

Human Resource Management Practices in NGOs in the Southern Palestinian Governorates between Reality and Ambition

Azza Said M. Safi¹, Nader H. Abusharekh², Mazen J. Al Shobaki³

^{1,2}Faculty of Business and Management, *University Of Palestine*

³Faculty of Administrative and Financial Sciences, *Israa University – Gaza, Palestine.*

¹azzasafi492@gmail.com, ²N.sharekh@up.edu.ps, ³mazen.alshobaki@gmail.com

Abstract: This study aimed to identify human resource management practices in NGOs in the southern Palestinian governorates. The study used the descriptive analytical approach to know the impact of human resource management practices on a sustainable development, and a questionnaire was designed and used to collect primary data from the study sample. The application was applied to workers in the upper and middle management of the (NGOs) in the southern governorates. The study population consisted of (996) organizations operating in the southern Palestinian governorates. The researcher followed the intentional sampling method, which consisted of (115) organizations, from which (109) organizations responded where (199) questionnaires were distributed and (176) questionnaires were retrieved with a recovery rate of (88.44%). The study reached a set of results, the most important were: There is a degree of agreement among the respondents about the extent to which human resource management practices have been applied. The point of view of managers and department managers in (NGOs) in the southern Palestinian governorates, where the relative weight of the level of availability of human resource management practices was (76.58%). And the presence of a statistically significant effect at the level of significance ($0.05 > \alpha$) Human resource management practices in NGOs in the southern Palestinian governorates. The study concluded with a set of recommendations, the most important of which were: The necessity of working NGOs In the southern Palestinian governorates in various fields of work, whether humanitarian or service, by providing centers Training with specifications that raise the quality of human cadres in NGOs in the southern governorates Palestinian.

Keywords: Human Resource Management Practices, NGOs, the Southern Palestinian Governorates.

1. INTRODUCTION

Human resource management is the most prominent element that deals with the human element in organizations, and it is the link The real relationship between the various departments of the organization, in addition to following up the work of employees, evaluating their performance, and supervising the daily workflow, and it is also concerned with following up all matters in the organization from an administrative point of view, especially with regard to performance, commitment and the relationship between employees, in order to ensure that the best service is provided to management and employees (Al-Dossary, 2019).

The role of NGOs is an important development indicator in human development reports for the progress and democracy and pluralism, and this role in most societies represented in mobilizing human and economic resources and increasing production Raising the level of the human being politically and socially, providing him with better services, encouraging freedom and promoting the concept of Civil society and the development of the spirit of teamwork, NGOs have contributed to finding solutions for many Community problems such as providing services in various fields such as health, environment, poverty alleviation, education and development (Al-Tamimi, 2002).

Accordingly, the researchers in this research dealt with the practices of human resource management in NGOs In the southern Palestinian governorates; a review of previous studies

indicates a scarcity of studies that have focused on Resource management practices in NGOs in the southern Palestinian governorates.

2. RESEARCH TERMINOLOGY

2.1 HUMAN RESOURCE MANAGEMENT PRACTICES:

These are processes specialized in securing and increasing the skills of employees and enhancing and support communication and cooperation between them to support the development of the organization (Elarabi & Johari, 2014). It is a group practices and policies required to carry out various activities related to the administrative human aspects of practicing its functions to the fullest (Deasler, 2007).

Decenzo & Robbins (2005) defined it as that the aspect of the administrative process that includes a number of functions and activities that are exercised for the purpose of managing the element people in an effective and positive way.

2.2 RESEARCHERS DEFINE PROCEDURAL HUMAN RESOURCE MANAGEMENT PRACTICES:

those decisions and actions that matter managing employees at all levels of business, relating to the application of right-oriented strategies on the competitive advantage. It includes (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation).

2.3 NGOs: defined by them (the Law of Charitable Societies and NGOs, which was issued by the authority Palestinian NGOs as an independent legal personality, established by agreement, between a number of not less than for seven people, to achieve legitimate goals of interest to the public interest, without aiming to obtain financial profits with the aim of sharing it among the members, or to achieve a personal benefit (Palestinian Realities, 2000). The bank knows international organizations as private organizations, carrying out activities, to alleviate suffering, defend the interests of the poor, and protect the environment, and achieving community development (Abu Al-Nasr, 2007).

2.4 RESEARCHERS DEFINE PROCEDURAL NGOS AS NON-GOVERNMENTAL, non-profit organizations run by them a group of individuals to meet the needs of society at the present time by making optimal use of the available resources without wasting the right of future generations to benefit from these resources, and this includes the main aspects of development, which are economic, social and environmental.

3. PROBLEM STATEMENT

Several studies indicated that NGOs suffer from difficulties and obstacles in the stability of employees in the organization and the presence of levels of dissatisfaction with the system of incentives and compensation, as well as organizing some training needs, and the lack of training for certain sectors, as a study (Amr, 2018). And that's it what prompted the researchers to study human resource management practices in NGOs in the southern Palestinian governorates.

4. RESEARCH QUESTIONS

The problem of the study is to answer the following main question:

What is the reality of human resource management practices in NGOs in the southern Palestinian governorates?

Based on the foregoing, the research problem is determined by the following questions:

Q1-: What is the reality of human resource management practices in their dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) in NGOs in the southern Palestinian governorates?

Q2-: Is there a role for each of the personal and organizational variables (Gender, Age Group, Qualification Scientific, Job Title, and Years of Service) with the respondents' responses to human resource management practices its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation)?

5. RESEARCH OBJECTIVES

The main objective of the study is to identify the practices of human resource management in NGOs, as it seeks to achieve the following set of goals:

- Shed light on the reality of human resource management practices in their dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) in NGOs in the southern Palestinian governorates.
- Identifying human resource management practices in their dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) in NGOs in the southern Palestinian governorates.
- Identifying the differences in the respondents' responses to human resource management practices in their dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the following personal and organizational variables (Gender, Age Group, Qualifications Scientific, Job Title, and Years of Service).

6. RESEARCH IMPORTANCE

The aspects of the study's importance can be identified from the contribution and expected addition from it, as follows:

6.1 SCIENTIFIC (THEORETICAL) IMPORTANCE:

- The theoretical importance of this study is highlighted by the scarcity of studies related to human resource management practices in NGOs.
- Learn about human resource management through a set of practices and the importance of applying these practices outside the scope of the traditional patterns of these roles, especially since some of them are considered recent application in environments Arabia.
- This study derives its importance from the importance of human resource management practices, which are the most important and capable resource to achieve the objectives of the organization.
- Enriching the Arab library and scientific research centers, to help researchers and encourage them to conduct further studies in the areas of human resource management practices, as this is considered one of the modern topics (as far as know researchers), and that it opens a new door to scientific and intellectual discussions of the most important opinions of researchers.

6.2 PRACTICAL (APPLIED) IMPORTANCE:

- A realistic study of a recent scientific phenomenon that is affected by NGOs in the southern Palestinian governorates.
- The study is useful in defining human resource management practices and knowing their importance and use in NGOs.
- Providing NGOs with documented recommendations and proposals derived from the field study that help improve human resource management practices.
- The study is a process that provides recommendations and suggestions to decision-makers in NGOs to improve the performance of organizations eligibility using human resource management practices, which helps to achieve the development of its management systems.

7. RESEARCH HYPOTHESIS

To answer the study problem and its sub-questions, the researchers formulated the following hypotheses:

Ho₁: There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the responses Respondents about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) are attributed to personal and organizational variables (gender, age group, qualifications scientific, job title, and years of service).

The main hypothesis is based on a set of sub-assumptions:

Ho₁₋₁: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the variable (gender).

Ho₁₋₂: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the variable (age group).

Ho₁₋₃: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the variable (qualifications scientific).

Ho₁₋₄: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices in its dimensions (Human Resources Planning, Polarization,

Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the variable (job title).

Ho₁₋₅: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the variable (years of service).

8. RESEARCH LIMITS AND SCOPE

The scope of the study shall be as follows:

1. **Human Limits:** The study was conducted on workers in supervisory positions in NGOs in the southern Palestinian governorates.
2. **Institutional limitation:** The study was conducted on NGOs in the southern Palestinian governorates.
3. **Objective limits:** the study was limited to studying human resource management practices in NGOs in the southern Palestinian governorates.
4. **Time Limits:** The study was conducted, primary data was collected on the study population, and analyzes were conducted statistics during the year (2021).

9. PREVIOUS STUDIES

- Study of (Sahweel, 2020), aimed to know the level of efficiency of the administrative practices of human resources in the committees working in the management of grants and grants, and to build a realistic picture of the optimal management method for grants and aid in Gaza Strip, especially since grants and donations constitute a large part of the Palestinian economy. And did the researcher adopts the descriptive analytical method, conducts the necessary statistical analyzes and tests hypotheses the study was conducted using the statistical analysis program (SPSS). The study used a questionnaire as a tool for collecting the data, which was designed for this purpose, was distributed over the study sample (82) singles tested by a comprehensive survey method of the study population. The most important results of the study were: There is a positive effect attracting human resources on the efficiency of the management of grants and grants working committees in Gaza Strip, when increasing attracting human resources by (100%) the efficiency of grants and grants management increases by (57%), in addition to the existence of a positive impact of training individuals on the efficiency of the management of grants and donations working committees in Gaza Strip increasing personnel training by (100%) the efficiency of grants and grants management increases by (24.7%). And interest the Qatari committee for job design because of its role in determining the duties of the person and the skills that must be available who occupies the job, and thus raise

the efficiency of the performance of the institution. Activating the incentive system and setting up an administrative system regulates the process of wages and incentives.

- Study of (Khan et al, 2019) aimed to know the impact of human resource management practices for selection and appointment, training and development, performance appraisal, and compensation on the performance of employees in 6 Pakistani universities government through the mediating role of employee satisfaction, numbering 240 faculty members. The study used a questionnaire as a tool for data collection, which was designed for this purpose, as it was distributed to the adult study sample (240) single. The most important results of the study were: There is a significant effect of the aforementioned human resource practices on the job performance of the faculty members in the presence of the mediating role of job satisfaction. And that resource management practices humanity affects job satisfaction positively. And that job satisfaction has a positive impact on improving performance faculty members in these universities.
- Study of (Madanat & Khasawneh, 2018), aimed to determine the level of effectiveness of human resource management practices, workforce planning, selection and appointment, training and development, compensation, performance appraisal in Jordanian banks and its impact on employee satisfaction in 15 commercial and Islamic banks, and the study used the questionnaire as a data collection tool, which was designed for this purpose, as it was distributed to the adult study sample (406) single. The most important results of the study were: The study sample banks apply a high level of human resources management practices, with the exception of compensation, were of average level. Satisfaction with workers came to an end average, there is a strong and positive statistical relationship between human resource management practices and job satisfaction.
- Study of (Amr, 2018), aimed to know the reality of the practices of human resources management functions: (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) and its relationship to achieving the competitive advantage of NGOs in the city of Hebron. The researcher adopted the method descriptive, performing the necessary statistical analyzes and testing the study hypotheses using the analysis program statistician (SPSS). The study used a questionnaire as a tool for data collection, which was designed for this purpose. It was distributed to the study sample of (120) individuals and was tested by a comprehensive inventory method for a community studying. The most important results of the study were: The practice of human resource management functions and the achievement of competitive advantage was to a high degree, as well as a positive correlation between the practices of human resource management functions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) and between achieving competitive advantage in its various dimensions.
- Study of (Al-Khatib, 2017), aimed to know the impact of human resource management practices in achieving excellence in Augusta Victoria Hospital /Al-Mutla' Al-Quds from the point of view of the working staff. The researcher adopted the analytical descriptive approach, carrying out the necessary statistical analyzes and testing the hypotheses of the study using the program statistical analysis (SPSS). The study used a questionnaire as a tool for data collection, which was designed for this purpose the purpose, as it was distributed to the study sample of (190) tweets and was tested by a comprehensive inventory method study community. The most important results of the study were: There is an impact of the practices of human resource management, polarization selection, appointment, evaluation, compensation, health and safety in achieving organizational excellence (service is distinctive & the presence of distinguished leadership) from the point of view of the workers in Augusta Victoria Hospital / Al-Mutla' - Jerusalem and the lack of there are statistically significant differences in the level of human resource management practices in Augusta Hospital Victoria / Al Mutla' - Jerusalem from the point of view of the employees is attributed to the variable of gender, educational level, job title, years of service. The study also demonstrated that there were statistically significant differences in the level of excellence the institutional in Augusta Victoria Hospital / Al-Mutla' Al-Quds from the point of view of the employees is attributed to the variable years the service. In addition to the absence of a statistically significant effect of training and development and the variables of gender, level education and job title in achieving institutional excellence from the point of view of employees at Augusta Hospital Victoria Al Mutla Quds.
- Study of (Al-Hajri, 2017), aimed to know of human resource management practices and the performance of workers in industrial companies in the Ahmadi Industrial City. The study concluded with many results, including the presence of statistical significance Dimensions Human resource management practices in their dimensions (polarization and appointment, training and development, performance appraisal, compensation, employee participation in commitment, performance of workers in industrial companies in a city Ahmadi Industrial. The researcher used the statistical analysis program (SPSS). The study was used the questionnaire as a tool for data collection, which was designed for this purpose, as it was distributed to the adult study sample (115) singles and were tested using the comprehensive survey method of the study population. The most

important results of the study were: There is an effect statistically significant for human resource management practices in improving the performance of workers in industrial companies in Ahmadi Industrial City, and also in improving the performance of employees (speed of performance, accuracy of performance, quality of performance), Increasing the speed of workers' performance, as well as improving the quality of workers' performance, and increasing the quantity of workers' performance. And lack of a statistically significant effect of human resource practices in increasing the accuracy of employees' performance. There are no significant differences statistics in the answers of the study sample about improving the performance of workers, and also in the answers of the study sample about improving the performance of employees. And the presence of a positive moral impact of human resource management practices in achieving advantages the competitiveness of these institutions, as training and development, wages and occupational health have a positive impact in building a competitive advantage.

- Study of (Abu Shanab, 2016), aimed to know the degree of application of human resources management functions, and to indicate the level of job involvement among post office workers in Gaza Strip, from the point of view of the administration's employees General Post and Post Offices in Gaza Strip. The researcher adopted the descriptive analytical method, and carried out analyzes the necessary statistics and testing hypotheses of the study using the statistical analysis program (SPSS). and used the study was a questionnaire as a tool for collecting data, which was designed for this purpose, as it was distributed to a sample the study totaling (105) was single and was tested by a comprehensive inventory method for the study population. The most important results were the study: The level of application of human resources management functions in general in post offices operating in the sector Gaza reached the average level with a relative weight of 64.56%. And that the career path planning function was more the human resource management functions that were measured in the study are practice, with a relative weight of 69.66%. And surely the quality of work life function was the least practicing human resource management function that was measured in the study. Its relative weight is 56%. And that the level of job engagement for workers in post offices working in Gaza Strip reached the high level with a relative weight of 70.04%. There is a positive, statistically significant relationship at the level (0.05%) between the college average for human resources management jobs and all its dimensions on the one hand, on the other hand, it showed the level of job engagement for workers in post offices operating in Gaza Strip.
- Study of (Al-Najjar, 2016), aimed to know the reality of human resources management in government institutions in Gaza Strip. The researcher adopted the descriptive analytical method, conducted the necessary statistical

analyzes and tested the study hypotheses using the statistical analysis program (SPSS). The study used a questionnaire as a tool the data collection, which was designed for this purpose, was distributed over the study sample of (155) singles It was tested by a comprehensive inventory method for the study population. The most important results of the study were: that institutions government in Gaza Strip by following human resources functions, such as: planning and developing the career path for resources human, polarization human resources, training and developing human resources, performance appraisal, and selecting resources human, rewards, wages and incentives. There are no statistically significant differences in the respondents' responses to the reality of human resources management in governmental institutions in Gaza Strip is attributed to the variables: (gender, qualification scientific). There are statistically significant differences in the respondents' responses to the reality of human resource management in governmental institutions in Gaza Strip are attributed to the job title variable, in favor of the general managers, and to the variable number of years of service, and for those whose number of years of service is less than 5 years.

10. THEORETICAL FRAMEWORK

In recent years, the world has witnessed fundamental developments that affected various aspects of life and affected various types of life institutions, which generated a new world, the world of globalization, in which the scientific revolution and technical developments prevailed the tremendous, which contributed to the reshaping of human resources in contemporary organizations and created organizational patterns at the same time, it put forward new values and ideas with strength, as it has become and overcomes the problem of time and place within the framework of human communication and interaction, using advanced information technology and adopting the mechanism is essential in operating its operations, focusing on performance and adopting the strategy as an idea and an approach in order to achieve sustainable development this new reality has created an increasing need for a new type of human resources, a quality that aims for renewal and aspires to be a strategic player that thinks globally and acts locally, accommodating the local changes in the international markets that organizations have begun to turn towards it strongly, as well as their ability to work in different cultures (Salihi, 2017). Also, the human resource plays an important role in serving development in all countries of the world, as it is the backbone of any country stable and sustainable development added to the strength of the nation and the interest in the human resource has increased in the wake of the international trend towards globalization where he is able to innovate and develop, which prompted the countries of the world to allocate huge amounts of money in order to improve the output of this resource and make it more compatible with the requirements of sustainable development (Ahmed, 2020).

It have contemporary human management methodologies for integrating the human resource management system with the administrative system technological as a whole is in harmony to achieve the goals of sustainable development with the highest possible level of efficiency. and have the concept of sustainable development emerged along the lines of the aggravation of the problem of environmental degradation and the beginning of the collision of environmental protection demands economic, which did not take into account the needs of future generations and the environmental considerations that disturbed the elite the life of a person who aspires to luxury (Ahmed, 2020).

10.1 HUMAN RESOURCE MANAGEMENT PRACTICES:

Human resource management practices are nothing but activities or jobs that begin with human resources from their entry organization, and contribute to the organization of human resources work with the organization, the role of human resources is no longer defined functional roles, but rather extended to other roles in response to environmental variables affecting the human resource such as environmental, legal, social and economic variables (Zaatari, 2013).

Importance of Human Resource Management Practices:

The economic value of organizations does not lie in the value of equipment, machinery, and assets the other is as an investment of material capital, but rather with the knowledge, creativity and strengths possessed by these organizations highly skilled worker, competitive reputation, customer relations, and excellent management style (Al-Omari et al., 2009). Bambale & Maimako (2016) pointed out the importance of human resource management practices, as he identified them an essential role in the organization's strategies, sound human resource management practices are critical to development economic, as it improves the quality of services, improves productivity, decreases turnover, increasing customer satisfaction, reducing production costs, and thus obtaining a competitive advantage. In a when Bazzi (2014, Chauhan), its importance lies in motivating employees to create skills and knowledge and innovations necessary for organizations to compete favorably with other organizations, in addition to improving teamwork and increasing the level of job satisfaction among employees, which helps them pay attention to the quality of work their work at a higher level of effectiveness and efficiency results in better service to the organization's clients and dealers.

Dimensions of Human Resource Management Practices:

Many management thinkers have identified that human resource management practices are the set of practices that it will put HR strategies into practice and be geared towards improving organizational performance of the organization, enhance the capabilities, skills and knowledge of human resources in order to achieve strategic goals, and build accordingly, the most important of these practices and their relationship to human resource systems will be identified and

focused on dimensions of the study, the subject of the research (Noe, 2014, Murithi et al., 2014 Jamendar).

The dimensions of human resource management practices can be summarized into (employment, training and development, incentives and compensation) (Siam, 2007):

1. Employment: Many researchers believe that employment is divided into:

A. Human resource planning: The human resource planning function is one of the important functions; it underpins the other functions of human resource management, and human resource planning supports the plan strategy by identifying gaps in the required skills and capabilities that ensure the achievement of the strategy and the avoidance of limited performance during its implementation (Wilton, 2013).

Human resource planning is one of the first stages of every effective program in human resource management this activity, in particular, requires forecasting the future needs of manpower, and then planning stages that meet these needs (Raqam, 2015).

B. Polarization, selection and appointment: Polarization, selection and appointment can be explained as follows:

- **Polarization:** After polarization, the first step in the recruitment process includes a set of activities which specializes in the process of searching, enticing and attracting the required number of qualified human resources for employment vacancies in the organization by the number, type, and appropriate and required time, and thus it constitutes the match between job specifications and job incumbent specifications (Al-Nadawy, 2009).

- **Selection:** The selection process is the second stage of the recruitment process, defined as that process through which the group of individuals who have been recruited to occupy a particular position in the organization is filtered from through a set of steps through which the differentiation between the characteristics and specifications of individuals applicants for this job, choosing the right person in the right place (Mohammed, 2015).

- **Appointment:** Appointment is the last step in the recruitment process, which begins with recruitment and selection. Finally, the appointment, and the selection steps, which usually end with the applicant's acceptance of the job, and this is before arrival to take the decision on appointment, or withhold it, and the appointment includes four basic points, namely: Issuance of a decision assignment, initialization, then evaluation during the trial period, and finally enabling after the specified period has passed experience, and the validity of the employee's validity (Al-Ghoul, 2011).

2. Training And Development: The training and development process comes after the stage of the process of polarization, selection and appointment, which is that process, which is of great importance in raising the productive efficiency of workers by keeping pace with

the development in methods work, and improve their skills and abilities on the one hand, and on the other hand, change their behavioral patterns that they follow in performance of their work, and training is one of the basic pillars of sound management, and it is considered one of the pillars necessary for development self- and organizational development so that the human element becomes more knowledgeable and able to carry out the tasks of its job as appropriate and required (Buzrin, 2017).

3. **Performance Appraisal:** The performance of the employee is considered a criterion by which the organization can judge the level of performance of the individual who it works, and this requires continuous training by it to improve its functional level, as training is one of the most important the means that work on refining the skills of the individual and providing him with scientific experiences that increase the level of his performance in a way more effective (Buzrin, 2017).
4. **Incentives and Compensation:** human behavior is considered a behavior directed towards achieving certain goals sought by the individual in general, it could be said that working individuals differ not only in their abilities and in perceptions of business, but also in incentives they are external stimuli that create performance behavior. It is not wages and the associated material advantages that drive the only working behavior, as traditional management tendencies believed, is pay, privileges, participation, and power prestige, influence, and other forms that are difficult to express with material values, as they are drivers and determinants performance behavior, (Halaybeh, 2013).

10.2NGOs:

The idea of NGOs arose several centuries ago in the capitalist West countries, within the framework of the concept of good and charity, and in light of religious values, most of the NGOs were associated with the church, but this content It has developed and expanded, in response to changing social, economic and cultural conditions in these countries, so that it has become these organizations have a new content and a more effective role in their societies. If we look at the Arab region, we will find as well, the historical emergence of Arab NGOs has also been linked to the act of benevolence, charity and time, and then gradually to social welfare activities and participation in the Arab liberation movements, and in a recent stage, it has begun to realize its role productive and developmental (Abu Al-Nasr, 2007).

Areas of work of NGOs in Palestine (Amr, 2018):

1. **Conservation Of The Environment:** activities for environmental education and pollution control, publishing publications on agriculture and the marine environment, developing small projects and contributing to solving marketing problems. Agricultural credit and savings programs.

2. **The Field Of National And Heritage Culture:** such as establishing modern libraries, holding scientific conferences, and holding festivals heritage, organizing compliance programs with the children of the Arab world and the world in general, and preparing dozens of art courses fine art and drawing.
3. **The Field Of Human Rights:** Participation in international campaigns against human rights violations and follow-up cases detainees in the prisons of the occupation and the authority, and the issuance of organized bulletins on violations in both Arabic languages and English.
4. **The Field Of Economic Development:** the establishment of development centers for small projects and the organization of the agricultural extension process granting agricultural loans, establishing animal health centers, and housing loans for home repair and renovation, and women's lending projects.
5. **The Field Of Rehabilitation And Training:** restoring health and youth buildings, holding vocational rehabilitation courses, and establishing sports children, organizing foreign language education programs, caring for people with special needs, eradicating illiteracy.
6. **The Health Field:** providing health, treatment and prevention services spread throughout the West Bank and Gaza, and health programs psychological care for children and women, physiotherapy centers, and care for the expectant mother.

The numerical and sectoral distribution of NGOs in the southern governorates:

Charitable societies spread in the governorates of the North, Gaza, Dair Al Balah, Khan Yunis and Rafah, where their programs vary its activities and objectives, and the total number of charities and NGOs registered with the Ministry of Interior according to the 2021 statistics, (996) according to the following table:

Table 1: Number of NGOs operating in the southern governorates by governorate

Governorate Name	The Number Of NGOS
North Gaza	138
Gaza	551
Dair Al Balah	102
Khan Younes	120
Rafah	85
Total Summation	996

Source: Department of Research and Studies in the General Administration of Public Affairs and Non-Governmental Organizations at the Ministry of Interior (2021) .

From the above table it is clear that the largest share in terms of numbers is concentrated in the Gaza region, followed by the North region, then Khan Yunis and Deir al-Balah, and the least number is in the Rafah region.

Table 2: Number of NGOs operating in the southern governorates by sector of work

Sector Of Work	The Number	Sector Of Work	The Number
Trade Union Associations	18	Human Rights Associations	12
Health Associations	80	Agricultural Associations	47
Environmental Associations	9	Social Associations	509
Foreign Associations	24	Elderly Associations	1
Youth And Sports Associations	44	Reform Associations And Clan Affairs	4
Education Associations	45	Public Works And Housing Associations	1
Higher Education Associations	5	Transport And Communications Associations	6
Tourism And Antiquities Associations	5	Economic Associations	4
Cultural Associations	68	Media Associations	6
Associations Of Owners Of People With Special Needs	38	Prisoners And Ex-Prisoners Associations	5
Women's Associations	69	Infrastructure Associations	2
Religious Associations	12	Childhood Associations	30
Foreign Relations Associations	5	Workers' Associations	3
Jerusalem Associations	1	Refugee Associations	3
Total Summation			996

Source: Department of Research and Studies in the General Administration of Public Affairs and Non-Governmental Organizations at the Ministry of Interior (2021).

Through the above table, it was found that associations vary in terms of their field of work to many sectors, according to their objectives and field of work, and that social associations represent the highest percentage of the number of NGOs in Gaza Strip, and that there are many associations whose scope overlaps with other associations, so they can work A social association in several areas, health and development, and so on.

11. METHODOLOGY AND PROCEDURES

11.1 STUDY METHODOLOGY:

In order to achieve the objectives of the study, the researchers used the descriptive analytical method, which attempts to describe the pure the subject of the study, the analysis of its data, and the relationship between its components and the situation presented. The processes involved and the effects they cause (Al-Hamdani, 2006) defines the descriptive analytical method as “the method it seeks to describe contemporary or current phenomena or events it is a form of organized analysis and interpretation to describe a pure problem or problem, and it provides data about certain characteristics in reality, and requires knowledge participants in the study, the phenomena we study, and the times you use to collect data.

11.2 DATA SOURCES

Secondary data sources: In addressing the theoretical framework of the current study, researchers turned to secondary data sources, which are: Relevant Arab and foreign books and references, periodicals, articles, reports, previous research and studies and websites different that it is aimed at scientific rooting in terms of describing the problem, defining objectives and variables, and setting the hypotheses of the

study, in addition to a review of the theoretical framework of the subject of the study, and its agreement and disagreement with previous studies that dealt with this topic.

PRIMARY DATA SOURCES

seeker refuge to collect during a questionnaire as the main tool of the study, specially designed for this purpose, and distributed to (199) directors, their deputies, directors and heads of human resources departments in NGOs in the governorates the Palestinian South, where a questionnaire was prepared covering all the subjects of the study, after a lot of administrative literature and previous studies, where a questionnaire was designed based on the following studies for the axis of human resource management practices as a study (Al-Dossary, 2019), (Amr, 2018)

11.3 STUDY COMMUNITY

The study community is defined as all the vocabulary of the phenomenon studied by the researchers, and based on the study problem and its people, the target community consists of NGOs, and the number of organizations, according to the statistics of the General Administration of Public Affairs and Charitable Organizations the Ministry of Interior (996) was organized on February 7, 2021, and the researchers followed the method of intentional sampling consisting of (115) organized according to four criteria represented by:

- The life of the organization is more than ten years.
- The organization's revenues and expenditures exceed (100,000) one hundred thousand or more.
- The expected is active and active.
- All sectors that work in NGOs the organizations were relied on in all the southern Palestinian governorates.

Where the researchers used to benefit from the General Department of Public Affairs and Non-Governmental Organizations at the Ministry of Interior according to the four criteria the study sample (115) organizations were identified according to the above criteria, and after the researchers communicated with NGOs, it was agreed to implement and fill out the study tool represented by the questionnaire on (115) organizations, and the rest refused to cooperate, which numbered (6) organizations, thus becoming a framework the size of the actual study sample in the organizations of (115), and the members of the study sample are senior and middle management (manager, tab munir, human resources manager or head of human resources department), so a minimum and a maximum of (2) questionnaires were allocated to each organization thus, when the questionnaires distributed (199) questionnaires, and (176) questionnaires were retrieved with a recovery rate of (88.44%), which it is considered an excellent percentage and can be strongly relied upon in generalizing the results and recommendations of the study

11.4 STUDY SAMPLE

The sample was drawn from workers in NGOs who hold the position of director, deputy director, or head of the resources department human rights in NGOs in the southern Palestinian governorates for the study, a questionnaire was prepared about human resource management practices in NGOs in the southern Palestinian governorates using the Likert Passion Scale to measure the respondents' responses according to the following table.

Table 3: Five-point Likert scale scores

Response	Agree To A Degree				
	Very Few	Few	Neutral	Big	Very Big
Degree	1	2	3	4	5

Table 4: Correlation coefficient between each paragraph of the field and the total score for the field (Human resource planning)

Paragraph	Correlation Coefficient	Level Of Significance
The organization has a strategic plan to develop human resources consistent with the sustainable development goals.	0.770	0.01
The organization determines its needs of human resources and arranges them in order of priority based on the requirements of the work.	0.750	0.01
The organization involves the relevant staff in developing plans for human resources.	0.740	0.01
The organization determines its needs for human resources capable of achieving sustainable competitive advantage.	0.780	0.01
The organization adopts the best recruitment methods according to its capabilities.	0.731	0.01

The correlation coefficient between each of the paragraphs of the second field: Polarization selection and appointment and the total score for the field, which shows that the indicated correlation coefficients are a function at a significant level ($\alpha \leq 0.05$), and thus the field is considered valid what is set to measure?

Table 5: Correlation coefficient between each paragraph of the field and the total score for the field (Polarization selection and appointment)

Paragraph	Correlation Coefficient	Level Of Significance
The organization depends on matching the qualifications of individuals to the applicable job description.	0.669	0.01

The validity and reliability of the questionnaire: The validity of the questionnaire means that the questionnaire questions measure what they were designed to measure (Al-Jerjawi, 2010), and the sincerity of the arbitrators was confirmed through:

The apparent honesty of the tool: after completing the questionnaire and building its paragraphs, the questionnaire was presented in its initial form a group of professors of arbitrators, who are specialists in management, in order to guide their opinions on the extent of the paragraphs of the questionnaire are appropriate for its purpose, and the opinions of the arbitrators have been responded to by adding, deleting or modifying

For some paragraphs, the questionnaire came out in its final form after verifying its apparent sincerity.

Internal consistency validity: Internal consistency honesty means the extent to which each of the questionnaire's paragraphs is consistent with the dimension to which this paragraph belongs, and the internal consistency of the questionnaire was calculated by calculating the coefficients correlation between each of the paragraphs of the dimension and the total score for the same dimension.

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The correlation coefficient between each of the paragraphs of the first field: human resource planning and the total score for the field, which shows that the indicated correlation coefficients are a function at a significant level ($\alpha \leq 0.05$), and thus the field is considered valid what is set to measure?

The organization follows the advertising medium to obtain its needs of human resources.	0.784	0.01
The selection and appointment process is intensified on clear and specific bases and rules when filling job vacancies.	0.842	0.01
The organization conducts the polarization process after performing the job analysis process.	0.761	0.01
The Recruitment Committee exercises the highest levels of objectivity and transparency in the selection and appointment process.	0.813	0.01

The correlation coefficient between each of the paragraphs of the third field: training and development and the total score for the field, which shows that the indicated correlation coefficients are a function at a significant level ($\alpha \leq 0.05$), and thus the field is considered valid what is set to measure?

Table 6: Correlation coefficient between each paragraph of the field and the total score for the field (training and development)

Paragraph	Correlation Coefficient	Level Of Significance
The organization has an annual plan to train human resources based on their needs.	0.852	0.01
The organization gives great importance to training and developing the skills of its employees to get the best level of performance.	0.883	0.01
The organization holds training courses that enable employees to acquire new skills.	0.899	0.01
Training contributes to raising the capabilities of employees to achieve outstanding performance.	0.791	0.01
The organization specialty has adequate budget for staff training.	0.821	0.01

The correlation coefficient between each of the paragraphs of the fourth field: performance appraisal and the total score for the field, which shows that the indicated correlation coefficients are a function at a significant level ($\alpha \leq 0.05$), and thus the field is considered valid what is set to measure?

Table 7: Correlation coefficient between each paragraph of the field and the total score for the field (performance appraisal)

Paragraph	Correlation Coefficient	Level Of Significance
The organization sets performance standards in order to compare it with actual performance.	0.824	0.01
The organization considers employee productivity as one of the performance appraisal indicators.	0.772	0.01
Evaluation reports are subject to review by more than one body in the organization to ensure objectivity, accuracy and comprehensiveness.	0.862	0.01
The organization adopts the results of evaluating the performance of employees to identify weaknesses and try to avoid them in the future.	0.855	0.01
The performance appraisal system is based on an objective standard defined by the job description.	0.835	0.01

The correlation coefficient between each of the paragraphs of the fifth field: Incentives and compensation and the total score for the field, which shows that the indicated correlation coefficients are a function at a significant level ($\alpha \leq 0.05$), and thus the field is considered valid what is set to measure?

Table 8: Correlation coefficient between each paragraph of the field and the total score for the field (Incentives and compensation)

Paragraph	Correlation Coefficient	Level Of Significance
The organization is interested in updating the compensation system in response to the requirements of the competitive environment.	0.821	0.01
The organization relies on the information provided by the performance appraisal system for the purpose of determining rewards and incentives.	0.857	0.01
Employees are satisfied with the results of implementing the incentive and compensation system in the organization.	0.898	0.01
The organization sets the compensation policy based on the competence of the employee.	0.854	0.01

The organization gives high rewards to employees who have creative and innovative capabilities.	0.817	0.01
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The table shows that all correlation coefficients in all items of the questionnaire are statistically significant at the level of significance ($\alpha = 0.01$), thus, all items of the questionnaire are considered true of what was set to measure.

Table 9: Pearson's correlation coefficient for each domain with the total score for the domains

The Field	Correlation Coefficient
Human Resource Planning	**0.844
Polarization Selection And Appointment	**0.769
Training And Development	**0.833
Performance Appraisal	**0.861
Incentives And Compensation	**0.799
The Total Degree Of The Axis	**0.945

** Statistically significant at the significance level (0.01).

It is clear from the table that the value of the correlation coefficient at the paragraphs is statistically significant as all the fields are related to each other and to the total score of the questionnaire, as this correlation is statistically significant and this confirms that the questionnaire has a high degree of honesty and internal consistency.

The Reliability of The Questionnaire: The reliability of the questionnaire was estimated on the sample members, using the two methods of Cronbach's Alpha coefficient and split-half.

Half-Part Method: the stability of the questionnaire means that this questionnaire gives the same result if the questionnaire was redistributed more than once under the same conditions and conditions, or in other words that the stability of the questionnaire means stability in the results of the questionnaire and not changing it significantly if it was redistributed to several sample members times during certain periods of time, and the results shown in the following table were obtained.

Table 10: The split-half method for measuring the stability of the resolution:

The Field	Correlation Coefficient (Before Modification)	Correlation Coefficient (After Modification)
Human Resource Planning	0.803	0.845
Polarization Selection And Appointment	0.812	0.862
Training And Development	0.827	0.889
Performance Appraisal	0.845	0.901
Incentives And Compensation	0.874	0.902

The Total Degree Of The Axis	0.905	0.932
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It is clear from the results shown in the previous table that the value of the adjusted correlation coefficient (Spearman is acceptable and statistically significant), and thus the stability of the study's resolution has been confirmed, which makes there complete confidence in the validity of the questionnaire and its validity to analyze the results, answer the study's questions and test its hypotheses.

Cronbach's Alpha method: Another method was used to calculate the reliability, and the results were as in the following table, and this indicates that the questionnaire has a high degree of stability.

Table 11: Cronbach's Alpha coefficient to measure the stability of the resolution

The Field	Cronbach's Alpha Coefficient
Human Resource Planning	**0.810
Polarization Selection And Appointment	**0.830
Training And Development	**0.903
Performance Appraisal	**0.885
Incentives And Compensation	**0.902
The Total Degree Of The Axis	**0.947

Stability = positive square root of Cronbach's Alpha coefficient

It is clear from the results shown in the previous table that the value of Cronbach's Alpha coefficient was high for each field of the questionnaire as well as the value of the alpha coefficient for all paragraphs of the questionnaire was (0.961), and this means that the stability coefficient is excellent, and the questionnaire is in its final form, and thus you have made sure of The validity and reliability of the study questionnaire, which makes him fully confident in the validity of the questionnaire and its validity to analyze the results, answer the study questions and test its hypotheses.

Normal Distribution Test:

The condition of a normal distribution of data is one of the important conditions for the use of scientific tests, and to verify this condition for the study variables, the (Kolmogorov-Smirnov) test was used, and the results were as follows:

Table 12: Normal distribution test results

The Field	Test Value	Probability Value Test Value
Human resource planning	.101	.936

Polarization selection and appointment	.116	.909
Training and development	.113	.955
Performance appraisal	.123	.914
Incentives and compensation	.115	.972
The total degree of the axis	.118	.956

The results indicated that the data of all study variables follow a normal distribution, as the test significance level is greater than 0.05, and therefore the study follows a normal distribution, and thus we use the appropriate parametric tests.

11.5 STATISTICAL METHODS USED IN THE STUDY:

The data was analyzed using (the Statistical Package for the Social Sciences).

The Following Statistical Tools Were Used:

Percentages, frequencies, arithmetic mean, relative weight, and order in order to know the frequency of the categories of a variable and are useful in describing the study sample.

Cronbach's Alpha test and the split half method to determine the stability of the questionnaire items.

The Kolmogorov-Smirnov test to verify the normal distribution.

Pearson Correlation Coefficient. To measure the validity of the internal resolution.

Multiple linear regression method for measuring the effect of independent variables on the dependent variable.

Testing hypotheses for differences (Independent Sample T test), (One way Anova).

Hypothesis testing and field study results.

Statistical Description of the Study Sample According To Personal and Organizational Variables:

The criterion adopted in the study: To determine the criterion adopted in the study, the length of the cells was determined in the pentagonal Likert scale by calculating the range between the degrees of the scale (5-1 = 4) and then dividing it by the largest value in the scale to get the length of the cell, i.e. (4÷5 = 0.80) and then this value was added to the lowest value in the scale (the beginning of the scale is one integer "1") in order to determine the upper bound for this cell and thus the length of the cells became as shown in the following figure:

Range = 5 - 1 = 4 (highest value - lowest value)

Range length = 4 ÷ 5 = 1.80 (range / number of degrees)

And the number 1.80 was added to the lowest degree in the scale, which is one integer (1) in order to set the upper limit

Table 13: The test adopted in the study

Cell Length (Grade Criterion)	Corresponding Relative Weight	Availability (Approval)	Weight
From 1.00-1.80	From 20% - 36%	Very Few	1
From 1.81-2.60	Greater Than 36% - 52%	Few	2
From 2.61 - 3.40	Greater Than 52% - 68%	Medium	3
From 3.41 - 4.20	Greater Than 68% - 84%	Big	4
From 4.21 - 5	Greater Than 84% - 100%	Very Big	5

In order to interpret the results of the study and judge the level of response, the researchers adopted the arrangement of the arithmetic averages at the level of the domains for the tool as a whole and the level of the paragraphs in each domain. The researchers determined the degree of availability according to the test adopted in the study.

Description of the study sample: The study sample was described according to the personal and organizational variables as follows:

Table 14: Distribution of the study sample according to personal and organizational variables

Personal And Organizational Variables		Repetition	Percentage
Gender	Female	56	31.8
	Male	120	68.2
Total		176	100.0
Age Group	Under 30 years old	18	10.2
	From 30 to less than 40 years old	79	44.9
	From 40 to less than 50 years old	43	24.4
	50years and over	36	20.5
Total		176	100.0
Qualification Scientific	Diploma	8	4.5
	Bachelor's	124	70.5
	Master's	37	21.0
	PhD	7	4.0
Total		176	100.0
Job Title	Head of human resources department	23	13.1
	director of the organization	74	42.0

	Director of Human Resources	40	22.7
	Deputy director of the organization	39	22.2
Total		176	100.0
Years Of Service	less than 5 years	19	10.8
	5 years - less than 10 years	45	25.6
	10 years - less than 15 years	51	29.0
	15 years and over	61	34.7
Total		176	100.0

As for the gender variable: it was found from the results of the table that (68.2%) of the sample were among the males, and (31.8%) of the sample were females. The researchers attribute the high percentage of males compared to female participants to the fact that, according to the statistics of the Palestinian Central Agency, the male participation rate was (70%) in the labor market, while females were (18%) in the labor market, and this is a clear and big difference in forgetting the participation between males and females in the labor market.

As for the age group variable, according to the results of the table, it was found that (44.9%) of the sample were aged from 30 to less than 40 years old, and (24.4%) of the sample were from 40 to less than 50 years old, while (20.5%) of the sample were aged 50 years and over, while (10.2%) of the sample were younger from 30 years old. The researchers attribute the noticeable rise to the work of young groups in civil organizations, which range from their ages are between 30-40 years, to the nature of the orientations of these organizations, which tend to provide employment opportunities for the youth category through the implementation of their community projects provided to the Palestinian community and the operational projects that it targets young people in particular, as the percentage of this group reached (44.9%), followed by a percentage of (24.4%) ranging from their ages are between 40-50 years, which usually occupy administrative and supervisory positions related to following up on employees and field projects for projects submitted through NGOs, whether these projects are humanitarian or community based. or health, which requires great efforts to carry out the functional tasks entrusted to it, and which thus reflects the interest of NGOs to benefit from young energies and to commit to qualifying them and building their functional capabilities for the noticeable decrease in the percentage of participants in filling out the questionnaire for those over 50 years old, the researchers see the reason for this is the necessity of having a group of consultants and

administrators who work within the senior management positions whose job duties and work responsibilities require them to be experienced in work in NGOs and with higher experience in order to direct the work towards the optimal path, as shown also, through the previous presentation, the severe decrease in the percentage of participants in filling out the questionnaire for those who are less they are 30 years old, directors, their deputies, directors and heads of human resources departments in NGOs where their percentage decreased to reach (10.2%), and researchers believe that the reason for this is due to the recent graduation of this category of universities and, consequently, the recentness of their practice of administrative careers, which reduces their chances of obtaining to work in general and not in NGOs in particular.

As for the qualification scientific variable, according to the results of the table, it was found that (70.5%) of the sample have their qualifications scientific Bachelor's degree, and (21%) of the sample had a master's degree, while (4.5%) of the sample had a qualification scientific was a doctorate, while (4%) of the sample had a doctorate qualification scientific. The researchers attribute the acquisition of bachelor's degree holders to the largest proportion of managers, their deputies and managers who filled out the questionnaire. And heads of human resources departments in NGOs to the degree that the bachelor's degree is the basic degree which is abundant in the Palestinian labor market, in addition to the low budget needed to finance these salaries this category is due to its large availability in the Palestinian labor market, which is reflected in the fact that it is not an advantage thus, NGOs can employ a large number of holders of this degree within reasonable salary budget, as for the noticeable decrease in PhD holders from directors and their deputies managers and heads of human resources departments in NGOs and participants in filling out the questionnaire researchers believe that: the reason for this is due to the keenness of NGOs to enhance the capacity of NGOs to through upgrading and upgrading the educational level of deputy directors, directors and heads of human resources departments which thus enhances the organization's keeping pace with the latest scientific and technological developments in the labor market and thus enhances organizations achieve excellence in the quality of their outputs, in addition to facilitating their access to achieve their desired goals efficiently and effectively, and the administrative positions in these organizations require excellence in the scientific degree, in particular the directors, deputy heads of departments, obtaining higher degrees represented in the master's and doctoral degrees. And in the same context The researchers attribute the low percentage of participants with a diploma degree in filling out the questionnaire from managers the heads of human resources departments in NGOs have noted that NGOs resort to its employment policies refer to the use of diploma holders to fill the auxiliary job levels for managers.

As for the job title variable: Through the results of the previous table, it was found that (42%) of the sample their job title was the director of the organization, and (22.7%) of the sample had a job title as a resource manager human, and

(22.2%) of the sample had their job title as deputy director of the organization, while (13.1 percent) of the sample have their job title as Head of the human resources Department. The researchers attribute the high (42%) of the respondents who filled out the questionnaire held the position of director of the organization, as this position is considered at the top of the hierarchy of senior management degrees, and therefore they are functional positions it is high compared to the low percentage of respondents who fill out the survey among those working in jobs the middle management, due to the nature of the hierarchy of the organizational structure and the planning of levels career in NGOs.

As for the years of service variable, according to the results of the previous table, it was found that (34.7%) of the sample was the years of service they have had 15 years or more, and (29%) of the sample had years of service from 10-15 years, while (25.6%) of the sample had years of service from 5-10 years, while (10.8%) of the sample had years of service they have less than 5 years of service. The researchers attribute the high percentage of respondents filling out the questionnaire from workers in NGOs for the benefit of those who have more than 15 years of service, as their percentage reached (34.7%), followed by those whose years of service ranged between 10 to less than 15 years and who reached their percentage is about (29%) to the tendency of NGOs to keep their workers, in addition to the keenness of NGOs to hire experienced people, in order to match their capabilities and functional capabilities with the requirements of the job they will occupy, thus improving job performance in NGOs and its suitability to achieve the desired goals of these organizations are of high quality and efficiency, while a low percentage of years is noted the service they have is between (5 to 10 years) that this particular category includes those who work in jobs middle management, which requires high work experience, in addition to a high operating budget for this category in NGOs, the researchers also attribute the low percentage of employees who participated in filling out the questionnaire in NGOs for the benefit of those with less than 5 years of service, as their percentage reached (10.8%) of the employees of NGOs participating in filling out the questionnaire indicated that this particular category is include workers on the provision of temporary employment, which is usually associated with projects implemented through these organizations where their work contracts expire at the end of the implementation period of these projects, and therefore the operation of this category is limited to a percentage of few of those working in NGOs.

11.6 ANSWER THE STUDY QUESTIONS:

The main question: What is the reality of human resource management practices in NGOs in the southern Palestinian governorates?

To answer this question, the researchers calculated the arithmetic mean, standard deviation, and the relative weight of the axis fields as in the following table:

Table 15: Arithmetic mean and standard deviation and relative weight of the axis fields

	The Fields	Arithmetic Mean	Standard Deviation	Relative Weight
1	The First Field :Human Resource Planning	4.10	.57	82.02
2	The Second Field: Polarization, selection and appointment	4.24	.62	84.84
3	The Third Field: training and development	3.64	.89	72.73
4	The Fourth Field: Performance Appraisal	3.92	.73	78.39
5	The Fifth Field: Incentives and Compensation	3.25	.86	64.91
	The Total Degree Of The Axis	3.83	.60	76.58

Through the results in the previous table, it was found that the level of availability of human resource management practices in its dimensions human resource planning, polarization, selection and appointment, training and development, performance appraisal, incentives compensation in NGOs in the southern Palestinian governorates came with a mean of (3.83), and a relative weight of (76.58%), which is a great agreement in the response to the paragraphs of this axis.

The researchers believe that human resource management practices obtained a high degree of approval may be attributed to the interest of NGOs in their selection of the dimensions of human resource management practices indicates the development and development its objectives, determine its necessary needs, and put and choose the right person in the right place, which increases the Productivity and efficiency of the organization. These studies agreed with a study: (Al-Dossary, 2018).

It is clear from the results of the first axis that the field of polarization, selection and appointment) ranked first with an arithmetic average of (4.24) and a relative weight of (84.48%), and that the fifth field: incentives compensation ranked last with an average of (3.25) and a relative weight of (64.91%).

Researchers believe that polarization, selection and appointment obtaining the first rank to a large extent is due to the interest of NGOs in selecting and appointing employees properly and according to the conditions set by the organization, as for incentives and compensations, they ranked last in a medium degree, due to the organizations' lack of

interest the eligibility to compensate, motivate and reward employees for the additional work they perform, and these are agreed upon studies with a study: (Al-Dossary, 2018).

Several sub-questions emerge from the main question:

What is the reality of human resource management practices in their dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and

Development, Performance Appraisal, Incentives and Compensation) in NGOs in the southern Palestinian governorates?

To answer this question, the researchers calculated the arithmetic mean, standard deviation, and the relative weight of the paragraphs of the first axis, as shown in the following table:

Table 16: Arithmetic mean, standard deviation, and relative weight for the first field (human resource planning)

Paragraphs		Arithmetic Mean	Standard Deviation	Relative Weight
The First Field :Human Resource Planning				
1.	The organization has a strategic plan to develop human resources consistent with the sustainable development goals.	4.06	.82	81.20
2.	The organization determines its needs of human resources and arranges them in order of priority based on the requirements of the work.	4.20	.71	84.00
3.	The organization involves the relevant staff in developing plans for human resources.	3.99	.79	79.80
4.	The organization determines its needs for human resources capable of achieving sustainable competitive advantage.	3.98	.76	79.60
5.	The organization adopts the best recruitment methods according to its capabilities.	4.28	.73	85.60
The Total Degree Of The Field First		4.10	.57	82.02

And as it becomes clear from the results of the first field that the paragraph which reads “The organization adopts the best recruitment methods according to its capabilities” got the first place with an arithmetic mean of (4.28) and a relative weight of (%85.60).

The Researchers believe that the highest ranking for this paragraph may be attributed to the interest of NGOs in identifying the best way for better employment, as this plays an important role in achieving sustainable development.

The paragraph states “The organization determines its needs for human resources capable of achieving sustainable competitive advantage.” ranked last with an arithmetic mean of (3.98) and a relative weight of (%79.60), the researchers believe that the lowest ranking for that paragraph may be attributed to the lack of interest of NGOs the organization needs its human resources and is unable to achieve a competitive advantage

Table 17: Arithmetic mean, standard deviation, and relative weight for the second field (polarization, selection and appointment)

Paragraphs		Arithmetic Mean	Standard Deviation	Relative Weight
The Second Field: Polarization, Selection And Appointment				
1.	The organization depends on matching the qualifications of individuals to the applicable job description.	4.31	.67	86.20
2.	The organization follows the advertising medium to obtain its needs of human resources.	4.34	.82	86.80
3.	The selection and appointment process is intensified on clear and specific bases and rules when filling job vacancies.	4.30	.74	86.00
4.	The organization conducts the polarization process after performing the job analysis process.	3.95	.94	79.00
5.	The Recruitment Committee exercises the highest levels of objectivity and transparency in the selection and appointment process.	4.31	.83	86.20
The Total Degree Of The Field Second		4.24	.62	84.84

And as it becomes clear from the results of the second field that the paragraph which reads “The organization follows the advertising medium to obtain its needs of human resources” got the first place with an arithmetic mean of (4.34) and a relative weight of (%86.80).

The researchers believe that the highest ranking for this paragraph may be attributed to the importance of following the methods of job advertisement, as advertisement has an important role for NGOs in determining their needs for employees.

The paragraph states “The organization conducts the polarization process after performing the job analysis process.” ranked last with an arithmetic mean of (3.95) and a relative weight of (%79.00), The researchers believe that the lowest ranking for that paragraph may be due to the lack of the organization's interest in bringing in employees from external sources.

Table 18: Arithmetic mean, standard deviation, and relative weight for the third field (training and development)

Paragraphs		Arithmetic Mean	Standard Deviation	Relative Weight
The Third Field: Training And Development				
1.	The organization has an annual plan to train human resources based on their needs.	3.60	1.00	72.00
2.	The organization gives great importance to training and developing the skills of its employees to get the best level of performance.	3.69	1.01	73.80
3.	The organization holds training courses that enable employees to acquire new skills.	3.61	1.14	72.20
4.	Training contributes to raising the capabilities of employees to achieve outstanding performance.	3.99	.95	79.80
5.	The organization specialty has adequate budget for staff training.	3.29	1.12	65.80
The Total Degree Of The Field Third		3.64	.89	72.73

And as it becomes clear from the results of the third field that the paragraph which reads “Training contributes to raising the capabilities of employees to achieve outstanding performance.” got the first place with an arithmetic mean of (3.99) and a relative weight of (%79.80).

The researchers believe that the highest ranking for this paragraph may be attributed to the organization's interest in conducting training courses for its employees to obtain the required productivity.

The paragraph states “The organization specialty has adequate budget for staff training.” ranked last with an arithmetic mean of (3.29) and a relative weight of (%65.80), The researchers believe that the lowest ranking for that paragraph may be due to the lack of sufficient budget for training employees as required by the organization.

Table 19: Arithmetic mean, standard deviation, and relative weight Fourth field (performance appraisal)

Paragraphs		Arithmetic Mean	Standard Deviation	Relative Weight
The Fourth Field: Performance Appraisal				
1.	The organization sets performance standards in order to compare it with actual performance.	3.95	.79	79.00
2.	The organization considers employee productivity as one of the performance appraisal indicators.	4.09	.80	81.80
3.	Evaluation reports are subject to review by more than one body in the organization to ensure objectivity, accuracy and comprehensiveness.	3.79	1.05	75.80
4.	The organization adopts the results of evaluating the performance of employees to identify weaknesses and try to avoid them in the future.	3.85	.91	77.00
5.	The performance appraisal system is based on an objective standard defined by the job description.	3.91	.84	78.20
The Total Degree Of The Field Fourth		3.92	.73	78.39

And as it becomes clear from the results of the fourth field that the paragraph which reads “The organization considers employee productivity as one of the performance appraisal indicators.” got the first place with an arithmetic mean of (4.09) and a relative weight of (%81.80).

The researchers believe that the highest ranking of this paragraph may be attributed to the organization's interest in the productivity of employees because it works to raise their career level.

The paragraph states “Evaluation reports are subject to review by more than one body in the organization to ensure objectivity, accuracy and comprehensiveness.” ranked last with an arithmetic mean of (3.79) and a relative weight of (%75.80), The researchers believe that the lowest ranking for that paragraph may be attributed to the lack of organization's interest in evaluating its employees because it is subject to evaluation from one side, who is the director of the organization.

Table 20: Arithmetic mean, standard deviation, and relative weight of the fifth field (incentives and compensation)

Paragraphs		Arithmetic Mean	Standard Deviation	Relative Weight
The Fifth Field: Incentives And Compensation				
1.	The organization is interested in updating the compensation system in response to the requirements of the competitive environment.	3.35	.93	67.00
2.	The organization relies on the information provided by the performance appraisal system for the purpose of determining rewards and incentives.	3.40	.95	68.00
3.	Employees are satisfied with the results of implementing the incentive and compensation system in the organization.	3.24	1.04	64.80
4.	The organization sets the compensation policy based on the competence of the employee.	3.27	1.03	65.40
5.	The organization gives high rewards to employees who have creative and innovative capabilities.	2.97	1.12	59.40
The Total Degree Of The Field Fifth		3.25	.86	64.91

And as it becomes clear from the results of the fifth field that the paragraph which reads “The organization relies on the information provided by the performance appraisal system for the purpose of determining rewards and incentives.” got the first place with an arithmetic mean of (3.40) and a relative weight of (%68.00).

The researchers believe that the highest ranking for that paragraph may be attributed to the organization's reliance on the data available to it about the efficiency and productivity of employees through which rewards and incentives are determined.

The paragraph states “The organization gives high rewards to employees who have creative and innovative capabilities.” ranked last with an arithmetic mean of (2.97) and a relative weight of (%59.40), The researchers believe that the lowest ranking for that paragraph may be attributed to the lack of organization's interest in giving high grants and rewards to employees who possess high skills and experience.

11.7 STUDY HYPOTHESIS TEST

Ho1: There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) in the responses Respondents about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) are attributed to personal and organizational variables (gender, age group, qualifications scientific, job title, and years of service).

The main hypothesis is based on a set of sub-assumptions:

Ho1.1: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the variable (gender).

Using an independent sample t test, the null hypothesis (H0) was tested, which states that there are no statistically significant differences in the respondents' responses about human resource management practices.

Its dimensions (human resource planning, polarization, selection and appointment, training and development, performance appraisal, Incentives and compensation) attributed to the variable (gender), and to verify the validity of the hypothesis, a test was used independent sample test and the table shows this:

Table 21: Independent sample t-test coefficient to find differences in the sample opinions according to the gender variable

The Axis	Categories	The Number	Average	Standard Deviation	Value "T"	Indication Value	Indication Level
Human Resource Planning	Male	120	4.0667	.58688	1.167	0.245	Not Statistically Significant
	Female	56	4.1750	.54347			
Polarization, Selection And Appointment	Male	120	4.2267	.61463	0.480	0.632	Not Statistically Significant
	Female	56	4.2750	.63882			
Training And Development	Male	120	3.5617	.91681	1.644	0.102	Not Statistically Significant
	Female	56	3.7964	.80317			
Performance Appraisal	Male	120	3.9000	.77351	0.513	0.609	Not Statistically Significant
	Female	56	3.9607	.63294			
Incentives And Compensation	Male	120	3.2438	.84128	0.045	0.964	Not Statistically Significant
	Female	56	3.2500	.90353			
Total	Male	120	3.7998	.61729	0.938	0.349	

	Female	56	3.8914	.57298			Not Statistically Significant
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The results presented in the previous table showed that there were no statistically significant differences in the respondents' responses about human resource management practices in its dimensions (human resource planning, polarization, selection and appointment, training and development, performance appraisal and incentives and compensation) due to the variable (gender), where the significance value was Not statistically significant at the significance level ($\alpha \leq 0.05$).

The researchers believe that the reason for the absence of differences in the respondents' responses may be due to the convergence in the nature of work between male and female employees in NGOs.

These results agreed with the study of (Sahweel, 2020), (Khan, 2019), (Al-Dosary, 2018), (Al-Khatib, 2017), (Abu Shanab, 2017), (Al-Najjar, 2016). These results differed from the study of (Madanat & Khasawneh, 2018).

H0₁₋₂: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the variable (age group).

Using the One Way ANOVA test, the null hypothesis (H0) was tested, which states that there are no statistically significant differences in the respondents' responses about human resource management practices in its dimensions (human resource planning, polarization, selection and appointment, training and development, performance appraisal and incentives and compensation) due to a variable (age group), and to verify the validity of the hypothesis, the One Way ANOVA test was used, and the table shows this:

Table 22: One Way ANOVA coefficient to find differences in the opinions of the sample due to the variable (age group)

The Axis	Total Of Squares	Total Of Squares	Degree Of Freedom	Average Squares	Value "F"	Indication Value	Indication Level
Human Resource Planning	Between Groups	2.190	3	.730	2.263	.083	Not Statistically Significant
	Inside Groups	55.489	172	.323			
	Total	57.680	175				
Polarization, Selection And Appointment	Between Groups	2.681	3	.894	2.372	.072	Not Statistically Significant
	Inside Groups	64.808	172	.377			
	Total	67.489	175				
Training And Development	Between Groups	4.354	3	1.451	1.873	.136	Not Statistically Significant
	Inside Groups	133.253	172	.775			
	Total	137.607	175				
Performance Appraisal	Between Groups	2.862	3	.954	1.813	.147	Not Statistically Significant
	Inside Groups	90.512	172	.526			
	Total	93.374	175				
Incentives And Compensation	Between Groups	.243	3	.081	.108	.955	Not Statistically Significant
	Inside Groups	128.881	172	.749			
	Total	129.124	175				
Total	Between Groups	1.847	3	.616	1.712	.166	Not Statistically Significant
	Inside Groups	61.875	172	.360			
	Total	63.722	175				

The results in the previous table showed that the calculated F value is less than the tabular F value, meaning that there are no statistically significant differences in the respondents' responses about human resource management practices in its dimensions (human resource planning, polarization, selection and appointment, training and development, performance appraisal and incentives and compensation) due to a variable (Educational Qualification), where the significance value was not statistically significant at the significance level (0.05), and therefore we accept the null hypothesis.

The researchers believe that the reason for the absence of differences in the respondents' responses may be due to the nature of work, partnership and cooperation among employees in NGOs.

These results agreed with the studies of (Sahweel, 2020), (Khan, 2019), (Al-Dossary, 2019), (Al-Hajri, 2017). These results differed with the study of (Ismail, 2019), (Madanat & Khasawneh, 2018), (Al-Khatib, 2017), (Abu Shanab, 2017).

H0₁₋₃: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the variable (qualifications scientific).

Using the One Way ANOVA test, the null hypothesis (H₀) was tested, which states that there are no statistically significant differences in the respondents' responses about human resource management practices in its dimensions (human resource planning, polarization, selection and appointment, training and development, performance appraisal and incentives and compensation) due to a variable (Educational Qualification), and to verify the validity of the hypothesis, the One Way ANOVA test was used, and the table shows this:

Table 23: One Way ANOVA coefficient to find differences in the opinions of the sample due to the variable (qualifications scientific)

The Axis	Total Of Squares	Total Of Squares	Degree Of Freedom	Average Squares	Value "F"	Indication Value	Indication Level
Human Resource Planning	Between Groups	.914	3	.305	.923	.431	Not Statistically Significant
	Inside Groups	56.766	172	.330			
	Total	57.680	175				
Polarization, Selection And Appointment	Between Groups	3.274	3	1.091	2.623	.065	Not Statistically Significant
	Inside Groups	64.215	172	.373			
	Total	67.489	175				
Training And Development	Between Groups	2.674	3	.891	1.136	.336	Not Statistically Significant
	Inside Groups	134.933	172	.784			
	Total	137.607	175				
Performance Appraisal	Between Groups	1.899	3	.633	1.190	.315	Not Statistically Significant
	Inside Groups	91.475	172	.532			
	Total	93.374	175				
Incentives And Compensation	Between Groups	2.863	3	.954	1.300	.276	Not Statistically Significant
	Inside Groups	126.262	172	.734			
	Total	129.124	175				
Total	Between Groups	2.148	3	.716	2.000	.116	Not Statistically Significant
	Inside Groups	61.574	172	.358			
	Total	63.722	175				

The results in the previous table showed that the calculated F value is less than the tabular F value, meaning that there are no statistically significant differences in the respondents' responses about human resource management practices in its dimensions (human resource planning, polarization, selection and appointment, training and development, performance appraisal and incentives and compensation) due to a variable (qualifications scientific), where the significance value was not statistically significant at the significance level (0.05), and therefore we accept the null hypothesis.

The researchers believe that the reason for the absence of differences in the responses of the respondents may be attributed to the organized work enjoyed by the employees in the NGOs, each according to the tasks assigned to him.

These results agreed with the study of (Sahweel, 2020), (Khan, 2019), (Al-Khatib, 2017), (Al-Hajri, 2017), (Abu Shanab, 2017) and agreed with the performance appraisal (Al-Najjar, 2016). These results differed from the study of (Al-Dossary, 2019), (Madanat & Khasawneh, 2018), (Abu Shanab, 2017), and they differed with training and development.

H₀4: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the variable (job title).

Using the One Way ANOVA test, the null hypothesis (H₀) was tested, which states that there are no statistically significant differences in the respondents' responses about human resource management practices in its dimensions (human resource planning, polarization, selection and appointment, training and development, performance appraisal and incentives and compensation) due to a variable (Job title), and to verify the validity of the hypothesis, the One Way ANOVA test was used, and the table shows this:

Table 24: One Way ANOVA coefficient to find differences in the opinions of the sample due to the variable (Job title)

The Axis	Total Of Squares	Total Of Squares	Degree Of Freedom	Average Squares	Value "F"	Indication Value	Indication Level
Human Resource Planning	Between groups	1.013	3	.338	1.025	.383	Not Statistically Significant
	Inside groups	56.667	172	.329			
	Total	57.680	175				
	Between groups	1.018	3	.339	.878	.454	

The Axis	Total Of Squares	Total Of Squares	Degree Of Freedom	Average Squares	Value "F"	Indication Value	Indication Level
Polarization, Selection And Appointment	Inside groups	66.471	172	.386			Not Statistically Significant
	Total	67.489	175				
Training And Development	Between groups	.735	3	.245	.308	.820	Not Statistically Significant
	Inside groups	136.873	172	.796			
	Total	137.607	175				
Performance Appraisal	Between groups	1.847	3	.616	1.157	.328	Not Statistically Significant
	Inside groups	91.527	172	.532			
	Total	93.374	175				
Incentives And Compensation	Between groups	2.862	3	.954	1.299	.276	Not Statistically Significant
	Inside groups	126.263	172	.734			
	Total	129.124	175				
Total	Between groups	.994	3	.331	.908	.438	Not Statistically Significant
	Inside groups	62.728	172	.365			
	Total	63.722	175				

The results in the previous table showed that the calculated F value is less than the tabular F value, meaning that there are no statistically significant differences in the respondents' responses about human resource management practices in its dimensions (human resource planning, polarization, selection and appointment, training and development, performance appraisal and incentives and compensation) due to a variable (Job title), where the significance value was not statistically significant at the significance level (0.05), and therefore we accept the null hypothesis.

The researchers believe that the reason for the absence of differences in the respondents' responses may be attributed to the organized work enjoyed by employees in NGOs, each according to the tasks assigned to him and the appropriate administrative levels of each employee.

These results agreed with the study of (Sahweel, 2020), (Al-Khatib, 2017), (Abu Shanab, 2017) and agreed with training and development (Al-Najjar, 2016). These results differed from the study of (Al-Dossary, 2018), (Madanat & Khasawneh, 2018), (Abu Shanab, 2017) which differed with the performance appraisal.

H_{01.5}: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices in its dimensions (Human Resources Planning, Polarization, Selection and Appointment, Training and Development, Performance Appraisal, Incentives and Compensation) due to the variable (years of service).

Using the One Way ANOVA test, the null hypothesis (H₀) was tested, which states that there are no statistically significant differences in the respondents' responses about human resource management practices in its dimensions (human resource planning, polarization, selection and appointment, training and development, performance appraisal and incentives and compensation) due to a variable (years of service), and to verify the validity of the hypothesis, the One Way ANOVA test was used, and the table shows this:

Table 25: One Way ANOVA coefficient to find differences in the opinions of the sample due to the variable (years of service)

The Axis	Total Of Squares	Total Of Squares	Degree Of Freedom	Average Squares	Value "F"	Indication Value	Indication Level
Human Resource Planning	Between groups	1.760	3	.587	1.805	.148	Not Statistically Significant
	Inside groups	55.920	172	.325			
	Total	57.680	175				
Polarization, Selection And Appointment	Between groups	.571	3	.190	.489	.690	Not Statistically Significant
	Inside groups	66.918	172	.389			
	Total	67.489	175				
Training And Development	Between groups	3.773	3	1.258	1.617	.187	Not Statistically Significant
	Inside groups	133.834	172	.778			
	Total	137.607	175				
Performance Appraisal	Between groups	1.070	3	.357	.664	.575	Not Statistically Significant
	Inside groups	92.305	172	.537			
	Total	93.374	175				
	Between groups	1.324	3	.441	.594	.620	

Incentives And Compensation	Inside groups	127.801	172	.743			Not Statistically Significant
	Total	129.124	175				
Total	Between groups	1.206	3	.402	1.106	.348	Not Statistically Significant
	Inside groups	62.516	172	.363			
	Total	63.722	175				

The results in the previous table showed that the calculated F value is less than the tabular F value, meaning that there are no statistically significant differences in the respondents' responses about human resource management practices in its dimensions (human resource planning, polarization, selection and appointment, training and development, performance appraisal and incentives and compensation) due to a variable (years of service), where the significance value was not statistically significant at the significance level (0.05), and therefore we accept the null hypothesis.

The researchers believe that the reason for the absence of respondents' responses may be due to that most employees have similar service, so they had the same amount of awareness and awareness regarding their vision of the level of managers' practice of human resource management dimensions.

These results agreed with the study of (Sahweel, 2020), (Ismail, 2019), (Al-Khatib, 2017), (Abu Shanab, 2017), (Al-Najjar, 2016), (Al-Hajri, 2017). These results differed from the study of (Al-Dossary, 2019), (Madanat & Khasawneh, 2018).

12. CONCLUSIONS

12.1 FINDINGS RELATED TO PERSONAL AND ORGANIZATIONAL VARIABLES:

- With regard to the gender variable, it became clear that (68.2%) of the study population were males, and that (31.8%) of the study population are female.
- With regard to the age group variable, it became clear that (10.2%) of the study population are underage over 30 years old, (44.9%) are between 30-40 years old, and (24.4%) are aged between 40-50 years old, and (20.5%) over 50 years old.
- With regard to the educational qualification variable, it became clear that (4.5%) of the study population are from those who hold a diploma, (70.5%) a bachelor, (21%) a master, and (4%) a doctorate.
- With regard to the job title variable, it became clear that (42%) of the study population are from director of the organization, (0.2%) deputy director of the organization, (22.7%) director of human resources, and (13.1%) the head of the human resources department.
- With regard to the variable years of service, it turns out that (10.8%) of the study population is less than 5 years, (29%) between 10-15 years, (25.6%) between 5-10 years, and (34.7%) over their experience is about 15 years.

12.2 FINDINGS RELATED TO HUMAN RESOURCE MANAGEMENT PRACTICES:

- The results showed a degree of agreement among respondents about the extent to which resource management practices are applied humanity from the point of view of managers and department managers in NGOs in the southern Palestinian governorates the Palestinian Authority, where the relative weight of the level of availability of human resources management practices reached (76.58%).

- The results showed that after polarization, selection and appointment, it ranked first, with a high degree of approval this is very evident by managers, directors and heads of departments in NGOs, as this was demonstrated through the dimension obtained a relative weight (84.48%).

- The results showed that the dimension of human resources planning came in second place, with a very high degree of approval by managers, directors and heads of departments in NGOs, as it became clear through the dimension has a relative weight (82.02%).

- The results showed that the performance appraisal dimension came in the third place, with a high degree of approval by managers and directors and heads of departments in NGOs, as it became clear that the dimension obtained relative weight (78.39%).

- The results showed that the training and development dimension came in fourth place, with a high degree of approval before managers, directors and heads of departments in NGOs, as this became clear through the occurrence of the dimension on a relative weight (72.73%).

- The results showed that the incentives and compensation dimension came in the fifth and last place, with an approval degree low by managers, directors and heads of departments in NGOs, as it became clear from while the dimension obtained a relative weight (64.91%).

12.3 RESULTS RELATED TO HYPOTHESIS TESTING:

- The results confirmed the existence of a role for each of the personal and organizational variables (Gender, Age Group, Qualification Scientific, Job Title, Years Of Service) in the respondents' responses about the practices of human resource management with its dimensions (human resource planning, polarization, selection and appointment, training development, performance appraisal, incentives and compensation).

• The results indicated that there were no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' responses about human resource management practices are attributed to personal and organizational variables (Gender, Age Group, Qualification Scientific, Job Title, Years of Service).

13. RECOMMENDATIONS

In light of the findings, there are a set of recommendations, as follows:

13.1 GENERAL RECOMMENDATIONS:

- The necessity of forming a joint committee by NGOs to develop joint plans that serve human resources management.
- Helping small and stumbling associations in their activities by doing mergers or partnerships with associations other.
- NGOs in the southern Palestinian governorates should take into account the food aid provided the number of members of the same family, and to distribute its aid to all the southern Palestinian governorates.
- Work on increasing seminars and conferences to discuss challenges and issues of interest to these organizations.
- NGOs shall specify the characteristics and characteristics of the individuals to be recruited, their qualifications and skills experiences and personal characteristics to select the best people.

13.2 RECOMMENDATIONS ACCORDING TO THE STUDY VARIABLES:

- Observance of international standards in human resource management to fill the incumbent
- The necessity of evaluating and managing the performance of employees, in order to raise the level of employees' performance by correcting deviations in the flow of traffic actual work on the scheme.
- Continuing to develop training programs in line with the work variables in NGOs for development staff capabilities.
- The necessity of promoting the principles of justice, honesty and honesty when conducting the process of polarization, selection and appointment far away about personal passions.
- Focus on material incentives because they have a role in encouraging employees.
- The necessity of providing training centers with specifications that raise the quality of human cadres in NGOs in the world Palestinian southern governorates.
- Work on evaluating the employees after each training process to know the extent to which the training programs have benefited.
- Grant promotions to employees based on competence.

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