HUMAN RESOURCE DEVELOPMENT FACTORS AMONG CIVIL SERVICES EMPLOYEES IN MINISTRY OF HEALTH, GAZA STRIP PALESTINE

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DEDICATION

To the most appreciated parents; "The soul of my father mercifulness from Allah upon him", and

"My respectful mother: Hajja Fatima Shaqfa".

To my beloved wife: "Hala Aiash".

To my two brothers and five sisters

To my kids; Nibal, Ahmad, A. Hadi, Baraa, Dena, Mohammad, Saja, Mustafa

To the memory of my beloved Palestinians

And

To all those who respect knowledge

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Abbreviations

ANC	Antenatal Care
ASTD	American Society for Training and Development
BC	Before Century
CBS	Central Bureau of Statistics
CV	Curriculum Vitae
DTI	Department of Trade and Industry
GDP	Gross Domestic Product
GPC	General Personnel Council
GS	Gaza Strip
HD	Human Development
HR	Human Resource
HRD	Human Resource Development
HRH	Human Resources for Health
HRM	Human resource Management
HRP	Human Resource Planning
ILO	International Labor Organization
IMR	Infant Mortality Rate
IR	Industrial Revolution
ISCO	International Standard Classifications Occupation
JSS	Journal of Statistical Software
MDGs	Millennium Development Goals
MOD	Ministry of Education

MOE	Ministry of Economic and Supplies
MOH	Ministry Of Health
MOL	Ministry of Labor and Society Affairs
MOTC	Ministry of Technology and Communications
MOW	Ministry of Woman Affairs
MSS	Multi-stage Samples
NGOs	Non-Governmental Organizations
NHRD	National Human Resource Development
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
PASSIA	Palestinian Academic Society for the Study of International Affairs
PCBS	Palestinian Central Bureau of Statistics
PHC	Primary Health Care
PNA	Palestinian National Authority
PNC	Post Natal Care
PNGO	Palestinian Nongovernmental Organization Network
ROC	Receiving Operating Characteristics
SMART	Specific - Measurable – Attainable - Realistic-Time Sensation
SQO	Service Quality Orientation
UK	United Kingdom
UN	United Nation
UNDP	United Nations Development Programme
UNRWA	United Nation for Relief and working Agency

USD   United States Dollars

VIF   Variance Inflation Factor

WB   West Bank

WFP   World Food Program

WHO   World Health Organization

FAKTOR-FAKTOR PEMBANGUNAN SUMBER MANUSIA DALAM KALANGAN PENJAWAT AWAM DI KEMENTERIAN KESIHATAN GAZA, PALESTIN.

ABSTRAK

Bentuk pembangunan sumber manusia (PSM) boleh dipengaruhi oleh banyak dimensi sebagai tambahan kepada definisi PSM itu sendiri. Biasanya, faktor-faktor utama yang menjadi fokus adalah kemahiran dan kebolehan kakitangan. Selain itu, aktiviti-aktiviti PSM juga dibentuk untuk mencapai matlamat organisasi dalam meningkatkan produktiviti. Dalam kajian ini, faktor luar (persekitaran) dan dalaman yang dianggap faktor paling penting mempengaruhi PSM adalah kepuasan kakitangan dan pembangunan organisasi.

Di Gaza, penjawat awam memerlukan beberapa perkara penting yang melambangkan jangkaan mereka terhadap kerja serta memberi motivasi untuk meningkatkan prestasi dan produktiviti mereka. Majoriti penjawat awam tidak berpuas hati dengan organisasi dan pertubuhan awam tidak dapat memainkan peranan yang diharapkan dalam pembangunan ekonomi.

Tujuan kajian ini adalah bagi menyuluh dengan lebih mendalam aktiviti-aktiviti PSM dalam perkhidmatan awam di Gaza terutamanya bagi proses pengambilan pekerja oleh Majlis Personel Am (GPM). Kajian ini mensasarkan pekerja yang telah diambil berkhidmat dalam tempoh tiga tahun yang lepas. Kedua-dua kajian kuantitatif dan kualitatif telah digunakan untuk pengumpulan data. Satu soal selidik yang mengandungi item-item kepuasan telah diedarkan kepada 364 kakitangan daripada Kementerian Kesihatan (MOH). Dari respon yang diagregatkan kepada item-item

organisasi dalaman dan luaran, tahap kepuasan diperolehi. Temubual telah dijalankan dengan Menteri Kesihatan, Menteri dari Kementerian Buruh, Pengurus Majlis Personel Am (GPC) dan Ketua Pengarah Jabatan Pembangunan Sumber Manusia di Kementerian Kesihatan. Temubual yang berbeza juga dilakukan terhadap Pengurus Eksekutif bagi setiap kepakaran di Kementerian Kesihatan.

Dapatan kajian menunjukkan bahawa terdapat banyak faktor yang mempengaruhi PSM di Gaza. Majoriti pekerja tidak berpuas hati dengan kerja mereka dalam organisasi perkhidmatan awam kerana kekurangan peluang pekerjaan, tempoh dan kerumitan proses pengambilan, kekurangan gaji, elaun dan ganjaran dalam sektor ini. Selain itu, masalah-masalah lain yang dikenalpasti adalah masalah dalam sistem penilaian prestasi, penglibatan pekerja dalam membuat keputusan, kegagalan menangani keperluan dan permintaan kakitangan mengenai kepakaran dan bilangan mereka, kekurangan kerjasama dan penyelarasan di antara universiti dan pertubuhan mengenai perancangan sumber manusia. Rasa tidak puas hati ini berbeza di antara responden mengikut jantina, umur dan tahap pendidikan.

Oleh itu, kerajaan Gaza perlu merangka strategi jangka panjang dalam perancangan sumber manusianya. Keutamaan perlu diberikan kepada undang-undang perkhidmatan awam, sistem pengambilan dan pembaharuan persekitaran kerja dalam perkhidmatan awam agar pembangunan ekonomi dapat dicapai.

HUMAN RESOURCE DEVELOPMENT FACTORS AMONG CIVIL SERVICES EMPLOYEES IN MINISTRY OF HEALTH GAZA STRIP, PALESTINE

ABSTRACT

Human resource development (HRD) can be influenced by many dimensions aside from those in the definitions of HRD, where common central factors focus on the skills and abilities of employees. In addition, the activities are aimed at achieving the organizational goals of increasing productivity. In this study, the external work (environment) and the internal organization are considered the most critical factors that affect HRD, employee satisfaction, and organizational development.

In Gaza, civil service employees greatly need significant factors that can demonstrate their expectations with regard to work, which can help employee motivation, performance enhancement, and productivity improvement. The majority of the civil service employees in Gaza are dissatisfied with the organizations they work for, and these organizations cannot play their expected role in economic development.

This study aims to understand the HRD activities of the civil service in Gaza especially with regard to the recruitment process currently applied by the General Personnel Council (GPC). This study targets employees who have been hired in the last three years. Quantitative and qualitative approaches are used for data collection. Questionnaire with satisfaction-related items are distributed to 364 employees from the Ministry of Health (MOH). Employee satisfaction is derived based on the aggregated response to the items that pertain to the internal and external organizations. The interviews are conducted with the Minister of Health, the Minister of Labor, the

Chairman of the GPC, and the HRD department general director in the MOH. Other interviews are also conducted with the executive managers of the different specializations in the MOH.

Results show that many factors affect HRD in Gaza. The majority of civil service employees are dissatisfied because of lack of work opportunities, the prolonged and complex recruitment process, and inadequate salaries, allowances, and rewards. Moreover, the other problems are related to the performance appraisal system, involvement in decision making, lack of identifying the needs and demands of employees with regard to the specializations and the number of employees, and lack of cooperation and coordination between the universities and the organizations concerning HR planning. This dissatisfaction differs according to the gender, age, and educational level of the respondents.

Therefore, the Gaza government needs to create a long-term HR planning strategy. The civil service law and the recruitment system need to be prioritized, and the work conditions in the civil service need to be reformed to achieve economic development.

CHAPTER 1

INTRODUCTION

1.1 Background

The Gaza Strip is a small area of one part of two separated parts occupied by Israel for more than 60 years; and as such it has never enjoyed any political stability through this period of time. Notwithstanding that Israel withdrew from the Gaza Strip in 2005 under what was termed 'Israel's unilateral disengagement plan' and in 2012 the United Nations recognized the Gaza Strip as part of the State of Palestine. There has been a deterioration of the political situation, with a strict blockade, with deliberate Israeli-de-development policies in place and the suspension of international aid, and these resulting difficulties have led to a failure to be able to plan and pursue any national economic agenda. Gaza is, therefore, seriously suffering from many governance-related problems, due to a variety of factors mentioned above as well as being disadvantaged by recurrent attacks by the Israeli forces, wars, sieges, and Gaza is extremely dependent upon the donors.

In Gaza, the civil service organizations never witness long-term stability; organizations are constantly changing by merging, splitting or downsizing. As a result, projects undertaken to upgrade infrastructure are often never completed. According to the American Society for Training and Development (ASTD) survey, Bassi and Van Buren (1997) found that downsized organizations reported lower organizational performance, lower quality products or services and lower level of employees' satisfaction. Moran (2011) revealed that war has a significant impact on a country, affecting the economic, social and political development.

Recent demographic reports indicate that the Gaza Strip is among the most densely populated areas on the planet. According to the 2007 census of the Palestinian Central Bureau of Statistics (PCBS), the total number of the Palestinian population residing in the Gaza Strip is 1,416,539 (PCBS, 2007) with a population density of more than 4,500 inhabitants per one square kilometer (PCBS, 2007). Currently, the population of Gaza is around 1.6 million according to the PCBS figures that have been recently released (PCBS 2010). Furthermore, the Palestinian population has one of the highest fertility rates in the region - around 6, compared to 3.5 in Egypt, 3 in Lebanon, and 3.2 in Turkey (MoH, 2006).

In human life terms a job is not only the main source of income or the monthly salary; employment also:

- plays a role as an important life domain;

- occupies a great part of a human's day time activities;

- is a main source of our social standings;

- defines who the person is;

- Affects our health both mentally and physically and makes people feel happy and secure if they are in gainful employment.

In terms of human resource development (HRD) the way in which to achieve employment initially a person has to face and pass a number of challenges including a long process which commences from early childhood through schooling, with a focus on academic achievement. Importantly, HRD in any country around the world faces the

demand from the labor market, as well as formal policies to adhere to, which are in addition to the challenges mentioned above for an individual to gain employment. In the Palestinian society human resource has a crucial place for the Palestinian people and it has become increasingly clear that the people in Palestine, especially in Gaza, are dependent for their future and their careers on how can they can be involved in a respectful job, when the adverse situation in Gaza minimizes the opportunities for work among the Palestinian people in Gaza.

The government not only has to undertake its role as an employer but it also must play an important role in an organizational system and provide polices to achieve its goals, mainly due to its responsibility for the Palestinian people's livelihood and security.

HRD ought to be initiated by the schools and universities as well as the labor market which must focus their efforts to maximize the skills of graduate students as an educated population as the future of countries in all of life aspects, and Palestine is no exception. Governments ought to identify and implement all the principles of planning and strategy making for its own citizens in order for the best possible outcome to meet the people's goals as well as meeting benchmarks for organizational development and sustainability. According to Pilbeam and Corbridge (2006) the process and policies to hire and select employees has the most impact regarding professional performance and image and also is an essential part of human resource management.

Furthermore, if these processes and policies are not well directed the outcome of misdirection will lead to adverse effects including a cost to the State and to the

organization which will adversely affect staff and negatively impact on their performance.

These results was found by the Chartered Institute of Personnel and Development Recruitment and Retention survey conducted in London in the United Kingdom which mentioned the cost of last stay turnover of employees as result of an impaired recruitment process and policies was around € 12.500 (Guest and Conway 2004).

Traditionally, economists have identified three factors of production: land, capital and labor. Before the industrial revolution (IR), production was based on agriculture as the major source of wealth of societies. Traditional skills were passed from parents to their children. Farming tools were incrementally improved upon by each subsequent generation, leading to higher productivity on the same indestructible soil (Swanson and Holton, 2009).

During the IR, capital became the critical economic factor. Although the requirement for skills increased as technology became more sophisticated, and with the increasing emphasis on workers with special training skills, capital remained the central factor in the mass production economy (Torraco and Swanson, 1995).

Recruitment, as an important part of HRD, is a set of procedures and policies taken to gain suitable people by numbers, skills qualification, time and places with their job positions as mutual choices and benefits between the employer and employees (Schuler and Jackson 1987).

Torraco and Swanson (1992) found that the need for employees specifications and skills increased in line with the sophistication of technology. Labor retention is extremely affected by the production and recruitment procedure and policies which provides an organization with a suitable employee. This process depends on good planning by investigating the demands for the future to determine the skills that are internal and external to the organization to establish a potential situational prediction to keep and improve these human resources. This process clarifies the underlying importance of a foundation of workforce planning within organizations. Furthermore, employees can contribute in a positive way not only to their organization but to the development of their societies. "In exploring the strategic planning for human resource issues; the basic step is to determine if the organization has the ability to execute the strategies". (Gould, 1984. P, 33).

Workforce planning is a main part of human resources planning (HRP). Workforce planning is the major quantitative part of the planning activity. HRP is defined as "planning for the corporation so as to have the right numbers of people at the right time, at the right place and with the right skill" (Burack, Elmer H. June, 1985; p134). Workforce planning is a necessary step for the success in managing organizations; for their strategies, components, as well as workforce planning tool development. Furthermore, HRP strategies are successful when HRP becomes a part of the operational planning teams, which may involve automating the summation, and to determine, collect and analyze quantitative data. This will then allow a manager to align with the qualitative and predicting part of the plan.

For a successful workforce planning program it is usually necessary to include the following steps:

1. Develop the ability for a computer-based personnel database;

2. Determine an inventory for reporting data and format the needs of organizations;

3. Construct reporting formats for workforce planning; and

4. Modify workforce-planning tools to align with an organization's requirements, in other words their strategic goals, and consult to determine an organization's requirements for technology, processes, tools and quality.

Effective planning is a real guarantee to obtain qualified, skillful people who are able to achieve organizational goals in successful ways through strategic planning for staff turnover, hiring selection, lowering the stressors by moving within wide sight of vision especially in critical situations. From the study of Bowey (1982) and Stolletz (2010) an organization ought to know the ways to predict the alters of the resources dynamics in the labor market and within their organization by which it can refer to its decision-makers to take definite decisions to hire or to fire from time to time.

According to many studies which consider recruitment as one of the functions from human resource management activities, as Jago (1996) indicated that the hiring process and employee selection is one of the human resources functions of an organization's strategic planning and marketing and is considered an important part of managerial skills. There are differing approaches for staffing levels and planning. A mix of these approaches may well be needed to deliver the desired outcome, and in doing so

consideration of the parameters that support workforce planning, in general, should be undertaken. HR planning is undertaken at different levels – national, regional or local and can be categorized by level/purpose into three major types:

- Workforce modeling as the prediction of future needs to anticipate the likely demand for manpower. This is anticipated to be calculated by the flow into and out of the profession/Labor market. Essentially, workforce modeling is used to predict the number of personnel required to meet the demand.

- Establishment setting is determining or reviewing the funded establishment of requirement for specific services. This is the focus of many of the approaches available that typically seek to identify the manpower needed.

- Daily planning/restoring is the matching of staff deployed to the variation in the workload. Workforce modeling, to be clear, is to expect changes in demand and supply variables (Employers, 2007). Generally, workforce planning at the different levels is not well integrated especially in the civil service organizations which are not affected by the labor market; though it can be integrated for specific services.

Without any doubt throughout the entire world, the advancement in technologies is providing rapid changes, just as individuals, enterprises, communities and nations change (Loanna, 2007). Despite the incredible disparities in wealth, education, employment, technology, infrastructures and safety between countries, the policies of HRD which each of the countries adopt may be an effective means of reducing these disparities.

There is a difference in organizational behavior between the two assets of the public sector and the private sector as Richardson (2003) found. The competition of the labor market does not impact upon the public sector regarding employing and hiring personnel. This is because the public sectors have its own budgeting, planning and managerial style to follow in their own ways, which is unlike the private sector. In order to achieve their goals for sustainability and growth, an organization in the private sector has the ability to make its own decisions regarding hiring, selecting and firing their personnel. Organizations in the private sector have their own right in controlling these processes and decision- making for their activities and these decisions are affected by other companies and organizations as well as the impact of competition in the labor market or in other processes such as the marketing of their products.

The difference which is of most concern for a public organization, is that it is mandated to follow government laws, to adhere to its allocated budget, without the ability to make decisions with the unity of command to select, and recruit from their own perspectives and concerns. Regarding planning and the environment which surrounds a public service organization, opportunities and threats may be not the same as those that surround the private sector, and organizations like governmental agencies or ministries are guided by the general laws and roles, legislation, as well as the socio economic political status.

The World Health Organization (WHO), indicated that for each 1000 of any population there must have one doctor and three nurses, (Communities 2006). In the Ministry of Health (MoH), specifically in Gaza, in accordance with the last personnel

report from the unit of policies and planning related to the minister's office showed that the number of personnel to nurses did not match that indicators identified by the WHO.

1.2 General Personnel Council (GPC)

Because of the instability in Gaza Strip, recently semi systematic rules and regulation and dependency of the long-time occupation by a foreign military managerial style by Israeli forces the situation still until now needed for planning to rebuild and more and more modifications to enhance universal systems to be applicable there what are the most suitable to Gaza population by taking in consideration the siege, full dependency on givers from friendly countries and that people in Gaza is the most youngest population in the world that more than 55% of population are less than 18 years old and each year have more than 22,000 graduate students in different specialists that means all those are hoping to have a job, that what forces the researcher to make fair evaluation is the recruitment system currently use in Gaza useful and fair enough to the secondary situation Gaza lives in as developing countries all around the world. By continuity of Israeli laws which had implemented during all the period of Israeli occupation to the Palestinian territories the same laws are taking place in the civil law which still implemented until nowadays according: Law No. (4) Of 1998 Promulgating the Law on Civil Service

1.2.1 Goals of GPC

From the strategic goals and priorities of the GPC: to do representative survey (sample) to civil servants (to see their understanding of the concept of civil service and find out their views and aspirations and expectations), application change management to lead the internal organizational change, to create a senior management team to lead

the terms of reference of this group to implement and oversee the application and development plan, prepare and implement a plan of institutional development, to make sure the availability of all the necessary legislation for the civil service and that such legislation be updated and consistent with best international standards, ensure the use of court resources financial and human, material and information the best possible way to support the goals and achievements and the effectiveness, development of effective policy and coordinated with human resources and powers include providing advice to the Council of Ministers with regard to strategies to human resources policy and management of the civil service file, restructuring of the Directorate General of Human Resources has the responsibility to develop policies and procedures in a modern human resources management and supply units and personnel in government institutions the best working procedures, and procedures manual to prepare human resources in the civil service, the recruitment procedures, selection and appointment in the civil service a fair, transparent, effective and efficient, and the development of a strategy to continue working to increase transparency and information flow.

According to the reports from the International Bank which mentioned the lack in the performance in the General Personnel Council, and to meet the demands of the civil services organizations for development and sustainability and to achieve these goals it requires cooperation with various government agencies and with partners. Then what can this study revealed in examining and evaluating the expected challenges that facing the recruitment system which applied in the GPC for the civil service organizations in Gaza Strip.

1.2.2 Responsibilities of General personnel Council (GPC):

GPC plays a very important role as a ministry of HR in planning and distributing and monitoring the application of the civil service laws in the governmental agencies, here, this study sheds small light on some of the functions and responsibilities of the general personnel council (GPC):Supervising the application of the provisions of the law and verify the application of other government departments to civil service legislation properly, participation in the preparation and implementation of plans for the staff and working to develop their abilities through the coordination of training and missions inside and outside Palestine, participating in the development of rules governing the conduct of competitive examinations for applicants of appointment to public office and take the necessary measures for the holding of these examinations annually or whenever needed, in coordination with government departments and other agencies concerned, preparation of a central register of all civil servants in Palestine, and to prepare the statistics about the staff and any other statistics required by the tasks of the GPC and follow up on those statistics and updated.

1.2.3 HRD in General Personnel Council

In spite of all the reports that critique the recruitment system, but the recruitment process in governmental departments still has a great deal of transparency and integrity which started by: announcement of job vacancies by the appointment of the decision includes data on the job and related conditions of the occupancy, the interesting people inter the written exam will be announced and then they will be called for oral competition, the names of successful candidates in oral competitions are announced according to the final rank of final competitions.

The nomination of jobs must be according to the order of precedence set out in the final results of the exam, and if the appointed ones are equal in the rank, the higher qualification should be appointed then more experienced, if they are equal; the older should be appointed. Whoever is appointed in any position has to announce short listed of the passing people in the internet and newspapers, then every participant can know his turn and when he or she can engage in the job.

1.3 Ministry Of Health (MOH) and Human Resources Development

After many devastating wars and long periods of occupation, in 1994, when Palestinian MOH established its work inherited from the Israeli Civil Administration a fragmented, largely ,unregulated, pluralistic healthcare system (MOH, 2006). It could be argued that, such a situation could be seen as affecting the Palestinian sense of autonomy, commitment and belonging to organizations as well as affecting the Palestinians' ability to develop experience in managing their organizations (Hamad, 2009). In fact, not only the healthcare system was generally underfunded, understaffed, under-supplied and under-equipped, but also there was mal-distribution of human resources among the different settings.

Currently, the four major players of healthcare services in Palestine are the Ministry of Health (MOH), United Nations Relief and Works Agency (UNRWA), Non-Governmental Organizations (NGOs) and the private for-profit service providers plus referral services outside the PA Territory (MOH, 2006). MOH operates the main hospitals and runs a well-established and well-equipped primary health care centers. Moreover, the MOH purchases tertiary services from other health providers both locally and abroad.

UNRWA as the seconded major component of the health system plays an important role in health services delivery, providing free of charge Primary Health Care (PHC) and purchasing secondary and tertiary services for the registered Palestinian refugees in Gaza (around 1million). UNRWA operates according to standardized technical instructions determined at the UNRWA headquarter in Amman which supervises five Palestinian refugees operation areas (Gaza, West Bank, Syria, Lebanon and Jordon).

The NGO sector also plays a vital role in complementing the work of the MOH and in providing tertiary services-sometimes expensive services- that are usually not provided by the MOH. NGOs play an important role in promoting accessibility to vulnerable and marginalized people and contribute to bridging the gaps and the perceived inequalities in the health system. In particular, NGOs play an important role in the provision of rehabilitative services in Gaza through different organizations (Yaghi, 2009).

According to Law of the Palestinian Public Health in (2004), MOH is not only responsible about the provision of basic health services but also it is responsible about regulating the provision of services that given from other health providers. It is clear that MOH is more associated with its services provision role rather than its regulatory role due to weak coordination mechanisms (Welfare, 2008; Yaghi, 2009). Even within the MOH, systems, management structures and clinical decision-making can vary significantly from one place to another and there are strong political forces that make effective coordination, effective team work, professionalism and standardization difficult to achieve. Enhancing and regulating the effective coordination role of the

ministry is essential as it affects not only MOH structures but also other ministries and other providers in many aspects as well (PNGO, 2009).

"Traditionally, the PA devotes an unusually large share of its scare resources to health sector. Usually, health spending is estimated at about 9% of the Gross Domestic Product (GDP), which is usually more than most middle-income countries, which spend 4-5% of the GDP (7 per cent in United Kingdom (UK), Denmark and Japan)" (PNGO, 2009). Currently, it is difficult to exactly estimate the amount of health spending due to the uncertainty of the political situation. Per capita health expenditure in US $ is 100-120 a year, in contrast with neighboring countries e.g. Egypt 30 (MOH, 2006). Yet in the middle of this, there is a discomfort among public, politicians and professionals in Palestine regarding the quality of healthcare and the work climate in health organizations. It is worth noting that, health indicators in Palestine are similar to other countries spending remarkably less on their healthcare systems. There appears to be a general consensus that Palestinians are obtaining low outputs and that the degree of waste in the health system is indicative largely and highly of inefficiency of the system (MOH, 2006; Massoud, 1995). In other words, there appears to be an over-investment leading to outcomes that are normally obtainable with less investment. Therefore, the answer to the problems of health services could be related to the process of delivery of healthcare not entirely to investing more. Examples of waste include shopping among providers, misuse of antibiotics, in effective referral systems, over-use of medications, un-justified treatment abroad costs and the extremely high percentage of personnel occupying managerial positions (Hamad, 2001). A major challenge for Palestinians is to

do the most of the least of the resources they have, that could be extremely related to the people whom the health system is held by.

Even though MOH is amongst the ministries which are actively involved in the processes of the recruitment system which actually used in GPC, MOH is one of the main organizations that follow the rules and regulations regarding to recruitment system and developing organization structure. It has several kinds and qualifications of employed personnel from different professions "physicians, nurses, technicians, supportive staff and so on". Also MOH summated to political and economic or disturbances that occurred in Gaza Strip. The institutions of MOH is undergoing many developments and changes in their system, hierarchy, technology, processes, ways of delivering care.

The other ministries in Gaza follow particular rules and regulations in regards to the recruitment process although they follow certain extent the rules and regulations of GPC in respect to working hours, vacations, and holidays.

MOH not only has a department for strategic planning and human resources development directory, and committee for determinant and distribution of work forces, but also established new committee called the national committee for strategic planning to health situation in Gaza strip. So for what purpose is the new committee…again you did not relate to the issues pertaining to your study area.

In summary, the HRD foundation remains a topic of much debate (Swanson, 2008). Most of the definitions include the concept which identifies the need for

organizational efforts, which would lead to the outcomes that enhance the effectiveness of an organization (Tseng & McLean, 2008). It is clear from the literature that HRD seeks to develop an individual's knowledge, expertise, productivity, and satisfaction for the benefit of the organization, community, nation or ultimately, the humanity as a whole. HRD is required for organizations and individuals to accomplish their work goals properly. The development comprises a complex range of activities like training, education, counseling, coaching, job design, career development, process improvement, organizational development, strategic planning, and job satisfaction. Whereas, all countries put HRD as a priority in their plans of sustainability, the understanding of the meaning of the term 'HRD' varies from one country to another, based on the specific factors to each country.

1.4 Problem Statement

HRD is extremely crucial to the quality of the delivery of services and cost effectiveness (Timothy & Pauline, 2007). It has been identified that the improvement of performance results is derived from the enhancement of employees' abilities, skills and knowledge which leads to job satisfaction (McCarthey & Garavan, 2006). Job satisfaction has often been linked to organizational commitment, employee absenteeism, turnover and intentions (Artz, 2010; Nielson & Smyth, 2008). Satisfaction of employees is one of the most important drivers of continuous improvement (Oshagbemi, 2000; and Wickramasinghe, 2009). The study of Sveinsdottir, et al. (2006) revealed that inadequate working conditions, low wages, working hours, lack of resources to work effectively, limited career opportunities and limited educational opportunities were important factors driving nurses to migrate. Mayfield and Mayfield (2007) clarified that when leaders use

motivation-based strategies with their employees, employees tend to stay and produce their best. However, the factors affecting the intention to leave are different from the factors affecting employees to stay (Cho et al., 2009). Whereas many reasons abound as to why people choose to move from their current employment (Townend, Grant et al. 2010), Thore and Tarverdyan (2009) argued that improving the levels and conditions of employment has been identified as one of the most effective means of achieving the Millennium Development Goals (MDGs).

In the Gaza Strip, the World Bank (2005) reported evidence of various indicators of low performance in ministries with less governance of organizations, also in its report in (2010), the World Bank mentioned that little progress was happened in the last few years see Appendix (L).

In regard of having a system in place and everyone in the organization on the same page is essential for effective HR managerial process. It minimizes possible errors and incidents while maximizes performance efficiency, which results in increased productivity. Moreover, a unified system makes it so much easier to manage and operate everything in an organization. For HRD, it was found that there was no unified system targeting the HR planning especially in development and staffing, (Emma Snider, 2013). According to the absent of the system in HRM, statistics indicate that the total labor force in 2012 in the health sector in the Gaza Strip comprises 11,866 employees and the number of staff of the Ministry of Health is 67.2%. Of this number 65.3% of them are working in hospitals. Compared to the global average rate of one doctor for a global 1.4 per 1000 population, in Gaza it is one doctor for a global 2.9 per 1000 population. In relation to the domestic and global nurse it is 2.9, but in Gaza it is 2.5, the pharmacist

globally is 0.4, but in Gaza it is 1.2, (MoH report April 2012). These statistics illustrate there really is a gap in the health situation and it may probably be found in the other civil organizations in Gaza.

Table 1.1: Workforces in MoH according to specialist and work place

	Hospitals	Primary care	Administration	Total	percentage
GP Doctor	675	218	8	901	11.3%
Specialist Dr.	653	50	28	731	9%
Pharmacist	132	268	36	1632	20.3%
Dentist	17	106	1	124	1.6%
Nurse	1763	371	60	2194	27.5%
Technician	338	101	23	462	5.8%
Services	1374	619	754	2747	34.4%
Health worker	258	104	78	440	5.5%
Total	**5210**	**1767**	**1000**	**7977**	**100%**
Percentage	**65.3%**	**22.2%**	**12.5%**	**100%**	

Source: Ministry of Health (MoH) report April 2012

These numbers may explain the gaps between the different work fields regarding the manpower distribution, which found that one area of specialty has more personnel than in other areas.

The majority of civil service organizations in Gaza face challenges such as poor structural wages, inappropriate employee recruitment strategies, poor working environment, and a lack of employees' involvement in decision-making. Organizations are unable to make suitable decisions and are, therefore, not able to formulate and implement these decisions regarding HR. Grabowski et al. (2009) identified that irregular performance and risky events are the results of such negative tendencies such as inadequate operator knowledge, skills or abilities, or lack of a safety management

system within organizations. Due to these factors and others related to job issues, employees are likely to feel dissatisfied with their organizations; leading to an organization facing problems of frequent labor turnover or a reduction in loyalty culminating in a decreased level of production due to job dissatisfaction.

As an important part of HRD, researchers in the recruitment field ought to work toward an increased level of researches to collect knowledge. This will mean recurrent empirical studies can then be applied in this area of study (Tsang and Kwan, 1999). With more conductive research, empirically it can be examined as to how much the findings vary across samples and research methods. Furthermore, it can be determined whether the variability is due to a sampling or measurement error after examining a variety of other findings rather than simply examining theoretically important contingency factors (Hunter and Schmidt, 2004).

Importantly, a gap has been identified as in Gaza there are no empirical studies conducted relative to the civil services on HRD, recruitment system, policies, HR strategies and employees job satisfaction and thus, no way of knowing what level of HRD is in existence in Gaza. Also, as another gap, although many studies discussed HRM such as Alaa, (2012), in his study which conducted in the public organizations in Gaza Strip he found that the Palestinian Authority has attempted to improve the poor performance through its organizations. Which indicated by the quality and quantity of the services which provided, but it is still in its performance reports suffering from this poorness and without any essential improvement of the performance and productivities.

Accordingly, it is clear that there are many gaps in the current situation such as the system which held within the governmental organizations and the employees' performance and productivity in these organizations. In order to help to fill these gaps, this study develops a new model to investigate the factors which are affecting the satisfaction of the civil service employees which in turn enhance their performance and increase their productivity. Therefore, this study is considered as a leading light to investigate the impact of the internal organizational and the external organizational variables on the employees' satisfaction towards the fulfillment of the previous gaps.

1.5 Research Objectives

This study will examine the level of HRD in the civil service in Gaza, and as previously highlighted there is a need for HRD policies in these organizations in Gaza, in order to achieve the aspirations of employees in development and the goals of reducing poverty, to accelerate the growth of the economy and to provide better services to the citizens. For all of these goals to be achieved, it will require the State of Palestine to complement reforms with sustained capacity building.

In undertaking a theoretical review of the current HRD in the civil service organizations in Gaza Strip, the overarching aim of this study will shed some light on the current HRD held by the General Personnel Council (GPC) in Gaza, including policies and procedures and will examine the recruitment system. This Study will also examine the desirability of standing on these policies which are applied in the public and civil services organizations in an attempt to contribute in determining obstacles in the

way of development. In doing so, this Study will seek to find solutions for critical issues which negatively affect the society and future generations and, ultimately to offer a better way of life for this young society and for its organizations, and to offer dignity and self-actualizations to its individuals. The findings of this Study will provide an important base of information practically and theoretically about recruitment and human resources activities. Accordingly, the specific objectives of this study are as follows:

1- To investigate the factors affect the motivation of the employees in the civil service organizations.

2- To determine the factors affecting the employees performance in the civil service organizations in Gaza Strip.

3- To analyze the perception of employees on the effect of the external organizational factors (environmental) on their performance.

4- To analyze the perception of employees on the effect of the internal organizational factors on their performance.

5- To investigate perceptions of the employees of the civil services in Gaza towards the recruitment process and workplace.

6- To assess to what extent the advantages of employees' job satisfaction enhance the organizational performance and productivity.

1.6 Research Questions

Six questions have been proposed for a road map for this descriptive study. These are as follows:

1. What are the important factors that could motivate the employees in the Gaza Strip to be more productive?

2. What are the factors that affect employees of the civil service in the Gaza Strip for an enhancement of the level of their performance?

3. What is the effect of the organizational factors (environmental) on the performance of the civil employees?

4. What are the perceptions of the civil servants towards the recruitment process environment in their organization in the Gaza Strip?

5. How has recruitment and workplace characteristics affected job satisfaction amongst the employees of the civil service in the Gaza Strip?

6. What are the advantages of job satisfaction in terms of the organizational performance?

1.7 Significance of this Study

An alliance of human resource development in the civil service organizations provides crucial daily services to people. The delivery of this service is very important in providing the best possible outcome for clients as the quality and quantity of staff are the corner stone for improving the quality of services. This study have many significance items like: testing whether an effective coordination and cooperation in the productive areas for staff working in organizations like health care agencies, in the educational institutions, colleges and universities has a reflective influence on the HRD in civil

service organizations; examining the factors including the level of satisfaction of staff, and the quality of the services provided.

This study will scrutinize complaints from bureaucrats dealing with newly employed staff, as the strategic planning diagnoses the needs of a workforce and whether the existing resources of facilities has a negative reflection on the processes of planning and recruitment; the results or findings of this study can act as guidance for high-level management in the emerging State of Palestine**;** Will help HRD to be more focused at the stage of human resource strategic planning.

This new contribution will examine the extent to which universities have an impact on HRD given the majority of the workforce is derived from those graduating from universities. Furthermore, until now there is no systematic review conducted which examines the cooperation and the coordination between all agencies and the GPC. The research also introduces an intervening function of the relationship between the independent variables and the dependent variable. This study will examine the factors which affect the relationship between the human resources strategic planning and the HRD. And will place a strong corner stone on enhancing the actual, real and beneficial role of the educational institutes in broad vision in human resources strategic planning. Furthermore, the research will also add to the literature of an additional study examining the effect of the socio economic factor on and HRD in aspects, the personal perspectives and the organizational planning.

1.8 Organization of this Study

This study deals with HRD in the Gaza Strip, focusing on the internal and external factors affecting the recruitment system in the civil service organizations. This study is limited to identifying the problems of employment and job satisfaction in the civil service organizations in Gaza.

The study is organized into seven chapters. Chapter one describes the status of the HRD in Gaza and the weaknesses of civil service organizations, especially in relation to HR planning and their employees' level of satisfaction in their jobs. This chapter includes the introduction, study background, the general personnel council, its goals, responsibilities and HRD in the general personnel council, Ministry of Health and HRD, problem statement, research objectives, research questions, significance of this Study, and the organization of this study.

Chapter two covers the literature review, which evaluates the HRD and describes the results of previous studies on Human Resource Management (HRM) and Human Resource (HR) planning and factors which play an important role in the recruitment system. This chapter also sheds some light on the recruitment system in Jordan as a part of the same region which has a similar culture and policies with Gaza.

Chapter three describes HR in Gaza. The first part of this chapter provides a background of the study area. It discusses the location, historical and socio-political situation, and the second part covers the recruitment system in government.

Chapter four explains the design and the methodology of the research. This chapter covers how the sample size and sampling frame will be identified. It also