THE REALITY OF THE HUMAN RESOURCES STRATEGY AND ITS RELATION TO PERFORMANCE

Omar Salaibi
Al Quds University, Palestinian

Al-Quds University,
Beit Hanina, P.O. Box 51000, Palestine,
Fax: +00972-2796960
E-mail: oslaiby@art.alqud.edu; salabi3@yahoo.com

ABSTRACT

Purpose: This study aimed to examine the current state of human resources strategy for the Palestinian Telecommunication Group and to study the relation between this strategy and the performance of the institution. The study aimed to investigate the effect of each of the variables, age, specialisation, experience and academic qualifications on the strategic management and its relation to human resources.

Study population: The population chosen for this study consisted from all members relevant to employment that is head of department, directors, general directors and Board directors which were only 54 persons in 2011.

Findings: The Spearman reached 0.89, and the percentage recovery was of 92% the most important were the presence of positive correlation between the adoption of strategic management of human resources and the performance.

Keywords: human resources strategy; performance.

INTRODUCTION

The changes in the business environment with increasing globalisation, changing demographics of the workforce, increased focus on profitability through growth, technological changes, intellectual capital and the never-ending changes that organisations are undergoing have led to increased importance of managing human resources. The process of Human Resources Management (HRM) has passed through a number of stages due to the development in administration thinking adopted for dealing with the human resources. The last of these stages was strategic HRM. Strategic human resource management is the process of linking the human resource function with the strategic objectives of the organisation in order to improve performance.

Human resources constitute in general the most important elements of production and services in particular in any organisation; through which the organisation can achieve sustainability, competitiveness and the greatest possible market share in the context of globalisation and outstanding performance.

Organisations must be able to achieve outstanding performance and compatibility with internal and external environment by adopting the stages of strategic HRM from the formulation stage through the implementation phase passing by control, evaluation reaching outstanding performance.

STATEMENT OF THE PROBLEM

Due to the specialisation of the researcher in HRM, and as a result of his observations on how to deal with human resources and his belief for the importance of these resources in building a 21st century organisation, the researcher has sought through his studies to answer the following questions:

1. To what extent the Palestinian Telecommunication Group is adopting the strategic HRM?
2. What is the relationship between the adoption of strategic resources and the level of human performance in the Palestinian telecommunication group?
3. What is the impact of the age, specialisation, experience, scientific qualification variables on strategic HRM processes?

IMPORTANCE OF THE STUDY

Strategic HRM has been defined as the linking of human resources with strategic goals and objectives in order to improve business performance and develop an organisational culture that fosters innovation and flexibility. Strategic HRM is the most important elements of the production process (i.e. human). It is characterised by a high degree of interaction, and vulnerability to the internal and external environment. The importance of the study is in the results that will help the group to focus on excellence, competition, sustainability and how to deal with it.

STUDY OBJECTIVES

This study has the objectives of explaining the need to adopt the concept of Administration Strategy in HRM, studying the level of the relationship achieved between the reality of strategic HR and performance, and to clarify the role to be played by the Department of Human resources in providing the staff with required specifications in quantity and quality in a timely manner.

QUESTIONS OF THE STUDY

The study included four questions, namely:

1. What is the reality of the strategic HRM in the Palestinian Telecommunication Group?
2. What is the relationship between strategic HRM and performance of the Palestinian
3. Telecommunication Group?
4. Are there significant differences between the reality of the strategic HRM in the group due to the of age, specialisation, experience and qualification variables in HRM?
5. What is the level of performance achieved in the Palestinian Telecommunication Group?

HYPOTHESES OF THE STUDY

1. *First Principle hypothesis*: no statistically significant relationship between the processes of strategic HRM in the Palestinian Telecommunication Group and the Group's performance on the other hand, this hypothesis has three sub-hypotheses:
    a. There are no statistically significant differences between the formulation of HR strategy and performance of Paltel Group.
    b. There are no statistically significant differences between the implementation of human resources strategy and the performance of Paltel Group.

c. There are no statistically significant differences between evaluation and assessment of the strategic HRM and performance of Paltel Group.

2. *The second hypothesis*: there are no statistically significant differences between the opinions of respondents about the reality of the strategic HRM in the Paltel Group related to the age, specialty, experience, qualification variables. Four sub-hypotheses emerged from this hypothesis:

a. There are no statistically significant differences between the realities of strategic HRM due to the age variable.

b. There are no statistically significant differences between the realities of the strategic HRM due to the specialisation variable.

c. There are no statistically significant differences between the realities of the strategic HRM due to the experience variable.

d. There are no statistically significant differences between the reality and corrective actions of the strategic HRM due to the qualification variable.

3. *The third hypothesis*: there are no statistically significant differences between the answers of respondents on the performance of the Palestinian Telecommunication Group.

POPULATION OF THE STUDY

The study population consisted of all employees related to the recruitment or attraction or the adaptation of human resources in the Palestinian Telecommunication Group. The population was of the following categories, general managers, managers, heads of departments and sections. It had been numbered in 2009, 54 members. A questionnaire prepared by the researcher was distributed to all related employees after the verification of the validity and consistency, the Spearman coefficient of reliability was (0.89) and recovery rate was 92%.

RESEARCH METHODOLOGY AND STATISTICAL TOOLS USED

The researcher used the descriptive approach, where information was collected from the members of the population and then compiled and incorporated into the computer using the statistical software packages SPSS, using a range of statistical standards required, such as Spearman correlation coefficient, percentages, frequencies, arithmetic mean, standard deviations and Analysis of Variance (ANOVA).

Study Model: in order to achieve the objectives of the study, the researcher prepared a model study described in Figure 1, which shows the independent, intermediate and dependent variables.
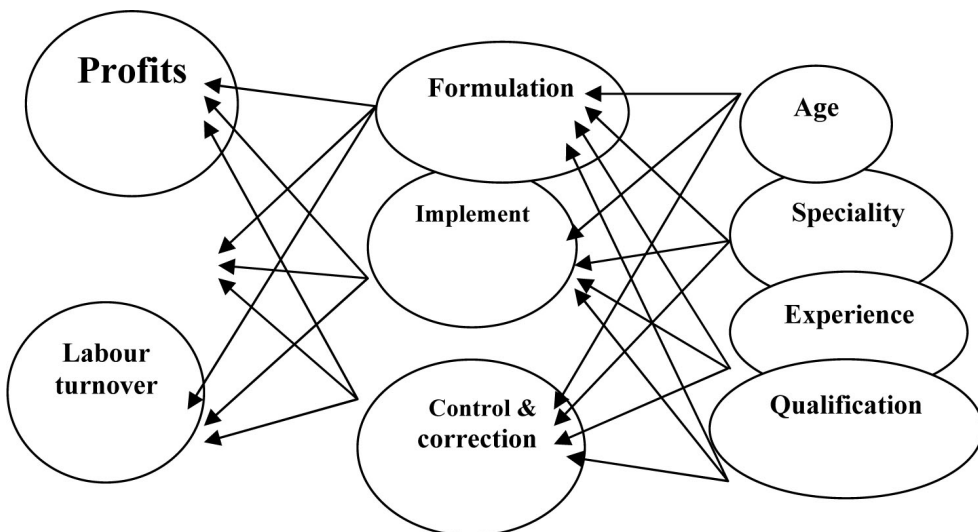
Figure 1 The independent, intermediate and dependent variables

TERMS OF THE STUDY
AND PREVIOUS STUDIES

Firstly, the strategic HRM: it indicates the presence of three axes mainly linked to the general strategy of the Organisation and derived from it and seeks to achieve it.

These axes are as follows:

1. Formulation which refers to the formulation of a Human resources mission, which must be derived from the organisation's mission and seeks to achieve it, as well as analysis of human resources environment.
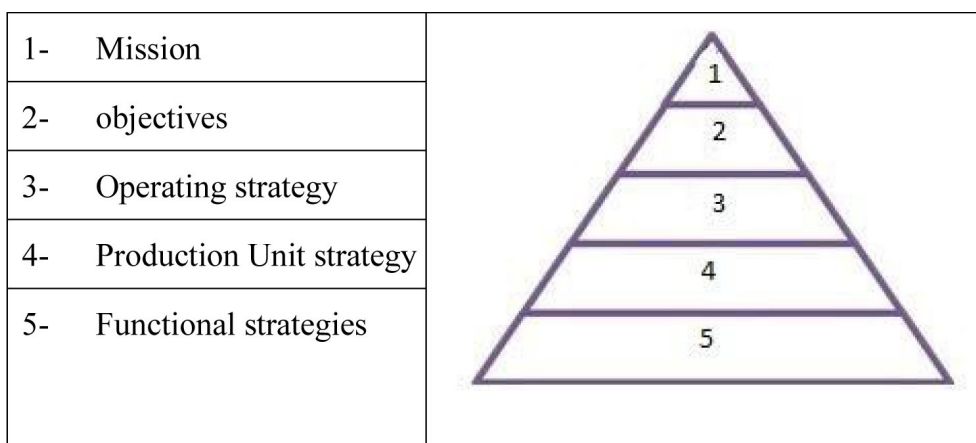
The formulation of strategic HRM includes the following themes:

1. Formulation of mission of human resources, which are words, and sentences formulated in order to declare the organisation's purpose, reason of existence, services and products provided by or produced by the Organisation. The mission must be clear and far away from generalities and their purposes are:
    a. Set a clear goal to which all workers must move towards.
    b. The expression of the spirit and values of work within the organisation. Ensure the realisation of the objectives within the organisation.
    c. Define the basis of exploitation of the resources of the Organisation (Thompson and Strickland, 1993).

The organisation's mission includes values and beliefs and outlines that are guided by the administration of the organisation and HRM and represents the first element o]f the strategy (Wheelen and Hunger, 2000) as shown in Figure 2.

The mission must be characterised generally by clear mission, good formulation, and to identify contents directly and with realism (Ripley, 1997).

1. Strategic Environmental Analysis (SWOT Analysis) this concept is of great importance in the light of the dynamic industry of human resources, which means to look at everything that happens in the arena of human resources, and what happens around the organisations, and look at the political and economic factors, social and legal surroundings, as well as technology trends and requirements of the consumer, the product manufactured or service provided. All of this allow the organisation and management of human resources to be able to fix cost, occupational safety, moral, productivity and creativity of the human resources. The environment of human resources can be divided into:
    a. The internal environment, which includes the organisational structure of the organisation, organisational culture, available resources, formal and informal organisations, the administration's policy, regulations and instructions, the type of administration (Power and Sohal, 2000).

1-	Mission
2-	objectives
3-	Operating strategy
4-	Production Unit strategy
5-	Functional strategies

Figure 2   Components of the elements of strategy

b. The external environment include economic factors, international, regional and local variables, technological, legal factors, demographic factors, globalisation, diversity in the mix of human resources, the overall strategy of the organisation and the diversity of required skills.

c. Strategic goals for HRM, can identify some of the following areas to estab-lish the objectives of human resources, the customer internal service, capacity building and skills development, organisa-tion structure building, enhance produc-tivity, manage change, strengthen commu-nication (Massie, 1997). The Department of Human Resources can formulate the objectives within a group as follows:

- Development of human resources.
- Attract qualified and skilled human resources.
- The formulation of human resources.
- Stimulating the reality of human resources.
- Improve productivity and development.
- Development of job satisfaction among workers, strengthening loyalty and belonging to the Organisation (Hodgetts and Attman, 1979).

The goals of human resources must be charac-terised by efficiency, equity and consistency with the objectives and strategies of the Organisation in general.

Some types of general strategies, and human resource strategies to be followed:	
Human resources strategies	*General strategy*
An offensive strategy in the selection and appointment Wages and salaries accord ing to high skills incentives and rewards Expansion in training Create new jobs Interest in employment opportunities Performance evaluation and attention to long-term results	Growth strategy
Strategies for optional resignation Suspended or frozen recruitment Trend to use low-cost workers Increase productivity Good relationship with the workers union Business redesign	Strategy for reducing the size of the organisation or restructuring or cost reduction
Create specific jobs The exclusion of certain functions Specialised training for some jobs	Focus strategy
Develop the culture of the organisation Improve the flow of work and activities Improve the effectiveness of work teams Attract manpower efficiency Development of organisational affiliation	Quality improvement or total quality management
Source: Khattab (1999).	

1. Implementation of HR strategy, it is defined as the implementation phase of a set of activities and events practiced for the development of stra-tegic plans and policies. In practical, it is applied through a set of operational programs, and finan-cial budgets and procedures (Rustom, 1982).

2. *Estimation of the human resources strategy and evaluation*: where the performance is considered as the centre around which all the efforts of managers are gathered. It is the extract of the organisation's efforts and work. The organisa-tion can identify its strengths and weaknesses in human resources (Darwish and Bandora, 1994). Strategic evaluation is known as ongoing and permanent process and should be conducted before, during and after formulating, and continues in the implementation phase and beyond and is intended to achieve the following:

a. Evaluating the performance of the organi-sation and ensure that the objectives are completed as planned, taking into account 5% tolerance.

b. To take corrective action in case of large deviation in achieving goals through the feedback control strategy and is classified into three levels as follows (Khattab, 1999):

- Control at the strategic level (General), practiced by top management (strategic control).
- Control at the tactical level, exercised by middle management on the implementation process.
- Control at the operational level (operational control) and exercised by the management of operational activities and short-term plans, and integrate the three levels with each other (Alsalem and Hrhoush, 2002).

SECOND: STRATEGIC PERFORMANCE

It has drawn the attention of researchers and practitioners in the field of administration research and many studies were provided in this area, particularly its relation with other concepts such as productivity, behaviour and achievement. Performance has been defined here as "the extent of the accomplishment of the organization set objectives (Allaulaqi, 1993)," while Harless defined it as "those human achievements and behaviours important to reach the achievement of the objectives (Ballot, 2002)." Many of the studies found out that, job satisfaction, commitment, motivation, involvement of workers in decision-making, and creating a comfortable working atmosphere with job security and mapping a career path are one of the SEO performance enhancers and goals realizers, especially in service organisations. The organisation can realise the strategic realignment of its performance using the following objectives:

1. Assessment of the contents of the strategy.
2. Assessment of the organisation's ability to develop strategic choices into actual effect.
3. Evaluation of results of the organisation after the use of strategic options.
4. To take corrective measures in case of a deviation between the performances achieved and planned performance.

Performance measurement methods are divided mainly into two parts as follows:

1. Methods of measuring the amount, examples include:
   a. Criteria for financial performance – return on capital, profit margin.
   b. Financial Ratios – Current Ratio, the rate of inventory turnover, turnover rate of fixed assets.
   c. Marketing ratios – sales through advertising, budget advertising.
   d. Productivity ratios – the price/profitability, the share price in the market, earnings per share.
   e. Growth rates – market share, earnings per share, the number of staff.

2. Methods of quality and descriptive measurement, such as:
   a. Degree of job satisfaction among employees.
   b. Social Responsibility of the Organisation and its contribution to the development of society.
   c. Standards of consumers and beneficiaries services.

The Stages of Evaluating Strategic Performance Process can be Summarised as Follows:

1. The stage of translating plans, and setting targets to standards of performance.
2. Measurement phase of actual performance.
3. Comparison of measured performance standards, disclosure of deviations and knowledge gap.
4. Examine the causes of deviations and analysis. Propose corrective actions and implementation programs (Alqatamin, 2002).

THIRD: THE PALESTINIAN TELECOMMUNICATION GROUP

Founded in 1995, and was the first telecommunications company owned by the private sector in the Arab world, it began its work in 1997, as a provider of telecommunications service in Palestine. In 2005, the group raised its capital to the total number of shares of (131,625) million shares. The number subscribers reached

in 2010 to two million, and thus got a market share in that period up to 68% despite of the intensity of illegitimate competition with the four Israeli mobiles companies. The group has been able to cover 98% of the Palestinian territories. Today the group consists of the Palestine Telecommunications Company Inc., Mobile, Inc., Houloul Company, Inc. and Palmedia to provide video and media services.

Since its beginning, the group realised its success points with the shift of the prevailing technology to the new generation technology, which depends on Internet Protocol to provide advanced services to their public such as the Quartet (Quadrupeplay). The group's strategy depends on rapid growth in the provision of services and expansion of their investments, this contributed to the foreign investment through VTEL Holdings, which focuses its operations in emerging markets in Africa, the Caribbean, the Middle East. The Group has explained its objectives as follows:

1. Promoting growth in fixed line services by focusing on service-packages including Internet services and IT.
2. Enable clients to enjoy the services faster and larger and unimpeded Internet.
3. Growth in the provision of telecommunications services, the rationing of expenses.
4. Ensure the quality of its services and distinguish them from other institutions.
5. Continue to lead the Palestinian development work across the various communities-based on development tools.
6. Market share expansion and add new values for the group.

In order to protect the group shareholders and partners and employees rights the Group has adopted corporate governance standards as follows:

- Board of Directors – Consists of 11 members, mainly non-executive.
- Membership of the Board of Directors requires that the member has (300,000) share.
- The President of the Board of Directors should not have any executive role in the Group especially in employment (operations).
- The Council shall meet on a regular basis and not less than six Meetings annually.

- Several commissions emerge from the board Group directors management such as including the Audit of the Emergency Commission.
- Management Group takes seriously the views of young Shareholders.
- Communicate with shareholders, employees and stakeholders on an ongoing basis and through the means of available methods communication.
- Council is committed to significantly in all environmental standards.
- Board and executive management are keen to ensure the highest level of ethical behaviour. Group is committed to legal obligations of licenses, as well as laws and regulations of the Companies Act.
- The group on a yearly basis voluntary issues a sustainability report according to standards of modern governance.

FOURTH: PREVIOUS STUDIES

1. Shammari (2004) this study was conducted on a sample of six first-class hotels, and included managers, department heads, consisting of 28 people. The study aimed to find a relationship between human resource strategies in selection, training, performance, evaluation and motivation, and on the other hand effectiveness of total quality management by increasing the efficiency of the team, the achievement of internal customer satisfaction, and achieve external customer satisfaction, and to follow the policy of continuous improvement.

   The researcher used a form to collect data and information from managers, and heads of departments. After collection of the form, and its analysis, the most important results were the following:

   a. Adoption of an effective strategy for human resources (especially in the selection, recruiting, training, evaluation and motivation) will inevitably lead to the development of team spirit, internal and external customer satisfaction, so total quality management will be realised.

   b. Following the strategic HRM lead to characterising the organisation accurately, and achieved total quality in their products.

c. The importance of a strategic assessment of performance improvement was shown (Hanna, 1998).

2. Khatib (2003) this study was conducted on a sample in the pharmaceutical industry of Jordan (joint stock companies) and included 50 managers. The study sought to identify the reality of strategic planning in the sector and the relationship of this reality with organisational performance, measured by assets returns and market added value. The researcher used questionnaire consisting of 70 paragraphs. The most important results were:

a. There are no significant statistical relationship between the degree of strategic planning and corporate performance, whether measured by return on assets or market added value.

b. The lack of significant statistical relationship between the clarity of the concept of strategic planning and performance measured by return on assets and market added value.

c. No statistically significant relationship between performance and the internal and external environmental elements (Alwaqfi, 1999).

3. Damien (2000) this study was conducted on three Australian organisations, which had implemented a methodology for Just In Time method for 10 years period. The study focused on organisations practices in the areas of participation levels, flexibility, and multi-skills, communication, employees' software development, and work. The results of this study were:

a. A strategy to stimulate employees is essential in increasing the organisation's performance effectiveness.

b. Use team work to improve the ongoing performance.

c. The overall human resources strategy is the most important elements compared to individual element (Aljedairi, 2004).

RESULTS OF THE STUDY

As Seen in Table 1 the general arithmetic mean of answers of the studied sample on strategic HRM in the Palestinian Telecommunication Group is (4.34), which was high and may indicate the success of the Group in adopting a specific strategy for human resources, and the zero standard deviation emphasised this. The pooling of the results around the answer means that the respondents know the realities of the strategy through its different phases from the formulation, implementation and monitoring and evaluation.

In view of the interior arithmetic means, it is shown that Palestinian Telecommunication Group is largely interested in controlling and evaluating human resources strategy, this might be the secret of the success of the Palestinian group in improving its performance and achieve its objectives. The arithmetic mean was (4.66). Meanwhile, the arithmetic mean of the reality of the formulation was (4), which is less than Paltel group interests in the analysis of the environment of human resources. The arithmetic average of (4.16) indicated the extent of group interest in the analysis of the internal environment of human resources in order to define the strengths and weaknesses points and to work to overcome them. While that the arithmetic mean (4.43), refers to the analysis of external environment of human resources and is given great interest by the group so as to know and hire available human opportunities in the market and to avoid the challenges that may face human resources employees.

It appears from the Table 1 that the group had succeeded in formulating the objectives of human resources department to a large extent with an arithmetic mean of (4.34) and that these goals were clear and simple and there is a high possibility of measuring.

The results also showed that the group succeeded in implementing the strategy of human resource with a mean of (4.18), indicating that it is working to provide the group with the qualified human elements, who is capable to work, contribute and commit in the right amount at a timely manner. The Paltel Group works to provide the necessary budgets, and implement training programs and incentives appropriate to a large extent with high rate of satisfaction of their human resources.

In addition, there is an overall satisfaction of respondents on the ability of the Palestinian Telecommunication Group in achieving high performance. The group is constantly working on measuring client satisfaction (4.27) and

No.	Paragraph	Mean or average	Standard deviation
	Table 1　Average mean and standard deviation of the answers for the sample		
1	Mission adopted by the Group is clear	4.1	0.51
2	The mission defines the target groups	4.6	0.72
3	The mission of the Group determine the area of excellence	3.8	0.35
4	The mission contains the services it present to client	3.6	0.64
		4	*0.55*
5	Explore the ability of the organisational structure to achieve the goals of the group	4.6	0.42
6	Determine the need of the group to employ new members	4.1	0.53
7	Determine the reality of the process of training staff	4.7	0.53
8	Explore the required qualifications for jobs filling	3.6	0.71
9	Analysis of the replacement of inappropriate staff	3.8	0.74
		4.16	*0.58*
10	Determine salaries based on the level of income in the labour market	4.1	0.38
11	Analysis of the relationship of political variables in the field of group action	4.6	0.51
12	Explore the effect of use of technology on performance of employees	4.3	0.51
13	Analyse the nature of the relationship between the Group and the public	4.7	0.34
		4.43	*0.43*
14	Provide the necessary human resources in sufficient numbers	4.5	0.36
15	Provide the necessary human resources with the required qualifications	3.9	0.25
16	Provide the necessary human resources in a timely manner	4.7	0.64
17	Retention of qualified staff by using incentive program	3.9	0.20
18	Retention of qualified staff by the adoption of a system to enhance productivity	4.2	0.65
19	The group is working on the development of the capacity of workers in all the ways available	4.3	0.30
20	The group is working to create a full career pathway for each of its employees	3.5	0.25
		4.34	*0.23*
21	Organisational structure is being developed in the group to facilitate achieving its objectives	4	0.53
22	Updating the description and functional specifications in the light of developments	4.2	0.64
23	The group periodically allocate budget for the implementation of the activities of Human Resources department	4.4	0.25
24	Spending sufficient funds to implement training programs	3.9	0.22
25	Identify clear work procedures for employees	4	0.23
26	Adoption of clear criteria to evaluate applicants for employment	4.4	0.42
27	Recruitment process is given sufficient time	3.9	0.15
28	The group implemented a package of incentives programs prepared in advance	3.9	0.72
29	Incentives are linked to progress in the performance	4.4	0.36
30	Receive job applications always	4.7	0.37
		4.18	*0.37*

Table 1 Continued

Results of Control strategy of human resources

No	Paragraph	Mean or average	Standard deviation
1	The Department of Human Resources adopt information system able to provide the necessary information	4.62	0.43
2	The Department of Human Resources adopt information system capable to provide information about all employees	4.75	0.45
3	The group is making sufficient efforts to identify discrepancies between actual performance and planned	4.80	0.62
4	Focuses on mastering the work as a condition for completion of work	4.83	0.25
5	The adoption of the principle of accountability in the group	4.66	0.25
6	The concordance between the individuals and the qualifications required for jobs are being tested	4.42	0.31
7	There is a high level of control over the entire group staff	4.44	0.43
8	The Group provides changes based on the results of performance appraisal	4.75	0.21
		4.66	

No	Paragraph	Mean or average	Standard deviation
1	The group achieves huge profits from products services	3.65	0.56
2	The group's share prices rises continuously in the market	3.42	0.23
3	Group's shares in the market increases steadily	4.10	0.13
4	Degree of job satisfaction among workers are high	3.82	0.36
5	The group contributes largely to the development of society	3.45	0.36
6	The group is working constantly to measure customer satisfaction	4.27	0.42
7	The group contributes to the elimination of unemployment through the continuous hiring	3.25	0.43
		3.71	

continually improves its services to increase this rate, so its market shares increase steadily with a mean of (4.1), resulting in total acceptable dividend with a mean of (3.65).

RESULTS AND ANALYSIS

This section includes a presentation of the results of the study analysed according to the mean and standard deviation shown in the Table 2.

HYPOTHESIS TESTING AND First principle hypothesis

There was no statistically significant relationship between the processes of the human resources strategy in PALTEL Group and the Group's performance on the other hand. Using the Spearman correlation coefficient to examine the Sub-hypotheses the results are shown in the Table 3.

The Table 3 indicated a significant relationship between formulation of a strategy of human resources ($0.05 \geq P$) and the Group's performance. The Spearman correlation coefficient of total correlation is ($R=0.276$) and the significance level $\propto$ is (0.000) so it was clear that the most important axes of formulation was the formulation of objectives.

As the coefficient of correlation ($R=0.395$) and $\propto$ was (0.005) with strong relation between them indicated that performance was linked to objectives realisation. The more goals were objectionable and formulated in a quantitative and measurable, clear and understandable for all employees, the more the employees' efforts were orientated to achieve these goals by raising the level of Performance.

In addition, the overall Spearman correlation coefficient for implementation was ($R=0.335$)

Table 2   The reality of the human resources strategy in the Palestinian Telecommunication Group

Variable	Standard deviation	Mean
The reality of formulating the mission of HR	0.55	4
The reality of analysis of the internal environment of human resources	0.58	4.16
The reality of analysis of the external environment of human resources	0.43	4.43
The reality of the formulation of the objectives of human resources	0.23	4.34
The reality of the implementation of HR strategy	0.48	4.18
The reality of control and evaluation of human resources strategy	0.33	4.66
The reality of the performance of the group of human resources	0.61	3.71

Table 3   Spearman correlation coefficient shows the relationship between the processes of the human resources strategy, performance, $n = 54$

	Variables	R	$\propto$
Formulation	Mission	0.122	0.018
	Internal environment analysis	0.305	0.000
	External environment analysis	0.285	0.003
	Objectives	0.395	0.005
Total correlation		0.276	0.000
Implementation	Organisational Structure	0.384	0.001
	Organisational culture	0.255	0.003
	Functions and procedures	0.425	0.000
	Resources and budgets	0.285	0.005
Total correlation		0.335	0.001
Monitoring and evaluation	Monitoring	0.305	0.001
	Evaluation	0.308	0.003
Total correlation		0.285	0.000
Total degree of correlation		0.295	0.005

while the significance level ($\propto=0.001$), which indicated a strong statistically significant correlation between the implementation of HR strategy in the Palestinian Telecommunication Group and the Group's performance. The main axes of the implementation were procedures and functions, and that the coefficient of confusion between them and the performance were ($R=0.425$) at ($\propto=0.005$).

Also Table 3 showed that the overall correlation coefficient for monitoring and evaluation within the strategy of human resources in the Palestinian Telecommunication Group and the performance was ($R=0.285$) at ($\mu=0.003$) which referred to a statistically significant relationship between strategy monitoring and evaluation and performance in Paltel group. Given the overall degree of correlation for general strategy with the performance, it was clear that ($R=0.295$) at ($\mu=0.005$) referred to the existence of the relationship between the adoption of a strategy of performance was ($R=0.285$) at ($\propto=0.003$) which referred to a statistically significant relationship between strategy monitoring and evaluation and performance in Paltel group. Given the overall degree of correlation for general strategy with the performance, it was clear that ($R = 0.295$) at ($\propto = 0.005$) referred to the existence of the relationship between the

adoption of a strategy of human resources in all operations and improving the level of performance in the group.

Second main hypothesis

There was no statistically significant differences at the level of significance of $0.005 \geq \propto$ between the views of respondents about the reality of the human resources strategy due to changes in paltel group attributed to the age, specialisation, experience, qualifications variables.

To examine this hypothesis researcher used the analysis of one way ANOVA in the analysis of the sub-hypotheses used to answer the main hypothesis. The results of the analysis of one way ANOVA were shown in the Table 4.

The Table 4 showed that the lack of importance of the age of the employee both in the formulation or implementation, control and evaluation of the human resources strategy in the Paltel group had with no statistical significant differences with ($P=0.043$) when $\propto=0.954$. In addition, the variables specialisation and qualification showed that there were significant differences with the values of P, respectively (0.86, 3.2) at $\propto=(0.008, 0.010)$, suggesting the existence of differences in these two variables. The researcher believes that the group should be interested in hiring highly

specialised persons with high university qualifications as administrators for human resources. As for the experience variable, the value of $P=1.6$ with $\propto=0.63$ indicated that there were no statistically significant differences and thus validate the alternative hypothesis, which states that "there is no statistically significant differences at $\propto=005$ between the opinion of respondents that the experience of the employee is related to human resources strategy".

The third main hypothesis

There are no statistically significant differences at $\propto=0.05$ between the opinions of respondents about the performance of the Palestinian Telecommunication Group. To test this hypothesis researcher used the ANOVA variance test. The results of the analysis were shown in Table 5.

Table 5 showed that there were no statistically significant differences ($P=7.65$) when ($\propto=0.41$), which means the acceptance of the hypothesis.

This referred to the knowledge of all employees in the group to the level of performance, verified by the absence of some differences in their point of view. Employees recognised the high level of Performance, and that the group makes huge profits, the Market shares increase steadily,

Table 4 The results of ANOVA on the strategy of human resources in the Palestinian Telecommunication Group, and the variables of age, specialisation, experience, qualifications

Variables	Degree of freedom	f	$\propto$
Age	49	0.043	0.954
Specialisation	50	0.86	0.008
Experience	51	1.6	0.630
Qualification	49	3.2	0.010

Table 5 The results of ANOVA between the opinion of managers on the performance of the group ($n = 54$)

Variable	Source of variation	Sum of squares	Average of squares	Degree of freedom	p	$\propto$
Performance	Between groups	4020.2	200.3	2	7.65	0.41
	Inside groups	8210.8	18.6	01		

and the price Stock rises continuously, and that the degree of satisfaction of the employees is good and the group provides social services to the community.

RESULTS AND RECOMMENDATIONS OF THE STUDY

Results

The study showed a positive correlation between the formulation, the implementation and control and evaluation the adoption of human resources strategy and performance. In addition, the study found that the reality of the human resources strategy in the Palestinian Telecommunication Group was affected by specialisation and level of academic administrator, while not affected by age the employee or his experience.

Meanwhile, the study showed that there were no differences in the opinion of staff about the level of performance in the group indicating the clarity of objectives and achievement of goals (Salabi, 2006).

Recommendations

1. It is recommended that departments of various institutions to adopt a clear strategy for human resources so that they can achieve their goals and raise the level of performance.

2. It is recommended that the human resources strategy is to be derived from the overall strategy of the institution, and should be clearly defined in terms of the mission formulation, internal and external environment analysis of, the formulation of objectives, selection of appropriate strategic alternative.

3. The researcher recommends that the departments of different institutions working on Reengineering its organisational structure and modify its procedures and laws and work on the blowdown budgets to implement the strategy of human resource.

4. The researcher recommends that the different administrative departments adopt responsible human resource specialist in HRM, and be highly qualified.

5. The researcher recommends to the administrative departments, the need to clarify the

different levels of performance and direct all efforts to achieve those levels.

REFERENCES

Aljedairi, S.A. (2004) 'The impact of personnel selection strategies in achieving competitive advantages', unpublished Master's Thesis, proposed to the College of Management and Economics, University of Mustansiriya, Baghdad, Iraq.

Allaulaqi, M.A.Q. (1993) *Human Resource Management*, Jeddah, Saudi Arabia: The Civil Press foundation.

Alqatamin, A. (2002) *Strategic Management*, Amman, Jordan: Majdalawi Publishing & Distribution Co., p.376.

Alsalem, M.S. and Hrhoush, A. (2002) *Human Resources Management Strategic Entrance*, Irbid, Jordan: The Modern World of Books.

Alwaqfi, A.A. (1999) *The Evaluation of Strategic Performance in the Jordanian Shipping Companies*, University of Jordan, Amman, Jordan, p.210.

Ballot, H.I. (2002) *Human Resource Management from A Strategic Perspective*, Beirut, Lebanon: The Arab Renaissance Press House.

Darwish, M.G. and Bandora, M.M. (1994) *Strategic Planning for Information Systems*, The Saudi Computer Society, King Saud University, Riyadh, Saudi Arabia.

Hanna, N.M. (1998) 'The analysis of the environment and its impact on organisations performance', unpublished Master's Thesis, submitted to the Faculty of Commerce, University of Alexandria, Egypt.

Hodgetts, R.M. and Attman, S. (1979) *Organisational Behaviour*, Philadelphia: W.B. Sounders Company.

Khatib, S.F. (2003) 'Strategic planning and corporate performance', unpublished Master's Thesis submitted to the Faculty of Graduate Studies, University of Jordan, Amman, Jordan.

Khattab, A.S. (1999) *Strategic Management Of Human Resources in light of Restructuring and Merger and Share Risks*, Pyramids Library, Cairo, Egypt, p.336.

Massie, J. (1997) *Essentials of Management*, 4th edition, London: Prentice Hall International.

Power, D. and Sohal, A.S. (2000) 'An empirical study of Human Resources Management strategies and Practices in Australian just-in-time environments', *International Journal of Operations and Production Management*, Vol. 20, No. 8, pp.932–958.

Ripley, D.E. (1997) 'Joe Harless: an ounce of analysis', *Performance Improvement Pathfinders*, International Society for Performance Improvement (ISPI), Washington, DC.

Rustom, D. (1982) *Personal Management and Industrial Relations*, New Delhi: Vani Educational.

Salabi, O. (2006) 'Analysis of the reality of Human Resource Strategy at Palestinian Universities and their relationship with performance', unpublished PhD thesis, Introduction to the Sudan University of Science and Technology, Khartoum, Sudan.

Shammari, I.A.J. (2004) 'The impact of human resource strategies in promoting total quality management', unpublished PhD thesis, submitted to the Faculty of Administration and Economy, Baghdad, Iraq.

Thompson, A.A. (Jr.) and Strickland, A.J. (III) (1993) *Strategic Management Concept and Cases*, 3rd edition, Homewood, IL: Irwin Publishing.

Wheelen, T.L. and Hunger, J.D. (2000) *Strategic Management and Business Policies*, Addison Wesley: Reelings Mass.

BIOGRAPHICAL NOTES

Dr. Omar Salabi is an Assistant Professor in the Developmental Sciences Department at Al-Quds University. He has been a Faculty Member at the Faculty of Science and Technology, Al-Quds University since 1983. He was the coordinator of the Academic Affair department from 2002 to 2006. He spent 2012 in Turkey researching the Turkish model of development. He has given many academic conferences and did his PhD research on human resources management strategies.