

Proceedings of
the 32nd International Business Information Management Association Conference
(IBIMA)

15-16 November 2018
Seville Spain

ISBN: 978-0-9998551-1-9

Vision 2020: Sustainable Economic Development and Application of Innovation Management
from Regional expansion to Global Growth

Editor

Khalid S. Soliman

International Business Information Management Association (IBIMA)

Copyright 2018

Factors that Impact Employee Performance: The Empirical Case of Two Telecommunication Companies in Palestine

Razi AQEL

Instituto Politécnico de Bragança(IPB), Bragança, Portugal, raziaqel@hotmail.com

Paula O. FERNANDES

Unidade de Investigação em Gestão Aplicada (UNIAG), Instituto Politécnico de Bragança (IPB),
Bragança, Portugal, pof@ipb.pt

Alcina NUNES

Unidade de Investigação em Gestão Aplicada (UNIAG), Instituto Politécnico de Bragança (IPB),
Bragança, Portugal, alcina@ipb.pt

Abstract

Job performance depends on many different factors including establishing a productive relationship between staff and management. The success of any organization is reliant on employees who enjoy doing their jobs and are rewarded for their work. So, the main purpose of this study is to identify non-monetary factors that influence the work performance of employees using as sample two companies in the telecommunications sector in Palestine. Seven hypothesis are tested to find which may be the factors that influence the performance of the employees in these companies. The key findings of the study show that in both companies the employees rated recognizing and appreciating of their work as the most important factor affecting their performance. Furthermore, it is found that the strong employee and manager relationship with motivation does have a positive effect on employee performance of both companies. The office environment only affects positively the employee's work performance in one of the sample companies.

Keywords : Job performance, human resources management, telecommunications sector, Palestine.

1. Introduction

In the early 20th century, money was considered the most important factor in the production of goods and services (Kreitner, 1995). However, after a line of researches, it was concluded that employees were not motivated not only by salaries, but that employee behaviour was linked to their attitudes – several studies shifted the focus of the human relations approach to management, where the needs and motivation of employees become the primary focus of managers (Lindner, 1998).

Having the previous sentence in mind, this research is designed to gain a better understanding of motivation factors, which influence job performance in service organizations in a country established in an economic, social and political problematic geographic area – Palestine, having as a sample employees from two companies in the telecommunications sector – companies here called Company1 and Company2.

Palestine is a developing country in the middle-east containing many service firms, which contribute to its economy. Moreover, Palestine service organizations play significant roles both socially and economically with a contribution of 20.8% to GDP in the year of 2014 (Portland Trust, 2015). Providing the employees of service companies with motivating factors that influence their job performance. The telecommunications sector had a 7.9% contribution to real GDP by economic activity in the year 2015. However, the Palestinian communications sector is suffering from political obstacles that impact the economy negatively. The direct impact represents up to 3.0% of the GDP over the last three years (World Bank, 2016). Therefore, the findings in this study will have both theoretical and practical contribution and will add to the collective research literature on factors that can enhance job performance. First, it will provide much insight into the level of motivation and performance of employees of “Company1” and “Company2”. Secondly, it may help these two companies in retaining, satisfying, and attracting qualified employees. Thirdly, it will also reveal interesting information about the importance of employee motivation and impact on work performance for other companies and they may find this knowledge relevant and useful to them when motivating their own employees. Fourthly, it will generate data that may be used to develop further research on the topic. Lastly, this study will assist in providing explanations of the reasons why the performance of employees is affected in either a positive or negative way, which could consequently lead to increased productivity in organizations. Furthermore, the results of the study have practical use as managers of service organizations may use it to motivate their employees to improve job performance.

The work is divided as follows. Next section will present the literature review that offers the theoretical framework for the empirical research. After a third section will present the methodology followed to reach the research objective, namely it will be described how the data was collected and the hypothesis to test. Section four will present the main results and the related analysis. The work concludes with a section devoted to the conclusion, work limitations and possible future lines of research.

2. Literature review on job performance and satisfaction: a brief discussion of several factors which may impact on it

Job performance is a multi-dimensional construct that shows how good employees perform their tasks, the initiative they take and the resourcefulness they show in solving problems. Furthermore, it indicates the extent to which they complete tasks, the way they use their available resources and the time and energy they spend on their tasks (Boshoff, & Arnolds, 1995). Job performance could be affected by situational factors, such as the characteristics of the job, the organization and co-workers and by dispositional factors. Dispositional variables are personality characteristics, needs, attitudes, preferences and motives that result in the likelihood to react to situations in a specific way (Strümpfer, Danana, Gouws, & Viviers, 1998). In this case, it is possible to consider performance increase when there is less absenteeism, less human errors, meeting deadlines, organization and prioritization, successful teamwork, less turnover, impactful creativity, efficiency in completing tasks, less postponing of duties, and fast-paced communication between members and departments of the organization.

Simply put job satisfaction is how people feel about their jobs and different parts of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 2000). Job satisfaction is also a psychological concept that refers to job-related attitudes and characteristics such as pay and reward, policies, leadership practices, management styles, and relations with co-workers (Amponsah-Tawiah, & Darteh-Baah, 2010). Armstrong (2010) points out that job satisfaction relates to the attitudes and feelings people experience about their work. Employee satisfaction leads to ensuring that a higher productivity is received from all employees of the organization, and is linked to better job performance, lower absenteeism, higher organizational citizenship, greater organizational commitment, lower turnover. It was also found that leadership has a significant impact on employee satisfaction (Sarah, Nik, & Pranav, 2012).

If the managers of the organization enrich the jobs of employees, they could be more satisfied. This is done by increasing the number or the variety of tasks for the employees. The result will be an increase in their level of performance. In order to achieve these results, the tasks should be redesigned and the employees should be given more responsibility (in what is called, horizontal and vertical job expansion). Moreover, if the employees themselves are involved in the planning, organizing and designing their own tasks, they will satisfy their esteem and self-actualization needs, and increase their performance (Ekerman, 2006).

Job rotation and transfers is a way of expanding the skills and knowledge of employees of the organization by moving employees from one official responsibility or job to another. For example, moving to a higher rank position within the organization, or from one branch of the organization to another, or from one department to another. In the case of bigger and international organizations transfers could be done by moving employees from one country to another. These job rotations and transfers help employees to gain new knowledge of the different tasks and operations of the organization. Additionally, this newly acquired knowledge will improve employee performance and constitute a competitive advantage for the organization (McCourt, & Derek, 2003). Herzberg (1986) says that providing employees with opportunities to advance in their company through internal promotions acts as a motivator related to work. He also further states that the chance of promotion and advancement for employees is one of the best tools to motivate those employees. The research of Harrison and Novak (2006) supports this by showing that when managers try to establish employee promotion opportunities, there is a positive motivating impact on the satisfaction and levels of employees.

DeCenzo and Robbins (1996) define a motivation as how much a person is willing to complete a task based on the desire to satisfy his or her needs. The managerial part of motivation entails the practices of the managers and leaders to influence employees to produce the preferred results. At this point, it is important for management to know what exactly stimulates employees so that the resources are put to the best possible use and are not misallocated. Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their job performance (Ekerman, 2006).

In the field of human resource management, the purpose of employee training is to improve the performance of organizational members. Employee training is sometimes referred to as including employee development, human resource development, and learning and development (Aguinis, & Kraiger, 2009). The training of employees has a positive effect on their productivity and satisfaction. Trained employees are more capable of performing their duties and experience more job satisfaction (Sutermeister, 1976). Employee training benefits both employees by advancing their knowledge, competencies, behaviour, and skill and abilities. The consequence is an improved employee performance that positively benefits the organization (Wright, & Geroy, 2001). There are additional benefits of employee training as listed by Cole (2002): (1) High morale: employees who receive training have increased confidence and motivations; (2) Lower cost of production: training reduces risks because trained personnel are able to make better and more efficient use of material and equipment, thereby reducing waste; (3) Lower turnover: training brings a sense of security at the workplace which in turn employee turnover and absenteeism; (4) Change management: training helps to facilitate change by increasing the understanding and involvement of employees in the change process, and it also provides the skills and abilities needed to adjust to new situations; (5) Training provides recognition, a sense of responsibility and the possibility of increased pay and promotion; and, (6) Training improves the availability and quality of employees.

Leadership, as defined by Northouse (2007), is a concept where an individual can influence a group of people to modify their behaviour towards achieving a common objective. The type of leadership process inside an organization has a considerable impact on either encouraging or impeding employee

performance (Armstrong, & Murlis, 2004). Therefore, leaders and managers are a key factor in the success of the organization. Effective managers will use the interpersonal relations between the employees to strengthen their loyalty and raise their morale. Carrell, Kuzmits and Elbert (1989) explain that there must be mutual trust between subordinates and managers, and employees should be given the freedom to participate in organizational decisions. This will help the organization to become more flexible and more innovative. In other words, the planning of the organization should not be for the people but with the people. When employees are heard and are part of the decision-making process, they become motivated since management treats them more like partners rather than just subordinates. Innovative human resource management approaches that encourage employee participation and flexibility of work, facilitate decentralization of managerial duties and responsibilities and will improve employee performance (Ichniowski, Shaw, & Prennushi, 1997). Caruth and Handlogten (2002) articulate that reward systems are the foundation of employee motivation. The knowledge, skills, and abilities of employees are the most essential aspects to the success of any organization. Therefore, management should always support by exploring effective ways to reward the efforts, loyalty, dedication and input of employees.

Finally, is important to refer to the workplace environment which includes the location of the work, where the employees perform their everyday activities and duties, such as office or site of construction. Other factors like fresh air, refreshment, noise level and other facilities like child care, also become a part of the workplace environment. Workplace environment may have either a positive or negative impact on the satisfaction level of employees depending upon the nature of the working environment. The employees can perform better if they are provided with a good environment. Poor work conditions could lead to company property damages and accidents that could cause harm or even fatalities - that will have a significant negative impact on the morale of employees. Thus, working conditions that are supportive must be established in the organizations. Examples of performance improving work environments include safe, noise-free, well lit, and a suitable temperature (Weil, & Woodall, 2005).

3. Objective of the Study, Research Hypotheses and Data Collection

The objective of this research is to identify the non-monetary factors that affect employee performance. Based on the objectives of the study main research hypothesis of the study are presented in Table 1.

Table 1: Hypothesis listing and description

Hypothesis	Dependent Variable	Independent Variables
H ₁ : Strong management and motivation effects employee performance	The strong relationship with managers helps employee performance	The feedback received from management is positive and useful; Managers encourage employees.
H ₂ : Employee-manager relationship effects employee performance	The employee's relationship with their managers helps them be more productive	Motivation from management; The importance of strong supervision.
H ₃ : Employee involvement in decision making influences their performance	The employees perform better when they can make their own decisions	Employees are satisfied by their decision-making affecting their work; The importance of employee involvement in decision making.
H ₄ : A comfortable office environment effects employee performance	Whether the office environment effects performance	A comfortable office environment helps work performance.
H ₅ : Recognition of efforts	The employee feels valued at	The employee is fairly rewarded for his

effects employee performance	work	or her quality of work; The importance of recognizing the efforts of employees.
H ₆ : Training impacts employee performance	Training improves job performance	Training is based on the knowledge and skills needed for the job; Quality of training programs; Relevance of training programs; Need for further training.
H ₇ : Job rotation impacts employee performance	Employee performance is improved when job tasks are varied	Job rotation advances skills

Primary data is collected using a questionnaire designed to assemble the needed information for analysis about the different possible factors affecting employee performance. The questionnaire is divided into 5 sections: section1 inquiries about general information and about the company and the position of the employee via multiple choice responses. Section2 inquiries about the training process through multiple choice and true or false questions. Section3 inquiries about employee agreeableness towards performance factors Likert scale from 1 to 5 such as strongly disagree, disagree, neutral, agree, and strongly agree. Section4 asks the employees to rate the importance of different factors from 1-11 with 1 being the most important. Section5 contains two open-ended questions regarding how to improve training and employee performance.

Both the management of each company and the participants were ensured complete anonymity and confidentiality to encourage them to answer honestly and without fear of any kind of reprisal. The developed structured-questionnaires were first presented to the Human Resources departments of each of the two companies for approval, after which they distributed through hard-printed copy handouts within the organizations and by emails to the official employee work emails. In this study, 140 questionnaires were distributed to Company1 (90 questionnaires) out of approximately 400 employees and Company2 (50 questionnaires) out of approximately 250 employees and 127 of those were filled and collected back (90%) response rate. Additionally, 58.3% out of the total of 127 respondents are male and the rest of 41.7% are female. The target sample geographical location is in West-Bank, Ramallah. Where the major headquarters for the two companies are located. This information is summarized in the following table (Table 2).

Table 2: Absolute and relative distribution of participants in the sample in the study

Companies	Participants (n)	Percentage of respondents (%)
Company1	90	22.5%
Company2	50	20.0%

The first target company is Company2 which is a member of Ooredoo Group that was launched in November 2009. The current ownership structure has Ooredoo with 48.45%, the Palestine Investment Fund at 34.03% and 17.52% free float. Ooredoo brings extensive experience in telecommunications through its operations in 14 countries which provide Company2 with the knowledge and expertise to work towards achieving a superior customer experience. As part of its strategy to help build an independent and vibrant Palestinian economy, the Palestine Investment Fund continues to invest in strategic industries such as telecommunications, which includes Company2. This combination of partners brings the international telecommunications experience, coupled with a drive towards economic change to Palestine, bringing with it employment and business development (Company2, 2016).

The second target company is Company1, which is the first Telecom company in Palestine, employing almost 887 people. Company1 was established in 1999. Since its launch, Company1 has a leading market share of 81.5% of the Palestinian market. In 2004, for being a pioneer of promoting international standards of preserving the environment in Palestine Company1 obtained the "Environmental Quality Management" certificate ISO14001. In addition, Company1 offers international roaming services with more than 391 operators in over 160 countries and has covered up to 98% of the West Bank and Gaza Strip. Company1 has an extensive network of 29 stores, more than 1,000 major and primary distributors, and 10,000 outlets in the West Bank and the Gaza Strip serving subscribers in every corner of the country. Also, this mobile company has roaming services for its subscribers when travelling abroad with an extensive roaming network of 436 operators in 170 countries and a coverage level of 98% from the West Bank and Gaza. The political situation has created some difficulties for the operations of Company1 - it has always been struggling with the limited frequency allocated by Israel, namely that used by the third-generation technology (3G) (Company1 Telecom, 2016).

4. Results: Hypothesis Testing and Analysis

In order to answer the main objective of this current research, it will be carried the Spearman's rho correlation coefficient once the nature of all variables is qualitatively measured on an ordinal scale. The results of the hypothesis H1 to H7 are presented in Tables 3 to 7, presented next.

Table 3: Employee manager relationship with feedback and encouragement

H ₁ : Strong management and motivation does have an effect on employee performance		Company1			Company2		
Dependent variable	A strong employee-manager relationship	Spearman's coefficient	P-value	n	Spearman's coefficient	P-value	n
Independent variables	Feedback received from management.	0.235*	0.041	76	0.265	0.063	50
	Encouragement received from management	0.257*	0.025	76	0.335*	0.018	50

Note: *, correlation is significant at 5% level of significance.

The results for both companies in the table above show that both exploratory variables have a weak positive relationship with the dependent variable. However, there is 95% certainty that when an employee receives both more feedback and encouragement from management, the relationship between the employee and the manager will be stronger. Even though both independent variables have a weak positive relationship with the dependent one is evident that the relationship is positive and statistically significant. So, it is possible to conclude that a strong management, feedback and motivation does have an effect on employee performance.

Table 4: Relationship productivity and management motivation

H2: The employee-manager relationship does have an effect on employee performance		Company1			Company2		
Dependent variable	A productive employee-manager relationship	Spearman's coefficient	P-value	n	Spearman's coefficient	P-value	n
Independent variables	Management motivation	-0.179	0.122	76	-0.081	0.577	50
	Strong supervision	-0.330	0.779	76	0.022	0.880	50

Table 5: Employee involvement and satisfaction in decision making

H3: Employee involvement in decision making does have an effect on their performance		Company1			Company2		
Dependent variable	A strong employee-manager relationship	Spearman's coefficient	P-value	n	Spearman's coefficient	P-value	n
Independent variables	Employee satisfaction regarding their decision making	-0.160	0.891	76	-0.006	0.968	50
	Employee involvement in decision making	0.044	0.703	76	-0.043	0.765	50

Regarding H2 and H3, for both companies the outcomes of the tables above (Table 4 and Table 5, respectively) are inconclusive and no statistical significance between the dependent and independent variables can be proven.

Table 6: Office environment and performance

H4: A comfortable office environment making does have an effect on employee performance.		Company1			Company2		
Independent variable	Office environment and performance	Spearman's coefficient	P-value	n	Spearman's coefficient	P-value	n
Dependent variables	Comfortable office environment	0.231*	0.045	76	0.211	0.141	50

Note: *, correlation is significant at 5% level of significance.

For Company2 company the results of the table above are inconclusive and no statistical significance between the dependent and independent variables can be proven. For the second company, Company1, there is a weak positive relationship but a statistically significant one between the independent variables and the dependent one. There is 95% certainty that when an office environment is more comfortable it will affect the performance of the employees in their work environment. A more comfortable office environment conducts to a better performance of the employee.

Table 7: Effort recognition and rewards

H ₅ : Recognition of efforts does have an effect on employee performance.		Company1			Company2		
Dependent variable	Employee is valued at work	Spearman's coefficient	P-value	n	Spearman's coefficient	P-value	n
Independent variables	Employees are fairly rewarded	0.278*	0.015	76	0.238	0.096	50
	Recognition of employee efforts	0.131	0.259	76	0.161	0.263	50

Note: *, correlation is significant at 5% level of significance.

It is understood from the above information that, for the company Company1, there is a positive but weak relationship between the independent and dependent variable regarding fair employee rewards. This statistical significance means that, with 95% confidence, when an employee is fairly rewarded, he or she will feel more valued at work. As for the other independent variables, other than the recognition of employee efforts, there are no more statistical relationships of significance for both companies.

Table 8: Training and performance

H ₆ : Training does influence employee performance.		Company1			Company2		
Dependent variable	Training improves job performance	Spearman's coefficient	P-value	n	Spearman's coefficient	P-value	n
Independent variables	Training is based on skills needed	-0.374**	0.004	57	-0.475**	0.002	40
	Quality of training programs	-0.254	0.054	58	-0.369*	0.019	40
	Relevance of training programs	-0.464**	0.000	58	-0.179	0.270	40
	Need for additional training	0.097	0.467	58	0.728**	0.000	40

Note: *, correlation is significant at 5% level of significance and **, correlation is significant at 1% level of significance.

A conclusion different than the one expect from the literature is drawn based on the above table. In the case of Company2 company, the negative values of the Spearman's coefficient mean that there is a moderately negative relationship between the independent variable of basing training on the skills needed and the dependent variable. Thus, there is 99% certainty that when training is based on the skills needed it will not improve job performance and this is a surprising result. There is also a weak and negative relationship between the independent variable the quality of training and the dependent variable. Hence, there is a 95% certainty that the better the quality of the training programs the less training will improve performance, and again this too is an unexpected result. However, there is a strong and positive relationship with statistical significance between the need for training and the dependent variable. With 99% certainty that the more employees need more training, the better this training will improve their performance.

In the case of Company1, the results also contradict the literature. There is a weak and negative relationship between basing training on the needed skills and the dependent variable. Meaning, there is

99% certainty that when training is based on skills, the less training will improve job performance. Moreover, there is a moderate and negative relationship between the relevance of the training programs and the dependent variable. Meaning, there is a 99% degree of certainty that the more relevant the training is, the less it will improve performance.

Table 9: Performance and job task variation

H ₇ : Job rotation does influence employee performance		Company1			Company2		
Dependent variable	Employee performance in job task variation	Spearman's coefficient	P-value	n	Spearman's coefficient	P-value	n
Independent variable	Job rotation advances skills	0.266*	0.020	76	0.384**	0.006	50

*Note: *, correlation is significant at 5% level of significance and **, correlation is significant at 1% level of significance.*

In the case of Company2, the results show that there is a weak and positive relationship between the independent variable and the dependent variable. This allows to conclude that there is a 99% degree of certainty that when job advancing skills occur, employee performance will be improved. In the case of Company1, there is a weak and positive relationship between the dependent and independent variables. It can be understood that there is a 95% certainty level that the more job rotation advancing skills there are, the more this variety of job tasks will improve employee performance.

5. Conclusions, Limitations and Possible Future Research Lines

There are many various factors that impact employee performance. The degree to which these factors affect employee performance differs from one company to the other. It also differs in the same company itself from within across its departments and hierarchy levels. The major factors focused on in this study fall under the following main categories: (1) Management and motivation; (2) Employee-manager relationship; (3) Work and office environment; (4) Employee involvement in decision making; (5) Employee training; (6) Job rotation; (7) Recognition of efforts. Based on the hypothesis testing the following is concluded:

1. Employees of both companies value that recognition of their efforts is the most important factor that affects their performance since it is rated the highest among all others.
2. For employees of both companies, it is concluded that the strong relationship and motivation from their managers do have a positive effect on their performance.
3. For employees of both companies, it is ascertained that their satisfaction with their involvement in decision making does not significantly affect their performance.
4. For only one of the two companies - Company1 - the office environment does have a positive effect on the performance of its employees.
5. For only one of the two companies - Company1 - it is determined that the recognition of efforts does have a significant positive effect on the performance of employees.
6. For employees of both companies, it is concluded training has a negative significant effect on the performance of employees.
7. For employees of both companies, it is established that job rotation has improved the performance of employees positively.

There are several different shortcomings facing this study: (i) Geographical constrictions: the data sample size collected was focused on the area of West-Bank Ramallah and not inclusive of all branches of both companies; (ii) The small data size did not allow to use other statistical tests/methods that would allow a more comprehensive analysis of data; (iii) All the collected data is self-reported by the employees which are inherently dependent on their honesty in participating; (iv) The performance of employees themselves reported is subjective and not derived from the actual performance appraisal results; and, (v) There are very few participants from the management especially the higher management segment, which skews the results a bit towards the lower levels of organizational hierarchy. Moreover, future studies may wish to explore other variables that may impact employee performance not studied or focused upon in this study such as employee loyalty, employee emotions, work time flexibility, corporate culture and values or employee retention.

Acknowledgment

The preparation of the paper was supported by UNIAG, R&D unit funded by the FCT – Portuguese Foundation for the Development of Science and Technology, Ministry of Science, Technology and Higher Education; “Project Code Reference UID/GES/4752/2016”.

References

- Aguinis, H. and Kraiger, K. (2009) ‘Benefits of Training and Development for Individuals and Teams, Organizations, and Society’, *Annual Review of Psychology*, 60, 451-459.
- Amponsah-Tawiah, K. and Darteh-Baah, K. (2010) ‘Occupational Health and Safety: Key Issues and Concerns in Ghana’, *International Journal of Business and Social Science*, 2(14), 123-124.
- Armstrong, M. and Murlis, H. (2004) *Reward Management: A Handbook of Remuneration Strategy and Practice* (5th Ed), Kogan Page, London.
- Armstrong, M. (2010) *A Handbook of Human Resource Management Practice* (10th Ed), Kogan Page, London.
- Boshoff, C. and Arnolds, C. (1995) ‘Some Antecedents of Employee Commitment and their Influence on Job Performance’, *South African Journal of Business Management*, 26 (4), 125-135.
- Carrell, R. M., Kuzmits, F. E. and Elbert, N. F. (1989) *Personnel: Human Resource Management*, Merrill Publishing Company, Columbus.
- Caruth, D. L. and Handlogten, G. D. (2002) ‘Compensating Sales Personnel’, *The American Salesman*, 47(4), 6-15.
- Cole, G. A. (2002) *Personnel and Human Resource Management* (5th Ed), York Publishers, London.
- Company1 Telecom (2016). From www.Company1.ps. Retrieved November, 2016.
- Company2 Mobile (2016) Retrieved November, 2016, from www.Company2.ps.
- DeCenzo, D. A. and Robbins, S. P. (1996) *Human Resources Management*, John Wiley & Sons, Inc, New York.

- Ekerman, G. (2006) Job Enrichment and Staff Motivation. Human Resource Management, Maskew Miller Longman Ltd, Cape Town.
- Harrison, L. L. and Novak, D. (2006) 'Evaluation of a Gerontological Nursing Continuing Education Programme: Effect on Nurses' knowledge and Attitudes on Patients' Perceptions and Satisfaction', *Journal of Advanced Nursing*, 13(6), 684-692.
- Herzberg, F. (1986) 'One More Time: How do you Motivate Employees?', *Harvard Business Review*, 65(5), 433-448.
- Ichniowski, C., Shaw, K. and Prennushi, G. (1997) 'The Effects of Human Resource Management Practices on Productivity: a Study of Steel Finishing Lines', *American Economic Review*, 87(3), 291-313.
- Kreitner, R. (1995) Management (6th Ed), Houghton Mifflin Company, Boston.
- Lindner, J. R. (1998) 'Understanding Employee Motivation', *Journal of Extension*, 36(3), 4-8.
- McCourt, W. and Derek, E. (2003) Global Human Resource Management: Managing People in Developing and Transitional Countries, Edward Elgar, Cheltenham.
- Northouse, P. G. (2007) Leadership Theory and Practice (7th Ed), Sage Publications, London.
- Sarah, Y., Nik, K. and Pranav, K. (2012) 'Factors Affecting Employee Satisfaction among Non-teaching Staff in Higher Educational Institutions in Malaysia', *American Journal of Economics*, Special issue, 93-96.
- Spector, P. E (2000). Industrial and Organizational Psychology: Research and Practice (2nd Ed), John Wiley & Sons, Inc, Chichester.
- Strümpfer, D. J. W., Danana, N., Gouws, J. F. and Viviers, M. R. (1998) 'Personality Dispositions and Job Satisfaction', *South African Journal of Psychology*, 28, 92-100.
- Sutermeister, R. A. (1976) People and Productivity (3rd Ed), McGraw-Hill, New York.
- The Portland Trust (2015) Palestinian Economic Bulletin, Issue 111. Retrieved October, 2016, from http://www.portlandtrust.org/sites/default/files/newsfiles/tpt_bulletin_-_issue_111_-_december_2015.pdf.
- Weil, A. and Woodall, J. (2005) 'HRD in France: the Corporate Perspective', *Journal of European Industrial Training*, 29(7), 529-540.
- World Bank (2016) Note for the Palestinian Ministry of Telecommunications and Information Technology (TA-P150798-TAS-BB). Retrieved November, 2016, from <http://www.quartetoffice.org/files/server/World%20Bank%20Telecom%20sector%20note%2004042016.pdf>.
- Wright, P. C. and Geroy, G. D. (2001) 'Human Competency Engineering and World Class Performance: a Cross-Cultural Approach', *Cross Cultural Management. An International Journal*, 8(2), 25-46.