



**The role of human resources development in achieving overall quality in the private sector case study (Palestinian Telecommunications Company)**

دور تنمية الموارد البشرية في تحقيق الجودة الشاملة في القطاع الخاص  
دراسة حالة ( شركة الاتصالات الفلسطينية )

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**Abstract**

The study aimed to identify the importance of human resource development as human capital of companies ,identify the role and importance of recruitment, training, career planning and human resource performance evaluation. The most important results are shown through the independent variable that all axis averages were similar in terms of relative weight, and the overall resolution score as a whole received a relative weight of (81.00%). This demonstrates the approval of the study sample on the role of human resource development in achieving overall quality in the Palestinian Telecommunications Corporation.

**Keywords**

Human Resources Development,  
Human Resources,  
Global Quality,

**JEL Classification Codes : J24 ; M54 ; M53**

**الكلمات المفتاحية****المخلص**

تنمية الموارد البشرية ؛  
الموارد البشرية ؛ الجودة  
الشاملة .

هدفت الدراسة إلى التعرف على أهمية تنمية الموارد البشرية ك رأس مال بشري للشركات وتحديد دور وأهمية التوظيف والتدريب والتخطيط الوظيفي وتقييم أداء الموارد البشرية. تظهر أهم النتائج من خلال المتغير المستقل أن جميع متوسطات المحاور كانت متشابهة من حيث الوزن النسبي ، وحصلت درجة الدقة الكلية ككل على وزن نسبي (81.00%) ، وهذا يوضح موافقة عينة الدراسة على دور تنمية الموارد البشرية في تحقيق الجودة الشاملة في مؤسسة الاتصالات الفلسطينية .

**تصنيف JEL : J24 ; M54 ; M53**

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**LINTRODUCTION:**

Due to the increasing intensity of competition in the global market and because survival has always been the best and most capable to exploit the available human resources and enhance competitive advantages and since with global openness, and under the system of globalization, financial, material and even technological resources are available to all, and can no longer One of its monopolies is no longer a fertile field of excellence and competition, so institutions have focused on investing in one of their most important resources, human resources, achieving their overall quality. These resources can be invested through development and training that helps to adapt to variables. The problem with the study is the following main question:

**Study problem:**

What is the role of human resources development in achieving overall quality in the private sector case study (Palestinian Telecommunications Company)?

**It is divided into the following sub-questions:**

1. What is the role of human resources development in the Palestinian Telecommunications Company ?
2. What is the level of achieved in the overall quality in the Palestinian Telecommunications Company?
3. What is the contribution of the human resources development of the Palestinian Telecommunications Company to increase its production and achieve its overall quality?
4. Are there statistically significant differences between the responses of the sample members to the role of human resources development in achieving overall quality due to the following demographic variables (sex, age, scientific qualification, years of service)?

**Study hypotheses:**

The study hypotheses can be formulated as follows:

1. There are no statistically significant differences at  $0.05 \geq \alpha$  between clear policies and plans and achieving overall quality in The Palestinian Telecommunications Company.
2. There are no statistically significant differences at  $0.05 \geq \alpha$  between the policies and plans applied and achieving overall quality in the Palestinian Telecommunications Company.
3. There are no statistically significant differences at the level of  $0.05 \geq \alpha$ ) between building human and administrative capacities and achieving overall quality in the Palestinian Telecommunications Company.
4. There are no statistically significant differences at the level of  $0.05 \geq \alpha$ ) between the training methods and the overall quality achievement in the Palestinian Telecommunications Company.

5. There are no statistically significant differences at the level of  $0.05 \geq \alpha$ ) between the members of the sample tconcerning the role of human resources development in achieving overall quality due to the following demographic variables (sex, age, scientific qualification, years of service).

## **II.THEORETICAL FRAMEWORK AND PREVIOUS STUDIES:**

Institutions are interested in development, because what is spent in it represents an investment in human resources, which may have a return that appears in the form of increased overall productivity, but at the individual level the importance of development is shown in increasing knowledge and skills, which leads to higher motivation and capacity for the individual, and development is a well-thought-out process. To adjust the trend by gaining some experience to achieve effective performance in a single activity or set of activities, the aim of this process is to develop the capabilities of individuals and to meet the needs of people working in the organization now and in the future. Human resources development also provides skills that qualify employees to be promoted, assume leadership positions with greater responsibilities, raise morale, increase their sense of satisfaction, and stabilize the organization by reducing and controlling employee leakage, which has implications on performance, the foundation and its services. (Kashway, 2006: 10).

### **First: Human resources development:**

The concept of human resources development:

Many researchers and writers in the field of management have addressed the concept of human resources development from different angles, but they all agreed in the end on their role in raising the efficiency of employees and the organization as a whole, as human resources development is an action or activity of human resources management activities which is working on the report, the need for individuals working at various organizational levels for development and rehabilitation, in light of the weaknesses and strengths in their performance and behavior at work. (Hiti, 2004: 19)

The concept of human resources development is intended for those objectively planned integrated processes based on correct information aimed at creating a workforce commensurate with the requirements of work in specific institutions and understanding of the required performance conditions, rules and methods and methods. (Ahmed, 2009: 78)

It is to expand people's choices and capacities through the formation of social capital, so that the needs of the present generation are met as fairly as possible without compromising the needs of future generations. (Kaded, 2006: 74).

The concept of human resource development also involves making multiple choices available to individuals by providing the right environment to help achieve the goals of individuals; Etc. (Hassouna, 2008: 126)

The majority of researchers and writers have shared the concept of human resources development in common, the most important of which is that they provide individuals with certain skills that increase

individual performance rates and are an activity aimed at improving and developing working methods within the organization.

According to the researchers, the concept of human resources development is based on the following dimensions:

Developing human capacities through learning and training methods and increasing the capacity to work and produce through health care.

B. To benefit from human capabilities by creating productive jobs commensurate with the acquired human capacities.

c. Achieving well-being as a target for various development efforts.

### **Human resources development and training:**

Hr development and training play a key role in influencing the increased effectiveness and efficiency of institutions as training has become a key human resources management activity, as a result of employers recognizing the fact that training and retraining of employees are considered to be able to afford Then burdens of the future are an indicator of whether the organization will succeed or fail. (Hanna, 2002: 209)

### **Human resource development characteristics:**

One of the most important characteristics of human resource development is: (Aqili, 2005: 437)

1. Human resources development is a strategic process: human resources development is currently viewed as a strategic process, taking the form of a subsystem of integrated parts, and operating within the framework of a larger strategy, the enterprise strategy.

2. Human resources development is an ongoing learning process: human resources development is a systematic and learning-based strategy and process, aiming to build knowledge, skills, behaviors and trends in human resources, in order to develop and improve their current and future performance and adapt to environmental changes, So it expresses serious endeavours to harmonize the characteristics of human resources on the one hand with those of their current work on the other, and to make their performance continuously and permanently improved.

### **Human resources development goals:**

Human resource development aims to identify and develop the skills and expertise required for the future human resource and to develop appropriate strategies to achieve this, and to make it aware of the importance of training and development to improve its performance and increase productivity.

Achieving human resource development, requires an analysis of future opportunities and plans for the development of human resources skills, and since human resource development is a process to enhance

the effectiveness of the human resource's career, the primary objective is to achieve four outcomes that measure the effectiveness of the future. Career: (Ahmed, 2009: 78)

1. Performance.
2. Directions.
3. Self-identity.
4. Adjustment.

The researchers believe that performance and trends are concerned with the present (achieving current work goals and human resources feelings about career, such as participation, commitment and conflict) and adaptation reflects the willingness of the human resource to meet the requirements of the career, while self-identity means the vision of the resource, the human components of his career. So any activity that promotes one or more of those four goals falls within the framework of human resources development and the formation of a high quality, stable, productive, committed and capable of acquiring new skills, trends and knowledge in a rapid manner.

Dimensions of human resources development:

#### **1. Clear policies and plans:**

There is a operational guide to these policies, i.e. implementing regulations on how to apply these regulations and that these regulations are available and known to employees relatively well, as they are informed in the event of any new laws, and the existence of an approved and written plan for the development, management and development of human resources, as shown by the existence of a commitment High ratio by other departments in banks with human resources management policies and cooperation with them. (Abdel Baki, 2002: 12)

#### **2. Policies and plans applied:**

The human resources management and development policies adopted achieve the selection of the best administrative and technical competencies to fill the positions, motivate employees to develop their work and contribute to the detection of the required training needs of employees, and these policies are keen to raise the level of performance of employees, which leads to Reducing turnover and good job satisfaction among employees, which increases their productivity, and that employees know the duties and tasks assigned to them clearly, and the effectiveness of the application contributed to the presence of a future manpower plan in the bank and the identification of the training needs of current employees This is through joint cooperation and research with other departments of the bank. (Zweiff, 2003: 9)

#### **3. Building human and administrative capacities:**

The staff working in these banks is professionally and academically qualified, selected according to professional bases such as interviews, tests and job advertisements according to the job description of this staff, which determines the duties and tasks required from him and the responsibilities assigned to

him, which he is keen to train later. Develop then in the field of human resources management and development and sometimes send them to external banks if needed, and the department is relatively rewarding and motivating staff. (Abu al-Qasim, 2004: 36)

#### **4. Training methods:**

A training method is a method used in an appropriate circumstance to create a training situation in which information, skills or trends are gained between the participants and the trainer or between the participants themselves to achieve the objectives of the training program. One of the most important advantages of training methods for working individuals is to acquire qualities to qualify them for leadership positions and increase their self-confidence as a result of gaining new information and experience, but for the bank to prepare a generation of individuals to fill leadership positions at all levels of the Bank. Besides, the training gives trainees behavioral skills that increase their ability to develop the bank's work. The definition of training methods is based mainly on the identification of training objectives, and there are criteria to be followed in the trade-off between the different methods of training, including the appropriateness of the training method of the training material and the individuals in training, the nature of the trainees, their attitudes and other criteria. Competitive advantage includes the ability to do business in a particular way or a range of methods that make other banks unable to keep up with them in the short term or in the future. (Hassouna, 2008: 23)

#### **Second: Overall quality:**

##### **The concept of overall quality:**

It is one of the most prominent modern management concepts that are working to bring about radical changes in the way the organization works and in its philosophy and objectives, with the aim of achieving comprehensive improvements in all stages of the work in a manner consistent with the specific specifications and in accordance with the wishes of customers. (Dradaka, 2006: 19)

It is an administrative strategy based on a set of values that derives its movement from the information in which it is able to invest and employ the intellectual talents and abilities of employees at different stages of organization, from planning, implementing and following up. (Bdah, 2007: 54)

##### **Principles of comprehensive quality:**

A set of tools and entries for application purposes based on three basic principles: (Al-Ali, 2008:23)

1. Focus on customer satisfaction individuals and organizations of tangible and intangible outputs.
2. Collective contribution and teams.
3. Continuous improvements in the quality of operations and outputs.

The advantages of achieving overall quality:

Overall quality reflects many positive effects on the organization's performance and boils down to the following: (Al-Zoubi, 2013: 17)

1. To Improve the quality of service or product.
2. To improve profitability.
3. To Reduce consumer and to custome complaints about the quality of the item and the service provided to them.
4. To Use time more efficiently.
5. To Achieve customer satisfaction.
6. To Reduce worker complaints and reducing the proportions of industrial accidents.
7. To Maintain the vitality of the organization, innovation, improvement, and adaptation.
8. To Achieve competitive advantage.
9. To Improve human relations and to raise morale.
10. To be Managed to detect errors from the very beginning.
11. To Reduce quality costs.
12. To Achieve teamwork.
13. To Increase market share by attracting more customers.

#### **PREVIOUS STUDIES :**

##### **Study (benali zohra 2018) entitled : The Role of Total Quality Management on human Resources development: A Case Study in the port enterprise Skikda**

The aim of this study is to know to which extent the total quality management has contributed to the human resources development at the port company of Skikda. The application of the total quality management program is based on the human resource as one of the most crucial pillars of the total quality management. Undoubtedly, the human being occupies a significant spot in all the programs of the company. This study endeavors to emphasize on the four principles of the total quality management which are the top management commitment, focusing on the costumer, continuous improvement and the information system. The human resources development variable consists of the administrative training, motivation, evaluation of performance, and occupational safety. The statistical program SPSS (version 20) is used to analyze the data relying heavily on descriptive procedures and hypothetical examinations. The study concludes that there is a positive correlation between the level of total quality management and the degree of human resource development. There are also differences between the answers of the respondents about the total quality management level and the degree of human resources development due to the demographic variables (gender, age, professional status, and seniority at work).

**Study (Yazid dibe abdelahé mohammed 2016) entitled: The Role of Human Resources in Achieving Quality Management in Jordanian Hospitals**

The application of total quality management system in hospitals help to identify the aspects of waste in time and mental and physical energy and then get rid of them, it also helps employees to define the concept of management overall quality and the development necessary to meet the client's needs and satisfy his desires with a regular and continuous improvement procedures. Because of the importance of the human resources to improvement of the quality of health services provided and to obtain a certificate of quality, this study was to look at the role of the human resources to obtain total quality in Jordanian health sector of Jordan. comprised the study population consisted of all workers in the Jordanian government and private hospitals, holds and non holds an international reliability for quality (JCI), and registered with the Jordanian Ministry of Health for the year (2014) of (106) Hospital, and the number of workers in these hospitals reported (25203) employees, the study sample Included of **10** hospitals distributed all over the governorates of the Kingdom, where the largest distribution in terms of the number of beds (greater than 200) beds will be distributed 500 questionnaires to a sample study based on a Sekarn table, to check accuracy and validity of the questionnaire. used several methods to test, including explanatory factor analysis.

The results showed the scale that used for study whether, the validity of the

**Study (Al-Mazin and Skik, 2013) entitled: Indicators of overall quality management from a graduate point of view in the light of some variables.**

The study aimed to identify the indicators of overall quality management from the point of view of graduate studies in the light of some variables. The researchers used the descriptive analytical approach, and the questionnaire was used as a tool for study and the sample of the study reached (202) students of graduate students from different disciplines, and the results of the study showed that there are statistically significant differences in the degree of appreciation of the individuals of the sample towards the indicators of quality management The study recommended the need to spread the concepts of a culture of overall quality management in higher education institutions while enhancing the strengths and supporting quality factors in Palestinian universities and the participation of workers in decision-making.

**Study (Kanani Wanas, 2013) entitled: The degree of achieving the standards of overall quality management as seen by the faculty members of the Faculty of Sports Education of Karbala University.**

This study aimed to find out the extent to achieve the overall quality standards from the point of view of the faculty at The University of Karbala and the researcher used the descriptive analytical curriculum, and the sample of research consisted of (34) faculty members, and the level of achieving quality management from the point of view of the sample was a very low degree of achievement, as for For the areas of scale, the area of organizational culture and the area of the college's relationship with the community to a very low degree of achievement, and the academic field with a low degree of achievement, while the field of professional growth is highly achieved, and the study recommended



that the college work to develop capacity and develop the performance of faculty, Encourage them, and provide opportunities for employees to participate in decision-making.

**Study (Hussein, 2011) entitled: 'Strategic Human Resources Planning as an Entry to Enhancing Competitiveness'.**

This study aimed at the reality of applying strategic human resources planning in some companies working in the pharmaceutical sector in the Arab Republic of Egypt, and identifying the most important shortcomings in the management of human resources in the organizations in question by revealing the constraints and constraints that limit the development of human resources In addition to measuring the impact of interest in strategic human resources planning and its impact on the development of competitive ness, it was applied to the pharmaceutical companies in Cairo governorate. Sufficient for managers to develop their planning abilities and methods. Resistance from lower management levels and staff to the change resulting from strategic plans due to lack of participation and misunderstanding, the human resource is the primary source of competitiveness. The lack of modern information systems needed for strategic planning of the organizations in question.

**III.METHOD AND PROCEDURES:**

**Study limits:**

1. Spatial boundaries: The study applies to the Palestinian Telecommunications Company.
2. Time limits: The study applies in the second semester (2016-2017).
3. Human boundaries: The study is limited to employees of the Palestinian Telecommunications Company.

**Study terms:**

**1. Human resources development:**

A planned work consisting of a set of programs designed to teach human resources and provide them with new knowledge, which you are expected to need in the performance of new tasks or functions in the future, and to adapt and cope with any developments or changes in the environment that affect the activity of the organization. (Susha, 2008: 37)

Procedural definition: The process of increasing the knowledge and capabilities of all working members of society.

**2. Human Resources:**

Planning, organizing, directing and monitoring aspects of the acquisition, development, compensation and maintenance of individuals in order to achieve the objectives of the institution. (Painted, 2005: 16)

Procedural definition: To increase the knowledge, skills and capabilities of a workforce capable of working in all situations.

### **3. Overall quality:**

Full satisfaction of consumer needs at the lowest internal cost. (Valley, 2009: 19)

Procedural definition: The company produces a commodity or provides a premium service in order to meet the wishes of the consumer at the lowest cost.

#### **Third: About The Palestinian Telecommunications Company:** (<http://www.jawwal.ps>)

Boot:

Since 1997, the Palestinian Telecommunications Group has been operating as a public shareholding company and has continued its journey to develop telecommunications, wireless and Internet infrastructure as a leader in the telecommunications sector in Palestine. The group contributes about 12 percent of the Palestinian GDP.

Despite difficult political and economic circumstances, Mobile has achieved successive and tangible successes on the ground, from the moment it began providing its services in 1999, and established its presence as the first telecommunications company in Palestine, to be selected by more than 2.85 million subscribers in 2016.

Since its inception, Mobile has succeeded in achieving its own objectives, with a market share representing 77% of the Palestinian market, in addition to receiving the Global Quality of Environmental Management (ISO14001) certification in 2004.

Jawwal is interested in developing the capabilities and skills of its highly qualified team that enabled it to compete in all fields. The company's successes were only achieved thanks to its high-performance and world-class staff. (Palestinian Telecommunications Company, 2014).

#### **Study methodology:**

The researchers used the descriptive analytical approach, which seeks to process data to prove certain assumptions in preparation for answering precisely specific questions regarding current phenomena and current events about which information can be collected at the time of the study, using appropriate tools, The descriptive study determines the current state of the phenomenon to be studied, a method that uses the evidence to collect data with a degree of objectivity and consistency.

#### **Study community:**

The study community is made up of all employees of the Palestinian Telecommunications Company.

#### **Sample study:**

A random sample was selected from the original study community of 200, and the number of members of the sample (40) of the employees of the Palestinian Telecommunications Company ( PTC) was selected. The researchers distributed 40 questionnaires to the study sample and obtained 40 questionnaires with a 100% recovery rate.

#### **IV.STUDY RESULTS (ANALYSIS AND DISCUSSION) :**

**Table (01) shows the distribution of study sample members according to demographic variables**

Percentage %	Number	Statement	Variable
70.0	32	Said	Sex
30.0	8	A female	
32.0	14	Less than 30 years old	Age
54.0	20	31-40 years	
14.0	6	41 years and older	
8.0	4	Diploma and less	Scientific qualification
80.0	32	Bachelor	
12.0	4	Graduate	
22.0	14	5 years or less	Years of service
44.0	12	10-6	
34.0	14	11 years and older	
100.0	40	<b>Total</b>	

**Source:** Preparing researchers based on the results of an analysis SPSS

First: Results related to study questions:

Answer to the main question: What is the role of human resources development in achieving overall quality in the Palestinian Telecommunications Company?

The Chair's question is branched out by a set of sub-questions:

Question 1: What is the role of human resources development in the Palestinian Telecommunications Company?

To answer this question, one sample T test was used per sample to determine whether there were statistically significant differences in the average estimates of the study sample members for the intermediate degree which is (3) according to the measure used, the mathematical average and the relative weight of the axes were calculated. Order them as shown in table 2:

**Table (02):** Resolution Axis Analysis (Human Resources Development)

	Axis content	Average Arithmetic	Weight Relative	Deviation Normative	Test value t	Probability value	Order
1	Clear policies and plans	4.16	83.20	0.512	42.662	0.000	2
2	Policies and plans in place	4.43	86.80	0.534	47.125	0.000	1
3	Building human and administrative capacities	3.88	77.60	0.577	28.692	0.000	4
4	Training methods	3.94	78.80	0.604	29.299	0.000	3
<b>Total resolution grade</b>		4.05	81.00	0.417	47.377	0.000	

**Source :** Preparing researchers based on the results of an analysis

\* Table t value at 0.05 indicative level

It is clear from table 1 that all the different axis averages were similar in relative weights, while the overall score of the questionnaire as a whole received a relative weight of (81.00%) This demonstrates the approval of the study sample on the role of human resources development in achieving overall quality in the Palestinian Telecommunications Company.

The order of the axes according to their relative weights was as follows:

1. The first axis: clear policies and plans, he got second place with a relative weight of (83.20%) That's a very high rating.
2. The second axis: policies and plans applied, it got first place with a relative weight of (86.80%) That's a very high rating.
3. The third axis: building human and administrative capacities, it was ranked fourth with a relative weight of (77.60%) That's a great estimate.
4. Fourth axis: training methods, it got third place with a relative weight of (78.80%) That's a great estimate.

Analysis of the paragraphs of the first axis: clear policies and plans:

The t test was used for one sample and the results are shown in table 3, which shows the opinions of the study sample members in the paragraphs of the first axis (clear policies and plans).

**Table (03):** shows the computational average, relative weight, probability value and order of clear policy and planning paragraphs

	<b>Paragraph</b>	<b>Average Arithmetic</b>	<b>Weight Relative</b>	<b>Test value t</b>	<b>Probability Value (Sig.)</b>	<b>Order</b>
<b>1</b>	You feel that the training needs of the company's employees are a central focus of the company's development plans.	4.19	83.80	34.004	0.000	3
<b>2</b>	Feel the workforce plan for the company's employees needs during the current year and the coming years	3.70	74.00	12.939	0.000	5
<b>3</b>	She feels that the company defines its workforce needs in quantity and quality.	4.06	81.20	25.429	0.000	4
<b>4</b>	Feel the human resources training and development policies used to increase the productivity of the company's employees	4.20	84.00	34.032	0.000	2
<b>5</b>	Human resources training and development policies contribute to the detection of training needs to improve the performance of the company's employees.	4.21	84.20	29.764	0.000	1

**Source :** Preparing researchers based on the results of an analysis SPSS

\* Table T value at 0.05 indicative level

The results from Table 3 show that the highest and lowest paragraph by relative weight in this axis were:

Paragraph 1 (5) which stipulates that 'human resources training and development policies are contributing to the detection of training needs for the development of the performance of the company's employees' has been ranked first with relative weight (84.20%), indicating that the paragraph has received a (substantial) approval rating by individuals .

2. Paragraph 2, which states that 'the workforce plan is felt for the needs of the company's employees during the current year and the coming years' has ranked last with a relative weight (74.00%), indicating that the paragraph has received a (significant) approval rating by the sample members.

Second: Analysis of the paragraphs of the second axis: policies and plans applied:

The T test was used for one sample and the results are shown in table 4, which shows the opinions of the study sample members in the paragraphs of the second axis (applicable policies and plans).

**Table (04):** shows the computational average, relative weight, probability value, and order of applicable policy and plan paragraphs.

	Paragraph	Average Arithmetic	Weight Relative	Test value t	Probability Value (Sig.)	Order
1	She feels that the management is keen to attract more qualified human resources to join her workforce in the company	4.38	87.60	35.322	0.000	1
2	You see that the company employs third parties specialized in the development process	4.36	87.20	30.070	0.000	2
3	You are forced to attend training courses on what is new in management	4.24	84.80	29.093	0.000	3
4	Company employees are encouraged to experiment with new methods and try with innovative ideas	4.13	80.63	23.283	0.000	6
5	The Department of Development and Training will continuously monitor the staff and the modifications that occur	4.23	84.60	28.120	0.000	4
6	The company conducts training courses for the development of professional abilities	4.17	83.40	26.360	0.000	5

**Source:** Preparing researchers based on the results of an analysis SPSS

\* Table t value at 0.05 indicative level

The results from Table 4 show that the highest and lowest paragraph by relative weight in this axis were:

Paragraph 1,1, which states that 'the administration feels keen to attract more qualified human resources to be included in the company's workforce', has ranked first with a relative weight (87.60%), indicating that the paragraph has received a (significant) approval rating from the sample members.

2 . Paragraph 4, which states that 'employees are encouraged to try new methods and try with innovative ideas' have ranked last with a relative weight (80.63%), indicating that the paragraph has received a (significant) approval rating by the sample members.

Third: Analysis of the paragraphs of the third axis: building human and administrative capacities:

The t test was used for one sample and the results are shown in table 5, which shows the opinions of the study sample members in the paragraphs of the third axis (building human and administrative capacities).

**Table (05):** shows the arithmetic average, relative weight, probability value and order of human and administrative capacity building paragraphs

	Paragraph	Average Arithmetic	Weight Relative	Test value t	Probability Value (Sig.)	Order
1	There is a job analysis and description of the development and training functions in the company	3.91	78.21	23.217	0.000	1
2	Future workforce needs are determined for the company's development and training functions	3.78	75.60	17.534	0.000	4
3	Employees are selected on a professional basis through the use of tests and interviews in the company	3.85	77.00	19.870	0.000	2
4	You are nominated to attend training courses to develop your skills and upgrade your professional abilities.	3.67	73.40	18.834	0.000	5
5	Career development programs are developed for employees if you are attending training courses by the company	3.85	77.00	20.250	0.000	3

**Source :** Preparing researchers based on the results of an analysis SPSS

\* Table t value at 0.05 indicative level

The results from Table 5 show that the highest and lowest paragraph by relative weight in this axis were:

Paragraph 1 (1) which states that 'there is a functional analysis and description of the development and training functions of the company' it has been ranked first with relative weight (78.20%), indicating that the paragraph has received a (substantial) approval rating by the sample members.

2. Paragraph 4, which stipulates that 'you have been nominated to attend training courses to develop your skills and upgrade your professional abilities' has been ranked last with a relative weight (73.40%), indicating that the paragraph has received a (significant) approval rating by the sample members.

Fourth: Analysis of the paragraphs of the fourth axis: training methods:

The t test was used for one sample and the results are shown in table 6, which shows the opinions of the study sample members in the fourth axis paragraphs (training methods).

**Table (06):** shows the arithmetic average, relative weight, probability value and order of the training methods paragraphs

	Paragraph	Average Arithmetic	Weight Relative	Test value t	Probability Value (Sig.)	Order
1	The company uses a variety of training methods	4.14	82.80	28.044	0.000	1
2	The training methods fit the company's job needs	4.10	82.00	26.454	0.000	2
3	The coaching team is fully aware of the well-prepared subject	3.80	76.00	17.544	0.000	4
4	Motivate trainees to accept training by linking this to the rewards and promotions in the company	3.77	75.40	16.670	0.000	5
5	Training materials and methods keep pace with recent developments in the company	4.06	81.20	22.605	0.000	3

**Source:** Preparing researchers based on the results of an analysis SPSS

\* Table t value at 0.05 indicative level

The results from Table 6 show that the highest and lowest paragraph by relative weight in this axis were:

Paragraph 1, which stipulated that 'the company uses various training methods' has been ranked first with relative weight (82.80%), indicating that the paragraph has received a (significant) approval rating by the sample members.



2. Paragraph 4, which stipulates that 'motivating trainees to accept training by linking this to the company's rewards and promotions' has been ranked last by relative weight (75.40%), indicating that the paragraph has received a (significant) approval rating by the sample members.

Question 2: What is the level of achieving the overall quality in the Palestinian Telecommunications Company?

The t-test was used for one sample and the results are shown in Table 7, which shows the views of the study sample members in the pivot paragraphs of enhancing competitive advantage.

To answer this question, one Sample T Test was used per sample to determine whether there were statistically significant differences in the average estimates of the study sample for the intermediate degree which is (3) according to the measure used, the mathematical average and the relative weight of the axes were calculated. Order them as shown in the following table:

Table No. (7) Resolution Axis Analysis (Overall Quality)

Axis content	Average Arithmetic	Weight Relative	Standard deviation	Test value t	Probability value
Achieving overall quality	3.95	79.00	0.537	33.092	0.000

\* Table t value at 0.05 indicative level

It is clear from table 7 that the average arithmetic role of workers towards overall quality has gained a relative weight of (79.00%) That's a great estimate. This demonstrates the approval of the study sample on the role of human resources development in achieving the overall quality in the Palestinian telecommunications company and came to a high degree.

**Table (08): shows the computational average, relative weight, probability value and order of the overall quality-achieving paragraphs**

	Paragraph	Average Arithmetic	Weight Relative	Test value t	Probability Value (Sig.)	Order
1	Management adopts a strategic plan to achieve quality in all areas of the company	4.11	82.20	30.470	0.000	5
2	The department aims to reduce the amount of work required according to the size of the work	4.05	81.00	28.603	0.000	6
3	Management seeks to identify and exploit time well	3.98	79.60	22.461	0.000	8
4	Management has the enthusiasm and desire to deliver the best through continuous improvement.	4.02	80.40	23.701	0.000	7
5	Methods and methods are	3.95	79.00	20.857	0.000	9

	constantly devised to help improve product quality					
6	The company constantly guides and guides employees on how to improve quality	4.26	85.20	30.950	0.000	3
7	Workers are involved in strategic quality decision-making	4.14	82.80	30.911	0.000	4
8	The company works to make employees work as a team to take advantage of time	4.45	89.00	40.019	0.000	1
9	The government has also established a national police force to investigate the activities of the police and the police.	4.41	88.20	44.949	0.000	2
10	Quality seeks to apply advanced technology to improve the performance of workers	3.92	78.40	20.315	0.000	10

**Source:** Preparing researchers based on the results of an analysis SPSS

\* Table t value at 0.05 indicative level

The results from Table 8 show that the highest and lowest paragraph by relative weight in this axis were:

Paragraph 1 (8) which states that 'the company works to make employees work as a team for the exploitation of time' has ranked first with a relative weight (89.00%), indicating that the paragraph has received a very (substantial) approval rating by the sample members.

2. Paragraph 10, which states that 'quality seeks to apply advanced technology to improve the performance of workers' has ranked last with a relative weight (78.40%), indicating that the paragraph has received a degree of approval by the sample members.

### **Second: Results related to the study hypotheses:**

Question 3: What contributes to the contribution of the development of the human resources of the Palestinian Telecommunications Company in increasing its production and achieving its overall quality?

To answer this question, the researchers verified several hypotheses:

- The initial hypothesis: There are no statistically significant differences at the level ( ) between clear policies and plans and achieving overall quality in the Palestinian Telecommunications Company.

The Pearson Correlation Factor test was used to establish the relationship between clear policies and plans and achieving overall quality at The Palestinian Telecommunications Company.

**Table (09): The correlation between clear policies and plans and the overall quality of the Palestinian Telecommunications Company**

Clear policies and plans			
Achieving overall quality	Link coefficient	Probability value (sig)	Link grade
		0.594	0.000

**Source:**Preparing researchers based on the results of an analysis SPSS

\* Link D at 0.05 indicative level

Table 9 shows that the probability value is equal to 0.000 and below the level of indication (0.05), indicating a statistically significant correlation at the level of indication ( ) between clear policies and plans and achieving overall quality in the Palestinian Telecommunications Company. The researchers attribute this to the fact that the value of the correlation coefficient is equal to (0.594) and this indicates that the relationship between them is positive (medium).

- Hypothesis 2: There are no statistically significant differences at the level ( ) between the policies and plans applied and achieving the overall quality in the Palestinian Telecommunications Company.

The Pearson Correlation Factor test was used to establish the relationship between the policies and plans applied and achieve overall quality in The Palestinian Telecommunications Company.

**Table (10): The correlation between the policies and plans applied and the overall quality achieved in the Palestinian Telecommunications Company**

Policies and plans in place			
Achieving overall quality	Link coefficient	Probability value (sig)	Link grade
		0.701	0.000

**Source:**Preparing researchers based on the results of an analysis SPSS

\* Link D at 0.05 indicative level

Table 10 shows that the probability value is equal to 0.000 and below the level of indication (0.05), indicating a statistically significant correlation at the level of indication ( ) between the policies and plans applied and the overall quality achieved in the Palestinian Telecommunications Company. The researchers attribute this to the fact that the value of the correlation coefficient is equal to (0.701) and this demonstrates that the relationship between them is positive (significant).

- Hypothesis 3: There are no statistically significant differences at the level of () between building human and administrative capacities and achieving overall quality in the Palestinian telecommunications company.

Pearson's correlation coefficient test was used to create the relationship between building human and administrative capacities and achieving overall quality in The Palestinian Telecommunications Company.

**Table (11): Factor linking the building of human and administrative capacities and achieving the overall quality in the Palestinian Telecommunications Company**

Building human and administrative capacities			
Achieving overall quality	Link coefficient	Probability value (sig)	Link grade
		0.756	0.000

**Source:** Preparing researchers based on the results of an analysis SPSS

\* Link D at 0.05 indicative level

Table 11 shows that the probability value is equal to 0.000 and is below the level of indication (0.05), which indicates a statistically significant correlation at the level of significance () between the building of human and administrative capacities and achieving overall quality in the Palestinian Telecommunications Company. The researchers attribute this to the fact that the value of the correlation coefficient is equal to (0.756) and this indicates that the relationship between them is positive (significant).

- Hypothesis 4: There are no statistically significant differences at the level () between training methods and achieving overall quality in the Palestinian Telecommunications Company.

Pearson's correlation coefficient test was used to establish the relationship between training methods and overall quality at The Palestinian Telecommunications Company.

**Table (12): The link between training methods and achieving overall quality in the Palestinian Telecommunications Company**

Training methods			
Achieving overall quality	Link coefficient	Probability value (sig)	Link grade
		0.614	0.000

**Source:** Preparing researchers based on the results of an analysis SPSS

\* Link D at 0.05 indicative level

Table 12 shows that the probability value is equal to 0.000 and below the level of indication (0.05), indicating a statistically significant correlation at the level of indication () between the training methods and the achievement of overall quality in the Palestinian Telecommunications Company. The researchers attribute this to the fact that the value of the correlation coefficient is equal to (0.614), which demonstrates that the relationship between them is positive (medium).

## **V.CONCLUSION:**

### **Results for the independent variable (human resources development):**

It is clear from the independent variable that all the different ax2 averages were similar in relative weights, while the overall score of the questionnaire as a whole received a relative weight of (81.00%) This demonstrates the approval of the study sample on the role of human resources development in achieving overall quality in the Palestinian Telecommunications Company. The order of the axes according to their relative weights was as follows:

1. The first axis: clear policies and plans, it got second place with a relative weight of (83.20%) That's a very high rating.
2. The second axis: policies and plans applied, it got first place with a relative weight of (86.80%) That's a very high rating.
3. The third axis: building human and administrative capacities, it was ranked fourth with a relative weight of (77.60%) That's a great estimate.
4. Fourth axis: training methods, it got third place with a relative weight of (78.80%) That's a great estimate.

### **Results for the dependent variable (overall quality)**

The average arithmetic role of workers towards overall quality gained a relative weight of (79.00%) That's a great estimate. This demonstrates the approval of the study sample on the role of human resources development in achieving the overall quality in the Palestinian Telecommunications Company and came to a high degree.

### **Results related to the study hypotheses:**

#### **Results related to the first main hypothesis:**

1. The existence of a statistically significant correlation at the level of significance ( $\alpha \leq 0.05$ ) between clear policies and plans in the development of human resources in achieving the overall quality in the Palestinian Telecommunications Company.

2. The existence of a statistically significant correlation at the level of significance ( $\alpha \leq 0.05$ ) between policies and plans applied in the development of human resources in achieving the overall quality in the Palestinian Telecommunications Company.
3. The existence of a correlation relationship of statistical significance at the level of significance ( $\alpha \leq 0.05$ ) between the building of human and administrative capacities in the development of human resources in achieving the overall quality in the Palestinian Telecommunications Company.
- 4 The existence of a correlation relationship of statistical significance at the level of indication ( $\alpha \leq 0.05$ ) between the methods of training in the development of human resources in achieving the overall quality in the Palestinian Telecommunications Company.

#### **Results of the second main hypothesis (demographic variables):**

1. There are statistically significant differences at the level of indication ( $\alpha \leq 0.05$ ) between the averages of the study sample estimates of the role of human resources development in achieving overall quality in the Palestinian Telecommunications Company due to the sex variable.
2. The absence of statistically significant differences at the level of indication ( $\alpha \leq 0.05$ ) between the averages of the study sample estimates of the role of human resources development in achieving overall quality in the Palestinian Telecommunications Company due to the change of age.
3. The absence of statistically significant differences at the level of indication ( $\alpha \leq 0.05$ ) between the averages of the study sample estimates for the role of human resources development in achieving overall quality in the Palestinian Telecommunications Company is due to the change of scientific qualification.
4. The absence of statistically significant differences at the level of indication ( $\alpha \leq 0.05$ ) between the averages of the study sample estimates for the role of human resources development in achieving overall quality in the Palestinian Telecommunications Company due to the change of years

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