons have a meaningful influence on pay satisfaction.

    c. Organizations should to rethink their pay policies. This may mean disclosing more information regarding pay levels as well as the pay process itself.

6. Danish and Usman (2010): Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study From Pakistan

This study aims to find out the major factors that motivate employees and it tells what is the relationship among reward, recognition and motivation while working within an organization. The data of the research was collected using a questionnaire which was distributed to 250 employees of diverse type of organizations to gain wide representation of sectoral composition.

The most important results of the study are:

    a. There is a significant relationship between work itself and work motivation and satisfaction Different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have great impact on motivation of the employees.

    b. There is a significant relationship between promotional opportunities and work motivation and satisfaction.

    c. There is a significant relationship between work itself and work motivation and satisfaction.

    d. Recognition is significant in explaining the variance in work motivation and satisfaction.

The most important recommendation of the study are:

    a. The managers can provide recognition to employees by sitting with employees having informal talks, spending time with them in form of a combine dinner or else in other activities like asking about their families and other crucial aspects related to their personal life.

    b. Operating procedures should be fairly implemented, as procedural justice is quite important for employee motivational programs.

    c. The managers should let the employees to participate in decision making so that employees feel that their opinion is important for the organization development.

    d. Increments in pay, allowances, compensations and fringe benefits both on periodic basis as well as on special occasions should be provided to the employees for keeping them motivated.

7. **Naidoo (2010): Defining The Employee Value Proposition for Employees in Old Mutual South Africa, A Generational Perspective**

This study aims to define the employee value propositions for old mutual South Africa, from a generational perspective. The study looked at the three main generations that make up the old mutual workforce, namely baby boomers, generation X and generation Y.

The most important results of the study are:
a. There are some factors of employment that are considered important by all three generational groups. These factors can be referred to as hygiene factors in the employee value proposition are include challenging work, opportunities for progression and remuneration that is comparable the rest of the industry.
b. Other important factors such as promotional opportunities, appetite for travel, taking work home and expected working hours need to be tailored not just to different generations, but also the different job types within generations.

The most important recommendation of the study is that old mutual South Africa should relook at their employee value proposition, across all generations to ensure that their value propositions are meeting the needs of their employees.

8. **Laschinger, Leiter, Day, and Gilin (2009): Workplace Empowerment, Incivility, and Burnout: Impact on Staff Nurse Recruitment and Retention Outcomes**

This study aims to examine the influence of empowering work conditions and workplace incivility on nurse's experinces of burnout and important nurse retention factors identified in the literature.

The sutdy examined the the impact of workplace empowerment, supervisor and coworker incivility, and burnout on three employee retention outcomes: job satisfaction, organizational commitment, and turnover intentions in a sample of 612 Canadian staff nurses.

The most important result of the study is that nurse's perceptions of empowerment, supervisor incivility, and cynicism were strongly related to job satisfaction, organizational commitment, and turnover intentions

The study recommended the nursing management to use managerial strategies that empower nurse's for professional practice to help preventing workplace incivility, and ultimately, burnout.

9. Deery (2008): Talent Management, Work-Life Balance and Retention Strategies

This study aims to examine the literature relating to retention of good employees and the role that work-life balance (WLB) issues have in an employee's decision to stay or leave an organisation. The paper begins with a brief overview of the seminal material in the more generic management literature and then tailors the discussion to the hospitality and tourism industry using literature from the hospitality and tourism journals.

The most important results this literature review focus on job attitudes such as
   a. Job satisfaction and organizational commitment.
   b. Personal attributes such as positive and negative affectivity.
   c. The role of WLB in employee turnover.
   d. The strategies provided to alleviate high turnover rates.

The most important recommendation of the study are:
   a. Providing flexible working hours such as roistered days off and family friendly starting and finishing times.
   b. Allowing flexible work arrangements such as job sharing and working at home.
   c. Providing training opportunities during work time.
   d. Providing adequate resources for staff so that they can undertake their jobs properly.

10. Hughes and Rog (2008): Talent Management: A Strategy for Improving Employee Recruitment, Retention and Engagement Within Hospitality Organizations

This study aims to clarify what is meant by talent management and why it is important (particularly with respect to its affect on employee recruitment, retention and engagement), as well as to identify factors that are critical to its effective implementation

The most important results of the study are:
   a. Talent management is an espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management (HRM). This commitment stems in part from the widely shared belief that human resources are the organization's primary source of competitive advantage; an essential asset that is becoming in increasingly short supply.
   b. The benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates, and enhanced employee engagement. These outcomes in turn have been associated with improved operational and financial performance.

c. The external and internal drivers and restraints for talent management are many. Of particular importance is senior management understanding and commitment.

The study recommends the Hospitality organizations, which interested in implementing a talent management strategy to:
a. Ensure CEO commitment.
b. Align talent management with the strategic goals of the organization.
c. Establish talent assessment, data management and analysis systems.
d. Conduct an audit of all HRM practices in relation to evidence-based best practices.

11. Willie, Jayawardena, and Laver (2008): Attracting and Retaining Quality Human Resources for Niagara's Hospitality Industry

This study aims to identify the best approaches management should embrace to successfully attract and retain high quality human resource talent within the Niagara region's hospitality industry.

The most important results of the study are:
a. Hospitality managers within the Niagara region are already executing some of strategies.
b. a stronger working relationship with the seasonal employees is required in the region

The study recommends that the hospitality managers should:
a. Understand the basics related to good human resource management practices.
b. Know the "fair market value" for each position.
c. Foster relationships with colleges and universities to tap into student labor.
d. Encourage mature workers to apply for part-time work.
e. Cultivate a good relationship with seasonal employees and educate them on the rewards of a career within the hospitality industry.

12. Bhatnagar (2007): Talent Management Strategy of Employee Engagement in Indian ITES Employees: Key to Retention

This study aims to investigate talent management and its relationship to levels of employee engagement using a mixed method research design. The first phase was a survey on a sample of 272 employees, the second phase random sample was chosen to be interviewed.

The most important findings of the study are:
a. Low factor loadings indicated low engagement scores at the beginning of the career and at completion of 16 months with the organization.
b. High factor loadings at intermediate stages of employment were indicative of high engagement levels.

The most important recommendation of the study are:
   a. Identification of an engaged workforce at all levels which is passionate about continuous learning and challenges, triggered through a continuous positive employee relationship.
   b. Further designing HR interventions to keep them engaged.
   c. A need to establish a stronger psychological contract based on relational need rather than a transactional one.
   d. Create peer partners and mentors who care and nurture relationships in terms of quality rather than quantity of time together and who take care of the emotional needs and need for involvement of employees.

13. Heger (2007): Linking The Employment Value Proposition (EVP) to Employee Engagement and Business Outcomes

This study aims to examine the relationships between various EVP and employee engagement measures and the business outcomes of profit margin, productivity, voluntary, turnover, and accounts receivable.

The most important results of the study are:
   a. There is several important relationships between EVP fulfillment and the intention to stay component of employee engagement.
   b. Relationships between the employee measures and business outcomes were not as robust.

The most important recommendation of the study are:
   a. Prioritizing the intention to stay components of employee engagement against the criteria of costs, benefits, and scalability before determining a retention strategy.
   b. The leadership team continue to establish and communicate a clear framework for cascading performance goals and objectives throughout the organization, and which ties an employee's bottom-line results to his or her salary increase and bonus.

14. Earle (2003): Building A Workplace of Choice: Using the Work Environment to Attract and Retain Top Talent

This study aims to examine the characteristics of the different generations that currently make up our workforce and discusses what they, as well as new recruits, expect from their employers and from their work environments. It also delves into the role the workplace plays in recruitment and retention and the way in which it can be used to improve an organisation's corporate identity. It then looks at what types of perks are actually valued most by employees, and explores how the physical environment can be aligned to help shape a company's organisational culture and facilitate the communication, teamwork and creativity that are necessary to sustain a culture of continual innovation.

The most important results of the study are:
   a. The work environment is not, nor will it ever be, the sole factor upon which people base their employment decisions.
   b. Quality of life factors into every major decision that is made, and is profoundly affected by the environment.
   c. It is difficult to isolate the impact of specific changes to the work environment.

The most important recommendation of the study are:
   a. The workplace and how it operates, must fit within the organization's philosophy and must be accompanied by reinforcing practices and supportive managers and supervisors.
   b. Gain a better understanding of the relationships that exist between things such as quality of environment, job design, management styles, human resource practices and technology.
   c. Developing innovative and competitive interventions strategies that will help not only to build sustainable vitality in companies, but also to transform typical work environments into great places to work.

3.5 Comments and conclusions:

The researcher used the previous studies to acquire a wide understanding to the context of the study literature and identify efforts in EVP implementation, which was necessary in selecting the variables, developing hypothesis and the environment of the research. These previous studies were also important in the analysis process as well as the interpreting to the results of the study by comparing the findings with those of the previous studies.

Based on previous studies some notes can be highlighted as following:
1. Many foreign studies have been conducted on EVP and its impact on employee attraction and commitment.
2. Generally there was no previous Arabic or Palestinian Studies talking directly about EVP, but the researcher found studies talking about one or more of EVPs variables (rewords, people, opportunities, organization, and work) and discussed its relation on employee commitment and retention.
3. This research complies with previous studies that it discusses a topic related to EVP or one of its dimensions.
4. Regarding the tools used most of the studies used surveys and questionnaires, while there are some researchers used interviews, and focus groups. The researcher used the most used tools: online questionnaires and interviews.
5. The populations are varied, some of populations are local, others are regional, and the rest are international. Foreign studies are varied from different countries, some of them from USA, and the others are from Spain, Ghana, Pakistan, South Africa, Canada, Niagara and India. While Arabic Studies are from Saudi Arabia, Jordan, United Arab Emirates and Palestine.

6. For the studies' population and samples, the studies were carried out in various institutions such as (universities, NGO's, public sector organizations, governmental ministries, companies, etc.) And this leaded to different results as each field has its own views

7. Most of the researchers used descriptive and analytical approach to develop their studies, but as they discussed new topics; some of them e.g. Alnaqbi used both quantitative and qualitative research approaches, Till and Karren used a policy-capturing approach while Hughes and Rog used as implementation design approach. But the researcher choose to use the descriptive analytical approach as most of the researchers have done

8. A great deal of the work in previous studies which tackled EVP, have been based findings made by the corporate leadership council.

9. The previous studies have emphasized the need to enhance the EVP within the institution as it has a positive impact on attracting and retaining talented employees.

10. Some previous studies proposed approached, practices and strategies that can be used by the HR departments in order to attract and retain qualified employees. It also proposed policies, procedures, methodologies and frameworks to enhance the image of the institution as a desirable workplace through developing a strong EVP.

11. This study has similarities in objectives, tools, variables and findings with some of the previous studies and has differences with other studies at the same time in objectives, variables, findings and field of study.

This study characterized from previous studies in:

1. It has discussed a topic that no regional or local studies have studied, as the researcher knows.

2. It was applied on Gaza academic institutions as a population, while other studies that tackled EVP have different population.

3. The study compares three major institutions offering higher education services in Gaza Strip which are Al-Aqsa University, the Islamic University, and University College of Applied Sciences

Chapter 4

Research Design and Methodology

Chapter 4: Research Design and Methodology

4.1 Section 1: Methodology and Procedures

4.1.1 Introduction

This chapter describes the methodology that was used in this research. The adopted methodology to accomplish this research uses the following techniques: the information about the research design, research population, questionnaire design, statistical data analysis, content validity and pilot study.

4.1.2 Research Methodology

The descriptive analytical approach was followed in conducting the research, which is considered as the most used in business and social studies (Kumar, 2010). This section presents the methods used to carry out the research and answer the research questions. In order to achieve the objectives of the research.

4.1.3 Research Design

The following are the steps followed by the researcher to conduct the research:
1. The first phase: It includes developing the research proposal that contains identifying and defining the problem, establishing objectives of the research and development of the research plan.
2. The second phase: After receiving the approval on the research proposal, a comprehensive literature review was conducted about employee value propositions, what attract employees, and how to maintain talent employees.
3. The third phase: The researcher started developing a questionnaire including the determined variables to be measured. Then the questionnaire was evaluated and reviewed by 8 professors from different universities.
4. The fourth phase: This phase is focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study, in order to test and prove that the questionnaire questions are clear to be answered in a way that helps to achieve the objectives of the research.
5. The fifth phase: It is about publishing the questionnaire on research population. 288 questionnaires were collected from the research population.
6. The sixth phase: It is about conducting data analysis and discussion by using Statistical Package for the Social Sciences (SPSS).
7. The seventh phase: The final phase includes the conclusions and recommendations based on the analysis of the data.

Figure (4.1) shows the methodology flowchart, which leads to achieve the research objective.
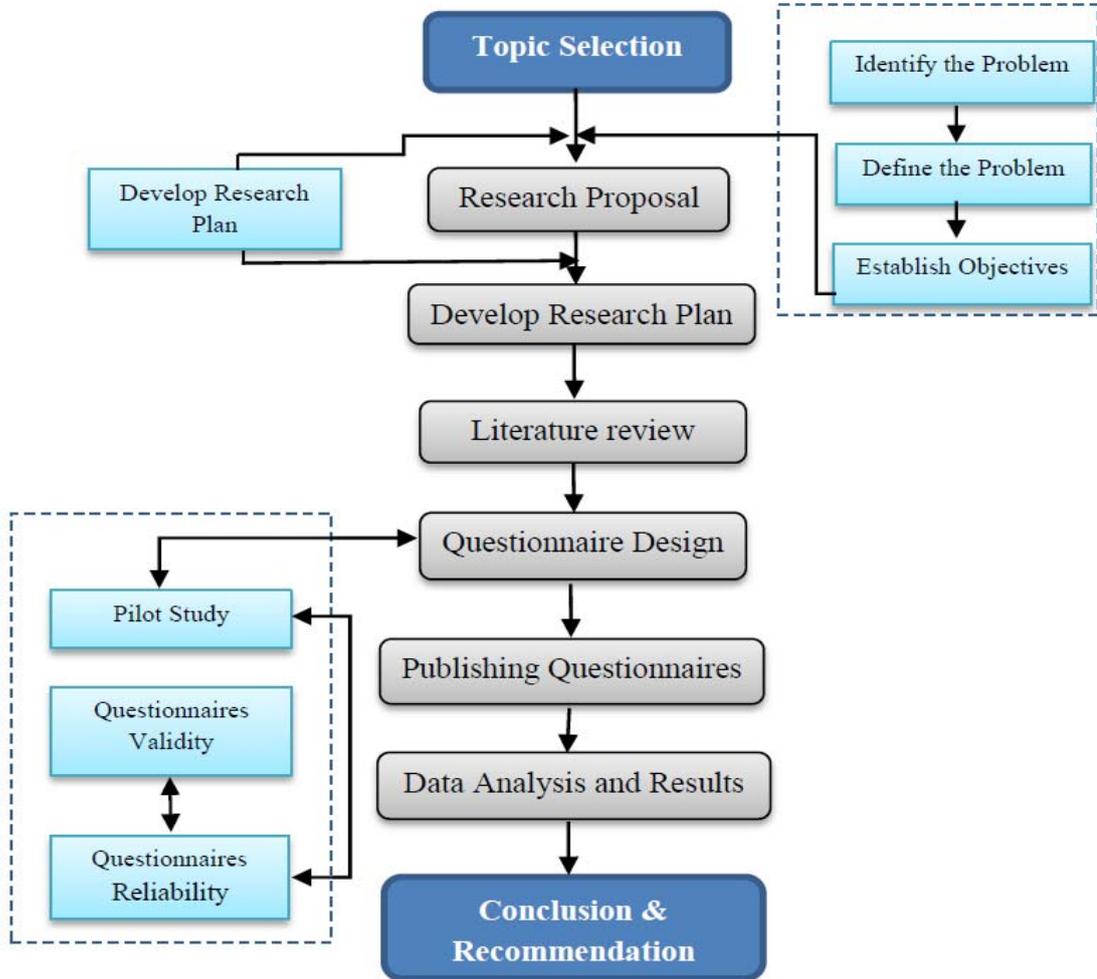
Figure (4.1) Methodology Flowchart

Source: Articulated by the Researcher Based On (Kumar, 2010)

4.1.4 Data Collection Sources

The data collected by the researcher was mainly from primary and secondary resources:

1. Secondary resources: In order to address the theoretical framework of the study, these secondary resources included reference books, reports, papers published in scientific journals and magazines; these were retrieved through databases such as Emerald, and Science Direct. Papers from scientific conferences, electronic newspapers articles, unpublished papers, theses and dissertations that were obtained from universities websites, and some readings and reports from various websites that are related to the study topic.

2. Primary resources: In order to address the analytical framework of the study, structured questionnaire was developed based on the literature and modified regarding the supervisor's recommendations, the experts and academic judgments, the questionnaire was distributed to the target group. Respondents were asked to provide opinions. Then collected data was analyzed by using SPSS program

4.1.5 Research Population and Sample:

The research population consists of (944) administrative and academic administrative staff working in the Islamic University, Al-Aqsa University, and University College of Applied Sciences, the number of research population was obtained through direct contact with personnel departments of the three institutions after reviewing the records of higher education statistical yearbook. The researcher compared the data in the statistical yearbook with the data obtained from personnel affairs department and there were minor differences that did not affect the size of the sample.

The researcher used the Robert Mason equation to determine the sample based on the original study population. The results of the Robert Mason equation showed that (273) questionnaire should be collected to be representative.

Sample size was calculated from the following equation:

$$n = \frac{M}{\left[\left(S^2 \times (M-1)\right) \div pq\right] + 1}$$

Where:

n = sample size

M = population size

S = Z∕E = (confidence level at 95%=1.96)∕(error proportion=0.05)

p: the probability (30% - 60%) or = 50% the best

q: 1 − p = 0.5

The following table clarifies the population, the calculated sample, and its percentage according to job category and universities:

Table (4.1) Research population and sample according to university and job category

University Name	Job Category	Population	Targeted Sample	Targeted Sample Total	Percentage
Islamic University	Administrative	422	121	150	55%
	Academic Administrative	100	29		
Al-Aqsa University	Administrative	193	55	80	30%
	Academic Administrative	87	25		
University College of Applied Sciences	Administrative	127	36	40	15%
	Academic Administrative	15	4		
Total		**944**	**270**	**270**	**100%**

Source: Articulated by the Researcher Based on Personal interviews

4.1.6 Questionnaire Design and Procedure

A questionnaire was provided with a covering 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 questionnaire is composed of two parts as following:

Part I: Demographic data which consists of the general characteristics of the research population and consists of (6) paragraphs which are:
1. Gender.
2. Age.
3. Educational Qualifications.
4. Years of service.
5. Job category.
6. Place of work.

Part II: This part consists of (38) paragraphs to collect information distributed on five main fields as follows:
1. First Field: related to rewards, consists of (4) statements.
2. Second Field: related to opportunity, consists of (5) statements.
3. Third Field: related to organization characteristics, consists of (16) statements.
4. Fourth Field: related to work, consists of (7) statements.
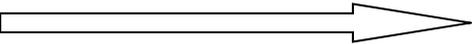5. Fifth Field: related to people and the culture of the organization, consists of (6) statements.

The researcher used the following procedures in designing the questionnaire:
1. The questionnaire was developed by the researcher based on the literature, and was reviewed and modified by the research's supervisor.

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2. The modified copy was given to a number of 8 academic referees and a professional from different universities and governmental institution, who have excellent knowledge and expertise in the area of the research topic.
3. The questionnaire was then modified based on the referee's comments.
4. Next, a pilot study sample of 50 questionnaires was distributed to help test the validity and reliability of the questionnaire, this provides a trial for the questionnaire, which involves testing the wordings of questions, and identifying ambiguous questions.
5. Based on the pilot phase findings, it was concluded that the questionnaire is ready to be distributed as a final copy.

4.1.7   Data Measurement

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, scale 1-10 is used.

Item	Strongly Disagree									Strongly agree
Scale	1	2	3	4	5	6	7	8	9	10

4.1.8   Test of Normality

The One-Sample Kolmogorov-Smirnov test will be used to identify if the data follows normal distribution or not, this test is necessary in case of testing hypotheses.

Table (4.2) The Result of Kolmogorov-Smirnov Test of Normality

Field	VP importance		VP availability	
	Statistic	P-Value (Sig.)	Statistic	P-Value (Sig.)
Rewards	1.320	0.061	0.613	0.847
Career Opportunity	1.308	0.065	0.581	0.888
The Organization	0.531	0.940	0.762	0.607
Work	0.911	0.378	0.980	0.292
People	1.106	0.173	1.172	0.128
All items of the questionnaire	**0.665**	**0.768**	**0.807**	**0.534**

From Table (4.2), the p-value for each variable is greater than 0.05 level of significance, and then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

4.1.9 Statistical Analysis Tools

The researcher used data analysis both qualitative and quantitative data analysis methods. The Data analysis made utilizing (SPSS 24). The researcher 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. One-sample T test: is used to determine if the mean of a paragraph is significantly different from a hypothesized value 6 (Middle value of the 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 4. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 6. 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 6.
6. Paired Samples T-test: is used to determine whether there is statistical evidence that the mean difference between paired observations on a particular outcome is significantly different from zero
7. Independent Samples T-test: is used to examine if there is a statistical significant difference between two means among the respondents toward the importance and availability of EVP due to gender and job category.
8. Analysis of Variance: is used to examine if there is a statistical significant difference between several means among the respondents toward the importance and availability of EVP due to age, educational qualifications, years of service and place of work categories.

4.2 Section 2: Testing Research Tool

4.2.1 Introduction

This section describes the tests of validity and reliability of the questionnaire used to gather data. These include the structure and expert validation of the questionnaire by a scouting sample, which consisted of 50 questionnaires. In order to assess the reliability of the questionnaire and assess the external consistency between the items of the measuring instrument, the Cronbach alpha coefficient was calculated.

4.2.2 Validity of the 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.

1. Content validity of the questionnaire:

   The content validity of the questionnaire was conducted through the supervisor review in order to assure that the content of the questionnaire is consistent with the research objectives, and evaluate whether the questions reflect the research problem or not. Also, 8 academic experts from different universities were requested to evaluate and identify whether the questions agreed with the scope of the items and the extent to which these items reflect the concept of the research problem and provided valuable notes to improve its validity that their comments were taken into consideration (Appendix C). The experts did agree that the questionnaire was valid and suitable enough to measure the concept of interest with some simple modifications.

   Appendix A shows the questionnaire in its final shape.

2. Criterion Related validity (Internal Consistency):

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

   a. Internal validity for the "Rewards" field:

Table (4.3) Correlation coefficient of each item of "Rewards" and the total of this

#	Item	VP importance		VP availability	
		Correlation Coefficient	P-Value (Sig.)	Correlation Coefficient	P-Value (Sig.)
1.	The competitiveness of the job's financial compensation package	.566	0.000*	.804	0.000*
2.	The comprehensiveness of the organization's health benefits	.786	0.000*	.808	0.000*
3.	The comprehensiveness of the organization's retirement benefits	.762	0.000*	.693	0.000*

#	Item	VP importance		VP availability	
		Correlation Coefficient	P-Value (Sig.)	Correlation Coefficient	P-Value (Sig.)
4.	The amount of holiday/vacation time that employees earn annually	.755	0.000*	.733	0.000*

Table (4.3) clarifies the correlation coefficient for each item of the "Rewards" 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 α = 0.05, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

    b.   Internal validity for the "Career Opportunity" field:

Table (4.4) Correlation coefficient of each item of "Career Opportunity" and the total of this field

#	Item	VP importance		VP availability	
		Correlation Coefficient	P-Value (Sig.)	Correlation Coefficient	P-Value (Sig.)
1.	The developmental/ educational opportunities provided by the job and organization	.687	0.000*	.794	0.000*
2.	The future career opportunities provided by organization	.855	0.000*	.838	0.000*
3.	The growth rate of the organization's business	.857	0.000*	.804	0.000*
4.	Whether or not employees are rewarded and promoted based on their achievements	.869	0.000*	.868	0.000*
5.	The level of stability of the organization and the job	.874	0.000*	.748	0.000*

Table (4.4) clarifies the correlation coefficient for each item of the "Career Opportunity" 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 α = 0.05, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

    c.   Internal validity for the "Organization" field:

Table (4.5) Correlation coefficient of each item of "The Organization" and the total of this field

#	Item	VP importance		VP availability	
		Correlation Coefficient	P-Value (Sig.)	Correlation Coefficient	P-Value (Sig.)
1.	Whether or not the organization's reputation as an employer has been recognized by a third-party organization	.572	0.000*	.559	0.000*
2.	The reputation of the clients and customers served in performing the job	.563	0.000*	.457	0.000*

#	Item	VP importance		VP availability	
		Correlation Coefficient	**P-Value (Sig.)**	**Correlation Coefficient**	**P-Value (Sig.)**
3.	the organization's level of commitment to having a diverse workforce	.683	0.000*	.554	0.000*
4.	The level of involvement employees have in decisions that affect their job and career	.631	0.000*	.696	0.000*
5.	The organization's level of commitment to environmental health and sustainability	.523	0.000*	.738	0.000*
6.	The organization's commitment to ethics and integrity	.571	0.000*	.628	0.000*
7.	Whether the work environment is formal or informal	.545	0.000*	.622	0.000*
8.	The desirability of the organization's industry to the respondent	.519	0.000*	.533	0.000*
9.	The competitive position the organization holds in its market(s)	.444	0.001*	.681	0.000*
10.	The size of the organization's workforce	.727	0.000*	.552	0.000*
11.	The level of awareness in the market place for the products brand	.467	0.000*	.802	0.000*
12.	The organization's product or service quality reputation	.511	0.000*	.695	0.000*
13.	The degree of respect that the organization shows employees	.638	0.000*	.659	0.000*
14.	The amount of risk that the organization encourages employees to take	.464	0.000*	.565	0.000*
15.	The organization's level of commitment to social responsibility (e.g., community service, philanthropy)	.608	0.000*	.613	0.000*
16.	The extent to which the organization invests in modern technology and equipment	.563	0.000*	.807	0.000*

Table (4.5) clarifies the correlation coefficient for each item of the "The Organization" 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 items of this field are consistent and valid to be measure what it was set for.

d. Internal validity for the "Work" field:

Table (4.6) Correlation coefficient of each item of "Work" and the total of this field

#	Item	VP importance		VP availability	
		Correlation Coefficient	P-Value (Sig.)	Correlation Coefficient	P-Value (Sig.)
1.	The amount of out-of-town business travel required by the job	.325	0.032*	.343	0.016*
2.	The opportunity provided by the job to work on innovative, "leading edge" projects	.340	0.018*	.484	0.000*
3.	The level of impact the job has on outcomes	.677	0.000*	.729	0.000*
4.	Whether the job responsibilities match your interests	.813	0.000*	.754	0.000*
5.	The location of the jobs the organization offers	.648	0.000*	.709	0.000*
6.	The amount of recognition provided to employees by the organization	.772	0.000*	.748	0.000*
7.	The extent to which the job allows you to balance our work and your other interests	.688	0.000*	.665	0.000*

Table (4.6) clarifies the correlation coefficient for each item of the "Work" 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 items of this field are consistent and valid to be measure what it was set for.

e. Internal validity for the "People" field:

Table (4.7) Correlation coefficient of each item of "People" and the total of this field

No.	Item	VP importance		VP availability	
		Correlation Coefficient	P-Value (Sig.)	Correlation Coefficient	P-Value (Sig.)
1.	Whether working for the organization provides opportunities to socialize with other employees	.572	0.000*	.800	0.000*
2.	Whether the work environment is team-oriented and collaborative	.787	0.000*	.868	0.000*
3.	The quality of the coworkers in the organization	.651	0.000*	.707	0.000*
4.	The quality of the organization's managers	.859	0.000*	.789	0.000*
5.	The organization's reputation for managing people	.775	0.000*	.748	0.000*
6.	The quality of the organization's senior leadership	.685	0.000*	.634	0.000*

Table (4.7) clarifies the correlation coefficient for each item of the "People" 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 α = 0.05, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

3. Structure validity of the questionnaire

Structure validity measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (4.8) Correlation coefficient of each field and the whole of questionnaire

#	Item	VP importance		VP availability	
		Correlation Coefficient	P-Value (Sig.)	Correlation Coefficient	P-Value (Sig.)
1.	Rewards	.682	0.000*	.542	0.000*
2.	Career Opportunity	.881	0.000*	.784	0.000*
3.	The Organization	.932	0.000*	.935	0.000*
4.	Work	.773	0.000*	.875	0.000*
5.	People	.864	0.000*	.775	0.000*

Table (4.8) 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 α = 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

4.2.3 Reliability of the Questionnaire (Cronbach's Coefficient Alpha)

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George & Mallery, 2006). 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 (George & Mallery, 2006). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied. 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 (4.9) Cronbach's Alpha for each field of the questionnaire

#	Field	Cronbach's Alpha	
		VP importance	VP availability
1.	Rewards	0.682	0.751
2.	Career Opportunity	0.886	0.869
3.	The Organization	0.857	0.902
4.	Work	0.690	0.787
5.	People	0.815	0.850
All items of the questionnaire		**0.938**	**0.945**

Table (4.9) 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 0.633 and 0.896. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.937 for the entire questionnaire, which indicates an excellent reliability of the entire questionnaire.

Table (4.9) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the "Value Proposition importance to the employee", values of Cronbach's Alpha were in the range from 0.682 and 0.886. This range is considered high; the result ensures the reliability of each field. Cronbach's Alpha equals 0.938 for the entire questionnaire, which indicates an excellent reliability of the entire questionnaire.

For the "Value Proposition availability in the organization ", values of Cronbach's Alpha were in the range from 0.751 and 0.902. This range is considered high; the result ensures the reliability of each field. Cronbach's Alpha equals 0.945 for the entire questionnaire, which indicates an excellent reliability of the entire questionnaire.

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

Chapter 5

Data Analysis and Hypotheses Testing

Chapter 5: Data Analysis and Hypotheses Testing

5.1 Section 1: Methodology and Procedures

5.1.1 Introduction

The aim of this chapter is to analyze the data that was collected through the questionnaire. This chapter includes three main sections: the first one is about the descriptive analysis (the personal characteristics) which will be presented and discussed, the second is about data analysis (means and test values for each filed), and the third section will handle the hypotheses testing. The findings that respond to these questions and objectives will be discussed and compared to other findings in previous studies.

5.1.2 Analysis of Demographic Data

According to a general data which is collected from the respondents in the first section of the questionnaire, and by using statistical repetitions, the population characteristics was determined in order to identify the characteristics of the respondents in terms of the structure of scientific, practical and social. The repeatability distributions of some of these variables are presented to the following arrangement: Gender, Qualification, Age, Type of Position, Years of Experience and University. The researcher calculated frequencies and percentage of the sample 288 according to these variable as shown in the following tables.

1. Gender:

Table (5.1) Gender

Gender	Frequency	Percentage
Male	237	82.3
Female	51	17.7
Total	**288**	**100%**

Table (5.1) shows that 82.3% of the sample are males and 17.7% of the study sample females. According to Personnel Affairs of the surveyed universities the majority of employees are males and the decision making positions in the university are also headed by males, where the number of administrative employee at the Islamic university was 369 male versus 53 female employee. As well as for the academic male staff with administrative positions was 94 versus 6 academic administrative female. Moreover, the proportion of male to female employees in the University College of Applied Sciences was similar to that of the Islamic University. As for Al-Aqsa University, there was a convergence between the number of male and female administrative staff; however, there was an obvious difference in academic administrative staff. The researcher attributes that due to the work chances that are more for males than females, the women work fields are limited, the society culture is

an essential reason in decreasing the women contribution in work, in addition to women's obligations and responsibilities toward their homes and families

2. Age

Table (5.2) Age

Age	Frequency	Percentage
Less than 30 years	69	24.0
30 to less than 40	104	36.1
40 to less than 50	81	28.1
50 years or more	34	11.8
Total	**288**	**100**

Table (5.2) shows that the majority of the sample 60.1% are less than 40 years, while the rest of the sample 39.9% are more than 40 years. This indicates that the respondents are from different categories of age, and the majority of the employees working in universities are middle-aged. The researcher believes that the decline in the age group greater than 50 years is due to the low response of this group to the questionnaire, and this was evident during the data collection period.

3. Educational Qualifications:

Table (5.3) Educational Qualifications

Educational Qualifications	Frequency	Percent
Diploma or less	25	8.7
Bachelor	138	47.9
Master	85	29.5
P.H.D	40	13.9
Total	**288**	**100.0**

Table. (5.3) shows that the majority of the sample 77.4% has bachelor and master degrees, this indicates that most of the administrative employees in academic institution are first degree holders due to the nature of working in academic institutions which are likely to attract employees with advanced educational qualifications. The next rank was 13.0% are the holders of P.H.D degree this is due to the academic nature of the Palestinian universities, where most of the lecturers and supervisors of the Palestinian university departments are P.H.D holders. And the last rank was 8% for diploma or less holders whose work is limited to the executive administrative work. The researcher attributes the low rate of the Diploma to the strong competition they face from those of higher scientific qualifications, whose number is constantly increasing. This, in turn, constitutes an incentive for the diploma category to gain experience, knowledge and join to training programs as well as they complete their studies to obtain higher scientific degrees

4. Years of Service:

Table (5.4) Years of service

Years of Service	Frequency	Percent
Less than 5 years	48	16.7
5 to less than 10	82	28.5
10 to less than 15	77	26.7
15 years or more	81	28.1
Total	**288**	**100.0**

Table (5.4) shows that the majority of the sample 83.3% are 5 years or more, while 16.7% of the sample have service Less than 5 years,. The researcher attributes the low rate of the "Less than 5 years" category due to the lack of new employees, because the universities under study have taken a policy of reducing the number of employees as a result of the financial crises.

5. Job Category:

Table (5.5) Job category

Job Category	Frequency	Percent
Administrative	220	76.4
Academic Administrative	68	23.6
Total	**288**	**100.0**

Table (5.5) shows that the majority of the sample (76.4% of the sample) are "Administrative", and 23.6% of the sample are "Academic Administrative". This is because the number of administrative employees is much higher than the number of academic administrative employees according to personnel affairs of the universities surveyed.

6. Place of work:

Table (5.6) Place of work

Place of work	Frequency	Percent
Islamic University	152	52.8
Al-Aqsa University	84	29.2
University College of Applied Sciences	52	18.1
Total	**288**	**100.0**

Table (5.6) shows that the majority of the sample (52.8% of the sample) are working in Islamic University, 29.2% of the sample are working in Al-Aqsa University, while 18.1% of the sample working in University College of Applied Sciences. The researcher attributes this result because the largest group of the sample are working at the Islamic University of Gaza, which includes 522 member from 944 of the total study population, and this number exceeds the total number of employees at Al-Aqsa University and the University College together.

5.2 Section 2: Data analysis and hypotheses testing

5.2.1 Discussion and interpretation of each dimension's items:

In the following tables, the research uses a one sample t-test to test if the opinions of the respondents in the content of the sentences are positive (weight mean greater than 6 and the p-value less than 0.05) or the opinions of the respondents in the content of the sentences are neutral (p-value is greater than 0.05) or the opinions of the respondents in the content of the sentences are negative (weight mean less than 6 and the p-value less than 0.05).

1. Rewards Filed:

Table (5.7) Means and test values for "Rewards"

#	Item	VP importance				VP availability			
		Mean	(%)	Test value	P-value (Sig.)	Mean	(%)	Test value	P-value (Sig.)
1.	The competitiveness of the job's financial compensation package	8.03	80.31	17.57	0.000*	5.71	57.14	-1.94	0.027*
2.	The comprehensiveness of the organization's health benefits	7.83	78.26	15.50	0.000*	6.27	62.68	2.06	0.020*
3.	The comprehensiveness of the organization's retirement benefits	8.09	80.88	16.50	0.000*	6.59	65.87	4.23	0.000*
4.	The amount of holiday/vacation time that employees earn annually	8.31	83.09	20.98	0.000*	7.37	73.66	9.72	0.000*
	All items of the field	**8.06**	**80.62**	**24.64**	**0.00***	**6.49**	**64.88**	**4.60**	**0.00***

For "Value Proposition importance to the employee" Table (5.7) shows that:
a. The item #4 (The amount of holiday/vacation time that employees earn annually) obtained the highest degree of approval that is 83.09%.
b. The item #3 (The comprehensiveness of the organization's health benefits) obtained the lowest degree of approval that was 78.26%
c. The mean of the field "Rewards" equals 8.06 (80.62%), Test-value = 24.64, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, because the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to the importance of "Rewards" field

The researcher attributes the high results of this filed due to the importance of compensation and tangible incentives for the sample members.

For "Value Proposition availability in the organization" Table (5.7) shows that:

a. The item #4 (The amount of holiday/vacation time that employees earn annually) obtained the highest degree of approval that is 73.66%.

b. The item #1 (The competitiveness of the job's financial compensation package) obtained the lowest degree of approval that was 57.14%.

c. The mean of the field "Rewards" equals 6.49 (64.88%), Test-value = 4.60, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, because the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed that the "Rewards" field has a medium availability.

The researcher attributes this result because the respondents believe that the compensation they receive is less than the compensations approved by the unified cadre system of Palestinian universities.

The results of this section are consistent with (Al-Masry, 2009) which found that there is a positive impact for compensations; compensation, the basic salary, the additions to the basic salary (Allowances), end of service compensation, incentives, services and advantages, on employees' satisfaction in Islamic University of Gaza. Also, the results agree with (Muheasin, 2004) which found that the level of satisfaction of UNRWA employees in Gaza Strip in respect of compensation and incentives categories was low, as it reached to (58.82%). Moreover, the results agree with (El-Balbisi, 2012) which indicated a clear and appropriate system of compensation within NGO's in Gaza Strip. In addition the results agree with (Saqib, Abrar, Sabir, Bashir, & Baig, 2015) which explored the relationship between tangible rewards, intangible rewards and organizational commitment with the mediating role of collectivism in the textile sector of Pakistan, which showed that tangible and intangible rewards had a significant impact on the organizational commitment. Also, the results of this section are consistent with (Hong et al., 1995) tackled the impact of employee benefits on work motivation and productivity, which found holidays and leave, including individual annual vacations, national holidays and paid leave are one of the top five benefits with greatest impact on employees' performance.

2. Career Opportunity Filed:

Table (5.8) Means and test values for "Career Opportunity"

#	Item	VP importance				VP availability			
		Mean	(%)	Test value	P-value (Sig.)	Mean	(%)	Test value	P-value (Sig.)
1.	The developmental/ educational opportunities provided by the job and organization	7.74	77.40	14.46	0.000*	6.10	61.01	0.71	0.239
2.	The future career opportunities provided by organization	7.63	76.25	12.70	0.000*	5.35	53.47	-4.57	0.000*
3.	The growth rate of the organization's business	7.74	77.39	13.84	0.000*	5.98	59.79	-0.16	0.438
4.	Whether or not employees are rewarded and promoted based on their achievements	8.20	81.98	17.53	0.000*	5.51	55.05	-3.33	0.000*
5.	The level of stability of the organization and the job	8.21	82.13	16.56	0.000*	5.72	57.25	-1.87	0.031*
	All items of the field	**7.90**	**79.01**	**19.73**	**0.00***	**5.73**	**57.32**	**-2.41**	**0.008***

For "Value Proposition importance to the employee" Table (5.8) shows that:
a. The item #5 (The level of stability of the organization and the job) obtained the highest degree of approval that is 82.13%.
b. The item #2 (The future career opportunities provided by organization) obtained the lowest degree of approval that is 78.26%.
c. The mean of the field "Career Opportunity" equals 7.90 (79.01%), Test-value = 19.73, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, because the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to the importance of "Career Opportunity" filed.

The researcher attributes the importance of this filed as it provides the employee with development and career growth opportunities in the organization and the possibility to move up and climb the corporate ladder after joining the company.

For "Value Proposition availability in the organization" Table (5.8) shows that:
a. The item #1 (The developmental/ educational opportunities provided by the job and organization) obtained the highest degree of approval that is 61.01%.
b. The item #2 (The future career opportunities provided by organization) obtained the lowest degree of approval that is 53.47%.
c. The mean of the field "Career Opportunity" equals 5.73 (57.32%), Test-value = -2.41, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, because the mean of this field is significantly smaller than the hypothesized value 6. The researcher conclude

that the respondents agreed that the "Career Opportunity" field has a medium availability.

The researcher attributes this result due to the feeling of the lack of opportunities for growth and career development in the universities under study from the respondents' point of view.

The results of this section are consistent with (Huang, Chou, & Chen, 2017) which found that career growth opportunity is play a key role in determining emotional exhaustion (EE) and job satisfaction. Also the results agree with (Bhatnagar, 2007) which found that career planning and incentives factor was the second most important cause of attrition as it explained 17.05% of the variation in responses. Furthermore, the results of (Nowack & Learning, 2011) reported global trends in employee engagement, job satisfaction, retention and stress found that career growth ranked second of the top five retention factors. Moreover, this agrees with (Singh, Mathur, & Jain, 2016) tackled the impact of HRM practices on organizational productivity which found in academics sector, HRM practices viz. career development and job satisfaction has significant impact on Organization Commitment. In addition, the results agree with the results found in previous study conducted by (abu-watfa, 2002) tackled the condition of the professional growth of the members of the teaching staff at the Islamic university of Gaza which found that the average percentage of professional growth was (66.7%). and consistent with (nassar, 2013) which found that the degree of approval for promotion and career development opportunity in UNRWA department of education was good as it reached (72.26%), while the it has a medium degree of approval in governmental ministry of education as it reached (64.35%). In addition, the results agree with (El-Balbisi, 2012) which found that the degree of approval for promotion and career development in NGO's in Gaza strip reached (68.88%).

However the result of #5 (The level of stability of the organization and the job) in regard of its availability in the organization does not agree with (Abdul-Elah, 2006) which concluded that 91% of respondents in the Islamic University agreed that there is a motivation for them to continue working at the university due to the existence of job stability and satisfaction. The researcher attributes this due to the difference in the time period in which the study was conducted.

3. The Organization Filed:

Table (5.9) Means and test values for "The Organization"

#	Item	VP importance				VP availability			
		Mean	(%)	Test value	P-value (Sig.)	Mean	(%)	Test value	P-value (Sig.)
1.	Whether or not the organization's reputation as an employer has been recognized by a third-party organization	8.27	82.68	18.68	0.000*	7.56	75.59	11.23	0.000*
2.	The reputation of the clients and customers served in performing the job	8.22	82.22	20.62	0.000*	7.35	73.48	11.73	0.000*
3.	the organization's level of commitment to having a diverse workforce	7.73	77.31	15.50	0.000*	6.60	65.98	4.69	0.000*
4.	The level of involvement employees have in decisions that affect their job and career	7.88	78.82	14.97	0.000*	5.66	56.55	-2.39	0.009*
5.	The organization's level of commitment to environmental health and sustainability	8.14	81.35	20.79	0.000*	7.09	70.91	8.46	0.000*
6.	The organization's commitment to ethics and integrity	8.78	87.84	28.81	0.000*	7.39	73.90	10.90	0.000*
7.	Whether the work environment is formal or informal	8.58	85.83	25.53	0.000*	7.30	72.95	10.51	0.000*
8.	The desirability of the organization's industry to the respondent	8.25	82.51	21.50	0.000*	7.20	71.99	11.13	0.000*
9.	The competitive position the organization holds in its market(s)	8.13	81.30	20.02	0.000*	7.36	73.64	11.91	0.000*
10.	The size of the organization's workforce	7.63	76.27	13.17	0.000*	7.39	73.89	11.37	0.000*
11.	The level of awareness in the market place for the products brand	7.83	78.27	15.85	0.000*	6.66	66.59	5.18	0.000*
12.	The organization's product or service quality reputation	8.39	83.87	25.00	0.000*	7.24	72.40	10.90	0.000*
13.	The degree of respect that the organization shows employees	8.60	85.97	26.15	0.000*	6.61	66.15	4.53	0.000*
14.	The amount of risk that the organization encourages employees to take	7.37	73.71	11.30	0.000*	5.81	58.09	-1.32	0.094

#	Item	VP importance				VP availability			
		Mean	(%)	Test value	P-value (Sig.)	Mean	(%)	Test value	P-value (Sig.)
15.	The organization's level of commitment to social responsibility (e.g., community service, philanthropy)	7.79	77.91	14.46	0.000*	6.45	64.51	3.27	0.001*
16.	The extent to which the organization invests in modern technology and equipment	8.29	82.88	20.43	0.000*	7.15	71.46	8.86	0.000*
	All items of the field	**8.12**	**81.19**	**34.39**	**0.00***	**6.93**	**69.26**	**10.85**	**0.00***

For "Value Proposition importance to the employee" Table (5.9) shows that:

- The item #6 (The organization's commitment to ethics and integrity) obtained the highest degree of approval that is 87.84.
- The item #14 (The amount of risk that the organization encourages employees to take) obtained the lowest degree of approval that is 73.71%.
- The mean of the field "The Organization" equals 8.12 (81.19%), Test-value = 34.39, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, because the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to the importance of "The Organization" field.

The researcher attributes the importance of this field due to the employees' awareness of the moral role assigned to them, and their keenness on the availability of ethical practices in universities, because this aspect touches their humanity, and the ethical behavior is one of the Islamic religion orders

For "Value Proposition availability in the organization" Table (5.9) shows that:

- The item #1 (Whether or not the organization's reputation as an employer has been recognized by a third-party organization) obtained the highest degree of approval that is 75.59%.
- The item #4 (The level of involvement employees have in decisions that affect their job and career) obtained the lowest degree of approval that is 56.55%.
- The mean of the field "The Organization" equals 6.93 (69.26%), Test-value = 10.85, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, because the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to field of "The Organization".

The researcher attributes this result due to the interest of the institutions under study to be formal institutions recognized by the Palestinian Ministry of Education and Higher Education locally, and their efforts to be recognized internationally in international forums and conferences.

The results of this section consistent with (Sokro, 2012) study which found that brand names of organizations may significantly influence the decision of employees to join and stay in the organization. Also, the results agree with previous study conducted by (Valentine, Godkin, & Lucero, 2002) tackled the relationships among ethical context, organizational commitment, and person-organization fit, which indicated that corporate ethical values signifying different cultural aspects of an ethical context were positively related to both organizational commitment and person-organization fit. Organizational commitment was also positively related to person-organization fit. Furthermore, the results consistent with (Coldwell, Billsberry, Van Meurs, & Marsh, 2008) tackled The effects of person–organization ethical fit on employee attraction and retention which suggested that an ethical dimension of person-organization fit may go some way in explaining superior acquisition and retention of staff by those who are attracted to specific organizations by levels of corporate social performance consonant with their ethical expectations, or who remain with them by virtue of better personal ethical fits with extant organizational ethical values. Moreover, it consistent with (Koh & Boo, 2004) which examined the relationship between organizational ethics and organizational outcomes based on the justice theory and cognitive dissonance theory, and indicated a significant and positive links between ethical culture constructs (i.e. top management support for ethical behavior and the association between ethical behavior and career success within the organization) and job satisfaction.

4. The Work Filed:

Table (5.10) Means and test values for "The Work"

#	Item	VP importance				VP availability			
		Mean	(%)	Test value	P-value (Sig.)	Mean	(%)	Test value	P-value (Sig.)
1.	The amount of out-of-town business travel required by the job	6.21	62.09	1.24	0.108	4.92	49.16	-6.91	0.000*
2.	The opportunity provided by the job to work on innovative, "leading edge" projects	7.17	71.74	8.76	0.000*	5.69	56.93	-2.00	0.023*
3.	The level of impact the job has on outcomes	7.94	79.40	18.59	0.000*	6.65	66.47	5.40	0.000*
4.	Whether the job responsibilities match your interests	8.27	82.74	20.00	0.000*	6.85	68.51	6.47	0.000*

#	Item	VP importance				VP availability			
		Mean	(%)	Test value	P-value (Sig.)	Mean	(%)	Test value	P-value (Sig.)
5.	The location of the jobs the organization offers	7.91	79.06	16.63	0.000*	6.14	61.39	0.99	0.161
6.	The amount of recognition provided to employees by the organization	8.45	84.49	22.01	0.000*	6.05	60.45	0.34	0.368
7.	The extent to which the job allows you to balance our work and your other interests	8.09	80.91	18.25	0.000*	6.18	61.76	1.28	0.100
All items of the field		**8.12**	**81.19**	**34.39**	**0.00***	**6.93**	**69.26**	**10.85**	**0.00***

For "Value Proposition importance to the employee" Table (5.10) shows that:

    a. The item #6 (the amount of recognition provided to employees by the organization) obtained the highest degree of approval that is 84.49%.

    b. The item #1 (The amount of out-of-town business travel required by the job) obtained the lowest degree of approval that is 62.09%.

    c. The mean of the field "The Work" equals 8.12 (81.24%), Test-value = 25.63, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, because the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to the importance of the "Work" field.

The researcher attributes this result as appreciation is a fundamental human need, employees want to be respected and valued for their contribution, and they feel the need to be recognized to feel a sense of achievement for a valiant effort.

For "Value Proposition availability in the organization" Table (5.10) shows that:

    a. The item #4 (Whether the job responsibilities match your interests) obtained the highest degree of approval that is 68.51%.

    b. The item #1 (The amount of out-of-town business travel required by the job) obtained the lowest degree of approval that is 49.16%.

    c. The mean of the field "The Work" equals 6.38 (63.76%), Test-value = 3.77, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, because the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed that the "Work" field has a medium availability.

This is due to the fact that the institutions under study recruit the right candidates when hiring an employee according to a selection criteria commensurate with the requirements and job description.

The results of this section are consistent with (nassar, 2013) tackled the level of the quality of work life quality and its impact on Job involvement, a comparative study between UNRWA department of education and governmental ministry of education, which found that the work life quality dimensions are available to a medium and acceptable level in both institutions. Also, the results agree with (El-Balbisi, 2012) which concluded that 78.29% of the respondents in NGO's in Gaza strip accepts the design of their jobs, the researcher attributes the relative increase in the results due to the different work sector that was targeted. Furthermore, the results are consistent with (Graen, Novak, & Sommerkamp, 1982) talked The effects of leader—member exchange and job design on productivity and satisfaction, which found that job characteristics predicts positive reaction on employee productivity and employee attitudes toward the work itself. Moreover, (Lawler & Hall, 1970) talked Relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation proved that satisfaction related to job characteristics. In addition, the results agree with (Bhatnagar, 2007) which found that recognition is one of the most important cases of attrition. And with (Danish & Usman, 2010) which found that recognition have great impact on motivation of the employees. And with (Ali & Ahmed, 2009) which direct and positive relationship between recognition and work satisfaction and motivation.

5. The People Filed:

Table (5.11) Means and test values for "People"

#	Item	VP importance				VP availability			
		Mean	(%)	Test value	P-value (Sig.)	Mean	(%)	Test value	P-value (Sig.)
1.	Whether working for the organization provides opportunities to socialize with other employees	8.47	84.69	23.38	0.000*	7.28	72.83	9.35	0.000*
2.	Whether the work environment is team-oriented and collaborative	8.52	85.17	24.18	0.000*	7.21	72.09	9.67	0.000*
3.	The quality of the coworkers in the organization	8.56	85.56	27.67	0.000*	7.16	71.64	9.68	0.000*
4.	The quality of the organization's managers	8.48	84.79	24.59	0.000*	6.70	67.00	5.34	0.000*
5.	The organization's reputation for managing people	8.52	85.24	28.74	0.000*	7.00	70.00	8.16	0.000*
6.	The quality of the organization's senior leadership	8.53	85.33	25.26	0.000*	6.52	65.23	3.80	0.000*
	All items of the field	**8.51**	**85.12**	**34.37**	**0.00***	**6.98**	**69.80**	**10.02**	**0.00***

For "Value Proposition importance to the employee" Table (5.11) shows that:
   a. The item #3 (The quality of the coworkers in the organization) obtained the highest degree of approval that is 85.56%.
   b. The item #1 (Whether working for the organization provides opportunities to socialize with other employees) obtained the lowest degree of approval that is 84.69%.
   c. The mean of the field "People" equals 8.51 (85.12%), Test-value = 34.37, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, because the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to the importance of the "People" field.

For "Value Proposition availability in the organization" Table (5.11) shows that:
   a. The item #1 (Whether working for the organization provides opportunities to socialize with other employees) obtained the highest degree of approval that is 72.83%.
   b. The item #1 (The quality of the organization's senior leadership) obtained the lowest degree of approval that is 65.23%.
   c. The mean of the field "People" equals 6.98 (69.80%), Test-value = 10.02, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, because the mean of this field is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed that the "People" field has a medium availability.

The researcher attributes the high results of this filed due to the nature of the respondents, as they are dominated by the social side and strong human relations.

The result of this section consistent with (Shmailan, 2015) which mentioned that co-workers/team members and people's relationship with their leadership are part of the top motivators for employee engagement. And with (Nowack & Learning, 2011) tackled Employee engagement, job satisfaction, retention and stress, and found that relationships/working with great people was one of the top five retention factors. Furthermore, the results of (Al-Khozondar, 2015) found that employee relationship management components have positive effect on employee's performance at telecommunication and banking sectors, and there is a strong positive relationship between employee relationship management components and employee's performance. Moreover, it agree with (nassar, 2013) which found that the degree of approval for the organization's interest in establishing good working relations was good as it reached (73.35%) in UNRWA department of education, and (69.90%) in governmental ministry of education. And with (khalaf, 2010) tackled the relationship between transformational Leadership and Managerial Creativity (descriptive study on academic heads of departments at the Islamic University of Gaza), the results indicated that the direct manager supports the team spirit. In addition, it agree with (Abu-fayed, 2016) tackled the relationship between employee retention and organizational

competence in Palestinian universities in Gaza strip, which found that there is a relationship between work environment and organizational competence and employee retention.

5.2.2 Discussion and interpretation of all dimension's items:

Table (5.12) Means and test values for all dimensions.

#	Item	VP importance				VP availability			
		Mean	(%)	Test value	P-value (Sig.)	Mean	(%)	Test value	P-value (Sig.)
1.	Rewards	8.06	80.62	24.64	0.000*	6.49	64.88	4.60	0.000*
2.	Career Opportunity	7.90	79.01	19.73	0.000*	5.73	57.32	-2.41	0.008*
3.	The Organization	8.12	81.19	34.39	0.000*	6.93	69.26	10.85	0.000*
4.	Work	8.12	81.24	25.63	0.000*	6.38	63.76	3.77	0.000*
5.	People	8.51	85.12	34.37	0.000*	6.98	69.80	10.02	0.000*
	All items of the field	**8.07**	**80.73**	**33.90**	**0.00***	**6.57**	**65.73**	**6.97**	**0.00***

As results show, for "Value Proposition importance to the employee" table (5.12) shows that the mean of all dimensions equals 8.07 (80.73%), Test-value = 33.90, and P-value=0.000 which is smaller than the level of significance. The sign of the test is positive, so the mean is significantly greater than the hypothesized value 6. The researcher conclude that the respondents agreed to the importance of all dimensions. The analysis shows that the "People" field has the first rank in terms of importance followed by the "Organization", the "work", "Rewards", while the "Career Opportunity" field come last.

For "Value Proposition availability in the organization" that the mean all dimensions equals 6.57 (65.73%), Test-value = 6.97, 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 6. The researcher conclude that the respondents agreed that all dimensions have a medium availability. The analysis shows that "People" field has the first rank in terms of availability followed by the "Organization", the "Rewards", "Work", while the "Career Opportunity" field come last.

5.2.3 Testing hypotheses

1. **The first hypothesis**: There is significant statistical differences (at α = 0.05 level) between respondents' answers to the value proposition importance to the employee and value proposition availability in the organization

Table (5.13) Paired Samples T-test of the fields and their p-values

Field	Means		Test Value	Sig.
	VP importance	VP availability		
Rewards	8.06	6.49	13.199	0.000*
Career Opportunity	7.90	5.73	16.497	0.000*
The Organization	8.12	6.93	15.040	0.000*
Work	8.12	6.38	16.027	0.000*
People	8.51	6.98	15.059	0.000*
All items of the questionnaire	**8.07**	**6.57**	**17.604**	**0.000***

Table (5.13) shows that the p-value (Sig.) is smaller than the level of α = 0.05 for each field, then there is significant difference between respondents' answers to the value proposition importance to the employee and value proposition availability in the organization.

The analysis shows that the "Career opportunity" field obtained the highest difference between respondents' answers followed by "Work", "Rewards", "people", and "The Organization".

The researcher attributes this result due to the fact that the majority of the respondents (60.1%) of the total sample are from intermediate age groups (as mentioned previously in table 5.2), where this age group is characterized by the ambition and the desire to obtain more career opportunities than other groups, this is consistent with the results of table (5.12) which indicates that the personal characteristics' age has an effect on "Career Opportunity" filed. Table (5.8) provides an explanation of this finding previously. As well as the interpretation of the other results mentioned earlier in section (5.2), which provide detailed explanation for each field.

2. **The second hypothesis**: There is significant statistical differences (at α = 0.05 level) in research sample responses due to the following demographical characteristics; gender, age, educational qualifications, years of service, job category and place of work:

This hypothesis can be divided into the following sub-hypotheses:

a. There is significant statistical differences (at α = 0.05 level) in research sample responses due to gender

Table (5.14) Independent Samples T-test of the fields and their p-values for gender

	Field	Means		Test Value	Sig.
		Male	Female		
Value Proposition importance to the employee	Rewards	8.07	8.03	0.182	0.856
	Career Opportunity	7.87	8.03	-0.598	0.550
	The Organization	8.08	8.30	-1.371	0.171
	Work	8.11	8.20	-0.446	0.656
	People	8.50	8.56	-0.316	0.752
	All items of the questionnaire	**8.04**	**8.21**	**-1.037**	**0.301**
Value Proposition availability in the organization	Rewards	6.49	6.49	-0.010	0.992
	Career Opportunity	5.59	6.40	-2.831	0.005*
	The Organization	6.88	7.16	-1.270	0.205
	Work	6.30	6.72	-1.605	0.110
	People	6.87	7.48	-2.382	0.018*
	All items of the questionnaire	**6.49**	**6.94**	**-2.057**	**0.041***

Table (5.14) shows that the p-value (Sig.) is smaller than the level of significance α = 0.05 for the fields "Career Opportunity", "People" and all items of the questionnaire" in Value Proposition availability in the organization, then there is significant difference among the respondents toward this fields due to gender. This means that the personal characteristic' gender has an effect on these fields.

For both fields, the mean for "females" respondents is higher than the "males" mean. The researcher attributes this results due to females' feeling that they are working in a male-dominated work environment, where promotion opportunities and senior management positions are the share of males in these institutions. Also, females are more likely to feel uncomfortable in their jobs at universities because of the policy followed by managers that they prefer to hire males due to religious issues, and because males have the ability to work under pressure.

For the other fields, the p-value (Sig.) is greater than the level of significance α = 0.05, then there is insignificant difference among the respondents toward these fields due to gender. This means that the personal characteristics' gender has no effect on the other fields.

This is Consistent with (Abu-fayed, 2016) study, and (Abu-Elroos & Hannouna, 2011) which proved that personal characteristic' gender has an effect on fields of the study.

b. There is significant statistical differences (at α = 0.05 level) in research sample responses due to age.

Table (5.15) ANOVA test of the fields and their p-values for age

	Field	Means				Test Value	Sig.
		Less than 30 years	30 to less than 40	40 to less than 50	50 years or more		
Value Proposition importance to the employee	Rewards	8.09	8.26	7.99	7.57	2.195	0.089
	Career Opportunity	8.10	8.16	7.60	7.42	3.213	0.023*
	The Organization	8.08	8.26	8.06	7.90	1.248	0.293
	Work	8.14	8.26	8.05	7.85	0.811	0.489
	People	8.32	8.69	8.58	8.20	2.061	0.106
	All items	**8.06**	**8.24**	**8.00**	**7.76**	**2.085**	**0.102**
Value Proposition availability in the organization	Rewards	6.46	6.54	6.49	6.37	0.086	0.968
	Career Opportunity	5.76	5.47	5.74	6.46	2.389	0.069
	The Organization	6.90	6.91	6.93	7.03	0.067	0.977
	Work	6.36	6.30	6.36	6.70	0.491	0.689
	People	6.85	7.05	6.88	7.29	0.706	0.549
	All items	**6.54**	**6.53**	**6.56**	**6.82**	**0.396**	**0.756**

Table (5.15) shows that the p-value (Sig.) is smaller than the level of significance α = 0.05 for the field "Career Opportunity" in Value Proposition importance to the employee, then there is significant difference among the respondents toward this field due to age. This means that the personal characteristics' age has an effect on their field.

For "Career Opportunity" field the mean for the category "30 to less than 40" and "Less than 30 years" respondents have the highest among other ages. Then it means that respondents in these categories are agreed much more than the other categories. The researcher attributes this result because employees with less than 40 have the ambition to change their jobs especially after the experience they got which will qualify them to get better jobs elsewhere. They also need to build their lives, so they are less satisfied and convinced of the professional growth opportunities offered by the institution

By contrast employees with more than 50 years tend to stay at a secure job away from changing, as the older the employee, the more he is satisfied with the salary and the available opportunities because most of them have reached the stage of saturation in this aspect. Also perhaps that those in the high ages achieved high social status at their jobs and they got high positions which granted them higher salaries with less risks and dangers.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to age. This means that the personal characteristics' age has no effect on the other fields.

This is inconsistent with (Abu-fayed, 2016) which proved that personal characteristic' age has an effect on (compensation and rewards, work environment)

c. There is significant statistical differences (at $\alpha = 0.05$ level) in research sample responses due to educational qualifications.

Table (5.16) ANOVA test of the fields and their p-values for educational qualifications

	Field	Means				Test Value	Sig.
		Diploma or less	Bachelor	Master	P.H.D		
Value Proposition importance to the employee	Rewards	8.26	8.03	8.31	7.52	3.096	0.027*
	Career Opportunity	7.50	7.91	8.10	7.69	1.141	0.333
	The Organization	8.08	8.09	8.26	7.95	0.902	0.440
	Work	7.96	8.09	8.27	8.05	0.466	0.706
	People	8.39	8.50	8.65	8.34	0.729	0.535
	All items of the questionnaire	**7.96**	**8.04**	**8.25**	**7.90**	**1.350**	**0.259**
Value Proposition availability in the organization	Rewards	6.81	6.34	6.75	6.24	1.447	0.229
	Career Opportunity	5.78	5.77	5.51	6.05	0.805	0.492
	The Organization	7.12	6.90	6.98	6.78	0.347	0.791
	Work	6.29	6.47	6.24	6.41	0.360	0.782
	People	6.87	6.91	7.11	7.00	0.297	0.827
	All items of the questionnaire	**6.66**	**6.55**	**6.59**	**6.56**	**0.042**	**0.988**

Table (5.16) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field "Rewards" in Value Proposition importance to the employee, then there is significant difference among the respondents toward their field due to educational qualifications. This means that the personal characteristics' educational qualifications has an effect on this field.

For "Rewards" field in Value Proposition importance to the employee the mean for master degree holders has the highest among other categories followed by diploma holders, the researcher attributes this result because of their ambition to improve the financial aspect and gain higher returns than their current job.

For "Rewards" field the mean for the category "P.H.D" have the lowest among other educational qualifications. Then it means that respondents in "P.H.D" category are the least approval. The researcher attributes this result because of the social status,

job level and the rate of the high salaries offered by the Palestinian universities lead to higher satisfaction about the rewards.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to educational qualifications. This means that the personal characteristics' educational qualifications has no effect on the other fields.

The results consistent with (Abu-fayed, 2016), (Abu-Elroos & Hannouna, 2011), and (Abu-Nada, 2007) studies which proved that personal characteristic' educational qualifications has an effect on compensation and rewards.

d. There is significant statistical differences (at $\alpha = 0.05$ level) in research sample responses due to years of service.

Table (5.17) ANOVA test of the fields and their p-values for years of service

	Field	Means				Test Value	Sig.
		Less than 5 years	5 to less than 10	10 to less than 15	15 years or more		
Value Proposition importance to the employee	Rewards	8.10	8.00	8.49	7.70	4.275	0.006*
	Career Opportunity	7.82	7.96	8.11	7.69	0.915	0.434
	The Organization	8.02	7.96	8.41	8.06	2.817	0.039*
	Work	8.15	8.10	8.29	7.97	0.680	0.565
	People	8.30	8.55	8.68	8.43	1.084	0.356
	All items of the questionnaire	**8.01**	**8.02**	**8.33**	**7.93**	**2.226**	**0.085**
Value Proposition availability in the organization	Rewards	6.13	6.37	6.81	6.51	1.621	0.185
	Career Opportunity	5.98	5.64	5.64	5.77	0.395	0.757
	The Organization	6.99	6.67	7.03	7.05	1.201	0.310
	Work	6.70	6.23	6.40	6.31	0.820	0.484
	People	7.08	6.89	7.14	6.86	0.531	0.661
	All items of the questionnaire	**6.66**	**6.40**	**6.68**	**6.59**	**0.628**	**0.597**

Table (5.17) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields "Rewards and the Organization" in Value Proposition importance to the employee, then there is significant difference among the respondents toward this fields due to years of service. This means that the personal characteristics' years of service has an effect on both "Rewards" and "the Organization" fields.

For "Rewards" field the mean for employees who served less than 15 years have the highest mean, then it means that respondents in these categories are more affected by rewards than other employees, the researcher attribute that due to the high

ambition that new employees have when starting in a good job, and have a good rewards and compensations, while employees who served more than 10 years have a sense of satisfied with what they got during their past working lives, and regarding to the "Organization" field they are most likely have the highest intention to stay at their work at the university and the most commitment than others and therefore they are most interested in the characteristics' of the university and have a higher affiliation than new employees.

For the other fields, the p-value (Sig.) is greater than the level of significance α = 0.05, then there is insignificant difference among the respondents toward these fields due to years of service. This means that the personal characteristics' years of service has no effect on the other fields.

The results consistent with (Abu-fayed, 2016) and (Abu Sewereh & Baher, 2010) studies which proved that the personal characteristics' years of service has an effect on these fields.

However, it is inconsistent with (Abu-Elroos & Hannouna, 2011) which indicated that the desire to continue working at university is less for employees who served more than 15 years due to the routine of work.

e. There is significant statistical differences (at α = 0.05 level) in research sample responses due to job category.

Table (5.18) Independent Samples T-test of the fields and their p-values for job category

| | Field | Means | | Test Value | Sig. |
		Administrative	Academic Administrative		
Value Proposition importance to the employee	Rewards	8.06	8.06	0.047	0.963
	Career Opportunity	7.88	7.96	-0.367	0.714
	The Organization	8.09	8.22	-0.954	0.341
	Work	8.08	8.27	-1.002	0.317
	People	8.52	8.50	0.075	0.941
	All items of the questionnaire	**8.04**	**8.18**	**-0.956**	**0.340**
Value Proposition availability in the organization	Rewards	6.39	6.81	-1.670	0.096
	Career Opportunity	5.47	6.58	-4.371	0.000*
	The Organization	6.82	7.27	-2.268	0.024*
	Work	6.20	6.96	-3.287	0.001*
	People	6.84	7.43	-2.578	0.010*
	All items of the questionnaire	**6.42**	**7.06**	**-3.386**	**0.001***

Table (5.18) shows that the p-value (Sig.) is smaller than the level of significance α = 0.05 for the fields "Career Opportunity, The Organization, Work, People and all items of the questionnaire" in Value Proposition availability in the organization, then there is significant difference among the respondents toward this fields due to job category. This means that the personal characteristics' job category has an effect on these fields.

For the other fields, the p-value (Sig.) is greater than the level of significance α = 0.05, then there is insignificant difference among the respondents toward these fields due to job category. This means that the personal characteristics' job category has no effect on the other fields.

The results consistent with (Abu-fayed, 2016), (Abu-Elroos & Hannouna, 2011), and (Abu Sewereh & Baher, 2010) studies, which proved that the personal characteristics' job category has an effect on these fields.

However, it is inconsistent with (Abu-fayed, 2016) in that the personal characteristic's "Job Category" has an effect on rewards and compensation. The researcher attributes this to that Palestinian universities have the most stable salary when compared to the jobs available in the local markets, which gives a high degree of satisfaction on rewards and compensation whether academic or administrative.

f. There is significant statistical differences (at α = 0.05 level) in research sample responses due to place of work.

Table (5.19) ANOVA test of the fields and their p-values for place of work

	Field	Means			Test Value	Sig.
		Islamic University	Al-Aqsa University	UCAS		
Value Proposition importance to the employee	Rewards	8.08	7.91	8.27	1.029	0.359
	Career Opportunity	7.90	7.78	8.09	0.571	0.566
	The Organization	8.19	7.90	8.27	2.755	0.065
	Work	8.09	8.12	8.24	0.237	0.789
	People	8.60	8.20	8.76	4.068	0.018*
	All items of the questionnaire	**8.10**	**7.91**	**8.26**	**2.032**	**0.133**
Value Proposition availability in the organization	Rewards	6.61	6.19	6.61	1.628	0.198
	Career Opportunity	5.39	6.04	6.23	5.499	0.005*
	The Organization	7.02	6.44	7.45	8.847	0.000*
	Work	6.30	6.28	6.76	1.614	0.201
	People	7.02	6.67	7.38	3.074	0.048*
	All items of the questionnaire	**6.55**	**6.34**	**7.02**	**3.947**	**0.020***

Table (5.19) shows that the p-value (Sig.) is smaller than the level of significance α = 0.05 for the fields "People" in Value Proposition importance to the employee and "Career Opportunity, The Organization, People and All items of the questionnaire" in Value Proposition availability in the organization, then there is significant difference among the respondents toward this fields due to place of work. This means that the personal characteristics' place of work has an effect on this fields.

For the other fields, the p-value (Sig.) is greater than the level of significance α = 0.05, then there is insignificant difference among the respondents toward these fields due to place of work. This means that the personal characteristics' place of work has no effect on the other fields.

The researcher attributes this results due to fact that the universities under study represent different sectors, since Al-Aqsa university is a governmental university, while IUG and UCAS are considered a private universities, and this affects the work environment, HR management and promotion, and the culture of the people inside each one of them.

The results consistent with (Abu-fayed, 2016), (El-Shaer, 2017) and (Abu Sewereh & Baher, 2010) studies in that personal characteristics' place of work has an effect on people field.

Chapter 6

Conclusions & Recommendations

Chapter 6: Conclusions and Recommendations

6.1 Introduction

This chapter includes a summary of the most important findings that have been gathered as a result of this study. Additionally, the most important proposed recommendations in light of the results that were presented which contribute towards promoting and supporting strengths or addressing and correcting weaknesses and suggestions for future researchers in order to improve the use of EVP in Gaza's universities. The goal is to achieve the main objective of this study which was to investigate the EVP attributes that the administrative and academic administrative staff in Gaza universities would perceive as the value they gain through employment.

6.2 Conclusions

The purpose of this study was to investigate the EVP attributes that the administrative and academic administrative staff in Gaza universities would perceive as the value they gain through employment. To achieve that purpose a questionnaire was administered to evaluate the employee value proposition in academic institutions in Gaza strip, the data provided by the questionnaire was analyzed, some results were found, the following is a summary of the conclusions that can be drawn from this research:

1. Conclusions related to "reward" field:

    a. The results showed that the level of availability of "rewards" is low compared to the level of its importance according to the respondents' estimation in Palestinian academic institutions in Gaza strip.

    b. The competitiveness of the job's financial compensation package do not meet the employees' expectations, this is due to the employees' believe that the rewards they receive are either not commensurate with their efforts of is less than the compensations approved by the unified cadre system of Palestinian universities.

    c. The comprehensiveness of the organization's health benefits expectations were higher than its availability, this is because universities rely on government health insurance, which meets the minimum health requirements from employees' point of view.

    d. In terms of importance, items related to this field obtained a high level of importance, and they were ranked respectively as follow (vacation, retirement benefits, compensation, and health benefits).

    e. In terms of availability, items related to this field obtained a low level of availability, and they were ranked respectively as (vacation, retirement benefits, health benefits, and compensation)

2. Conclusions related to "career opportunity" field:

   a. The results showed that the level of availability of "career opportunity" is low compared to the level of its importance according to the respondents' estimation in Palestinian academic institutions in Gaza strip.

   b. The promotion criteria were not fairly applied, and did not meet employee's expectations and were not aligned with performance. This comes from the results showed that employees were not rewarded and promoted based on their achievements.

   c. The level of stability of the universities and job security is lower than employees' expectations, the researcher attributes that to the financial crisis as in the Islamic University and UCAS case, or from the political upheaval as in Al-Aqsa University case.

   d. The future career opportunities provided by universities were not adequate according to employees' estimations, this is due to the absence of career development programs, training and developments opportunities offered by universities are not according to employees' sense of fulfillment, and there is no links between career path and training path.

   e. The growth rate of the universities' work was less than expectations due to the tendency to reduce the number of employees, as mentioned earlier in the theoretical framework of the study.

   f. In terms of importance, items related to this field obtained a high level of importance, and they were ranked respectively as follow (organizational stability, meritocracy, development opportunities, growth rate, and future career opportunities).

   g. In terms of availability, items related to this field obtained a low level of availability, and they were ranked respectively as (development opportunities, growth rate, organizational stability, meritocracy, and future career opportunities)

3. Conclusions related to "organization" field:

   a. The results showed that the level of availability of "organization" filed is low compared to the level of its importance according to the respondents' estimation in Palestinian academic institutions in Gaza strip.

   b. Respondents believe that the level of involvement they have in decisions that affect their job and career was low, this may be due to This is due to the centrality of decision-making in the institutions under study

   c. The employees feel that the degree of respect that shown to them by the universities is not commensurate with what they deserve, this feeling is often attributed to the way in which the management in the universities treats employees, how they introduce the new procedures to employees, and in how they compensate, recognize and reward employees.

d. In terms of importance, items related to this field obtained a high level of importance, and the top five important items were ranked respectively as follow (Ethics, Respect, Formal/Informal Work Environment, Product Quality, and Technology Level).

e. In terms of availability, items related to this field obtained a low level of availability, but the top five available items were ranked respectively as ("Great Employer" Recognition, Ethics, Organization Size, Market Position, Customer Reputation)

4. Conclusions related to "work" field:

a. The results showed that the level of availability of "work" filed is low compared to the level of its importance according to the respondents' estimation in Palestinian academic institutions in Gaza strip.

b. The amount of recognition provided to employees by the organization has the greatest gap between what exists and what is expected from employees' point of view in the "work" field, this might be because universities do not know how to provide employee recognition effectively, and Universities use limited ways when delivering employee recognition.

c. There is a bad feeling among employees of stress caused by the imbalance in employee's work-life

d. In terms of importance, items related to this field obtained a high level of importance, and they were ranked respectively as follow (recognition, job–interests alignment, work–life balance, job impact, location, innovation, and business travel)

e. In terms of availability, items related to this field obtained a low level of availability, and they were ranked respectively as (job–interests alignment, job impact, work–life balance, location, recognition, innovation, and business travel).

5. Conclusions related to "people" field:

a. The results showed that the level of availability of "People" filed is low compared to the level of its importance according to the respondents' estimation in Palestinian academic institutions in Gaza strip.

b. The quality of the universities' senior leadership and the quality of the universities' managers are lower than employees' expectations, this might be due to the lack of support and encouragement provided by senior leadership and managers to employees.

c. In terms of importance, items related to this field obtained a high level of importance, and they were ranked respectively as follow (coworker quality, senior leadership reputation, people management, collegial work environment, manager quality, and camaraderie)

d. In terms of availability, items related to this field obtained a low level of availability, and they were ranked respectively as (Camaraderie, Collegial

Work Environment, Coworker quality, People Management, Manager Quality, and Senior Leadership Reputation).

6. General conclusions (hypotheses testing):

   a. In general, the results show that there is a gap in all the questionnaire items. Although, it is normal to have a slight difference between what is expected and what exists, but a large gap gives an indication that there is a defect somewhere.

   b. Top five items with the greatest gap were in the following order(meritocracy, growth rate, recognition, compensation, and organizational stability)

   c. While employees in different geographies, age bands, or gender groups require fundamentally different elements from their employment, there are seven attributes that are essential for every segment, these seven attributes of EVP include the most items in term of importance from employees' point of view, these seven include: (Ethics, Respect, Formal/Informal Work Environment, Coworker quality, Senior Leadership Reputation, People Management, Collegial Work Environment)

   d. Items that can be considered as strengths in terms of availability in the institutions under study are in the following order ("Great Employer" Recognition, Ethics, Organization Size, Vacation, and Market Position).

7. There was no significant statistical differences among the respondents of the research sample toward the importance of employee value proposition due to the following demographical characteristics; gender, age, educational qualifications, years of service in the organization, job category and place of work.

8. There is significant statistical differences among the respondents of the research sample toward the availability of employee value proposition due to some demographical characteristics (gender – job category – place of work). While there was no significant statistical differences among the respondents of the research sample toward the availability of employee value proposition due to the other demographical characteristics (age, educational qualifications, years of service).

6.3 Recommendations

According the results of this research, important recommendations can be drawn for managers and institutions to take into account. Based on the research analysis, findings and conclusions, the researcher proposes the following recommendations:

1. Recommendations to enhance the rewards system of the university:

   a. University could better compensate its employees by adding some new policies in this regard. The compensation packages a business offers to employees affects the university's recruitment rate, retention rate and employee satisfaction.

   b. Healthcare benefits play a big part in employee satisfaction and retention, that is why universities should enhance health benefits through the development of Effective OSH procedures and policies, diversifying the health services

provided by the university, and increasing the number of health institutions which deal with the employee's health insurance and provide good health coverage for all employees, even part-time employees.

2. Recommendations to improve the career opportunity in the universities:
    a. Implementing a fair promotion system depends on granting the promotion and reward based on employee's achievements.
    b. Universities should linking career path with training path when designing employee development programs. Implementing career paths have a direct impact on the entire organization by improving moral, career satisfaction, motivation, productivity and responsiveness in meeting departmental and organizational objectives.
    c. Universities should offer various technical certification courses which will help employees in enhancing their knowledge. Employees usually feel more engaged when they believe that their employer is concerned about their growth and provides avenues to reach individual career goals while fulfilling the university's mission

3. Recommendations to develop universities' characteristics:
    a. Universities should increase employees' participation in decision making process through methods as suggestion systems, work teams, and periodic discussions with the supervisors. Companies and departments who have a higher level of employee involvement in decision making show higher levels of employee motivation and satisfaction.
    b. Universities should increase the degree of respect shown to employees, and this can be accessed by listening the employees and demonstrating that university's administration value employee's ideas and establishing an atmosphere in which employees can talk openly, respect employees' personal lives and lifestyles, and let employees know that how their performance is valued by the university's administration.

4. Recommendations to improve the nature of work in universities:
    a. People who feel appreciated are more positive about themselves and their ability to contribute, so universities should be aware of the impact of recognition on employee motivation, engagement and retention, they could reinforce the recognition by write out a copy letter for recognition to the employee, accompany the verbal recognition with a gift, and present the recognition publicly.
    b. Balanced employees tend to feel more motivated and less stressed out at work, which increase productivity and reduces the number of conflicts, university should encouraging work-life balance in the office, encourage employees to do exercises and go to gym facilities, offering childcare services to provide a family-friendly work environment, encourage vacations and offering an occasional company outing.

5. Recommendations to enhance the characteristics of the organization's people:
    a. Managers and supervisors are required to encourage their subordinates to motivate them for try to learn new knowledge and skills which is beneficial for the university.
    b. Improving supervision styles that will lead employees to develop a positive attitude towards supervision and the university.
    c. Strengthen leadership and support to the perceived needs of workers and working to provide these needs to enable workers to do their work and duties required of them to the fullest
6. General Recommendations to improve university EVP:
    a. Academic institutions in Gaza should build their employment value propositions around at least some of the core seven attributes which includes: (Ethics, Respect, Formal/Informal Work Environment, Coworker quality, Senior Leadership Reputation, People Management, Collegial Work Environment)
    b. Academic organizations should re-evaluate not only the content, but also the current context of their own EVPs, and then take action.
    c. HR leaders should audit and evaluate the current effectiveness of their EVP, create the systems and stories to make it real for their employees.

6.4 Suggested topic for future studies:

There are some related topics that can be investigated in the future by interested researchers, which are:
1. Defining the employee value proposition for employees in Gaza academic institutions, a generational perspective.
2. The impact of the current employee value proposition on employee attraction in Gaza academic institutions.
3. The impact of the current employee value proposition on employee retention in Gaza academic institutions.
4. The impact of the current employee value proposition on job satisfaction in Gaza academic institutions.

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Appendixes

Appendixes

8.1 Appendix A: List of Referees

Refereeing and refining after designing and revising the questionnaire several times, it was refereed and refined by university Professors and Doctors and professional in the field

#	Referee	Place of Work
1.	Dr. Wasim Al-Habil	Islamic University of Gaza
2.	Dr. Akram Samour	Islamic University of Gaza
3.	Dr. Yousef Baher	Islamic University of Gaza
4.	Dr. Jalal Shabat	Al-Quds Open University
5.	Dr. Nabeel Alloh	General Personnel Council - Gaza
6.	Dr. Khaled Dahleez	Islamic University of Gaza
7.	Prof. Sameer Safe	Islamic University of Gaza

8.2 Appendix B: Questionnaire (English Version)

<div dir="rtl">بسم الله الرحمن الرحيم</div>

The Islamic University–Gaza	الجامعـــــــة الإســــلاميـة– غـزة
Research and Postgraduate Affairs	شئون البحث العلمي والدراسات العليا
Faculty of Commerce	كـليــــة التجارة
Master of Business Administration	ماجستير إدارة أعمال

Dear Sir/Madam,

The researcher is conducting a field study entitled (The Employee Value Proposition a Key to Attraction and Commitment in Gaza Universities).

As a partial fulfillment of the requirements for the master degree in business administration from Islamic University of Gaza.

The researcher would be grateful for your generous participation in answering the paragraphs of this questionnaire accurately and objectively. The data are collected of this study will be used for research purposes only.

Thanks for your cooperation

The researcher

Hafez A. Alloush

Group 1: demographic Data

Tick (X) in the appropriate box:

1. **Gender**	☐ Female	☐ Male
2. **Age**	☐ Less than 30 years	☐ 30 to less than 40
	☐ 40 to less than 50	☐ 50 years or more
3. **Educational Qualifications:**	☐ Diploma or less	☐ Bachelor
	☐ Master	☐ Doctorate
4. **Years of Service**	☐ Less than 5 Years	☐ 5 to less than 10
	☐ 10 to less than 15	☐ 15 years or more
5. **Job Category**	☐ Administrative	☐ Academic Administrative
6. **Place of work**	☐ Islamic University	☐ Al-Aqsa University
	☐ University College of Applied Sciences	
7. **Contract Type**	☐ Full-Time permanent contract	☐ temporary contract
	☐ Fixed-Term Contract	☐ Part-Time contract

Group 2: Paragraphs of Questionnaire

On a scale of 1-10, please rate the following sentences, noting that 1 represents "Not at all important", and 10 represents "Very Important".

A	Rewords	1 to 10
1.	The competitiveness of the job's financial compensation package	
2.	The comprehensiveness of the organization's health benefits	
3.	The comprehensiveness of the organization's retirement benefits	
4.	The amount of holiday/vacation time that employees earn annually	

B	Career Opportunity	1 to 10
5.	The developmental/ educational opportunities provided by the job and organization	
6.	The future career opportunities provided by organization	
7.	The growth rate of the organization's business	
8.	Whether or not employees are rewarded and promoted based on their achievements	
9.	The level of stability of the organization and the job	

C	The Organization	1 to 10
10.	Whether or not the organization's reputation as an employer has been recognized by a third-party organization	
11.	The reputation of the clients and customers served in performing the job	
12.	the organization's level of commitment to having a diverse workforce	
13.	The level of involvement employees have in decisions that affect their job and career	
14.	The organization's level of commitment to environmental health and sustainability	
15.	The organization's commitment to ethics and integrity	
16.	Whether the work environment is formal or informal	
17.	The desirability of the organization's industry to the respondent	
18.	The competitive position the organization holds in its market(s)	
19.	The size of the organization's workforce	
20.	The level of awareness in the market place for the products brand	
21.	The organization's product or service quality reputation	
22.	The degree of respect that the organization shows employees	
23.	The amount of risk that the organization encourages employees to take	
24.	The organization's level of commitment to social responsibility (e.g., community service, philanthropy)	
25.	The extent to which the organization invests in modern technology and equipment	

D	Work	1 to 10
26.	The amount of out-of-town business travel required by the job	
27.	The opportunity provided by the job to work on innovative, "leading edge" projects	
28.	The level of impact the job has on outcomes	
29.	Whether the job responsibilities match your interests	
30.	The location of the jobs the organization offers	
31.	The amount of recognition provided to employees by the organization	
32.	The extent to which the job allows you to balance our work and your other interests	

F	People	1 to 10
33.	Whether working for the organization provides opportunities to socialize with other employees	
34.	Whether the work environment is team-oriented and collaborative	
35.	The quality of the coworkers in the organization	
36.	The quality of the organization's managers	
37.	The organization's reputation for managing people	
38.	The quality of the organization's senior leadership	

Thanks for your cooperation

8.3 Appendix C: Questionnaire (Arabic Version)

<div dir="rtl">

بسم الله الرحمن الرحيم

The Islamic University–Gaza	الجامعـــــــــة الإســـــلاميــة– غـزة
Research and Postgraduate Affairs	شئون البحث العلمي والدراسات العليا
Faculty of Commerce	كلـيــــة التجارة
Master of Business Administration	ماجستير إدارة أعمال

أخي الكريم/ أختي الكريمة

السلام عليكم ورحمة الله وبركاته،

الموضوع/ تعبئة استبانة لرسالة ماجستير

تهدف هذه الاستبانة إلى الحصول على المعلومات الضرورية للوصول إلى النتائج الحقيقية لبحث رسالة ماجستير بعنوان **"تقييم القيمة المفترضة للموظف في المؤسسات التعليمية في قطاع غزة"** دراسة تطبيقية على الجامعة الإسلامية، وجامعة الأقصى، والكلية الجامعية للعلوم التطبيقية، وذلك استكمالاً لنيل درجة الماجستير في إدارة الأعمال من الجامعة الإسلامية بغزة.

ولإيماننا العميق بأنكم الأكثر معرفة بالوضع القائم في إدارة الجامعة، كونكم أهل خبرة واختصاص، وأنكم خير مصدر للوصول إلى المعلومات المطلوبة، يسر الباحث أن يضع بين أيديكم هذه الاستبانة لتعبئتها، وكله أمل أن يجد التعاون المطلق من قبلكم.

يرجى قراءة فقرات الاستبانة المرفقة واختيار الإجابة التي تعكس الواقع الفعلي، علماً بأن المعلومات التي ستعبأ من قبلكم لن تستخدم إلا لأغراض البحث العلمي.

شاكرين لكم حسن تعاونكم

وتفضلوا بقبول فائق الاحترام والتقدير

الباحث / حافظ عدنان علوش

</div>

القسم الأول: البيانات الديموغرافية:

ضع علامة (✓) في المربع المناسب:

أنثى	☐	ذكر	☐	1. الجنس
من 30 إلى أقل 40 سنة	☐	أقل من 30 سنة	☐	2. العمر
50 سنة فأكثر	☐	من 40 إلى أقل 50 سنة	☐	
بكالوريوس	☐	دبلوم فأقل	☐	3. الدرجة العلمية
دكتوراه	☐	ماجستير	☐	
من 5 إلى أقل 10 سنوات	☐	أقل من 5 سنوات	☐	4. سنوات الخدمة
15 سنة فأكثر	☐	من 10 إلى أقل 15 سنة	☐	
أكاديمي إداري	☐	إداري	☐	5. فئة العمل
جامعة الأقصى	☐	الجامعة الإسلامية	☐	6. مكان العمل
		الكلية الجامعية للعلوم التطبيقية	☐	

القسم الثاني: فقرات الاستبانة:

بحيث يعبر بند الأهمية عن مدى أهمية "القيمة المفترضة للموظف" لديكم عند اختيار وظيفة للعمل بها، ويعبر البند الثاني عن درجة توفر "القيمة المفترضة للموظف" في المؤسسة التي تعمل بها حالياً.

حيث تعرف القيمة المفترضة للموظف على أنها مجموعة السمات التي ينظر إليها العاملون على أنها القيمة التي يكتسبونها من خلال عملهم في المنظمة.

يرجى تقدير العبارات التالية بناءً على مقياس من (10 الأعلى) إلى (1 الأدنى).

مدى توفرها في المؤسسة	الأهمية بالنسبة لك	المكافآت	أ.
		القدرة التنافسية لحزمة التعويضات المالية للوظيفة	1.
		القدرة التنافسية للمزايا الصحية الخاصة بالمؤسسة	2.
		القدرة التنافسية لمزايا التقاعد الخاصة بالمؤسسة	3.
		كم الإجازات التي يحصل عليها الموظفين سنوياً	4.

مدى توفرها في المؤسسة	الأهمية بالنسبة لك	الفرص المهنية	ب.
		الفرص التنموية والتعليمية التي توفرها الوظيفة والمؤسسة	5.
		الفرص الوظيفية المستقبلية التي توفرها المؤسسة	6.
		معدل النمو في عمل المؤسسة	7.
		مكافأة الموظفين وترقيتهم تتم بناءً على إنجازاتهم	8.
		مستوى استقرار المؤسسة والوظيفة	9.

مدى توفرها في المؤسسة	الأهمية بالنسبة لك	خصائص المؤسسة	ج.
		الاعتراف بسمعة المؤسسة "كمشغل" من قبل طرف ثالث (مؤسسات أخرى)	10.
		سمعة العملاء الذين يتم خدمتهم أثناء تأدية الوظيفة	11.
		مدى التزام المؤسسة بالحصول على القوى العاملة المتنوعة	12.
		مستوى مشاركة الموظفين في القرارات التي تؤثر على وظيفتهم وحياتهم المهنية	13.
		مدى التزام المؤسسة بالصحة البيئية والاستدامة	14.
		التزام المؤسسة بالأخلاقيات والمصداقية	15.
		العمل في بيئة عمل رسمية توجد بها لوائح وقوانين وأنظمة محددة وصادقة	16.
		مدى رغبة العملاء بخدمات المؤسسة	17.
		المكانة التنافسية التي تملكها المؤسسة قطاع الأعمال	18.
		حجم القوى العاملة في المؤسسة	19.
		مستوى وعي الفئة المستهدفة فيما يخص العلامة التجارية للخدمات المقدمة	20.
		السمعة المرتبطة بجودة الخدمة التي تقدمها المؤسسة	21.
		درجة الاحترام التي تظهرها المؤسسة لموظفيها	22.
		حجم المخاطر التي تشجع المؤسسة موظفيها للقيام بها	23.
		مدى التزام المؤسسة بالمسؤولية الاجتماعية (مثال: الخدمة المجتمعية – الأعمال الخيرية)	24.
		مدى استثمار المؤسسة للتكنولوجيا الحديثة والمعدات التي تملكها	25.

مدى توفرها في المؤسسة	الأهمية بالنسبة لك	العمل وطبيعة الوظيفة	د.
		حجم العمل الخارجي (السفر خارج المدينة) الذي تتطلبه الوظيفة	26.
		توفر الوظيفة فرصة للعمل على مشاريع رائدة "متطورة"	27.
		تأثير الوظيفة على مخرجات عملك في المؤسسة	28.
		تتناسب مسؤوليات الوظيفة مع اهتماماتك	29.
		مستوى الوظائف التي توفرها المؤسسة	30.
		حجم التقدير الذي توفره المؤسسة لموظفيها	31.
		المدى الذي تسمح به لك الوظيفة بالموازنة بين العمل واهتماماتك الأخرى	32.

مدى توفرها في المؤسسة	الأهمية بالنسبة لك	الأشخاص: خصائص وثقافة العاملين داخل المؤسسة	هـ.
		يتيح لك عملك في المؤسسة الفرصة لبناء علاقات اجتماعية مع الموظفين الآخرين	33.
		بيئة العمل مبنية على روح الفريق والتعاون	34.
		جودة زملاء العمل في المؤسسة	35.
		جودة المدراء في المؤسسة	36.
		السمعة المرتبطة بإدارة الأفراد داخل المؤسسة	37.
		جودة الإدارة العليا في المؤسسة	38.

شكرا لكم على المشاركة والتعاون