

The Reality of the Employees Performance in the Palestinian Cellular Telecommunications Company (Jawwal)

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Abstract: The aim of this study was to identify the reality of the performance of the employees in The Palestinian Cellular Telecommunications Company (Jawwal), and to find the differences between the views of the study sample on the variables of the study according to the variables (age, scientific qualification, field of work and years of service). To achieve the objectives of the study, a questionnaire was designed and developed to measure the variables of the study applied to the company's 70 employees. The Complete Census method was used and 60 samples were recovered for analysis with a recovery rate (85.7%). The SPSS statistical package was adopted.

The study reached several results, the most important of which is that the degree of approval for the job performance of the employees working in The Palestinian Cellular Telecommunications Company (Jawwal) is 81.56%. The results showed that there were no statistically significant differences at the level of $\alpha \leq 0.05$ between the average of the respondents' opinions on the performance of the workers in the Palestinian Cellular Telecommunications Company (Jawwal) due to the following variables (age, scientific qualification, field of work, number of years of service).

The most important recommendations were to increase the efficiency of the employees of the company using the equipment of their work, and the need to pay attention to the development of the skills of employees through specialized training programs to improve their performance. And focus on moral incentives because of their role in improving the performance of employees by spreading the spirit of cooperation between employees to work as a team seeking to achieve the objectives of the company.

Keywords: Performance of Employees, Palestinian Cellular Communications Company – Jawwal

1. INTRODUCTION

The human element is one of the most important resources of the organizations and the main engine adopted to improve its reality and the most influential in its productivity. This is why the organizations are interested in caring for it and considering it as a strategic partner and an important tool to achieve its goals and maintain its survival and continuity. This can only be met by its needs, training, development and motivation in order to reach satisfaction of the Staff.

JAWAL is looking forward to being the leading organization in the ICT sector in Palestine through the provision of advanced infrastructure and human resources capable of keeping abreast of the latest developments in this sector and providing all terrestrial, cellular, informatics, internet services and added services.

The company continuously improves its image with its customers and increases their satisfaction with its services and prices by improving the quality of its services and increasing the efficiency of its employees' performance. This will be done only through training, development and evaluation programs. The work groups are reflected in the results of performance and are consistent with the objectives of the organization, and give the worker the ability to accomplish the tasks and duties assigned to him and develop his ability to assume additional responsibilities to achieve a

high degree of job satisfaction, and give him the ability to adapt to the work environment, Scouts elements of the human performance in terms of efficiency and productivity, which reflected its impact on the overall effectiveness of the organization.

2. PROBLEM STATEMENT

In the context of Israeli control of the crossings, the Israeli agreements imposed restrictions on Palestinian companies and limited their ability to develop themselves and develop their work and infrastructure in accordance with the requirements of the times. There are restrictions on the construction of Palestinian networks and support stations in areas classified as "C" Between Palestinian networks and imposed on them to communicate with each other through the rental of capacities of Israeli operators at unreasonable prices and conditions, which in turn hindered communication between the governorates, especially between the West Bank and the Gaza Strip. All of the above created pressure on the employees of the company as well as a sense of dissatisfaction with the services they provide to the public, so this research seeks to identify the reality of the performance of employees in the Palestinian Cellular Telecommunications Company (Jawwal).

Therefore, the problem of the study can be formulated in the following main question: What is the reality of the

performance of the employees of the Palestinian Cellular Telecommunications Company (Jawwal)?

The following questions arise:

1. What is the level of performance of the employees of the mobile company from the point of view of employees?
2. Are the opinions of the respondents in Jawwal different about the performance of employees according to their personal characteristics?

3. RESEARCH IMPORTANCE

1. The study is expected to contribute to the assessment of the performance systems of the employees of the company Jawwal, and the problems and difficulties, and to assess the level of performance of employees and how to improve their performance.
2. The study is expected to contribute to improving the quality of services provided to subscribers, which will benefit the company and the community at the same time.
3. This study is useful in the development of some useful lessons for researchers, which can be relied upon in the development of research in the field of performance of employees and identify the different aspects.

4. RESEARCH OBJECTIVES

This study aims to:

1. Stating the performance of the employees of the Palestinian Cellular Telecommunications Company (Jawwal).
2. Knowing the significance of the differences between the respondents about the performance of the employees in the Palestinian Cellular Telecommunications Company (Jawwal).
3. Stating the proposals that will help improve the performance of the employees of the company Jawwal.

5. RESEARCH HYPOTHESIS

In order to provide an appropriate answer to the research questions presented, the study seeks to test the validity of the following hypotheses:

Study Hypothesis:

Ho 1: There are statistical significance differences at the level of significance (0.05) between the respondents' perceptions about the performance of the workers in the Palestinian Cellular Telecommunications Company (Jawwal) due to the personal variables (age, scientific qualification, field of work and years of service).

The following hypotheses are derived:

Ho 1-1: There are statistically significant differences at $\alpha \leq 0.05$ between the averages of respondents' opinions on the performance of workers in the Palestinian Cellular Telecommunications Company (Jawwal) attributed to age.

Ho 1-2: There are statistically significant differences at the level of $\alpha \leq 0.05$ between the averages of the respondents' opinions about the performance of the workers in the

Palestinian Cellular Telecommunications Company (Jawwal) attributed to the scientific qualification.

Ho 1-3: There are statistically significant differences at the level of $\alpha \leq 0.05$ between the averages of the respondents' opinions on the performance of the workers in the Palestinian Cellular Telecommunications Company (Jawwal) attributed to the field of work.

Ho 1-4: There are statistically significant differences at the level of $\alpha \leq 0.05$ between the averages of the respondents' opinions on the performance of the workers in the Palestinian Cellular Telecommunications Company (Jawwal) due to the years of service.

6. RESEARCH TERMINOLOGY

- **Job Performance:** A set of administrative behaviors expressed by the employee's knowledge, including the quality of performance, good execution and technical expertise required for the job, as well as communication and interaction with the rest of the members of the organization and adherence to the administrative regulations governing its work and strive to respond to it with all care (Albashabsha, 2005).
- **Evaluation of the performance of employees:** the process that includes the procedures to assess the performance of employees in their current work and to discuss the possibility of development and development in the future.

7. THEORETICAL FRAMEWORK

Firstly- Performance concept:

Performance is defined as the behavior of the human element that affects the performance of the organization. This behavior is either positive or negative and is part of the work or outside the scope of the duties prescribed (Al-Qadi, 2012). Performance also refers to the degree to which the individual functions of the individual function are realized and fulfilled and reflects how the individual fulfills his or her job requirements (Hassan, 2004). Performance is also defined as the level attained by the individual working in terms of quantity and quality of work submitted by him (Al-Shawabka, 2008).

Second- Job Performance:

Functionality is the net effect of an individual's efforts that begins with abilities, and a realization of the role or tasks. This means that performance in a given position can be seen as a product of the interrelationship between:

1. Voltage.
2. Capabilities.
3. Recognize role (tasks).

The effort results from the individual gaining the physical and mental energy of the individual to perform his task. The abilities are the personal characteristics used to perform the function. These abilities do not change and fluctuate over a short period of time. The individual that it is necessary to direct his efforts to work through it, and activities and behavior that the individual believes in the importance of the

performance of his functions, define the perception of the role (Mohammed, 2001).

Third- Employee performance evaluation:

The process of assessing the performance of employees, although different from the names they are called, is not a means to issue an objective judgment on the ability of the employee to perform the duties and responsibilities of his job, and to verify the behavior and behavior in the performance of work, and the extent of improvement in the manner of his duties But extends to verifying the employee's ability to assume additional duties and responsibilities, in order to ensure the effectiveness of the organization in the present, and its continued survival and effectiveness in the future as well.

Performance dimensions:

There are no specific dimensions of performance by researchers, so here are the most widely studied dimensions. They are as follows (Ali and Moussa, 2015):

1. Productivity: Productivity is an economic indicator used to measure the effectiveness of management in the management of productive activity and is expressed as a percentage between the production of productive activity and the production elements used.
2. Work rotation: The concept of turnover is based on the change in the number of people working in the organization during a certain period of time, and this change in number is undoubtedly due to the departure of individuals from the organization and the entry of other individuals to it, forcing the organization to compensate and fill the blanks resulting from this movement in the employees within the organization They resort to recruiting new appointees to meet the needs of the Organization and compensate for the shortage of cadres.
3. Innovation: By introducing something new or new, creating knowledge in new products, a new idea, a new practice or a new expression for the individual who adopts it.
4. Job Satisfaction: Job satisfaction is one of the most obscure issues of management science, because it is an internal situation that results in emotional reactions related to the individual that are difficult to understand, as well as difficult to measure objectively.
5. Absence of work: Absence from work is a serious problem as it is estimated that absenteeism costs the UK alone about £ 13 billion a year. Dissatisfaction with work does not necessarily lead to absenteeism, although it does not prevent it from being an important reason for absenteeism. Not all the reasons.
6. Quality: is the organization's production of a product or service at a high level of quality, through which it is able to meet the needs and desires of its customers in a manner consistent with their expectations and satisfaction.

8. LITERATURE REVIEW

- A study of (Jassem, 2017): the study aimed at revealing the role of incentives in improving the performance of employees in the Middle East Investment Bank in Baghdad. The researcher adopted the questionnaire as a tool to obtain the data which was distributed to a sample randomly selected from the employees of the bank. 200) and the data were analyzed using the SPSS program. The study reached a number of results, the most important of which is the acceptance of the hypothesis of the study, which emphasizes the relationship and impact of incentives on improving the performance of employees.
- A study of (Al-Otaibi, 2007) aimed at identifying the role of automation in improving the performance of HR departments using the descriptive approach by applying the social survey entrance to the employees who directly exercise the functions and activities of human resources departments in the central security services in Riyadh. That the use of automation in human resources management in general was weak, that automation could contribute to the planning and recruitment of human resources and the identification of training needs to a large extent, automation could contribute to significantly improve the performance of human resources departments, and automation could contribute to the improvement of human resources departments performance significantly, the study proved that there are obstacles to limit the application of automation, and the study provided an organizational model to activate the automation of human resources departments in the central organs in the Kingdom of Saudi Arabia.
- Saudi study (2005) aimed at identifying the impact of computerized information systems on the performance of employees. The study found the most important results are the impact of the main requirements for the management and operation of computerized information system (Hardware, software, human and organizational) in the performance of the job. And that there are statistically significant differences between the respondents' perceptions of job performance and the requirements of the information system in relation to the demographic variables
- Study of (Jerry Cha_Jan Chang, Willing king, 2005): The study developed a tool for measuring the performance of information systems based on input and output models for information system functions used to support the efficiency of functional processes and improve the performance of enterprises. The model or tool proposed in this paper contains three outputs and trends for evaluation: system efficiency, information efficiency, service efficiency, system efficiency of ease of use, quick response, etc., as well as its impact on employee performance and information efficiency in information quality. Design, use and value as well as

their impact on employee performance and service efficiency in all activities that range from the development of the system to its use in support and consulting. The effectiveness of the model and its positive impact on the effectiveness of the organizations and improving the efficiency of the operations were confirmed.

- Study of (Loukis Euripids, Sapounas Ioakim, 2005) aimed at identifying the impact of investment in management information systems on the performance of industrial organizations in Greece. The study used three measures to measure the performance of organizations: sales revenue, productivity of workers, return on assets. The study concluded that there is a complementarity between management of MIS and number of IT staff, size of training, and other factors, and that this integration supports the increase in the volume of production in the organization and the efficiency of the production of its employees.

Commenting on previous studies:

A review of the previous studies revealed the different environments in which they were conducted, the different nature of the activities of the organizations applied to them, the variety of variables addressed and the multiplicity of statistical methods used to obtain and analyze data. These studies have revealed the role of the staff in achieving the organization's mission and objectives if used properly, providing the necessary support from the management of the organization and providing the appropriate environment for work. This study differed from the application of Jawwal, which is a pioneer company, which is concerned with the human element and is constantly training, developing and motivating it.

9. PRACTICAL FRAMEWORK OF THE STUDY:

Firstly- Study Approach: The researchers used the analytical descriptive approach, which attempts to study the "reality of the performance of the employees in the Palestinian cellular communications company, Jawwal." The analytical descriptive approach attempts to compare, interpret and evaluate the possibility of reaching generalizations that have a meaning that increases the knowledge of the subject.

The researchers used two main sources of information:

1. **Secondary sources:** The researchers aimed at addressing the theoretical framework of the study to the secondary data sources, which are related books, references, periodicals, articles, reports, researches and previous studies that dealt with the topic of study, research and reading in different internet sites.
2. **Primary Sources:** In order to address the analytical aspects, the researchers sought to collect the initial data through the questionnaire as a main tool for the study, designed specifically for this purpose.

Second- Society and Study Sample: The study population is represented by employees of Jawwal in the middle region

of about 70 employees. A comprehensive survey method was used. 70 questionnaires were distributed to the study population and 60 questionnaires were obtained, with a recovery rate of 85.7%.

Third- Study tool: A questionnaire was prepared about "the reality of the performance of the employees the Palestinian Cellular Telecommunications Company (Jawwal)". The Likert scale was used to measure respondents' responses to the questionnaire sections according to Table (1):

Table 1: the degrees of the five - dimensional Likert scale

Response	Strongly Disagree	Don't agree	Neutral	Agree	Strongly Agree
Degree	1	2	3	4	5

Fourth- The questionnaire validity

The validity of the questionnaire is to measure the questions of the questionnaire, and the researcher verifies the veracity of the questionnaire through the validity of the measure.

Fifthly- validity of the measurement:

1. **Results of Internal Coherence:** The consistency of the internal consistency is determined by the consistency of each paragraph of the questionnaire with the area to which this paragraph belongs. The researcher calculated the internal consistency of the questionnaire by calculating the correlation coefficients between each of the areas of the resolution domains and the total score of the field itself.
2. **Structural Integrity** Structural honesty is a measure of the validity of a tool that measures the extent to which the objectives of the tool are achieved and shows the extent to which each area of study is related to the overall score of the questionnaires. Table (2) shows that all correlation coefficients in all areas of the questionnaire are statistically significant at the level $\alpha = 0.05$.

Table 2: The correlation coefficient between the degree of each area of the questionnaire and the total score of the questionnaire

The Field	Pearson Coefficient Of Correlation	Probability Value (Sig.)
Performance of employees	.749	*0.000

* The correlation is statistically significant at $\alpha = 0.05$.

Sixth -Reliability of the questionnaire: Reliability of the questionnaire means that the questionnaire will give the same result if it is redistributed more than once under the same conditions. In other words, the stability of the questionnaire means stability in the results of the questionnaire and not significantly changed if it was distributed to the sample several times during certain time periods. The value of the alpha-Cronbach coefficient was found to be high (0.930), so that the final resolution was valid for use. Thus, researchers have verified the validity and consistency of the questionnaire, which makes them fully confident in the validity of the questionnaire and its validity to analyze the

results and answer the questions of the study and test hypotheses.

Analysis and discussion of the study results:

The results of the study will be presented and discussed as follows:

First- a presentation of the characteristics of the study sample according to personal information:

- **Distribution of study sample by age:**

Table 3: Distribution of the study sample by age

Age	The Number	Percentage%
Less than 30 years	16	26.7
From 30 to 40 years	28	46.7
From 41 to 50 years	14	23.3
More than 50 years	2	3.3
Total	60	100.0

Table (3) shows that 26.7% of the sample of the study is under 30 years of age, 46.7% are aged 30-40 years, 23.3% are aged 41-50 years, and 3.3% are over 50 years old. The researchers attribute these percentages to Jawwal's interest in recruiting young people to the nature of work at Jawwal, which requires fieldwork at times, in addition to working hours.

- **Distribution of the study sample by scientific qualification**

Table 4: Distribution of the sample of the study by scientific qualification

Qualification	The Number	Percentage%
diploma	20	33.3
BA	36	60.0
Postgraduate	4	6.7
Total	60	100.0

Table (4) shows that 33.3% of the sample have a diploma, 60.0% have a bachelor's degree, and 6.7% have a postgraduate degree.

- **Distribution of study sample by field of work**

Table 7: The arithmetic mean and the probability value (Sig.) For each paragraph of the "functional"

No.	Paragraph	SMA	Relative arithmetic mean	Test value	Probability Value (Sig).	Rank
1.	The company seeks continuous improvement in the performance of employees.	4.20	84.00	17.02	*0.000	3
2.	There is an ongoing evolution in quality of service provided by employees.	4.08	81.67	14.95	*0.000	4
3.	Staff have the willingness and willingness to work outside the office.	3.83	76.67	6.49	*0.000	12
4.	Staff comply with the rules and procedures of work.	4.07	81.33	12.51	*0.000	6
5.	The company's performance has improved in recent years.	4.24	84.75	14.57	*0.000	2
6.	Staff improves the disposition of critical times.	4.03	80.69	10.87	*0.000	8
7.	The good performance of the company has strengthened its competitiveness.	4.02	80.33	13.88	*0.000	9
8.	Contributing to the administrative decision makers.	4.07	81.36	14.06	*0.000	5
9.	Employees have the skills to communicate with everyone.	4.37	87.33	12.56	*0.000	1
10.	The company has a unique system to receive the views of the beneficiaries to improve performance	4.00	80.00	12.14	*0.000	10

Table 5: Distribution of the sample of the study by field of work

Employment	The Number	Percentage%
Senior Management	20	33.3
Central Management	25	41.7
Management minimum	15	25.0
Total	60	100.0

Table (5) shows that 33.3% of the sample of the study in the field of higher management, 41.7% of their work in the middle administration, while 25.0% of their work in the lower management. This distribution is logical according to the needs of each level of managers, as the higher the level of management the fewer the number of employees in the department.

- **Distribution of sample of study by number of years of service**

Table 6: Distribution of Sample of Study by Number of Years of Service

Number of years of service	The Number	Percentage%
Less than 5 years	14	23.3
5-10 years	33	55.0
More than 10 years	13	21.7
Total	60	100.0

Table (6) shows that 23.3% of the study sample has years of service of less than 5 years, 55.0% years of service from 5-10 years, while 21.7% years of service are more than 10 years. This is evidenced by the low turnover of the company in addition to the expansion during the recent period and the opening of branches in all provinces, which requires the recruitment of additional numbers.

Second- Analysis of Questionnaire Paragraphs (Employee Performance):

The T test was used to determine if the average response was 3 or not. The results are as follows:

11.	Performance assessment is based on sound scientific grounds.	3.97	79.33	11.76	*0.000	11
12.	Employees develop their performance and skills continuously.	4.07	81.33	13.03	*0.000	6
All paragraphs		4.08	81.56	20.01	*0.000	

* The arithmetic average is statistically significant at the level of significance $\alpha \leq 0.05$.

The following table shows the following:

- That the arithmetic mean of all paragraphs equals 4.08, ie, the relative arithmetic mean for all the field paragraphs equals 81.56%, and the probability value (Sig.) is 0.000. Therefore, field D is statistically significant at the mean level, indicating that the average response to this field has exceeded the degree of neutrality is 3, meaning that there is approval by the sample members on this area. The researchers attributed this to Jawwal's interest in the performance, development and training of its employees because investment in the human element is the basis of success, which will have a reflection on the mental image of the company with its internal and external customers, so it is interested in training and motivating employees in addition to adopting evaluation systems and promotion, Impact on employee performance.
- The paragraph "Employees have the skills to communicate with everyone" was ranked first with a relative weight (87.33) and high approval. The researchers attributed this finding to the fact that the nature of work at Jawwal depends primarily on their ability to communicate and communicate with others.
- The paragraph "Staff has the willingness and willingness to work outside the office" came in last place with relative weight (76.67) and approval is high. This is due to the fact that the company stimulates employees who

spend extra time working, as well as the sense of belonging to the company and therefore are willing to work overtime.

Third- Testing the hypothesis of the study:

Ho 1: There are statistical significance differences at the level of significance (0.05) between the respondents' perceptions about the performance of the workers in the Palestinian Cellular Telecommunications Company (Jawwal) due to the personal variables (age, scientific qualification, field of work and years of service).

The "mono-variance" test was used to see if there were statistically significant differences and this test teachers fit to compare 3 or more averages.

Ho 1-1: There are statistically significant differences at $\alpha \leq 0.05$ between the averages of respondents' opinions on the performance of workers in the Palestinian Cellular Telecommunications Company (Jawwal) attributed to age.

Of the results shown in Table (8) shows that the probability value (Sig.) corresponding to the "Mono-variance" test is greater than the level $\alpha \leq 0.05$ for all domains and fields combined, thus it can be concluded that there are no statistically significant differences between the mean About these areas and areas combined together are attributed to age. The researchers attributed this result to Jawwal's interest in recruiting experienced and highly skilled employees and their interest in training and developing them, thus ensuring that all employees of different age groups perform equally well.

Table 8: Results of the "Single Variance" test - Age

The Field	Averages				Test value	Probability Value (Sig).
	Less than 30 years	30-40 years	41-50 years	More than 50 years		
Performance of	4.16	4.13	3.93	3.71	1.506	0.223

Ho 1-2: There are statistically significant differences at the level of $\alpha \leq 0.05$ between the averages of the respondents' opinions about the performance of the workers in the Palestinian Cellular Telecommunications Company (Jawwal) attributed to the scientific qualification.

Of the results shown in Table (9) shows that the probability value (Sig.) corresponding to the "mono-variance" test is greater than the level $\alpha \leq 0.05$ for all domains and domains

combined, so it can be concluded that there are no statistically significant differences between the average sample estimates About these areas and areas combined together are attributed to the scientific qualification. This is due to the fact that all employees have academic qualifications ranging from diploma to postgraduate studies and all are subject to rehabilitation and development, which bridge the gap between these qualifications.

Table 9: Results of the Single Variance Test "- Scientific qualification

The Field	Averages			Test value	Probability Value (Sig).
	diploma	BA	Postgraduate		
Performance of employees	3.92	4.19	3.81	0.047	0.954

Ho 1-3: There are statistically significant differences at the level of $\alpha \leq 0.05$ between the averages of the respondents' opinions on the performance of the workers in the Palestinian Cellular Telecommunications Company (Jawwal) attributed to the field of work.

Of the results shown in Table (10), the following can be inferred:

It was found that the probability value (Sig) corresponding to the mono-variance test "is greater than the level $\alpha \leq 0.05$ and thus it can be concluded that there are no statistically

significant differences between the mean of the sample estimates of the study on these areas and domains combined

due to the field of work. The nature of the work done by all employees in the company.

Table 10: Results of the Single Variance Test "- the field of work

The Field	Averages			Test value	Probability Value (Sig).
	Senior Management	Central Management	lowest Management		
Performance of	4.09	4.09	4.04	0.066	0.936

* The difference between the averages is statistically significant at the level of $\alpha \leq 0.05$.

Ho 1-4: There are statistically significant differences at the level of $\alpha \leq 0.05$ between the averages of the respondents' opinions on the performance of the workers in the Palestinian Cellular Telecommunications Company (Jawwal) due to the years of service.

Of the results shown in Table (11) shows that the probability value (Sig) corresponding to the "single-variance" test is greater than the level $\alpha \leq 0.05$ for all domains and fields

combined. Thus, it can be concluded that there are no statistically significant differences between the mean of the study sample about these areas and areas combined together are attributed to years of service. The result is that employees are continuously subject to training in new work methods and thus all have the same knowledge regardless of their years of service.

Table 11: Results of the Single Variance Test "- years of service

The Field	Averages			Test value	Probability Value (Sig).
	Less than 5 years	5-10 years	More than 10 years		
Performance of employees	4.18	4.05	4.03	0.605	0.550

10. RESULTS

Through statistical analysis, several results are presented, the most important of which are:

- Most of the study sample was under 40 years of age, with 73.4%.
- 60% of the sample of the academic qualification Bachelor.
- 55% of the sample study years of service in the mobile communications company ranging from 5 to 10 years.
- The degree of approval of the job performance of the employees working in the company Jawwal Mobile 81.56%.
- The results showed that there were no statistically significant differences at the level $\alpha \leq 0.05$ between the average of respondents' opinions on the performance of employees in the Palestinian Cellular Telecommunications Company (Jawwal) due to the following variables (age, scientific qualification, field of work, number of years of service).

11. RECOMMENDATIONS

Through the results of statistical analysis, the study recommends the following:

- Increase the efficiency of the employees of the company using the equipment of their work, and the need to pay attention to the development of the skills of employees through specialized training programs to improve their performance.

- Increase the quality of the services provided by the employees of the company in order to meet the responsibilities of work efficiently and accurately.
- Focusing on moral incentives because of their role in improving the performance of employees by spreading the spirit of cooperation between employees to work as a team seeking to achieve the objectives of the company.
- The technical department concerned with the computerized system in the company should answer the inquiries of the employees at the company quickly.

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