

Management and Development of Human Resources for Graduates Registered In the Palestinian Ministry of Labor between Reality and Hope

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Abstract: *The study aimed to identify the reality of management and development of human resources among graduates registered with the Palestinian Ministry of Labor. The study used the descriptive analytical approach. A structured questionnaire was used to collect data that contribute to achieving the objectives of the study. The study population consists of university graduates in the southern Palestinian governorates who are registered with the Ministry of Labor. Palestinian labor force, and a random sample was used to collect data, as the sample reached (388) graduates who responded to filling out the questionnaire. The results of the study showed that the axis of human resources management and development was moderately developed. The results also showed that there were no statistically significant differences in the development of human resources according to the personal and organizational data of graduates registered in the Ministry of Labor in the southern governorates in the variables (gender, educational qualification, and governorate). While the results showed that there are statistically significant differences in the development of human resources according to the personal and organizational data of graduates registered in the Ministry of Labor in the southern governorates in the age group variable, where the differences were for age groups 40 years and over, and in the work status variable, where the differences were in favor of graduates who do not work. The study presented a set of recommendations, the most important of which are: the need to use innovative methods in promoting the issue of graduates to stakeholders from various institutions, in addition to the need to adopt specific prices for work in a way that is appropriate to the general economic situation, and the need to provide new and innovative services to workers, and to enhance communication with graduates through the implementation of meetings Periodicals and workshops.*

Keywords: Management and Development of Human Resources, University Graduates, Ministry Of Labor, Palestine.

Introduction

In light of the challenges that the world is experiencing, the most prominent of which is globalization, which has begun to affect the workflow in organizations, in addition to the rapid technological development, and the crises that have begun to shake global powers with all their components. By adopting work methods and procedures that contribute to keeping pace with these changes (Al Najjar et al., 2022), and working to employ all capabilities that ensure their survival and continuity by achieving a competitive advantage (Abusharekh et al., 2019)), and as a result of the tremendous developments that have emerged in the era Currently, the dominant feature has become the control of the power of the mind, and the civilizational distinction of countries has become dependent on the ability of societies to impart to human minds the knowledge that has accumulated, and to acquire the skills that control production, whether it is goods or services, especially after the great cognitive acceleration that changed many intellectual patterns (Al-Qarni, 2021).

The Palestinian Ministry of Labor is considered as the main incubator for the Palestinian human capital, which is represented by graduates, and according to its responsibilities, it has become necessary for it to work on developing their capabilities and qualifications in order to integrate them into the labor market, and raise their efficiency, especially in light of the brutal siege, which led to a high unemployment rate among The ranks of graduates, and from here the Ministry of Labor realized the relative importance of innovation in

improving its marketing performance in the file of graduates, and working to develop their abilities in line with their desires and trends and in line with developments in the labor market. In view of the importance of the Ministry of Labor and its role in marketing the issue of graduates, the study seeks to identify the reality of managing and developing the capabilities of human resources among graduates registered with the Palestinian Ministry of Labor.

Problem Statement

In light of the high number of university graduates, and as a result of the inability of the labor market in the public and private sectors to meet the needs of graduates, which led to a high unemployment rate among university graduates, and in light of the renewable business environment, institutions sought to develop policies and strategies to keep pace with these changes and achieve adaptation to the external environment by The way to invest in human resources as an element of innovation and development, and the need to qualify them in line with competition requirements.

From this standpoint, the Palestinian Ministry of Labor in the southern governorates, being the body responsible for following up workers in general, and graduates in particular, began its relentless pursuit and exerted more efforts to qualify graduates and develop their capabilities, to enable them to work in projects proposed by international institutions operating in the Gaza Strip, through Developing their capabilities and human resources, as they are considered human capital.

Research Questions

In this study, we will try to answer the following main question:

What is the reality of managing and developing human resources for graduates registered with the Palestinian Ministry of Labor?

The following sub-questions emerge from the main question:

Q1-: What is the reality of human resource development among graduates in the southern Palestinian governorates?

Q2-: Are there significant differences in the respondents' responses about the management and development of human resources among graduates registered in the Ministry of Labor in the southern Palestinian governorates, according to personal and organizational data?

Research Objectives

Based on the established research questions, this study aims to achieve the following objectives:

1. Identifying the reality of managing and developing human resources among graduates registered in the Ministry of Labor in the southern Palestinian governorates.
2. Showing differences in the respondents' responses about the management and development of human resources among graduates registered in the Ministry of Labor in the southern Palestinian governorates, according to personal and organizational data.
3. Presenting recommendations to the Palestinian Ministry of Labor on ways to manage and develop human resources among graduates.

Research hypothesis

In order to provide an answer to the questions posed, the study seeks to test the validity of the following hypothesis:

H₀₁: There are significant differences in the respondents' responses about the management and development of human resources among graduates registered in the Ministry of Labor in the southern Palestinian governorates, according to personal and organizational data.

Limitations and Directions for Research

The scope of the study shall be as follows:

1. **Objective limits:** The study focused on identifying the reality of managing and developing human resource capabilities.
2. **Human limits:** The study was conducted on Palestinian graduates who benefited from the services of the Palestinian Ministry of Labor.
3. **Institutional limitation:** The study was conducted on the Palestinian Ministry of Labor.
4. **Spatial limitation:** The study was conducted in the State of Palestine, specifically in the southern governorates.
5. **Temporal limits:** The study was conducted in the year (2023).

Literature Reviews

- Study of (Al-Qarni, 2021) entitled "A proposed vision to activate the role of academic leaders in developing

human resources at Imam Muhammad bin Saud Islamic University, which aimed to identify the reality of the role of academic leaders in developing human resources at Muhammad bin Saud Islamic University, and also aimed to develop A suggested conceptualization to activate their role in resource development. The researcher used the descriptive approach to achieve the goals. The questionnaire was designed as a study tool in order to collect data from the study sample of (134) academic leaders. The study concluded that there is a weakness in the role of academic leadership in educating students about market needs. Work, in addition to their weak encouragement of professors to participate in research projects, and there is weakness in the coordination of leaderships with different institutions.

- Study of (Makhloufi, 2019) entitled "Leadership Patterns and Human Resources Development" A field study of the highest protection assistance company, which aimed to identify leadership patterns and their role in developing human resources in the company under study, and the researcher used the descriptive analytical approach to achieve the objectives of the study. A special questionnaire to collect information from the study sample of 100 employees in the company under study, and the study showed that the organization adopts the democratic method in managing the organization, in addition to its reliance on official application of laws, and there is a role for workers in participating in decision-making.
- Study of (Musaed, 2018) entitled "The Role of Total Quality Management in Human Resources Development" Case Study: Pzianos Beverages and Foods Co., Ltd., which aimed to identify the role of total quality management in human resource development, and to achieve the objectives of the study, the analytical descriptive approach was used, A special questionnaire was designed to collect information from the study sample of 45 workers in the company under study. The study showed that the company under study spreads the culture of total quality, and that total quality cannot be implemented without the support of senior management.

Comment on previous studies

By looking at previous studies directly related to the subject of the research, the researchers found that these studies were numerous and differed according to the goals they sought to achieve, as well as the different environments in which they were applied, the variables they studied, the approaches used, and the tools that were used. Below, the researchers presented the most important Aspects of agreement and difference, as well as what distinguishes their study from previous studies:

The benefits of the current study from previous studies

The current study benefited from previous studies in the following:

1. Enriching the theoretical framework in the study.
2. Building the questionnaire study tool.
3. Ensure that the current study is not repeated.

4. Providing the necessary references for the study, especially foreign references.

Conceptual Frameworks

First: Development and Management of Human Resources

Recent changes and developments call for highly skilled human resources and high scientific capabilities, as interest in the development of the human element is the basic foundation that organizations must take into account in order to keep pace with the various developments that have become one of the most prominent features of the current era (Abu Naser et al., 2017), in addition to achieving competitive advantage and facing pressure from competitors (El Talla et al., 2019), and from this standpoint it became necessary to work on improving human cadres, developing their capabilities, and increasing their efficiency and effectiveness (Aloul, 2011), and (Al- Mutairi, 2014) human resources development as a process of expanding options for individuals by building and maximizing their abilities primarily by themselves, through a comprehensive process of building and planning the workforce.

Researchers define it as all the procedures it adopts, and the efforts made by the Palestinian Ministry of Labor according to a deliberate and specific plan, in order to contribute to qualifying graduates and providing them with the necessary skills to integrate them into the labor market.

According to (Ballout, 2005), the development of human resources has become important and needs attention because of the following reasons:

- Increasing the complexity of jobs in organizations, which require high skills and distinct capabilities.
- The need to improve the efficiency of workers and enhance their skills to keep pace with the various changes and the tremendous scientific developments in all fields.
- The need to raise the level of performance as a solution to raise productivity.
- High rate of accidents in organizations.
- Trying to create opportunities for human resources and improve them.

Successful organizations pursue a number of different strategies in developing human resources, the most prominent of which are:

- Attracting and hiring the best employees.
- Training and capacity development.
- Evaluate performance through clear and specific methodologies.
- Providing feedback to employees and promoting positive behavior.

The Importance of Human Resource Development

The development of resources is of great importance, whether it is at the level of the individual himself, the organization or society (Abu Amuna et al., 2017) and Al Shobaki et al., 2019):

- The ability to create and innovate.
- Improve the performance of the organization and employees.

- Increase the efficiency and effectiveness of individuals and organizations.
- Keeping abreast of developments in the organization at all levels.
- Enhancing the capabilities of individuals and directing their energies towards positive directions.
- Providing high quality products at lower prices.
- Provide good protection for human resources from various risks.
- Promoting positive behavior among workers, the most prominent of which is organizational loyalty.

Human Resource Development Goals

The goals that organizations seek to achieve vary from developing their resources from one organization to another, and the goals depend on the stage of development of the organization (Al Shobaki et al., 2017), some are interested in developing administrative aspects only for employees, and others believe that all organizational processes must be developed (El Talla et al., 2018) and (Al-Araimi, 2017) summarized the most important goals for human resource development as follows:

- Developing administrative skills in all organizational fields.
- Achieving a positive impact on the behavior of employees.
- Achieving harmony and interdependence between the policies of individuals of their choice and the appointment and job description.
- Promoting harmony and harmony among all employees in accordance with the organization's approved policies.
- Putting the right man in the right place, and motivating workers to perform their duties in the best way.
- Developing employees' sense of justice by distributing roles to them equally.
- Bringing about a change in performance and enhancing the organizational loyalty of employees.
- Facing external changes effectively.

Second: The Palestinian Ministry of Labor

The Ministry of Labor, as a developmental government institution, assumed its tasks and powers in the southern governorates of the Gaza Strip and Jericho, following the conclusion of the Palestinian-Israeli Declaration of Principles agreement signed in Washington in 1993. Unemployment and poverty, promoting decent work and consolidating social security, and seeking to control and regulate the labor market through effective supervision of the implementation of the labor law and the development of the vocational training system, ensuring stable labor relations and developing an effective operating system, devoting the principle of equality and equal opportunities in gender, and improving and controlling the quality of work. Services provided. The Ministry adopts the following strategic objectives (<https://www.mol.pna.ps>):

- Developing the level of institutional performance, developing the ministry's interventions and programs, and improving the quality of services.

- Reducing the unemployment rate by promoting decent employment services and opportunities within the framework of sustainable human development.
- Organizing the labor market, and developing legislation and laws related to the labor sector in a way that contributes to the protection of both parties to production.
- Access to a vocational training system capable of qualifying local workers and providing them with skills according to the needs of the labor market.
- Organizing and developing the cooperative sector and raising the percentage of its participation in the components of economic and social activity.
- Access to organized work establishments, which are committed to the laws, executive regulations, and relevant decisions, and regulate work conditions, leading to a safe and decent work environment.
- Improving working conditions, promoting social dialogue, building stable labor relations and effective trade union participation within the framework of the law.

Methodology and Procedures

The study methodology and procedures are considered a main axis through which the applied side of the study is accomplished. Accordingly, the researchers touched on the procedures that were followed in preparing the study by clarifying the study method and its community, and then

identifying the sample on which the study was applied, as well as preparing the main study tool (questionnaire) and the mechanism of its construction and development and the extent of its validity and stability, and ends with the statistical treatments that were used in analyzing the data and drawing conclusions.


First- Study Methodology: The researchers used the analytical descriptive approach in order to achieve the objectives of the study, through which it attempts to describe the phenomenon under study, analyze its data, and the relationship between its components, the opinions raised about it, and the processes involved.

Second - Study Population: The target study population consists of all graduates of higher education institutions registered with the Ministry of Labor in the southern Palestinian governorates.

Third - The Study Sample: The simple random sample method was used to collect the study data, as an electronic questionnaire was distributed to the study population, and (388) applicable questionnaires were retrieved.

Fourth - Study Tool: The questionnaire is the most widely used and widespread tool among researchers, and in order to conduct the applied study, the study tool (questionnaire) was prepared to measure "the reality of human resources management and development among graduates registered in the Ministry of Labor in the southern Palestinian governorates."

Table 1: Scores of the scale used in the questionnaire

Response	Strongly Disagree				Strongly Agree
Degree	1				10

The Standard Used In the Study

To determine the criterion adopted in the study, the length of the cells was determined on a decimal scale by calculating the

range between the degrees of the scale (10-1=9) and then dividing it by the largest value in the scale to obtain the cell length as shown in the following table:

Table 2: The criterion adopted in the study

Arithmetic Mean	Relative Weight	Degree Of Approval
From 2.79 - 1	From 20% - 27.9%	Very Weak
From 4.59- 2.8	From 45.9% - 28%	Weak
From 6.39-4.6	From 63.9 -%46%	Medium
From 8.19-6.4	From 81.9% - 64%	Big
Greater Than 8.2	Greater Than 82%	Very Large

In order to interpret the results of the study and judge the level of response, the researchers relied on arranging the arithmetic averages at the level of the domains of the questionnaire, and the level of the paragraphs in each domain, and the researchers determined the degree of approval according to the test approved for the study.

Validity of the Study Tool

The validity of the questionnaire reflects the measurement of the paragraphs of the questionnaire, what it was prepared to measure. The validity of the questionnaire has been verified through the following:

The Validity of The Internal Consistency: It means "the extent to which each paragraph of the questionnaire is

consistent with the axis to which this paragraph belongs. It was calculated on the sample of the exploratory study amounting to (32) questionnaires, by calculating the correlation coefficients between each paragraph and the total score of the axis to which it belongs.

The Results of the Internal Consistency of the Human Resources Development Axis

Table No. (3) shows the correlation coefficient between each paragraph of the "Human Resources Development" axis and the total score of the axis, which shows that the correlation coefficients shown are a function at a significant level ($\alpha \leq 0.05$), and thus the field is considered valid for what was set to measure it.

Table 3: The results of the validity of the internal consistency of the human resources development axis

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1.	The Ministry determines the needs of human resources and determines the surplus and deficit after a comprehensive study of the internal and external environment.	.744	*0.000
2.	The attributes and characteristics of the recruited individuals, qualifications, skills, knowledge, experience and personal characteristics are determined to select the best people.	.721	*0.000
3.	The process of defining job descriptions for jobs is carried out and studied analytically to identify their role in achieving the desired goals	.777	*0.000
4.	The Ministry seeks to utilize the available human resources efficiently and effectively	.570	*0.000
5.	The process of selecting candidates to benefit from the Ministry's services is carried out according to the principle of merit, integrity and transparency	.874	*0.000
6.	Developing the capabilities of graduates and workers is a priority of the Ministry of Labor.	.798	*0.000
7.	The Ministry continuously provides training programs to qualify graduates and workers.	.794	*0.000
8.	The Ministry exerts sufficient effort in the field of developing graduates	.752	*0.000
9.	The Ministry seeks to improve the methods used in the development of human resources	.815	*0.000
10.	Modern technological equipment contributes to the development of human resources.	.758	*0.000

*The correlation is statistically significant at the level of significance ($\alpha \leq 0.05$).

Reliability: The stability of the questionnaire means that the questionnaire gives the same results if it is reapplied several times in succession, and it also means to what degree the scale gives close readings each time it is used, or what is the degree

of its consistency, consistency and continuity when it is used repeatedly at different times.

The researchers verified the stability of the study questionnaire through Cronbach's Alpha Coefficient, and the results were as shown in Table (4).

Table 4: Cronbach's alpha coefficient to measure the stability of the resolution

Domain	Number Of Paragraphs	Cronbach's Alpha coefficient
The overall degree of human resources development	10	0.920

It is clear from the results shown in Table No. (4) That the value of Cronbach's alpha coefficient is high for each domain, reaching (0.920), and this means that the stability is high and statistically significant. Thus, the questionnaire in its final form is applicable, and the researchers have confirmed the validity and stability of the questionnaire, which makes them fully confident in the validity of the questionnaire and its validity for analyzing the results, answering the questions of the study, and testing its hypotheses.

Table 5: Statistical description of the study sample according to personal and organizational data (n = 388)

Variable	Category	The Number	%
Gender	Male	228	58.8
	Female	160	41.2
Qualification	Diploma Or Less	110	28.4
	Bachelor's	248	63.9
	Postgraduate	30	7.7
Age group	Less Than 30	239	61.6
	From 30 To Less Than 35	75	19.3
	From 35 To Less Than 40	54	13.9
	40 Years And Over	20	5.2

Statistical Description of the Study Sample

The following table shows the statistical description of the study population according to personal data. The number of respondents filling out the study questionnaire was (388) graduates registered in the Ministry of Labor in the southern governorates (gender, educational qualification, age group, governorate, job status), and the results are shown in the following table:

Governorate	North Governorate	162	41.8
	Gaza Governorate	110	28.4
	Central Governorate	41	10.6
	Khan Yunis Governorate	47	12.1
	Rafah Governorate	28	7.2
Working Condition	Works	100	25.8
	Not Working	288	74.2

Answering Study Questions and Testing Hypotheses

To answer the questions of the study, the arithmetic and relative mean, standard deviation, and the arithmetic mean were used.

Q1-: What is the reality of human resource development among graduates in the southern Palestinian governorates?

To answer this question, the arithmetic mean, relative weight, standard deviation, and arrangement were used. The results are shown in the following table:

Table 6: The arithmetic and relative mean and standard deviation for each paragraph of the human resources development axis

#	Item	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The Ministry determines the needs of human resources and determines the surplus and deficit after a comprehensive study of the internal and external environment.	4.92	2.582	%49.20	10
2.	The attributes and characteristics of the recruited individuals, qualifications, skills, knowledge, experience and personal characteristics are determined to select the best people.	5.28	2.550	%52.80	6
3.	The process of defining job descriptions for jobs is carried out and studied analytically to identify their role in achieving the desired goals	5.46	2.463	%54.60	2
4.	The Ministry seeks to utilize the available human resources efficiently and effectively	5.46	2.667	%54.60	2
5.	The process of selecting candidates to benefit from the Ministry's services is carried out according to the principle of merit, integrity and transparency	5.24	2.768	%52.40	7
6.	Developing the capabilities of graduates and workers is a priority of the Ministry of Labor.	5.45	2.712	%54.50	3
7.	The Ministry continuously provides training programs to qualify graduates and workers.	5.30	2.733	%53.00	7
8.	The Ministry exerts sufficient effort in the field of developing graduates	5.24	2.769	%52.40	7
9.	The Ministry seeks to improve the methods used in the development of human resources	5.42	2.618	%54.20	4
10.	Modern technological equipment contributes to the development of human resources.	5.67	2.754	%56.70	1
All Paragraphs Of The Field Together		5.3533	2.27312	%53.53	

* The arithmetic mean is statistically significant at the significance level ($\alpha \leq 0.05$).

From the previous table, it can be concluded that Paragraph No. (10) "Modern technological equipment contributes to the development of human resources" came first with a relative weight of (56.70%), that is, with an average degree. Followed by Paragraph No. (3) In "The process of defining job descriptions for jobs and studying them analytically to identify their role in achieving the desired goals" came in second place with a relative weight (54.60%) and a medium degree of approval.

While Paragraph No. (1) "The Ministry determines the needs of human resources and determines the surplus and deficit after a comprehensive study of the internal and external

environment" came last with a relative weight of (49.20%), a weak approval rating.

The total score for the "Human Resources Development" axis came with a relative weight equal to (79.88), and this means that there is a high degree of agreement by the respondents on the paragraphs of this axis

Q2-: Are there significant differences in the respondents' responses about the management and development of human resources among graduates registered in the Ministry of Labor in the southern Palestinian governorates, according to personal and organizational data?

In order to answer this question, the main hypothesis was formulated, which states:

H₀₁: There are significant differences in the respondents' responses about the management and development of human resources among graduates registered in the Ministry of Labor in the southern Palestinian governorates, according to personal and organizational data.

To answer this hypothesis, the Independent Sample T-Test was used to test the differences due to the variable (gender, work status), and the one-way analysis of variance test (One Way ANOVA) to test the differences attributed to the variables (age group, educational qualification, governorate) Which consists of more than two groups, and the following are the results of the differences according to the variables of personal data, and the following table shows this.

Table 7: The results of testing the differences in the average response of the respondents about the development of human resources among graduates attributed to personal and organizational data

Personal And Organizational Data		"Human Resource Development"					
		Arithmetic Mean	Standard Deviation	Relative Weight	Statistical Test Value	Significance Level	Result
Gender	Male	5.1966	2.15679	51.20%	T = -1.597	0.111	There are no differences
	Female	5.5795	2.42032	55.80%			
Qualification	Diploma Or Less	5.4316	2.63171	54.17%	F = 0.093	0.911	There are no differences
	Bachelor's	5.3188	2.10637	53.19%			
	Postgraduate	5.3533	2.26605	53.53%			
Age group	Less Than 30	5.4234	2.25734	54.23%	F = 3.289	0.021	There are differences
	From 30 To Less Than 35	5.6427	2.19872	56.43%			
	From 35 To Less Than 40	4.4868	2.31101	44.87%			
	40 Years And Over	5.7300	2.24923	57.30%			
Governorate	North Governorate	4.9872	2.04035	49.87%	F = 2.105	0.080	There are no differences
	Gaza Governorate	5.4840	2.44450	54.84%			
	Central Governorate	5.5512	2.60347	55.51%			
	Khan Yunis Governorate	5.8740	2.16134	58.74%			
	Rafah Governorate	5.7857	2.34800	57.86%			
Working Condition	Works	4.8182	1.67541	48.18%	T = 2.739	0.006	There are differences
	Not Working	5.5379	2.42085	55.34%			

The previous table shows the results of testing the differences in the average response of respondents about innovative marketing due to personal and organizational data, and if the level of statistical significance is greater than 0.05, we conclude that there are no statistically significant differences in the average response of respondents about innovative marketing due to personal and organizational data, while if the level of significance The statistic is less than 0.05. We conclude that there are statistically significant differences in the average response of the respondents about human resource development due to personal variables, and the results of the previous table show the following:

- Regarding the gender variable: the value of the significance level was (0.111 greater than 0.05). We

conclude that there are no statistically significant differences in the average response of the respondents about human resource development due to the gender variable.

- Regarding the educational qualification variable: the value of the significance level was (0.911 greater than 0.05). We conclude that there are no statistically significant differences in the average response of the respondents about human resource development due to the educational qualification variable.
- For the age group variable: the value of the significance level was (0.021 less than 0.05). We conclude that there are statistically significant differences in the average response of the respondents about human resource

development due to the age group variable, where the differences were in favor of the age group 40 years and over.

- For the governorate variable: the value of the significance level was (0.080 greater than 0.05). We conclude that there are no statistically significant differences in the average response of the respondents about human resource development due to the governorate variable.
- Regarding the work status variable: the value of the significance level was (0.006 less than 0.05). We conclude that there are statistically significant differences in the average response of the respondents about human resource development due to the job status variable, and the differences were in favor of graduates who do not work.

Conclusions

The following Results and recommendations were reached:

- The total score for the “Human Resources Development” axis, with a relative weight equal to (53.53%), and this means that there is a medium degree of agreement on the paragraphs of this axis.
- There are no statistically significant differences in the development of human resources according to the personal and organizational data of graduates registered in the Ministry of Labor in the southern governorates in the variables (gender, educational qualification, and governorate).
- There are statistically significant differences in the development of human resources according to the personal and organizational data of graduates registered with the Ministry of Labor in the southern governorates in the age group variable, where the differences were for age groups 40 years and over, and in the work status variable, where the differences were in favor of graduates who do not work.

Recommendations

In light of the findings, the study recommended a set of recommendations, namely:

- Enhancing communication with alumni through the implementation of periodic meetings and workshops.
- Distributing services for graduates fairly and based on the population density and the number of graduates in the geographical areas of the governorates of the Gaza Strip.
- Where the specialized staff develop communication mechanisms and use innovative means to communicate with graduates and take advantage of technological means in communication.
- Implementation of workshops with the participation of various groups of society to determine wages and determine the salary scale.
- Work on analyzing the external environment and the labor market in order to guide graduates to integrate properly into the labor market.

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