

The Reality of Applying Recruitment Criteria for Coastal Municipalities Water Utility Company

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Abstract: The research aimed to study the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company, and to achieve the study goals, the analytical descriptive approach was relied upon, and the main study tool was the questionnaire. The study sample consisted of (42) employees and employees in Coastal Municipalities Water Utility Company. The study reached a set of results, the most important of which was that the level of application of recruitment and employment policies and standards in Coastal Municipalities Water Utility Company was high (68.38%). The field of selection came first with a high relative weight (77.66%), then the field of polarization with a high relative weight (76.48%), then the field of appointment came with a high relative weight (70.04%), and the training field came with a medium relative weight (51.52%). It was also found that there were no statistically significant differences between the averages of the estimates of the study sample individuals about the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company attributable to gender variable, age, years of service and career level, only differences attributable to the variable of the educational qualification appeared in favor of a bachelor's degree holder. In light of the results of the study, the researchers were recommended to develop clear plans through which to attract qualified employees, and encourage experts with incentives and bonuses and work to attract them to work in Coastal Municipalities Water Utility Company.

Keywords: Employment Standards, Coastal Municipalities Water Utility Company, Gaza Strip, Palestine.

Introduction

Recruitment and recruitment processes are represented by a set of activities and procedures, where they begin by defining the necessary job characteristics, opening the door for registration and recruitment, then going through some procedures such as tests, personal interviews, identifying and arranging applicants, and selecting the most appropriate employee. The selection process is the second process following the recruitment process, and it can be defined as: "the process of selecting individuals who have the necessary and appropriate qualifications to occupy certain positions in the organization" (Al-Salem and Saleh, 2016, P: 85). Where successful organizations are concerned with the selection process as a decisive process in the life and growth of the organization and in the life and development of the individual as well, it is a stage of development and disclosure of the qualifications of individuals applying for work and is at the same time, an opportunity that both parties - the organization and the individual - can seize so that they can know each other, and they must The mind does not deviate from the fact that the primary focus of this process is on discovering the negative aspects that are likely to lead to the individual's functional failure, as the modern scientific trend focuses directly on the bright or positive aspects of the individual that can be invested in the future, and it is worth noting that a good choice It leads the employee to effectively plan his career path and profession within his organization (Adwan, 2011, P: 3). The choice is no longer a process of comparison between a number of individuals who applied for a specific job, but goes beyond choosing to research and attract the best cadres, as this increases the organization's chances of obtaining professional and scientific competencies (Jargoun, 2009, P: 3).

Many researchers, including (Awaida, 2008) and (Jargoun, 2009), state that the selection and appointment process has an effective impact on employee loyalty, and that neither the employees nor their organizations are more effective and efficient at the level of performance and outputs of the production process. Accordingly, there is a need to define the most important criteria for employment in business organizations, and the extent of their application and benefit from them.

Problem Statement

The job in public and private organizations faces several questions about ways to choose the employee, put him in the right place, in addition to training and developing his skills, where it prevails among the public that favoritism and personal knowledge prevail in the processes of recruitment, appointment and selection, and that job advertising is on the surface, and thus researchers see It is necessary to know the reality of applying employment standards in business organizations. The researchers felt the problem of the study through several indicators, the most important of which is that there is a lack of justice in granting jobs, and the study problem can be crystallized in the following questions:

Q1-: What is the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company from the employees' point of view?

From this main question, a group of sub-questions emerges, as follows:

1. What is the degree of application of polarization criteria in Coastal Municipalities Water Utility Company?
2. What is the degree of application of selection criteria in Coastal Municipalities Water Utility Company?
3. What is the level of application of recruitment criteria in Coastal Municipalities Water Utility Company?
4. What is the level of application of training standards in Coastal Municipalities Water Utility Company?

Q2- Are there statistically significant differences between the averages of the estimates of the individuals in the study sample regarding the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company attributable to the following personal and functional variables: (gender, age, years of service, educational qualification, and career level)?

The following sub-questions are branched from it:

1. Are there statistically significant differences between the averages of the estimates of the study sample individuals regarding the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company attributable to variables: gender, age, years of service, educational qualification, and career level?
2. Are there statistically significant differences between the averages of the estimates of the study sample individuals regarding the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to gender variable?
3. Are there statistically significant differences between the averages of the estimates of the study sample individuals regarding the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to the age variable?
4. Are there statistically significant differences between the averages of the estimates of the study sample individuals regarding the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to the variable of years of service?
5. Are there statistically significant differences between the averages of the estimates of the individuals in the study sample regarding the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to the variable of the educational qualification?
6. Are there statistically significant differences between the averages of the estimates of the study sample individuals regarding the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to the variable of the career level?

Research Objectives

The study seeks to achieve the following goals:

1. Knowing the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company, and defining the most important recruitment criteria to be applied.
2. Disclosure of the availability of polarization criteria in Coastal Municipalities Water Utility Company.
3. Determine the level of availability of selection criteria in Coastal Municipalities Water Utility Company.
4. Clarify the level of recruitment criteria for Coastal Municipalities Water Utility Company.
5. Knowing the level of training standards in Coastal Municipalities Water Utility Company.
6. Disclosing the differences between the averages of the study sample individuals estimates about the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company with different variables (gender, age, years of service, educational qualification, and job level).

Research Importance

The study derives its importance from its subject, and aspects of the importance of the study can be determined from the contribution and the expected addition from it, as follows:

Applied Importance:

1. Recruitment and recruitment policies and standards are crucial because they reflect positively and negatively on the reputation of the organization.
2. The study is important because the recruitment criteria are reflected in the performance of the employees, and their ability to meet job requirements.
3. Recruitment criteria are important because they reflect the competitive advantage and reputation of the organization.

Scientific Importance:

1. The results of the current study may benefit the administrators of Coastal Municipalities Water Utility Company and business organizations in Gaza Strip, as it explains to them the most important recruitment criteria to be followed.
2. The results of the current study may benefit the human resources management in companies and business organizations, as they clarify the criteria for employment and this is reflected in their abilities to attract, recruit and employ efficient human resources.
3. He drew the attention of the institutions to the importance of relying on modern administrative standards in selecting candidates and job applicants.
4. Explaining the importance of providing opportunities for employees to participate in setting selection and appointment policies.

Research Limits and Scope

The scope of the study shall be as follows:

1. **The objective limit (academic):** The study limited its objective alone to the study of the reality of the application of recruitment criteria, where researchers identified these criteria as: recruitment criteria, selection criteria, appointment criteria, and training standards.

2. **Human limit:** The study was conducted on the administrative employees of Coastal Municipalities Water Utility Company in the Central Governorate and the city of Zahra, and they number (52) employees.
3. **Spatial limit:** The study was conducted in the State of Palestine, and the study was limited to Al-Wusta Governorate and Al-Zahra City.
4. **Time limit:** The study was conducted in the year (2020).

Research Terminology

- **Employment Criteria:** It is a set of policies and standards represented in identifying and selecting the best and most suitable applicants to fill a specific vacancy in order to achieve a balance between his qualifications, skills, abilities and inclinations, and the requirements of the vacant position through going through a successive series of procedures (Al-Zarabi, 2016, P: 35).
- **Selection And Appointment:** Abu Sheikha, 2010, P: 80 was defined as selection and appointment as two coherent processes as appointment is only a step or procedure of actions that comes at the end of the selection stage and as a result of it, so that the candidate for the job becomes an employee of the organization, after passing it The procedures are successful, including the trial period.
- **Coastal Municipalities Water Utility Company:** An interest that follows the private sector and works to provide the residents of Gaza Strip with integrated, distinctive and environmentally safe water and sanitation services through the optimum utilization of available resources and creative solutions (<https://www.cmwu.ps>).

Literature Review

- Study of (Alayoubi et al., 2020) aimed to identify the impact of the requirements of implementing strategic entrepreneurship in achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees. The researcher used the analytical descriptive method. The study community consists of all academic and administrative staff in the college. The researchers used the comprehensive inventory method. 149 questionnaires were distributed to all members of the study community. The number of questionnaires returned was (115), ie, the response rate was (77.1%). The results of the study showed a strong positive correlation between the requirements of applying strategic entrepreneurship (leadership, pioneering thinking, pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah from the point of view of the employees of Palestine Technical College- Deir al-Balah. It also showed a statistically significant effect between the requirements of implementing strategic entrepreneurship (pioneering culture, strategic resource management) and achieving technical innovation in Palestine Technical College- Deir al-Balah, and that the remaining variables show that their effect is weak. The study recommended that the Technical College of Palestine take care of the various requirements of implementing strategic entrepreneurship and develop its organizational capabilities for its direct role in achieving technical innovation of the college.
- Study of (Alayoubi et al., 2020) aimed to identify the strategic leadership practices and their relation to improving the quality of educational service in the Palestinian universities in Gaza Strip. The researcher used the analytical descriptive method. The study population consists of all the supervisors working in three universities in Gaza Strip (The Islamic University, Al-Azhar University, and Al-Aqsa University). A random sample of 177 employees was selected by 50% of the study population. The researcher used the questionnaire as a data collection tool. The results of the study showed a strong and statistically significant relationship between strategic leadership practices (strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices, implementation of balanced regulatory control) and improvement of quality of educational service , Responsiveness, safety, empathy) in Palestinian universities. The study recommended that Palestinian universities should take into account the various dimensions of strategic leadership practices and develop their university capacities, including strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices and implementation of balanced regulatory control. Educational service for universities.
- Study of (Al-Badur and Al-Nabulsi, 2019) aimed to examine the reality of recruitment processes, and their impact on human resource selection in the Ministry of Interior in the United Arab Emirates, and the study relied on the descriptive analytical approach. The study also relied on the questionnaire to collect the necessary data on operations Polarization and appointment and its impact on the selection of employees. The actual study sample reached (50) employees and employees from the highest administrative levels in the Ministry of Interior in the United Arab Emirates. The study reached several results, the most important of which is that the Ministry of Interior adopts an approach based on scientific and methodological grounds for developing the human and material capabilities of the ministry. And that the Human Resources Planning Department carries out recruitment operations and provides qualified personnel. It turns out that the Ministry of Interior has written administrative policies on recruitment and selection processes.
- A study of (Herschberg et al., 2018) aimed at knowing the methods of selecting employees in the fields of scientific research in academic circles in the Netherlands, and the impact of speeches on internationalization and distinction on selection processes, and used the descriptive approach, and also relied on questionnaire and personal interviews as tools To collect the data, a random sample consisting of (7) private universities in the Netherlands was chosen, and (65) questionnaires were applied, and (13) personal interviews. The study found the importance of internationalization and

excellence speeches in selection criteria, as it provided opportunities for all academics and researchers around the world. And the letters of internationalization and excellence affected the creation of a qualitative shift in the fields of scientific research and academic work in the universities of the Netherlands, and it became clear that there are not a few who responded to the letters of internationalization and excellence approved by the Dutch universities, and this indicates that the research and academic work environment in these universities is attractive and feasible for researchers and academics. And it turned out that the standards followed by universities are varied and different, the most important of which are electronic interviews and previous work.

- A study of (Al-Hawary, & Nusair, 2017) aimed at defining human resource strategies in the selection and appointment processes and measuring their impact on perceived organizational support among employees, and the study followed the steps of the descriptive approach, and the basic study tool was a questionnaire, where a random sample was chosen consisting of (350) male and female employees, at a rate of (7%) of the original study population consisting of (4908). The results indicated that the selection and appointment processes are considered one of the most important human resources strategies, and human resources management is concerned with training and development strategies after recruitment and recruitment. A high level of perceived organizational support was found. The results showed that there is a positive impact of HR strategies on perceived organizational support.
- A study of (Erekat et al., 2010) that aimed to demonstrate the importance of the human component as an essential component of the organization, and to verify the role of applying recruitment and recruitment criteria in enhancing the competitive advantage of the Housing Bank for Trade and Finance in Jordan, and relied on the descriptive analytical approach, as the study relied on the questionnaire as an essential tool in data collection. The sample of the study consisted of (54) male and female employees (33 males and 21 females). The study concluded several results, whereby the study sample considered that the reasons for the bank's success in the recruitment process centered on its dependence on employment agencies. And that the bank seeks to achieve quality in the processes of polarization, and the bank is interested in expertise in the field of banking and academic excellence at the university as an important criterion in recruitment and recruitment. She also stressed that the bank focuses on achieving competitive advantage by activating clear recruitment and recruitment criteria, and there is an important role for polarization and recruitment policies in achieving competitive advantage, and there is a strong relationship between the quality of employees and the bank's ability to achieve competitive advantage.
- A study of (Adwan, 2011) aimed to identify the reality of the policy of selection and appointment and its impact on the career path of employees of banks operating in Gaza Strip, by identifying the process of functional analysis followed and the strategy for human resources planning and the procedures of the process of appointment and selection and the efficiency of individuals based on the process Selection and appointment, and the study relied on the descriptive analytical approach, and the data collection tool was a questionnaire, and a sample consisting of (187) employees was selected. The most important results came that the functional analysis process followed in the banks is considered somewhat well achieved and needs improvement. And that the workforce planning process (determining the future needs of the workforce) is considered to be well achieved and needs improvement, and the professional selection and appointment procedures are considered good. And that those who have a good job in the selection and appointment process show a clear concept of the career path planning process.
- A study of (Jargoun, 2009) aimed to identify the reality of selection and appointment policies in administrative positions in the Palestinian Ministry of Education and Higher Education in Gaza Strip, and to identify the level of organizational loyalty among employees in administrative positions in the ministry, and also aims to identify the impact of selection policies and the appointment to organizational loyalty to them, and the study followed the descriptive analytical approach, and the questionnaire as a tool to collect data, and the study population consisted of 226 employees bearing an administrative title ranging from the Undersecretary of the Ministry to the Department and the researcher used the comprehensive inventory of the study community. It was revealed through the presentation of the results that the Ministry has administrative policies and written procedures that regulate the selection and appointment process, and is able to achieve the selection of suitable individuals to occupy administrative positions, if applied in a transparent and objective manner. The ministry gives priority to appointing administrative staff from within the ministry and relies less on sources from outside the ministry, and this lost it the opportunity to obtain administrative competencies from outside the ministry on a large scale. And that despite the availability of selection and appointment policies in the ministry, these policies do not guarantee free and fair competition between candidates, and do not stimulate administrative competencies, and show weak administrative oversight by oversight bodies, especially the General Personnel Bureau, and that what it does is nothing more than procedures Formal control It exercises a formal supervisory role in setting and implementing procedures for selection and appointment for administrative positions and does not lead to achieving the desired goals of selection and appointment for administrative positions. And that the ministry adopts the method of personal interview to compare between the candidates for administrative positions, and does not depend appropriately on the tests, which loses the ministry and the selection and appointment committee the opportunity to identify some of the special skills of the candidates.

Comment on Previous Studies

Aspects of agreement between the current study and previous studies:

The current study, in terms of objectives, is consistent with some previous studies, such as (Jargoun, 2009). The current study also agrees in terms of methodology with some previous studies as it depends on the descriptive analytical approach such as (Al-Badur and Al-Nabulsi, 2019), (Erekat et al., 2010), and (Adwan, 2011).

The current study also agreed with some studies that it depends on the questionnaire as a basic tool for data collection, such as the study (Al-Badur and Al-Nabulsi, 2019), ((Erekat et al., 2010), (Adwan, 2011), and (Jargoun, 2009) It is also consistent in terms of procedures followed with many studies such as (Adwan, 2011) and (Jargoun, 2009).

The differences between the current study and previous studies:

The current study differs in terms of purpose with some previous studies such as (Herschberg et al., 2018), (Erekat et al., 2010), and (Adwan, 2011) .The study also differs in terms of instrument with Some studies such as (Herschberg et al., 2018) were based on the interview and the questionnaire at the same time.

The current study differs in terms of the target group with many studies such as (Herschberg et al., 2018), (Jargoun, 2009), (Al-Badur and Al-Nabulsi, 2019), and (Erekat et al., 2010).

What Distinguishes The Current Study:

- It is characterized by being applied under exceptional circumstances in Gaza Strip, which made employment options fraught with future risks.
- The study is distinguished in that it applies to Coastal Municipalities Water Utility Company, an institution of great value and great importance to the local community.
- The study is distinguished by looking for the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company, and is characterized by the tool developed by researchers in the light of previous studies.

Theoretical Framework

Polarization and appointment processes are of great importance to most organizations, because they determine the capabilities and characteristics of employees, and therefore determine the extent of their adaptation to the nature of the tasks assigned to them. It is clear to the need of the institution, and ends with the appointment and integration of new employees, and the current study comes with the aim of examining the nature and criteria of recruitment and recruitment processes, and the researchers discussed through this chapter the theoretical framework for the study and previous studies, where the researchers presented a definition of Of the most important human resources functions entrusted to themselves, was then introduced the concept of polarization processes, selection and appointment, and its importance and steps, and the most important Arab and foreign studies related to and comment on them.

Polarization and Recruitment Criteria

First: Human Resources Management

The human resources management is considered one of the most important functions of management because its focus on the human component, which is the most valuable resource for management and the most influential in productivity ever. The management and development of human resources is a cornerstone of most organizations as it aims to strengthen organizational capabilities, and enable organizations to attract and qualify the necessary competencies and are able to cope with current and future challenges.

It can contribute strongly to achieving the goals and profits of the organization and can be a financial burden on the organization as is the case in most governmental organizations in the developing world. In short, human resource management means optimizing the available and expected human component. Depending on the competence, capabilities, and experiences of this human element and his enthusiasm for work, the efficiency and success of the organization depend on achieving its goals. Therefore, management scholars have been interested in setting principles and foundations that help to make the most of every individual in the organization through human resource management. These foundations start from planning, selection, training, incentives, evaluation and everything related to the human element.

The Concept of Human Resource Management

Human resource management includes basic processes that must be performed and rules to follow, and the main task of the manager of individuals is to assist managers in the organization and provide them with the opinion and advice they need to manage their subordinates more effectively (Thompson, 2004, P: 306) .

The researchers believe that the Human Resources Department is responsible for attracting, appointing and training the workforce, monitoring the performance of each employee, and working to improve material working conditions so that the employee can carry out his duties and responsibilities.

The Main Activities of Human Resources Management

The Human Resources Department has several activities including (Hasan, 2009, P: 104) that:

1. Job description.
2. Human Resource Planning.
3. Training and development of human resources.
4. Research and recruitment of human resources.
5. Job evaluation and determination of salaries and wages.
6. Measuring the efficiency of human resources performance.
7. Human resource selection and appointment.
8. Providing health care for employees.

9. Routine chores such as file archiving, promotions, and transfers.
10. Human Resources Auditing.
11. Evaluating the performance of the worlds in the organization or administrative formation.

The researchers believe that with the development and modern technologies, human resources management has become an important location in the organizational structure, and it is also directly responsible for the field of training, motivation and encouragement.

Second: Selection and Appointment Policy

Administrative literature emphasized that the appointment is only a step or procedure of actions that comes at the end of the selection stage and as a result of it, so that the candidate for the position becomes an employee of the organization, after successfully passing the procedures, including the trial period (Abu Abu Sheikha, 2010, P: 80).

Understanding Polarization and Importance

Polarization is the first pillar of the recruitment process, while selection and appointment are the other two pillars. The polarization bowl should be appropriate to allow for a good distinction between the polarized individuals to work for the organization. Thus, we can say that polarization focuses on the following activities (Al-Zarabi, 2016, P: 23-25):

- Searching and attracting candidates to fill vacancies: The person who is carrying out this activity must view the organization's human resources plan, and must also see the specifications and characteristics of vacancies, and the type of individuals that the organization wishes to appoint.
- Determining the target labor market: The organization must determine the appropriate labor market for it, in order to reduce employment expenses to the maximum extent possible.
- Creating inputs for the selection process: The polarization process focuses on creating inputs for the selection process, so it is assumed that the process aims to achieve an initial alignment between the functional characteristics and the qualifications of who will occupy it in the future.

The Concept of Selection and Appointment

Procedures to be followed by the organization through which information is collected about the applicant for a vacant position, and this information is the guide of the organization in deciding to accept or reject the candidate (Al-Hiti, 2003, P: 129). Or it is all activities through which the most appropriate human resources are selected from candidates for available jobs who have the capabilities of the job in terms of qualifications, capabilities and skills (Jargoun, 2009, P: 9).

The selection process was defined as: the process by which applications are examined to ensure that job specifications and conditions are met, then interviewed and finally appointed (Adwan, 2011, P: 45). Or it is an administrative process whereby the candidates are divided into two teams, a team accepted by the organization to appoint him for the vacant position, and a team that rejects it, which are the operations carried out by the organization to select the best candidates for the job, and this selection is made according to the selection criteria applied by the organization (Zewulf, 2003, P: 97).

The Importance of the Selection Process

The selection process is important for the following reasons (Adwan, 2011, P: 46):

- The performance of the person in charge of the selection process depends to a large extent on the degree of performance of his assistants. Employees who do not have the appropriate capabilities will not accomplish their work effectively, and thus the achievement of their president must also be affected. Therefore, the administration must excrete and identify persons who are not suitable for work before they set their feet. On the door and not yet.
- The effective screening of people who apply to work in the facility is important because of the high costs that the establishment can bear in attracting and appointing people who apply to work in it, which means that it is necessary to pay attention to the stream of employees so that those costs are not lost without achieving the goal of their spending, which is to choose the right people.
- The peaceful selection process is important to emphasize the legality and legitimacy of the selection process, in line with the laws stipulating non-discrimination and equal treatment against minorities or different races.

Selection Methods

There are many procedures, stages and methods that can be used in selecting the necessary manpower for the facility, the most important of which are:

1. **Employment Request:** The employment application means that special form that the organization designs and fills the applicant to introduce himself, and it is one of the most important sources for obtaining initial information about the applicants and includes in its content information related to the person of the applicant, his family and social status, his scientific and professional qualification, his previous experiences, and the courses that took place On them, and references that can be referred to for identification (Abu Sheikha, 2010, P: 127).
2. **Personal Interviews:** The interviews are the next step in the selection, and after completing the information about the candidates, they are their interviews to ensure that they enjoy other characteristics that may not be clear from the file, such as the general appearance, method of behavior, etc. The main purpose of the interview is to obtain important information that cannot be obtained from the forms and certificates. And other tests (Adwan, 2011, P: 47). Personal interviews according to (Abu Sheikha, 2010, P: 133) aim to extract facts and information about the applicant to fill the position related to his previous experiences, educational qualifications, opinions, ideas and behaviors. And to give the person applying for the job an idea of the job and its nature and about the start of service in the organization and the opportunities for progress, promotion and development therein. And establishing a good link between the organization and the advanced

person, by giving him a realistic picture of the organization that would create a good impression on him, which works on developing the relationship with the external public.

3. **Investigation And Recommendation:** This is done by contacting the applicants of the previous job or the persons mentioned by the applicant (as identifiers) in the application for use, in order to verify the validity of the data and information he mentioned, which relates to the level of achievement, his experiences and his behavior, although it should not be relied on the oral recommendation of former users and acquaintances Their calendar should be taken with caution (Abu Sheikha, 2010, P: 136).
4. **Employment Test:** selection of employment can be defined as an organized procedure aimed at examining the behavior, trends or performance of a particular person, or comparing the behavior, trends and performance of two or more people, and in the field of human resource management, tests are used more than one use. In making decisions such as promotion, transportation and training, the goal in all of these cases is to achieve compatibility between the characteristics of the individual and the requirements of work or employment, and there are several types of tests mentioned (Shaweesh, 1996, P: 169), including the aptitude test and capabilities. And performance testing. And personality tests. Professional interests test.
5. **Medical Examination:** Before appointing a person, you must make sure of his health fitness for the work in which he will be appointed, and this can only be achieved through a medical examination by a doctor or a committee of doctors, whether in the facility's health center or a hospital accredited by the facility and must be available Doctors have information about the type of jobs that employees will occupy to find out the suitability of the person seeking knowledge with the job to be filled, the medical examination may show the candidate's inadequate fit in terms of health for this job, and also benefit in protecting employees who are already in the facility in order to avoid the presence of an infectious disease in the person Candidate for the job (Adwan, 2011, P: 50).

Appointment

The last step in the recruitment process, which begins from recruitment and then testing and finally appointment and selection steps that usually end with either the applicant's acceptance or non-acceptance of the job, and the appointment includes four basic points (Al-Madhoun, 2005, P: 71) Evaluation during the trial period and finally empowerment after the trial period has passed and the employee's validity has been proven.

1. **Issuing The Appointment Decision:** The competent authority usually issues the appointment decision after completing the selection process and agreeing with the candidate on the amount of salary and other benefits that he will receive and usually appointing new people under trial for a year or less that may be extended by another period if the employee's incompetence is proven.
2. **Initial Initialization:** Introducing the new employee to the organization and the job and his employees, and this is done by introducing him to the responsibilities and powers of the job and to the organization's main goals and policy and his work relationship with it, and we can achieve this through several means including books, pamphlets, work guides, films, records, and field visits to the facility's facilities and workplaces in it, and in Many organizations the Human Resources Department organizes interviews for the new employee with its supervisor and under its supervision and follow-up to the progress made in terms of preparing and adapting it to work and for the process of preparation and guidance to lead to positive results and achieve The objectives of these goals should not be exaggerated.
3. **Follow-Up And Evaluation Of The Individual During The Trial Period:** It has already been said that the individual is appointed under trial for a period that may reach a year, and the employee remains during this period under test and observation by the direct boss, and at the end of the period the president prepares a final report in which he determines the efficiency of the new employee, and sets his perception Regarding fixing it or a joint or converting it to another job.
4. **Employee Confirmation And Empowerment:** After the new employee successfully passes the trial period specified for him and his competency is established and his direct report is stated to be in his work, the test period ends and is finally appointed and here the individual is enabled to perform the work by giving him full authority and creating the material and moral conditions necessary to carry out the work. Confirmation at work without being able to perform it is not sufficient because empowerment is a basic principle of employment, and that the good performance of the work does not depend only on the appointment decision and the person's capabilities and integrity, but also on the extent to which he is given sufficient authority to dispose of things and create the appropriate conditions for performance. The work.

The researchers believe that the recruitment processes are often partially completed and then the employee is installed, and management and all employees must make an effort to ensure the success of the new employee in the exercise of his duties and assume his responsibilities and help him in that.

Employment Criteria for Coastal Municipalities Water Utility Company

Coastal Municipalities Water Utility Company follows different recruitment criteria, as it provides through its website a link to apply for jobs within Coastal Municipalities Water Utility Company, and anyone with educational qualifications can find in himself the ability to work for Coastal Municipalities Water Utility Company to apply for these jobs. Coastal Municipalities Water Utility Company, from time to time, recruits new employees by advertising through its website and partner sites about its need for employees, and each job sets specific criteria, including: qualifications, age, capabilities, skills, training courses, in addition to experiences. Where Coastal Municipalities Water Utility Company pays attention to the principle of experience before entering into its jobs, also these jobs are predominantly administrative or technical.

Study Methodology and Procedures:

First: The Study Approach: The study relied on the descriptive analytical approach, because it is the most appropriate approach to the nature of human studies, and it is based on dealing with the phenomenon of description and accurate interpretation, knowing all the factors behind it, affecting it, collecting the necessary data from its own sources, tabulating these data, and performing The necessary analysis with the aim of arriving at findings and generalizations related to the study problem and its questions.

Second: The Study Community: The study community consisted of all employees in Coastal Municipalities Water Utility Company in the central region and the city of Zahra, where they numbered about (52) employees.

Third: The Study Sample: The researchers chose the study sample in a comprehensive survey method for all members of the study community, where the study questionnaire was applied to (52) employees and employees, (42) employees and employees responded, with a response rate of (80.77%).

Fourth: Statistical Description of the Study Sample: Table (1) displays the personal and employment data for the study sample according to the variables of gender, age, years of service, educational qualification, and career level:

Table 1: Distribution of the study sample according to personal and employment data

	Personal Data	Count	Percentage%
Gender	Male	27	64.30
	Female	15	35.70
Age	30 years and under	5	11.90
	30 - 40 years old	27	64.30
	More than 40 years old	10	23.80
Years Of Service	7 years or less	10	23.80
	8 - 15 years old	24	57.10
	Over 15 years old	8	19.00
Educational Qualification	Diploma	0	0.000
	Bachelor's degree	33	78.60
	Postgraduate	9	21.40
Career Level	Technical Employee	4	9.50
	Administrative Employee	17	40.50
	Division Head	7	16.70
	Head Of The Department	8	19.00
	Director Of The Department And Above	6	14.30
Total		42	100.0

It is clear from the previous table that the sample of the study came differently, as (64.30%) of the sample was male, and (35.70%) were female and this reflects the nature of most Palestinian institutions, especially the private sector, where male employees are more than female, and the table also shows that most individuals The sample is from the age group (30 - 40) years at a rate of (64.30%), which is a percentage that corresponds to the characteristics of the Palestinian society, as the statistics departments indicate that the Palestinian society is a young community, and it is also clear that they have years of service ranging between (8 - 15 years) It is a result that corresponds to the age level of the sample, and most of the sample members had a bachelor's degree (78.60%), and most of the individuals in Al Ain Administrative staff and this is due to the need for the benefit of water from the administrators came as percentage (40.50%).

Fifth: The "Survey" Study Tool:

- Study Questionnaire Design:** The researchers reviewed the previous administrative literature related to employment standards, and in light of previous studies (Al-Badur and Al-Nabulsi, 2019) and (Erekat et al., 2010) the dimensions of the questionnaire were determined, then some expressions were formulated The function for each dimension, so the questionnaire in its initial form consisted of (60) items distributed into four equal dimensions: polarization, selection, appointment and training.
- Validity Of The Study Questionnaire:** Truthfully means that the questionnaire and its paragraphs express the phenomenon to be measured, so that the paragraphs achieve appropriate correlation rates with the total degree of fields, and that the fields are related to the total degree of the questionnaire, and the validity of the questionnaire was verified by the following methods:
 - Truthfulness Of The Arbitrators:** The questionnaire was presented to a committee of arbitrators and members of the teaching staff of the Palestinian universities, and they were asked to express an opinion on the paragraphs of the questionnaire and its dimensions, and after the arbitration of the questionnaire its terms were modified so the questionnaire after the arbitration procedures consisted of (59) paragraphs.
 - The Validity Of The Internal Consistency Of The Paragraphs:** Correlation coefficients were calculated between the degree of each of the questionnaire paragraphs and the total degree of the field to which they belong, by applying to the

actual study sample due to the small size of the study population and the limited time available to apply the survey sample.

The following is an explanation of the results:

Table 2: correlation coefficients and probability values between paragraphs of the first field "polarization" and the total score of its paragraphs

No.	The First Area: Polarization	Correlation Coefficient	Probability Value
1.	Coastal Municipalities Water Utility Company establishes a clear plan to attract staff in terms of numbers and efficiency.	**0.597	0.000
2.	Coastal Municipalities Water Utility Company takes into account its future goals in attracting employees.	**0.767	0.000
3.	Coastal Municipalities Water Utility Company determines the characteristics of a successful employee to work on its team.	**0.731	0.000
4.	Coastal Municipalities Water Utility Company takes into account the capabilities required for the new employee.	**0.798	0.000
5.	Coastal Municipalities Water Utility Company attracts employees based on their educational qualifications.	**0.712	0.000
6.	Coastal Municipalities Water Utility Company announces its jobs in a timely manner.	**0.630	0.000
7.	Coastal Municipalities Water Utility Company determines the period of experience in advertising its jobs.	**0.409	0.007
8.	Coastal Municipalities Water Utility Company announces the jobs and specifications for each job.	**0.471	0.002
9.	Coastal Municipalities Water Utility Company creates incentives that encourage experts to work in its offices.	**0.542	0.000
10.	Coastal Municipalities Water Utility Company sets suitable recruitment conditions for the jobs it advertises.	**0.589	0.000
11.	There is a specific mechanism in place to receive job applications.	**0.475	0.001
12.	Coastal Municipalities Water Utility Company relies on various media outlets to advertise jobs.	**0.411	0.007
13.	Coastal Municipalities Water Utility Company gives an appropriate period to receive employment applications.	**0.400	0.010

** The tabular R is at freedom degrees (40) and the significance level (0.01) equals (0.398)

* Tabular R is at freedom degrees (40) and the significance level (0.05) equals (0.303)

It is clear from the previous table that all probability values were less than the significance level (0.05), and this indicates that correlation coefficients are statistically significant, and that all paragraphs of the polarization field have an honesty of internal consistency.

Table 3: correlation coefficients and probability values between paragraphs of the second field "choice" and the total score of its paragraphs

No.	The Second Area: Selection	Correlation Coefficient	Probability Value
1.	Coastal Municipalities Water Utility Company determines the tools and methods by which to choose the best applications.	**0.620	0.000
2.	Coastal Municipalities Water Utility Company adopts selection policies based on efficiency and future vision.	**0.738	0.000
3.	A specialized committee in Coastal Municipalities Water Utility Company reviews job applications.	**0.665	0.000
4.	Coastal Municipalities Water Utility Company determines job applications that meet the conditions of employment.	**0.730	0.000
5.	Coastal Municipalities Water Utility Company gives all applicants the opportunity to express their skills and capabilities.	**0.666	0.000
6.	The Coastal Municipalities Water Utility corporation relies on selection capabilities testing capabilities.	**0.642	0.000
7.	Coastal Municipalities Water Utility Company determines the pass rate for passing the tests.	**0.603	0.000
8.	Coastal Municipalities Water Utility Company is building the capacity test according to clear recruitment criteria.	**0.763	0.000
9.	Capability tests at Coastal Municipalities Water Utility Company include questions that are honest and consistent.	**0.670	0.000
10.	There is a clear mechanism in Coastal Municipalities Water Utility Company not to leak capacity tests for applicants.	**0.636	0.000
11.	Coastal Municipalities Water Utility Company provides questions that have accurate	**0.651	0.000

	answers in the capacity test?		
12.	Coastal Municipalities Water Utility Company conducts personal interviews of those who passed the tests.	**0.494	0.001
13.	Coastal Municipalities Water Utility Company provides an opportunity for those not accepted to the job to know the reason for the refusal.	*0.357	0.020
14.	The job interviews are supervised by human resources management specialists.	**0.675	0.000
15.	A special committee monitors job interviews to choose the most suitable applicant.	**0.690	0.000

**The tabular R is at freedom degrees (40) and the significance level (0.01) equals(0.398)

*Tabular R is at freedom degrees (40) and the significance level (0.05) equals(0.303)

It is clear from the previous table that all probability values were less than the significance level (0.05), and this indicates that correlation coefficients are statistically significant, and that all paragraphs of the choice field have an honesty of internal consistency.

Table 4: correlation coefficients and probability values between paragraphs of the third field "designation" and the total score of its paragraphs

No.	The Third Area: Appointment	Correlation Coefficient	Probability Value
1.	Coastal Municipalities Water Utility Company places the new employee in a suitable place in the organizational structure.	**0.730	0.000
2.	Coastal Municipalities Water Utility Company takes into account the laws of the Ministry of Labor in the recruitment of new employees.	**0.781	0.000
3.	Coastal Municipalities Water Utility Company relies on integrity and transparency in recruiting employees.	**0.616	0.000
4.	The new employee of Coastal Municipalities Water Utility Company is subject to an evaluation period before signing contracts.	**0.544	0.000
5.	New employees are appointed through contracts that suit the nature of the job.	**0.680	0.000
6.	Coastal Municipalities Water Utility Company is concerned that the new employee feel safe.	**0.664	0.000
7.	Coastal Municipalities Water Utility Company provides job stability for the new employee.	**0.743	0.000
8.	Coastal Municipalities Water Utility Company sets a suitable salary for the new employee.	**0.685	0.000
9.	Coastal Municipalities Water Utility Company provides health insurance to the new employee.	**0.738	0.000
10.	The appointment shall be made on the title of the job title.	**0.813	0.000
11.	Coastal Municipalities Water Utility Company clearly specifies the new employee for his duties.	**0.748	0.000
12.	Coastal Municipalities Water Utility Company places appropriate responsibilities for the new employee.	**0.514	0.001
13.	Coastal Municipalities Water Utility Company explains the promotion mechanisms that the new employee can benefit from.	**0.588	0.000
14.	Coastal Municipalities Water Utility Company is helping the new employee to adapt to the old employees.	**0.603	0.000
15.	Human relations within Coastal Municipalities Water Utility Company contribute to the adaptation and integration of the new employee.	**0.439	0.004

** The tabular R is at freedom degrees (40) and the significance level (0.01) equals (0.398)

* Tabular R is at freedom degrees (40) and the significance level (0.05) equals (0.303)

It is clear from the previous table that all probability values were less than the significance level (0.05), and this indicates that the correlation coefficients are statistically significant, and that all paragraphs of the assignment field have a validity of internal consistency.

Table 5: correlation coefficients and probability values between the items of the fourth field "training" and the total score of its items

No.	Fourth Area: Training	Correlation Coefficient	Probability Value
1.	Coastal Municipalities Water Utility Company determines the necessary training needs to integrate new employees.	**0.803	0.000
2.	Coastal Municipalities Water Utility Company relies on training programs to improve the performance of new employees.	**0.805	0.000
3.	The training operations of Coastal Municipalities Water Utility Company are supervised by highly qualified and skilled experts.	**0.879	0.000

4.	Coastal Municipalities Water Utility Company is developing a clear plan for continuous improvement through training programs for new employees.	**0.885	0.000
5.	Coastal Municipalities Water Utility Company sets training hours for each course it holds for new employees.	**0.763	0.000
6.	Coastal Municipalities Water Utility Company is providing an appropriate training period for the new employee.	**0.837	0.000
7.	Coastal Municipalities Water Utility Company will implement training programs at appropriate times for the new employee.	**0.839	0.000
8.	The new employee of Coastal Municipalities Water Utility Company is advised on the training programs he needs.	**0.849	0.000
9.	Coastal Municipalities Water Utility Company is consulting training experts on ways to develop new employees.	**0.835	0.000
10.	Coastal Municipalities Water Utility Company provides training programs at appropriate times.	**0.870	0.000
11.	Coastal Municipalities Water Utility Company provides various training programs, including (technical and administrative).	**0.899	0.000
12.	Coastal Municipalities Water Utility Company allocates a suitable place for holding training programs.	**0.767	0.000
13.	Coastal Municipalities Water Utility Company assesses the impact of training programs on the capabilities and skills of employees.	**0.886	0.000
14.	The training programs at Coastal Municipalities Water Utility Company are concerned with developing specific capabilities and skills.	**0.850	0.000
15.	Coastal Municipalities Water Utility Company is providing feedback from evaluations of training programs.	**0.883	0.000
16.	Coastal Municipalities Water Utility Company is consolidating the concept of administrative empowerment among new employees.	**0.818	0.000

** The tabular t is at freedom degrees (40) and the significance level (0.01) equals (0.398)

* Tabular t at freedom degrees (40) and the significance level (0.05) equals (0.303)

It is clear from the previous table that all probability values were less than the significance level (0.05), and this indicates that correlation coefficients are statistically significant, and that all paragraphs of the training field have an internal consistency honesty.

- **Structural Honesty:** means the ability of dimensions to measure the phenomenon, and its consistency with the total degree, and to verify the validity of the construction, interconnection coefficients for the fields of the questionnaire were calculated with their overall degree, and the following is an explanation of the results:

Table 6: Interconnection coefficients for the domains of the questionnaire and the total score for their items

Areas Of Employment Standards	Polarization	Selection	Appointment	Training	Total Marks
The First Area: Polarization	1				
The Second Area: Selection	**0.601	1			
The Third Area: Appointment	**0.677	**0.643	1		
Fourth Area: Training	**0.512	**0.411	**0.592	1	
Total Score	**0.735	**0.705	**0.851	**0.739	1

** The tabular R is at freedom degrees (40) and the significance level (0.01) equals (0.398)

* Tabular R is at freedom degrees (40) and the significance level (0.05) equals (0.303)

It is clear from the previous table that all correlation coefficients are statistically significant, and that the interconnection coefficients for the domains of the questionnaire are statistically significant, and it is clear that the correlation coefficients between domains and the total score are statistically significant and this indicates that the questionnaire has a suitable structural validity.

1. **The Stability Of The Study Question:** Stability means the stability of the results and does not change them fundamentally if researchers re-apply them, and that the paragraphs and fields are consistent with the total degree, and the actual sample data consisting of (42) employees and employees was analyzed, and the stability parameters were calculated through the following methods:

- **Cronbach's coefficient alpha:**

This method is based on the calculation of Cronbach's coefficient alpha for each of the fields of resolution and the total degree of its paragraphs, where the following table shows the stability using the Alpha Cronbach parameters:

Table 7: Cronbach's coefficient alpha for the fields of the questionnaire and the overall degree of its paragraphs

No.	Resolution Areas	The Number Of Paragraphs	Cronbach's coefficient alpha
1.	The First Area: Polarization	13	0.829
2.	The Second Area: Selection	15	0.887

3.	The Third Area: Appointment	15	0.907
4.	Fourth Area: Training	16	0.973
The Total Score Of The Questionnaire		59	0.952

Through the previous table, it turns out that all Cronbach's coefficient alphas were greater than (0.7), and the Cronbach's coefficient alpha for all paragraphs of the questionnaire was (0.952), and it is clear that all coefficients came high and indicate the stability of the paragraphs and fields.

– **Split Half Coefficient:**

This method is based on dividing the axes and areas of the questionnaire into single-rank paragraphs, pair-level paragraphs, and calculating the correlation coefficient between them, and then using the Spearman-Brown Coefficient correction,

$$\frac{2R}{R+1}$$

according to the formula: $R + 1$

In the event that the two ends of the link are equal, or a deadly equation, in the event that the two ends of the link are not equal, the results are as in the following table:

Table 8: Correlation coefficients between single-level paragraphs and even-level paragraphs for the fields of resolution and the overall degree of their paragraphs

Area	Paragraphs	Coefficient Of Correlation Of Individual Grades With The Total Degree	Coefficient Of Correlation Of Double-Rank Paragraphs With The Total Score	Correlation Coefficient Between Odd And Even Paragraphs	Correct Correlation Coefficient
The First Area: Polarization	13	0.854	0.632	0.459	0.606
The Second Area: Selection	15	0.885	0.817	0.485	0.637
The Third Area: Appointment	15	0.866	0.794	0.799	0.880
Fourth Area: Training	16	0.952	0.959	0.868	0.929
The Total Score Of The Questionnaire	59	0.916	0.951	0.653	0.782

It is clear from the previous table that all correlation coefficients are statistically significant and strong, and it is clear that the correlation coefficient between the individual-grade paragraphs and the pair-order paragraphs for the total degree of resolution (0.653), which is a significant and strong correlation coefficient, and after correction using the Gitman equation was (0.782), which is a high rate and indicates To the stability of paragraphs and areas of resolution.

2. **Correction Of The Study Questionnaire:** The main study tool was the questionnaire, the questionnaire was corrected and its data encoded according to an order scale that corresponds to the five-Likert scale, where the questionnaire was according to a five-order hierarchy in terms of response degrees which were (very large, large, medium, low, very low) Accordingly, the data was loaded according to the following five-key (5, 4, 3, 2, 1), depending on the SPSS program.

Sixth: Statistical Method

The study relied on a set of statistical tests, the most important of which were:

- **Frequencies and Percent:** This command is used to identify the frequency of class responses.
- **Correlation Coefficient & Partial Corr:** To check the accuracy and reliability of the scale, and the relationship between the variables.
- **Split-Half Coefficient:** To identify the stability of the resolution.
- **Cronbach's coefficient alpha:** to determine the reliability of the study resolution.
- **Normal Test:** This command is used to identify the nature of the data if it follows a normal distribution or not, as a 1-Sample Kolmogorov-Smirnov test was used to suit the nature of the sample.
- **Mean:** This command is used to identify the nature of sample responses to paragraphs and fields of scale.
- **Standard deviation:** It is used to identify deviations from sample responses from the mean for their estimates.
- **Percentage:** This test is used to identify the relative weight of sample responses to scale paragraphs and fields and their interaction with them.
- **(Independent Samples T-Test):** to identify the differences between two independent groups.
- **One Way ANOVAs:** To identify the differences between three groups or more.

Data Analysis and Answering Questions

Normal Distribution Test

The researchers used the 1-Sample Kolmogorov-Smirnov test, to identify the moderation of the data curve, as it fits with the nature of the study sample, and this is useful in the nature of the tests that should be used parameter or non-parameter, and the following table shows the results:

Table 9: Results of the normal distribution test for the fields of the questionnaire and the total score for its items

No.	Area	The Number Of Paragraphs	The Value Of The Test	Value (Sig.)
1.	The First Area: Polarization	13	1.094	0.274
2.	The Second Area: Selection	15	1.406	0.160
3.	The Third Area: Appointment	15	0.378	0.705
4.	Fourth Area: Training	16	0.156	0.876
Total Score		59	0.156	0.876

** (Z) Tabular at the significance level (0.01) equals (2.58)

* (Z) Tabular at the level of significance (0.05) equals (1.96)

The previous table shows that all the probability (Sig.) Values were greater than the significance level 0.05, ($\alpha \leq 0.05$), and the calculated (Z) values were less than the tabular (Z) value, and therefore it can be said that the data follow a natural distribution, and therefore the parameter tests should be used in this study.

The Standard Test for Judging the Results

The following table shows the response scores, arithmetic averages and the relative weights corresponding to each degree. The table shows the standard criterion for judging the results:

Table 10: Correction and judgment on data

Degree Of Approval	Very Large	High	Medium	Low	Very Low
Computer Coding	5	4	3	2	1
Period	4.2-5.0	3.4-4.2	2.6-3.4	1.8-2.6	1 -1.8
Relative Weight	More than 84%	68%- 84%	52%- 68%	36%- 52%	Less than 36%

Results Related To The First Main Question Which States:

Q1-: What is the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company from the employees' point of view?

To answer the main question, we used the appropriate descriptive statistics: arithmetic averages, standard deviations, relative weights and ranks for the fields of questionnaire:

Table 11: Arithmetic averages, standard deviations, relative weights and ranks for the fields of resolution

Area	SMA	Standard Deviation	Relative Weight	Rank	Grade
The First Area: Polarization	3.824	0.519	76.48	2	High
The Second Area: Selection	3.883	0.527	77.66	1	High
The Third Area: Appointment	3.502	0.610	70.04	3	High
Fourth Area: Training	2.576	0.913	51.52	4	Medium
The Total Score Of The Questionnaire	3.419	0.494	68.38		High

The previous table shows that the level of application of recruitment and employment policies and standards in Coastal Municipalities Water Utility Company was high by (68.38%), and the selection field got the first rank with a high relative weight (77.66%), then the field of polarization with a high relative weight (76.48%), then The field of appointment came with a high relative weight (70.04%), and the training field came with a medium relative weight (51.52%). The researchers explain these results in light of the administrative system of Coastal Municipalities Water Utility Company, as it is concerned with attracting and appointing employees with a high degree of efficiency and skill, and selection processes are carried out according to clear mechanisms and policies, and despite the employee's need for training programs, they are sufficient to attract, select, and appoint a qualified employee Able to adapt to the working conditions of Coastal Municipalities Water Utility Company.

The researchers also see that interest in most areas of employment is due to the importance of the human resource in achieving the goals of Coastal Municipalities Water Utility Company, and that the methods of recruitment, selection, and appointment directly affect the quality of services and outstanding performance.

Results Related To The First Question Which States: What is the degree of application of the polarization criteria in Coastal Municipalities Water Utility Company?

To answer the first question, the appropriate descriptive statistics were used: arithmetic mean, standard deviation, relative weight and ranks for each of the paragraphs of the polarization field. The following is an explanation of the results:

Table 12: Arithmetic Averages, Standard Deviations, Relative Weights and Ranks for the First Domain Paragraphs "Polarization"

No.	Item	SMA	Standard Deviation	Relative Weight	Rank	Grade
1.	Coastal Municipalities Water Utility Company	3.714	0.864	74.28	11	High

	establishes a clear plan to attract staff in terms of numbers and efficiency.					
2.	Coastal Municipalities Water Utility Company takes into account its future goals in attracting employees.	3.476	0.994	69.52	12	High
3.	Coastal Municipalities Water Utility Company determines the characteristics of a successful employee to work on its team.	3.905	0.906	78.10	8	High
4.	Coastal Municipalities Water Utility Company takes into account the capabilities required for the new employee.	3.829	0.863	76.58	9	High
5.	Coastal Municipalities Water Utility Company attracts employees based on their educational qualifications.	3.952	0.764	79.04	6	High
6.	Coastal Municipalities Water Utility Company announces its jobs in a timely manner.	3.976	0.999	79.52	5	High
7.	Coastal Municipalities Water Utility Company determines the period of experience in advertising its jobs.	4.238	0.790	84.76	1	Very Large
8.	Coastal Municipalities Water Utility Company announces the jobs and specifications for each job.	4.024	0.897	80.48	3	High
9.	Coastal Municipalities Water Utility Company creates incentives that encourage experts to work in its offices.	2.929	0.973	58.58	13	Medium
10.	Coastal Municipalities Water Utility Company sets suitable recruitment conditions for the jobs it advertises.	3.738	0.912	74.76	10	High
11.	There is a specific mechanism in place to receive job applications.	3.929	0.973	78.58	7	High
12.	Coastal Municipalities Water Utility Company relies on various media outlets to advertise jobs.	3.976	0.841	79.52	4	High
13.	Coastal Municipalities Water Utility Company gives an appropriate period to receive employment applications.	4.024	0.821	80.48	2	High
The First Area: Polarization		3.824	0.519	76.48		High

It is clear from the previous table that most of the paragraphs of the polarization field came high, as paragraph (7) got the first rank and states (The Coastal Municipalities Utility Company determines the period of experience in announcing jobs with it), with a very high relative weight (84.76%), and then came Paragraph No. (13) At the second rank, which states (Coastal Municipalities Water Utility Company will grant an appropriate period to receive employment applications), with a high relative weight (80.48%). While paragraph (2) came in the penultimate rank and stipulated (Coastal Municipal Water Utility Company takes into account its future goals in attracting employees), with a high relative weight (69.52%), and paragraph (9) came in the last rank and stated (Coastal Municipalities Water incentives encourage experts to work in its offices), with an average relative weight (58.58%).

The researchers believe that polarization processes are continuing within Coastal Municipalities Water Utility Company, as it seeks to develop its systems and policies, and to provide high-quality services, so it is interested in searching for an employee who has skills and capabilities commensurate with its aspirations and future plans.

Results Related To The Second Question Which States: What is the degree of application of selection criteria in Coastal Municipalities Water Utility Company?

To answer the second question, the appropriate descriptive statistics were used: arithmetic mean, standard deviation, relative weight and ranks for each of the items in the choice field. The following is an explanation of the results:

Table 13: Mathematical Averages, Standard Deviations, Relative Weights and Ranks for the Second Domain Paragraphs "Choice"

No.	Item	SMA	Standard Deviation	Relative Weight	Rank	Grade
1.	Coastal Municipalities Water Utility Company determines the tools and methods by which to choose the best applications.	3.738	0.828	74.76	13	High
2.	Coastal Municipalities Water Utility Company adopts selection policies based on efficiency and	3.786	0.898	75.72	10	High

	future vision.					
3.	A specialized committee in Coastal Municipalities Water Utility Company reviews job applications.	4.095	0.821	81.90	5	High
4.	Coastal Municipalities Water Utility Company determines job applications that meet the conditions of employment.	4.10	0.759	82.00	3	High
5.	Coastal Municipalities Water Utility Company gives all applicants the opportunity to express their skills and capabilities.	3.810	0.917	76.20	9	High
6.	The Coastal Municipalities Water Utility corporation relies on selection capabilities testing capabilities.	3.738	0.939	74.76	14	High
7.	Coastal Municipalities Water Utility Company determines the pass rate for passing the tests.	3.740	0.912	74.80	12	High
8.	Coastal Municipalities Water Utility Company is building the capacity test according to clear recruitment criteria.	3.762	0.849	75.24	11	High
9.	Capability tests at Coastal Municipalities Water Utility Company include questions that are honest and consistent.	3.929	0.712	78.58	8	High
10.	There is a clear mechanism in Coastal Municipalities Water Utility Company not to leak capacity tests for applicants.	4.048	0.764	80.96	6	High
11.	Coastal Municipalities Water Utility Company provides questions that have accurate answers in the capacity test?	3.930	0.745	78.60	7	High
12.	Coastal Municipalities Water Utility Company conducts personal interviews of those who passed the tests.	4.357	0.727	87.14	1	Very Large
13.	Coastal Municipalities Water Utility Company provides an opportunity for those not accepted to the job to know the reason for the refusal.	3.024	1.07	60.48	15	Medium
14.	The job interviews are supervised by human resources management specialists.	4.095	0.790	81.90	4	High
15.	A special committee monitors job interviews to choose the most suitable applicant.	4.122	0.8122	82.44	2	High
The Second Area: Selection		3.883	0.527	77.66		High

It is clear from the previous table that most of the paragraphs obtained high relative weights, and paragraph (12) came first, which reads (The Coastal Municipalities Utility Company conducts personal interviews from those who have passed the tests), with a very high relative weight (87.14%), due to The importance of the interview in understanding the characteristics and personality of job applicants, followed by second rank paragraph (15), which states (A special committee will follow up job interviews to choose the most suitable applicants), with a high relative weight (82.44%), and this is due to the fact that job interviews are one of the best ways The committees can determine the suitability of job applicants Meet and measure some of the skills, abilities and ideas they have. While paragraph (6) came in the penultimate rank, which states (The Coastal Municipalities Utility Company depends in the selection processes on a capacity test), with a high relative weight (74.76%), and paragraph (13) came in the last rank and states (a company provides The Coastal Municipalities Water Utility is an opportunity for those not accepted to the job to know the reason for the refusal), with an average relative weight (60.48%), perhaps due to the confidentiality of the tests and their results.

The researchers believe that the means of tests and interviews are old means in the fields of employment, but they have proven their worth in earning the employee who has theoretical and practical knowledge of the tasks, and that the processes of selection, interviews and tests if they are within a high level of transparency and justice, they achieve the principle of the right person in the right place.

Results Related To The Third Question Which States: What is the level of application of the recruitment criteria in Coastal Municipalities Water Utility Company?

To answer the third question, the appropriate descriptive statistics were used: arithmetic mean, standard deviation, relative weight and ranks for each of the items in the choice field. The following is an explanation of the results:

Table 14: Arithmetic Averages, Standard Deviations, Relative Weights and Ranks for Paragraphs of the Third Domain "Appointment"

No.	Item	SMA	Standard Deviation	Relative Weight	Rank	Grade
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1.	Coastal Municipalities Water Utility Company places the new employee in a suitable place in the organizational structure.	3.691	1.047	73.82	6	High
2.	Coastal Municipalities Water Utility Company takes into account the laws of the Ministry of Labor in the recruitment of new employees.	3.762	0.849	75.24	1	High
3.	Coastal Municipalities Water Utility Company relies on integrity and transparency in recruiting employees.	3.714	0.891	74.28	5	High
4.	The new employee of Coastal Municipalities Water Utility Company is subject to an evaluation period before signing contracts.	3.738	0.898	74.76	3	High
5.	New employees are appointed through contracts that suit the nature of the job.	3.714	0.742	74.28	4	High
6.	Coastal Municipalities Water Utility Company is concerned that the new employee feel safe.	3.310	0.924	66.20	12	Medium
7.	Coastal Municipalities Water Utility Company provides job stability for the new employee.	3.167	1.010	63.34	14	Medium
8.	Coastal Municipalities Water Utility Company sets a suitable salary for the new employee.	3.476	0.917	69.52	11	High
9.	Coastal Municipalities Water Utility Company provides health insurance to the new employee.	3.659	1.153	73.18	7	High
10.	The appointment shall be made on the title of the job title.	3.762	0.906	75.24	2	High
11.	Coastal Municipalities Water Utility Company clearly specifies the new employee for his duties.	3.643	0.791	72.86	8	High
12.	Coastal Municipalities Water Utility Company places appropriate responsibilities for the new employee.	3.561	0.634	71.22	9	High
13.	Coastal Municipalities Water Utility Company explains the promotion mechanisms that the new employee can benefit from.	2.524	1.153	50.48	15	Medium
14.	Coastal Municipalities Water Utility Company is helping the new employee to adapt to the old employees.	3.262	0.964	65.24	13	Medium
15.	Human relations within Coastal Municipalities Water Utility Company contribute to the adaptation and integration of the new employee.	3.548	0.861	70.96	10	High
The Third Area: Appointment		3.502	0.610	70.04		High

The previous table shows that the relative weights came between medium and high, as paragraph (2) obtained the first rank and states (The Coastal Municipalities Utilities Company takes into account the laws of the Ministry of Labor in the recruitment of new employees), with a high relative weight (75.24%), because These laws are considered as regulations that Coastal Municipalities Water Utility Company must follow to ensure the rights of employees, followed by second rank paragraph No. (10) Which states (appointment is to be made on the title of job title), with a high relative weight (75.24%), and this includes an announcement Function. While paragraph (7) came in the penultimate rank and stipulates (Coastal Municipalities Utilities Company provides job stability for the new employee), with an average relative weight (63.34%), and this is due to the recruitment mechanisms used, where the new employee is subject to a trial period within work contracts Partially, followed by the last rank in paragraph (13) which states (The Municipalities Water Authority of the Coast clarifies the promotion mechanisms that the new employee can benefit from), with an average relative weight (50.48%), and this is due to several factors, the most important of which is the weakness of the promotion systems in general. Coastal Municipalities Water Utility Company, in addition to the promotions that follow mechanisms of experience and seniority. The researchers believe that the mechanisms of the recruitment process need to intensify efforts between employees, management and human resources management because it is a step that precedes the improvement and change required in the organizations.

Results Related To The Fourth Question Which States: What is the level of application of training standards in Coastal Municipalities Water Utility Company?

To answer the fourth question, the appropriate descriptive statistics were used: arithmetic mean, standard deviation, relative weight and ranks for each paragraph of the training field. The following is an explanation of the results:

Table 15: Arithmetic Averages, Standard Deviations, Relative Weights, and Ranks for the Fourth Field Paragraphs "Training"

No.	Item	SMA	Standard Deviation	Relative Weight	Rank	Grade
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1.	Coastal Municipalities Water Utility Company determines the necessary training needs to integrate new employees.	2.619	1.035	52.38	4	Medium
2.	Coastal Municipalities Water Utility Company relies on training programs to improve the performance of new employees.	2.683	1.15	53.66	3	Medium
3.	The training operations of Coastal Municipalities Water Utility Company are supervised by highly qualified and skilled experts.	2.571	1.151	51.42	9	Low
4.	Coastal Municipalities Water Utility Company is developing a clear plan for continuous improvement through training programs for new employees.	2.524	1.13	50.48	13	Low
5.	Coastal Municipalities Water Utility Company sets training hours for each course it holds for new employees.	2.548	1.064	50.96	12	Low
6.	Coastal Municipalities Water Utility Company is providing an appropriate training period for the new employee.	2.595	1.11	51.90	7	Low
7.	Coastal Municipalities Water Utility Company will implement training programs at appropriate times for the new employee.	2.390	1.202	47.80	15	Low
8.	The new employee of Coastal Municipalities Water Utility Company is advised on the training programs he needs.	2.550	1.087	51.00	10	Low
9.	Coastal Municipalities Water Utility Company is consulting training experts on ways to develop new employees.	2.357	1.032	47.14	16	Low
10.	Coastal Municipalities Water Utility Company provides training programs at appropriate times.	2.548	1.017	50.96	11	Low
11.	Coastal Municipalities Water Utility Company provides various training programs, including (technical and administrative).	2.595	1.061	51.90	6	Low
12.	Coastal Municipalities Water Utility Company allocates a suitable place for holding training programs.	2.833	1.08	56.66	1	Medium
13.	Coastal Municipalities Water Utility Company assesses the impact of training programs on the capabilities and skills of employees.	2.619	1.103	52.38	5	Medium
14.	The training programs at Coastal Municipalities Water Utility Company are concerned with developing specific capabilities and skills.	2.738	1.127	54.76	2	Medium
15.	Coastal Municipalities Water Utility Company is providing feedback from evaluations of training programs.	2.476	1.018	49.52	14	Low
16.	Coastal Municipalities Water Utility Company is consolidating the concept of administrative empowerment among new employees.	2.571	1.016	51.42	8	Low
Fourth Area: Training		2.576	0.913	51.52		Medium

It is clear from the previous table that most of the relative weights came from medium to low, and this indicates the weak interest of Coastal Municipalities Water Utility Company in the field of training, and paragraph (12) got the first rank and states (the Coastal Municipalities Utilities Company allocates a suitable place to hold programs Training), with an average relative weight (56.66%), followed by second place paragraph No. (14), which states (Training programs in Coastal Municipalities Water Utility Company are concerned with developing specific abilities and skills), with an average relative weight (54.76%). While paragraph (7) came in the penultimate rank, which states (The Coastal Municipalities Utility Company applies training programs at appropriate times for the new employee), with a low relative weight (47.80%), and paragraph (9) got the last rank and states (Coastal Municipalities Water Utility Company is consulting with training experts on ways to develop new employees), with a relative weight (47.14%), which is also low.

The researchers believe that Coastal Municipalities Water Utility Company does not provide planned training programs, and seeks to attract employees who have hours and a specified number of training courses, and this is not sufficient, and we need to activate training tools and programs.

Results Related To The Second Main Question:

Q2-: Are there statistically significant differences between the averages of the estimates of the individuals in the study sample regarding the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company attributable to the following personal and functional variables: (gender, age, years of service, educational qualification, and career level)?

In order to answer the second main question, an Independent Samples T test was used to detect the differences according to the variables of gender and educational qualifications, and to test the difference analysis of differences between three groups or more (One Way ANOVAs), and the results were as follows:

Differences in recruitment criteria according to gender variable:

Table 16: (T) test for the differences between the averages of the sample estimates according to gender variable

Area	Gender	Number	SMA	Standard Deviation	(T) Value	Value (Sig.)
The First Area: Polarization	Male	27	3.746	0.522	1.320	0.194
	Female	15	3.964	0.500		
The Second Area: Selection	Male	27	3.825	0.502	0.949	0.348
	Female	15	3.990	0.572		
The Third Area: Appointment	Male	27	3.420	0.629	1.176	0.246
	Female	15	3.650	0.566		
Fourth Area: Training	Male	27	2.565	0.917	0.105	0.917
	Female	15	2.596	0.941		
The Total Score Of The Questionnaire	Male	27	3.362	0.481	0.996	0.325
	Female	15	3.521	0.519		

** (T) tabular at Freedom Degrees (40) and the level of significance (0.01) equals (2.692)

* (T) tabular at Freedom Degrees (40) and the level of significance (0.05) equals (2.024)

It is clear from Table (16) that the probability values (Sig.) For the first, second, third and fourth fields and the total score was greater than (0.05), and the calculated (T) values were less than the tabular (T) value, and this indicates that there are no differences between estimates The sample of the study is attributed to gender variable, and the following zero hypothesis must be accepted: There are no statistically significant differences between the averages of the estimates of the study sample individuals about the reality of applying employment criteria in Coastal Municipalities Water Utility Company attributed to gender variable.

The researchers believe that the study sample of the social type was subject to the methods of employment in Coastal Municipalities Water Utility Company, which are clear, specific, and planned criteria, so they did not differ between males and females, and that Coastal Municipalities Water Utility Company is concerned with the employee's capabilities and skills and does not work for gender variable of any consideration.

Differences in staffing criteria by age variable:

Table 17: One Way ANOVAs Test for Differences between the Average Sample Estimates according to Age Variable

Area	Source Of Contrast	Total Averages	Freedom Degrees	Average Squares	(F) Value	Value (Sig.)
The First Area: Polarization	Between groups	0.476	2	0.238	0.878	0.424
	Within groups	10.563	39	0.271		
	Total	11.038	41			
The Second Area: Selection	Between groups	0.124	2	0.062	0.214	0.809
	Within groups	11.274	39	0.289		
	Total	11.397	41			
The Third Area: Appointment	Between groups	0.189	2	0.094	0.244	0.785
	Within groups	15.083	39	0.387		
	Total	15.272	41			
Fourth Area: Training	Between groups	0.951	2	0.475	0.557	0.577
	Within groups	33.291	39	0.854		
	Total	34.242	41			
The Total Score Of The Questionnaire	Between groups	0.376	2	0.188	0.762	0.474
	Within groups	9.634	39	0.247		
	Total	10.011	41			

It is clear from the table that all the probability values (Sig.) Of the fields of resolution and their overall score came greater than the significance level (0.05), and this indicates that there are no differences according to the age variable, and the following zero hypothesis must be accepted: There are no statistically significant differences between the averages of individuals' estimates The sample of the study on the reality of applying recruitment criteria in Coastal Municipalities Water

Utility Company is attributable to the age variable. The researchers believe that, despite the difference in age, the sample was subject to employment criteria, and has sufficient knowledge of these standards in Coastal Municipalities Water Utility Company, and Coastal Municipalities Water Utility Company, which I identified in the framework of its strategic plans and changing it from time to time, is proceeding slowly, so no differences emerged between the responses of the sample members due to different ages.

Differences in employment criteria according to the variable of years of service:

Table 18: One Way ANOVAs Test for Differences between the Average Sample Estimates according to the Years of Service Variable

Area	Source Of Contrast	Total Averages	Freedom Degrees	Average Squares	(F) Value	Value (Sig.)
The First Area: Polarization	Between groups	0.636	2	0.318	1.193	0.314
	Within groups	10.402	39	0.267		
	Total	11.038	41			
The Second Area: Selection	Between groups	0.119	2	0.060	0.206	0.815
	Within groups	11.278	39	0.289		
	Total	11.397	41			
The Third Area: Appointment	Between groups	0.441	2	0.221	0.580	0.565
	Within groups	14.831	39	0.380		
	Total	15.272	41			
Fourth Area: Training	Between groups	2.709	2	1.355	1.675	0.200
	Within groups	31.533	39	0.809		
	Total	34.242	41			
The Total Score Of The Questionnaire	Between groups	0.604	2	0.302	1.253	0.297
	Within groups	9.406	39	0.241		
	Total	10.011	41			

It is clear from the table that all probability values (Sig.) For the fields of resolution and their overall score came greater than the significance level (0.05), and this indicates that there are no differences according to the variable of years of service, and the following zero hypothesis must be accepted: There are no statistically significant differences between the averages of estimates Members of the study sample about the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to the variable of service years.

The researchers believe that this result corresponds to the results of the age variable, and that despite the different years of service, the sample was subject to mechanisms and employment criteria that applied to most of the sample members.

Differences in employment criteria according to the variable of qualification:

Table 19: (T) test for the differences between the averages of the sample estimates according to qualification variable

Area	Educational Qualification	Number	SMA	Standard Deviation	(T) Value	Value (Sig.)
The First Area: Polarization	Bachelor's degree	33	3.880	0.504	1.358	0.182
	Postgraduate	9	3.618	0.551		
The Second Area: Selection	Bachelor's degree	33	3.964	0.512	1.963	0.057
	Postgraduate	9	3.587	0.499		
The Third Area: Appointment	Bachelor's degree	33	3.554	0.629	1.057	0.297
	Postgraduate	9	3.312	0.526		
Fourth Area: Training	Bachelor's degree	33	2.702	0.904	1.760	0.086
	Postgraduate	9	2.113	0.840		
The Total Score Of The Questionnaire	Bachelor's degree	33	3.50	0.474	2.115	0.041
	Postgraduate	9	3.122	0.477		

** (T) Tabular at Freedom Degrees (40) and the level of significance (0.01) equals (2.692)

* (T) Tabular at Freedom Degrees (40) and the level of significance (0.05) equals (2.024)

It is clear from the previous table that the probability values (Sig.) For the first, third and fourth domains were greater than (0.05), and the calculated (T) values were less than the tabular value (T), and this indicates that there are no differences between the estimates of the study sample due to a variable The educational qualification is in the areas of the questionnaire. As for the level of the total degree, the probability value is less than the level of significance, and it is clear that there are statistically significant differences, where the calculated value of T was greater than the value of the tabular at Freedom Degrees (40) and the level of significance (0.05), and the following hypothesis must be accepted: There are statistically significant differences between the averages of the individuals in the study sample about the reality of applying the criteria For employment in Coastal Municipalities Water Utility Company attributable to the variable of educational qualification, it is clear that the differences are in favor of the bachelor.

Differences in staffing criteria depending on the level variable:

Table 20: One Way ANOVAs test for the differences between the averages of the sample estimates according to the variable of the functional level

Area	Source Of Contrast	Total Averages	Freedom Degrees	Average Squares	(F) Value	Value (Sig.)
The First Area: Polarization	Between groups	1.386	2	0.346	1.328	0.278
	Within groups	9.653	39	0.261		
	Total	11.038	41			
The Second Area: Selection	Between groups	1.063	2	0.266	0.951	0.446
	Within groups	10.335	39	0.279		
	Total	11.397	41			
The Third Area: Appointment	Between groups	2.637	2	0.659	1.931	0.126
	Within groups	12.635	39	0.341		
	Total	15.272	41			
Fourth Area: Training	Between groups	3.338	2	0.835	0.999	0.420
	Within groups	30.904	39	0.830		
	Total	34.242	41	0.185		
The Total Score Of The Questionnaire	Between groups	0.739	2	0.251	0.737	0.573
	Within groups	9.272	39			
	Total	10.011	41			

It is clear from the previous table that all probability values (Sig.) For the fields of resolution and their overall score came greater than the significance level (0.05), and this indicates that there are no differences according to the variable of years of service, and the following zero hypothesis must be accepted: There are no statistically significant differences between the averages of estimates Members of the study sample on the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company attributable to the variable career level

The researchers believe that despite the different levels of the sample, they were subject to the same criteria of employment, and that the methods and methods of employment do not change with the change of the job level, and do not change with the change in the competence at work.

Results

- The results of the study showed that the level of application of recruitment and employment policies and standards in Coastal Municipalities Water Utility Company was high by (68.38%).
- The field of selection ranked first with a high relative weight (77.66%), then the field of polarization with a high relative weight (76.48%), then the field of appointment came with a high relative weight (70.04%), and the last place came the field of training with an average relative weight (51.52%).
- There are no statistically significant differences between the averages of the estimates of the study sample individuals on the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to gender variable.
- There are no statistically significant differences between the averages of the individuals of the study sample estimates about the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to the age variable.
- There are no statistically significant differences between the averages of the estimates of the study sample individuals regarding the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to the variable of years of service.
- There are statistically significant differences between the averages of the estimates of the study sample individuals on the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to the variable of the academic qualification, and it is clear that the differences are in favor of the bachelor.
- There are no statistically significant differences between the averages of the estimates of the study sample individuals regarding the reality of applying the recruitment criteria in Coastal Municipalities Water Utility Company due to the variable of the career level.

Recommendations

In light of the results of the study, the researchers recommend the following:

- Taking into account the future goals of the department in recruitment and recruitment processes.
- The necessity of activating polarization and appointment policies commensurate with the nature of the necessary jobs.
- Create clear plans through which to attract qualified employees.
- Encourage experts with incentives and bonuses and work to attract them to work for Coastal Municipalities Water Utility Company.
- Diversify the tools and methods by which to assess employee requests.

- Attention to prepare a proficiency test appropriate to the nature of the job and the tasks assigned to it.
- Giving those who are not accepted in jobs announced by Coastal Municipalities Water Utility Company an opportunity to understand the nature of non-acceptance and its standards
- Give the new employee job stability so that he can do his job appropriately.
- Formulating fair promotion mechanisms that are commensurate with all administrative levels and operating departments of Coastal Municipalities Water Utility Company.
- Work to build strong human relationships within Coastal Municipalities Water Utility Company and achieve appropriate gradual integration for new employees.
- Attention to all aspects of training, and designing training programs for all employees, especially new ones.
- The need to consult with expertise and competence in the field of training programs.

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