

EMPOWERING HUMAN RESOURCES TO ACHIEVE THE STRATEGIC GOALS OF BUSINESS COMPANIES

Firwana Hazem,  <https://orcid.org/0000-0003-3868-2759>

Professor Lecturer A, University of Abu Bakr Belkaid Tlemcen, Algeria

Firwana Sharif,  <https://orcid.org/0000-0002-4965-6559>

Assistant Professor, Israa University Gaza, Palestine

Corresponding author: Firwana Hazem, Atiaf_1998@hotmail.com

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Abstract: *The study aimed to identify the impact of human resources empowerment in achieving the strategic goals of business companies in the Gaza Strip. The researcher chose three dimensions of empowerment, and after reviewing the scientific references and previous scientific studies that dealt with the subject to measure their role in achieving the strategic goals of business companies.*

The study reached a few results, the most important of which are:

The study showed that the level of importance of (information sharing, freedom and independence, work teams) in business companies in the Gaza Strip was high, and this can be explained by the importance of each of the dimensions of employee empowerment, and thus is reflected in the achievement of strategic goals. The study showed that the freedom and independence of workers in business companies in the Gaza Strip was moderate, and this is because the management of these companies gives freedom and independence to the employee to act in situations that confront them during their work, but it is not absolutely free, due to the sensitivity and importance of private work.

The study came out with several recommendations, the most prominent of which were:

Increasing the principle of freedom and independence and making more spaces available for employees, especially those on the front lines. Attention must be paid when forming work teams that their role should be to achieve the general goals of the company in general, and to reach the strategic goals in particular.

Intensifying and deepening the effective and efficient sharing of information between the various administrative levels, and urging workers and employees to the principle of innovation at work in line with the nature and mission of the company.

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Introduction

Strategic management is one of the modern administrative methods, in which the senior management of the development of administrative work in companies seeks through a set of operations from planning, implementation and evaluation; To enable the organization to find effective strategies to achieve the goals of the

far-reaching organization and put them into practice, it stems from the company's message and vision. The study study occupies special importance in administrative studies and practices, the goal represents the goal to be achieved, meaning that the goals determine a long-term goal that directs the efforts of the organization and workers It is towards its achievement (Ahmed, 1989).

With the extent that planning has become important for the individual and the institution; The companies have become the basis that depends on it in achieving their various goals, so they made effort and money and spend time to choose the best individuals efficient, and work to provide appropriate incentives and meet their various needs, and give them more training and powers that enable them to take decisions related to their work and encourage them to work and creativity, so Increased interest in administrative empowerment since the end of this century; He considered one of the modern administrative philosophies that are based on the application of open management by enhancing the capabilities of workers and giving them freedom of behavior and decision-making, and achieving effective participation in corporate management.

Western literature began to be concerned with the issue of empowerment, which includes granting the subordinate freedom and independence in the work, an opportunity to participate in decision-making, and take responsibility more. This coincided with the decline of the role of trade unions, the role of the government sector and public institutions, and the reduction of the laws and legislation that were imposed by states (Melhem, 2009).

It has coincided with the fact that interest in the concept of empowering workers is an essential component of companies, especially in light of the trend towards adopting and applying modern administrative concepts; Like total quality management, recovery of administrative operations, and comprehensive performance planning, as empowerment of workers is one of the basic requirements for the success of applying modern administrative concepts.

And since empowerment seeks to give freedoms and launch creativity and development, and works to increase confidence in workers at all administrative levels, especially the world, and this is what achieves their loyalty to the companies they belong to, and when this is achieved, it will urge workers to achieve the competitive advantage of the organization, which makes them exert They are their best and encourages them with the calculated adventure spirit that achieves creativity.

Problem

The modern administrative age and its advanced data does not recognize the authoritarian role of the higher leaders; Rather, we live in the era of development, experience, experts and creators who, if they were allowed to do so, would be creative until the limits, and they are called the organization until achieving its goals and increasing, and that the viewer of our companies sees that many of them possess a vision and goal, but can it reach the strategic goal of it, and since that the researcher found that the study revolves around On the extent of the readiness and readiness of business companies to adopt the principle of working with the empowerment strategy, and given the importance of business companies in Palestinian civil society, which is one of the tributaries of his economy; Therefore, it was necessary to pay attention to the human resource factor, involve them in decisions and enable them to achieve the strategic goals of those companies, and accordingly; The problem of the study, which is the main question, has emerged: "What has the effect of enabling human resources in achieving the strategic goals of business companies in the Gaza Strip."

This can be clarified by asking the researchers to a set of questions that are the essence of the study, and the problem can be summarized in the following questions:

- 1) What is the importance of participating in information in achieving the strategic goals of business companies in Gaza City?
- 2) How much is the contribution of freedom and independence for workers in achieving the strategic goals of business companies in Gaza City?
- 3) How can work teams contribute to achieving the strategic goals of business companies in Gaza City?

Objectives of the study:

The study aims to identify the impact of empowering human resources in achieving the strategic goals of business companies in the Gaza Strip, and its goals can be summarized in the following:

1. Detecting the reality of empowering human resources in business companies in the Gaza Strip.
2. Defining the reality of achieving strategic goals in business companies in the Gaza Strip.
3. Highlighting the impact of human resources empowerment on achieving the strategic goals of business companies in the Gaza Strip.

Study hypotheses:

After reviewing previous studies and seeing the progress of business companies in the Gaza Strip, the researchers were able to formulate the hypotheses that measure the impact of empowering human resources in achieving the strategic goals of business companies in the Gaza Strip.

1. There is a statistically significant impact at the level ($0.05 \geq \alpha$) to enable human resources with its dimensions (participation in information, freedom and independence, work teams, organizational strength) in achieving strategic goals with their variables (innovation 'technician excellence', productivity, social responsibility) in companies Business in the Gaza Strip.

The following questions are branched from it:

2. There is no statistically significant impact at the level ($0.05 \geq \alpha$) participating in information in achieving strategic goals with its variables (innovation 'technical excellence', productivity, social responsibility) in business companies in the Gaza Strip.
3. There is no statistically significant impact at the level of ($0.05 \geq \alpha$) freedom and independence in achieving strategic goals with its variables (innovation 'technical excellence', productivity, social responsibility) in business companies in the Gaza Strip.
4. There is no statistically significant impact at the level of ($0.05 \geq \alpha$) work teams, achieving strategic goals with their variables (innovation 'technical excellence', productivity, social responsibility) in business companies in the Gaza Strip.

The limits of the study

1. Objective: The current study was limited to the effect of enabling human resources in achieving the strategic goals of business companies.
2. Spatial limit: business companies in Gaza City.
3. time limit: during 2019 and 2020.
4. The human limit: The study was applied to workers in business companies in Gaza City, and they are (100) workers.

Previous studies

Abu Umrah, Hisham and others, (2017), entitled 'A culture of job empowerment and its relationship to developing creative thinking skills among workers' (Abu Umrah, Hisham and others, 2017) The study aimed to learn about the relationship of job empowerment with its dimensions (cognitive and structural) in the creative behavior of workers In the colleges of government technicians in the Gaza Strip, the researcher used the descriptive analytical approach, and the study sample is from all academic workers in the university colleges of science and technology- Khan Yunis, and the Faculty of Palestine Technical- Deir Al-Balah), who numbered (160) employees, was resorted to a comprehensive survey method (120) questionnaires were recovered by 75%. The study concluded the recommendations, from the most important development and enhancement of the relationship and work in the spirit of work between management and workers through exchanging opinions and proposals, giving workers confidence and independence at work and providing a climate that allows and encourages the spread of a culture of job empowerment. (Amra, 2017).

Al-Malafouh, Faten, (2016), 'Enabling workers and its role in achieving the strategic goals of the Islamic University of Gaza'. The study aimed to know the reality of empowerment of workers at the Islamic University and its role in achieving its strategic goals, and the five dimensions of empowerment were chosen and its role in achieving the strategic goals of the university. The study relied on the descriptive analytical approach and the interview and the questionnaire were the two main tools to collect data, and a questionnaire was prepared and distributed On a sample of the study community of 320 of the study community of 1069 employees at the Islamic University, 288 questionnaires were recovered by 90.%. The study reached several results, including the university committed to the dimensions of administrative empowerment, which was studied by an average degree and a relative weight of 87.64 %, according to the opinions of the respondents (Malafouh, 2016).

The university's strategic goals of the study were achieved significantly and with a relative account of 56.72%, according to the opinions of the respondents.

The study presented a set of recommendations, including investing the relationship between the level of empowerment and achieving strategic goals by creating models to empower workers according to pre -prepared plans and follow up their implementation up to a higher level of administrative empowerment, and thus better achieve strategic goals.

The first axis enabling human resources

The emergence and development of administrative empowerment:

Administrative empowerment is one of the modern administrative concepts in administrative thought and management science, which always seeks to improve the human element and develop cooperation and the spirit of one team within the organization, which in turn enhances the spirit of one team, self -confidence and initiative.

Administrative empowerment was widely fame in the beginnings of the second half of the last century in both theoretical and applied directions, which leads him to the forefront of administrative work; Being an important strategy from Management strategies besides other strategies (training, comprehensive quality, decision -making, and responsibility). Administrative empowerment is one of the modern methods that help the administration to advance its workers in intellectual and practical aspects, and to provide the organizational aspect that is characterized by participation and freedom of opinion, and the direction of opportunities for workers to express their opinions, and to provide their new experiences and ideas that are in the interest of the organization.

Since the beginning of 1980 AD and the concept of empowerment has been receiving increasing attention by academics and practitioners interested in the issue of human resources, and in light of the rapid changes in the business environment and pressures accompanying global competition, companies pay attention to adopting modern administrative concepts to achieve competitive advantage (La-Otaibi, 2005).

The concept of administrative empowerment

The human aspect and human resource management are their subject; Because the human being is the first and last responsible for the failure and success of any company, an institution, or one of the countries; Therefore, interest in it, its management, guidance and motivation was one of the most important things that almost exceed all other issues related to money, technology, structure, design, and other concrete matters (Pfeffer, 1994).

As for a language, Al -Munjid defined the empowerment that it was (empowering) the thing; That is, he made him authority and powerful, and in the sense that you are so and so, that is, it is easy for him or facilitated his action and performance (Louis, 1973).

Objectives of administrative empowerment

The goals achieved by the administrative empowerment of the organization (Atallah, 2011).

The organization can achieve several goals through administrative empowerment, including:

1. Finding an environment that supports and maintains continuous development, complex developments, values and behavioral patterns in the organization to achieve its mission and purpose efficiently and effectively.

2. Empowerment contributes to building and constructing high human minds and excellence, maximizing the value of workers, and increasing the organization's ability to generate high-value ideas.
3. Increase the organization's ability to establish and develop its products and reduce the costs of its production.
4. Improving the level of institutional performance.
5. Increase the ability to implement the successful implementation of innovations and the application of modern methods in management.
6. Launching intellectual energies and mental capabilities for workers at all levels, then raising the efficiency of operations and improving production.
7. The shift to high-ranking organizational patterns to central patterns that help in communication and direct interaction between workers and management.

Human resources empowerment strategy

From the foregoing, we see that the stages of the development of modern administrative thought tend to manage the human element towards a new stage of cooperation, participation and team spirit, and thus towards the strategy of empowering workers, and distributing the right to participate between the various administrative levels, especially the lower levels in the organization.

The strategy of enabling workers is working to urge and encourage working individuals to impose their own skills and experiences better, by giving them more freedom to act to perform their business and participate in information in addition to resources and other privileges; To be able to work effectively to achieve the organization's goals.

The worker's feeling of the ability to influence the course of the work he does tangible, as if he is working for himself, and not as a wage; Which enhances the spirit of initiative and the desire to work, in launching his best inherent energies, and helps to grow and develop personal; Which is reflected positively on his performance at work (-Maghrabi, 2017).

The strategy of empowering workers is based on giving individuals freedom in their performance of their work according to the powers, joint information with others, with appropriate training, motivation, and without interference from the higher levels, in order to perform business according to the interest of the institution and complete confidence in this performance.

1: Strategy for employees 'empowerment strategy

From the foregoing, we can extract the staff empowerment strategy, which is: (Moroccan, 2007).

1. The worker's feeling of control, and controlling his performance greatly.
2. Awareness and sense of a full work frame.
3. Accountability and responsibility for the results of the worker.
4. Participate in assuming responsibility regarding the performance of unity or department.

Strategic goals characteristics.

Achieving goals depends on a set of factors, resources, material and human capabilities and conditions surrounding business companies, but there is a set of good characteristics that must be available in order for these goals to be good and give acceptable and compatible results, these characteristics can be summed up by the following (Zanfali, 2013).

1. Clarity and determination: Determining what is required to be completed and the authority responsible for completion, and what is meant specifically is the description of the result that should be reached within a time frame.

2. Admission: Good goals must be accepted by members of the organization responsible for their completion, and this is enhanced by their participation in their formulation.
3. Realistical and interview: The goals must be realistic and subject to investigation with more effort and perseverance, and they express the organization's goal and the possibility of implementation.
4. Measurement: This characteristic is related to the feature of determination, as good goals must be formulated in the way that the administration can measure.
5. Flexibility: It means the ability to respond to environmental variables.
6. Compatibility: The goals must be compatible and consistent with each other, so reaching a goal should not lead to a conflict with the relationship in achieving other goals.
7. Focus: Good goals must focus on results, not on activity.

Field study procedures and methodology

This topic deals with the methodology of the study that was followed, in terms of study curriculum, study community, study sample, study tool, authenticity of the questionnaire, stability, statistical methods used, study procedure steps, data sources, and data distribution test.

First: the study curriculum

The descriptive analytical approach, which depends on the study of the phenomenon, has been adopted as it is in reality, and is concerned with an accurate description, and expresses it as a qualitative and quantitative expression. And interpretation, to reach conclusions.

Second: the study community

The study community consists of all employees of business companies in the Gaza Strip, and a number of business companies have been chosen, and the number of workers in it reached 100 workers.

Third: Study sample

1. Exploration sample:

A reconnaissance sample consisting of 20 workers in business companies in the Gaza Strip was chosen to verify the sincerity and stability of the study tool.

2. Actual study sample:

Due to the small size of the study population, the comprehensive inventory method has been used, as the questionnaires were distributed to all members of the study population, and 85 questionnaires were recovered, represented by the actual/ real study sample.

Table 1. Distribution of members of the study sample, according to the organization

M	Sex	The number	The percentage %
1	The National Islamic Bank Company	42	49%
2	Al -Mutangam Insurance Company	19	22%
3	Badri and Haniyeh companies	7	8%
4	Multi Trading and Contracting Company	10	12%
5	Palestinian Islamic Bank Company	0	0
6	Fadl Contracting Company	7	8%
	Total	85	100%

Source: Preparing the researchers from the systematic study data 2019.

The members of the study sample are distributed according to the following tables:

Table 2. Distribution of members of the study sample on sex

	Sex	The number	The percentage %
1	Mention	70	82.4%
2	Feminine	15	17.6%
	Total	85	100%

Source: Preparing the researchers from the systematic study data 2019.

Through the previous schedule, it becomes clear that the gender category for members of the sample is a clear difference between males and females, as the number of males working in business companies is greater than the number of females working in it.

Table 3. Distribution of members of the study sample according to age

	The age	The number	The percentage %
1	Less than 25 years old	9	10.6%
2	From 25-less than 40 years old	60	70.6%
3	From 40-less than 55 years old	10	11.8%
4	55 years old	6	7.1%
	Total	85	100%

Source: Preparing the researchers from the systematic study data 2019.

The previous schedule shows that the ages of employees working in business companies are between 25 and 40 years, and it is the fun of young people, and this is attributed because the nature of the business requires that the employee be able to complete the tasks required of him, and it needs a semi -permanent movement.

Table 4. Distribution of members of the study sample according to the social status

	Marital status	The number	The percentage %
1	Unmarried	24	28.2%
2	Married	61	71.8%
	Total	85	100%

Source: Preparing the researchers from the systematic study data 2019.

The previous schedule shows us that the percentage of married couples to singles is weak, and this indicates a kind of social solidarity, and the keenness of business companies in the Gaza Strip on that solidarity that prevails in the Strip.

Table 5. Distribution of members of the study sample according to the job title

	Job title	The number	The percentage %
1	employee	52	61.2%
2	Head of the Department	24	28.2%
3	Director of the Department	8	9.4%
4	Director general	1	1.2%
	Total	85	100%

Source: Preparing the researchers from the systematic study data 2019.

The previous schedule shows that there is proportionality and harmony in the organizational structure of business companies in the Gaza Strip, where there is one general manager and oversees eight directors of departments, and each department director supervises three departments and each head of the department is almost three employees, and this explains that the organizational structure of business companies in The Gaza Strip is based on scientific foundations.

Table 6. Distribution of members of the study sample according to the educational qualification

	Qualification	The number	The percentage %
1	Diploma	10	11.8%
2	BA	56	65.9%
3	Master's	18	21.2%
4	Doctorate	1	1.2%
	Total	85	100%

Source: Preparing the researchers from the systematic study data 2019.

The previous schedule shows us that scientific specialties have a role in the recruitment process, as the rate of (65.9%) are a bachelor's degree and their number (56), or almost half of society, and the rest varies between higher studies and medium diploma, and this indicates that the vast majority are certificates holders, And business companies pay great attention.

Table 7. Distribution of members of the study sample according to the number of years of service

	Number of years of service	The number	The percentage %
1	Less than 5 years old	18	21.2%
2	From 5-less than 10 years	43	50.6%
3	From 10-less than 15 years old	20	23.5%
4	15 years or more	4	4.7%
	Total	85	100%

Source: Preparing the researches from the systematic study data 2019.

Regarding the years of service, it is close, and this indicates that employees are employed in periods and according to need, and also that what is (50.6%) are almost the same job, and that it can be said that they have almost the same experience, and indicates that business companies are graduated in the process Employment within a general plan.

Fourth: Study tool

The questionnaire was used as a data collection tool, which was specifically designed to learn about the impact of human resources empowerment in achieving strategic goals in business companies in the Gaza Strip.

The components of the questionnaire:

The questionnaire consists of:

1. Personal data: It includes the following personal data: (sex, age, social status, scientific qualification, job title, number of years of service).
2. Human resources empowerment axes, which are composed of:

Table 8. Axes Empowering Human Resources

	The hub	Number of paragraphs
1	Post information	8
2	freedom and independence	5
3	Team	12
	Human resources empowerment	21

Source: Preparing the researches from the systematic study data 2019.

3. The axes of strategic goals, which are made up of:

Table 9. Themes of the strategic goals and the number of its paragraphs

	The hub	Number of paragraphs
1	Innovation	5
2	Productivity	7
3	Social Responsibility	4
	strategic goals	16

Source: Preparing the researches from the systematic study data 2019.

Fifth: the gradual scale

The responses of the members of the study sample were approved according to a scale of (1-5), where (1) represents the lowest approval degree, and (5) represents the highest degree of approval.

Sixth: Data sources

Data sources in this study are divided into two types, namely:

1. The main data: It is represented in the study tool (questionnaire), in order to identify the impact of empowering human resources in achieving strategic goals in business companies in the Gaza Strip.
2. Secondary data: represented in previous studies and literature, and the studies, research, books and references contained in the field of study.

Seventh: Data distribution test

Kolmogorov-Smirnov Test was used to test if the data follows the natural distribution or not, and the results were as shown in the following table.

Table 10. Natural Distribution Test for Human Resources Enabling Axes

	The hub	Value 'Sig'
1	Participate in information	0.095
2	Freedom and independence	0.073
3	Team	0.142

Source: Preparing the researches from the systematic study data 2019.

It turns out from the previous schedule that the value of 'Sig.' For all the axes of the questionnaire greater than the level of significance (0.05), this indicates that all the axes of the questionnaire follow the natural distribution, and therefore the teacher tests were used.

Table 11. The natural distribution test for the axes of achieving strategic goals

	The hub	Value 'Sig'
1	Innovation	0.173
2	Productivity	0.840

Source: Preparing the researches from the systematic study data 2019.

It turns out from the previous schedule that the value of 'Sig.' For all the axes of the questionnaire greater than the level of significance (0.05), this indicates that all the axes of the questionnaire follow the natural distribution, and therefore the teacher tests were used.

The second topic: the results of the study

Preliminary

This chapter deals with the results of the study, where the study questions were answered, and their hypotheses were tested, and then the results were interpreted and commented on, in addition to explaining the similarities and differences with previous studies.

The results of the first question and their discussion: What is the level of empowering human resources in business companies in the Gaza Strip?

Results of the second question and discuss them: What is the level of achieving strategic goals in business companies in the Gaza Strip?

The results of the third question and discussion: Is there a relationship between the level of empowerment of human resources, the level of achieving strategic goals in business companies in the Gaza Strip?

The results of the fourth question and discussion: Is there an effect between the level of empowerment of human resources, the level of achieving strategic goals in business companies in the Gaza Strip?

First: The results of the first question and discussion

The question states the following:

What is the level of empowering human resources in business companies in the Gaza Strip?

This question has been answered using a single sample test, as shown in the following tables:

Table 12. Analysis of Human Resources Empowerment Axis Analysis

The hub	Average Arithmetic	deviation Normative	Values T'	Value 'Sig	weight Relative	Arrangement	Degree Approval
Participate in information	4.094	0.610	16.539	0.000	81.882	3	big
Freedom and independence	4.122	0.579	17.869	0.000	82.447	2	big
Team	4.090	0.678	14.630	0.000	81.794	4	big
Empowering human resources	4.125	0.495	20.940	0.000	82.503	1	big

Source: Preparing the researches from the systematic study data 2019.

It was found from the previous table that:

- The level of information participation in business companies in the Gaza Strip came with a relative weight (81.882), and it is with the degree of (large) approval.
- The level of freedom and independence in the business companies in the Gaza Strip came with a relative weight (82.447), and it is with the degree of (great) approval.
- The level of the business team in the business companies in the Gaza Strip came with a relative weight (81.794), and it is with the degree of (great) approval.
- The level of empowerment of human resources in business companies in the Gaza Strip came with a relative weight (82.503), and it is with the degree of (large) approval.

Table 13. Analysis of the Paragraphs of the Participation Axis with Information

Paragraph	Average Arithmetic	deviation Normative	Values T'	Value 'Sig	weight Relative	Arrangement	Degree Approval
All information workers are shared about the company's activity and goals in general.	4.153	0.838	12.682	0.000	83.059	1	big
Get the information needed to complete my work in a timely manner.	4.141	0.675	15.580	0.000	82.824	2	big
High confidence in the company's employees is generated as a result of the active participation in the information.	4.106	0.875	12.059	0.000	82.118	4	big
Participation in information in the company provides a high ability to determine the strengths and weaknesses of workers.	4.141	0.742	14.170	0.000	82.824	3	Big

Table 13 (cont.). Analysis of the Paragraphs of the Participation Axis with Information

Paragraph	Average Arithmetic	deviation Normative	Values T'	Value 'Sig	weight Relative	Arrangement	Degree Approval
The company has a high technological structure that enables workers to identify all the information required to complete their business.	4.047	0.858	11.253	0.000	80.941	7	big
The company's work environment is characterized by providing various and clear information flows and channels.	4.059	0.730	13.381	0.000	81.176	6	big
Workers participate in clarifying and improving the available information about the work environment.	4.024	0.756	12.489	0.000	80.471	8	big
Workers participate in clarifying and improving the available information about the nature of customers.	4.082	0.082	11.570	0.000	81.647	5	big
Axis as a whole	4.094	0.610	16.539	0.000	81.882		big

Source: Preparing the researchers from the systematic study data 2019.

It was found from the previous table that:

- The level of information participation in business companies in the Gaza Strip came with a relative weight (81.882), and it is with the degree of (large) approval.
- The highest paragraph No. (1), which (all information workers are shared about the activity and goals of the company in general), and it came with a relative weight (83.059), and it is with the degree of (large) approval.
- The lowest paragraph No. (7), which (workers participate in clarifying and improving the information available about the work environment), and it came with a relative weight (80.471), and it is with the degree of (great) approval.

Table 14. Analysis of the paragraphs of the axis of freedom and independence

Paragraph	Average Arithmetic	deviation Normative	Values T'	Value 'Sig	weight Relative	Arrangement	Degree Approval
The company's management emphasizes the principle of freedom and independence for workers, especially workers in the front lines, from disposing of all situations.	4.106	0.859	11.863	0.000	83.118	3	big
The company's management encourages those working to take responsibility for their business.	4.188	0.748	14.647	0.000	83.765	1	big

Table 14 (cont.). Analysis of the paragraphs of the axis of freedom and independence

Paragraph	Average Arithmetic	deviation Normative	Values T'	Value 'Sig	weight Relative	Arrangement	Degree Approval
The management of the company is discussing the requirements of their completion of their work completely freely.	4.047	0.800	12.061	0.000	80.941	5	big
The company's management supports the exercise of everyone for his powers.	4.165	0.754	14.251	0.000	83.294	2	Big
The company's management provides a clear and comprehensive vision for work, leaving the largest margin of implementation workers.	4.106	0.756	13.481	0.000	82.118	4	big
Axis as a whole	4.122	0.599	17.869	0.000	82.447		big

Source: Preparing the researchers from the systematic study data 2019.

It has been shown from the previous table that:

- The level of freedom and independence in the business companies in the Gaza Strip came with a relative weight (82.447), and it is with the degree of (great) approval.
- The highest paragraph No. (2), which (the company's management encourages those working to take responsibility for their business), and it came with a relative weight (83.765), and it is with the degree of (great) approval.
- The lowest paragraph No. (3), which (the company's management is discussed in the requirements of their completion of their work in full freely), and it came with a relative weight (80.941), and it is with the degree of (great) approval.

Table 15. Analysis of the axis of the team's axis

Paragraph	Average Arithmetic	deviation Normative	Values T'	Value 'Sig	weight Relative	Arrangement	Degree Approval
The company has specialized work teams to complete daily tasks.	4.235	0.781	14.754	0.000	84.706	1	big
The work teams are able to make decisions related to their work.	4.176	0.759	14.296	0.000	83.529	2	big
The work teams are subject to intense and glory training before carrying out the tasks assigned to them.	3.906	0.959	8.709	0.000	78.118	8	big
The management of the company encourages workers to work in a single -team style.	4.094	0.996	10.133	0.000	81.882	4	Big
The company's management forms the work teams of multiple regulatory levels.	4.129	0.784	13.288	0.000	82.588	3	big
All team members are obligated to implement decisions.	4.047	0.975	9.903	0.000	80.941	7	big
All team members are held accountable for the final result of the work.	4.071	0.936	10.546	0.000	81.412	5	big
Axis as a whole	4.090	0.687	14.630	0.000	81.412		big

Source: Preparing the researchers from the systematic study data 2019.

It has been shown from the previous table that:

- The level of the business team in the business companies in the Gaza Strip came with a relative weight (81.794), and it is with the degree of (great) approval.
- The highest paragraph No. (1), which (the company has specialized work teams to complete daily tasks), and it came with a relative weight (84.706), and it is with the degree of approval (very large).
- The lowest paragraph No. (3), which (the work teams are subject to intense and glory training before carrying out the tasks assigned to them), and it came with a relative weight (78.118), which is with the degree of (great) approval.

Second: The results and discussion of the second question

The question states the following:

What is the level of achieving strategic goals in business companies in the Gaza Strip?

This question has been answered using a single sample test, as shown in the following tables.

Table 16. Analysis of the axes of achieving strategic goals

Paragraph	Average Arithmetic	deviation Normative	Values T'	Value 'Sig	weight Relative	Arrangemen t	Degree Approval
Innovation	4.285	0.600	19.757	0.000	85.694	1	big
Productivity	4.240	0.577	19.832	0.000	78.807	2	big
Social Responsibility	4.909	0.714	11.731	0.000	78.176	4	big
Workers development	4.175	0.528	20.506	0.000	83.500	3	Big
Strategic goals	4.173	0.482	22.419	0.000	83.451		big

Source: Preparing the researchers from the systematic study data 2019.

It was found from the previous table that:

- The level of innovation in business companies in the Gaza Strip came with a relative weight (85.694), and it is with the degree of approval (very large).
- The level of productivity in business companies in the Gaza Strip came with a relative weight (84,807), and it is with the degree of approval (very large).
- The level of social responsibility in the business companies in the Gaza Strip came with a relative weight (78.176), and it is with the degree of (great) approval.
- The level of development of workers in business companies in the Gaza Strip came with a relative weight (83,500), and it is with the degree of (great) approval.
- The level of achieving strategic goals in business companies in the Gaza Strip came with a relative weight (83.451), and it is with the degree of (great) approval.

Third: The results of the third question and discussion

The question states the following:

Is there a relationship between the level of empowerment of human resources, the level of achieving strategic goals in business companies in the Gaza Strip?

To answer this question, the following main hypothesis was formulated:

There is no statistically significant relationship at the level of ($\alpha \leq 0.05$) between the level of empowering human resources, the level of achieving strategic goals in business companies in the Gaza Strip.

The validity of this hypothesis was verified by finding Person's connection transactions, as shown in the following table.

Table 17. Person's correlation transactions between human resources and strategic goals

Paragraph	Correction coefficient	Value 'Sig	The level of significance
Innovation	0.607	0.000	Function at 0.05
Productivity	0.618	0.000	Function at 0.05
Social Responsibility	0.466	0.000	Function at 0.05
Strategic goals	0.717	0.000	Function at 0.05

Source: Preparing the researchers from the systematic study data 2019.

* The value of the Person's connection coefficient at a degree of freedom (84) and a significant level (0.05) = (0.217).

It was found from the previous table that:

Person's correlation transactions between human resources are statistically strategic goals, and this indicates a statistically significant explicit relationship at the level of ($\alpha \leq 0.05$) between the level of empowering human resources in the level of achieving strategic goals in business companies in the Gaza Strip.

The main hypothesis is branched from the following sub -hypothesis:

1. There is no statistically significant relationship at the level of ($\alpha \leq 0.05$) between the level of participation in information and the level of achieving strategic goals in business companies in the Gaza Strip.

The validity of this hypothesis was verified by finding Person's connection transactions, as shown in the following table.

Table 18. Person's correlation transactions between participating in information and strategic goals

Paragraph	Correction coefficient	Value 'Sig	The level of significance
Innovation	0.536	0.000	Function at 0.05
Productivity	0.582	0.000	Function at 0.05
Social Responsibility	0.465	0.000	Function at 0.05
Strategic goals	0.649	0.000	Function at 0.05

Source: Preparing the researchers from the systematic study data 2019.

* The value of the Person's connection coefficient at a degree of freedom (84) and a significant level (0.05) = (0.217).

It was found from the previous table that:

Person's correlation transactions between participation with information are statistically strategic goals, and this indicates a statistically significant explicit relationship at the level ($\alpha \leq 0.05$) between the level of participation in information and the level of achieving strategic goals in business companies in the Gaza Strip.

2. There is no statistically significant relationship at the level ($\alpha \leq 0.05$) between the level of freedom and independence and the level of achieving strategic goals in business companies in the Gaza Strip.

The validity of this hypothesis was verified by finding Person's connection transactions, as shown in the following table.

Table 19. Person's correlation transactions between freedom and independence and strategic goals

Paragraph	Correction coefficient	Value 'Sig	The level of significance
Innovation	0.447	0.000	Function at 0.05
Productivity	0.537	0.000	Function at 0.05
Social Responsibility	0.460	0.000	Function at 0.05
strategic goals	0.604	0.000	Function at 0.05

Source: Preparing the researchers from the systematic study data 2019.

* The value of the Person's connection coefficient at a degree of freedom (84) and a significant level (0.05) = (0.217).

It was found from the previous table that:

- Person's correlation transactions between freedom and independence are statistically strategic goals, and this indicates the existence of a statistically significant, indicative relationship at the level ($\alpha \leq 0.05$) between the level of freedom and independence and the level of achieving strategic goals in business companies in the Gaza Strip.
- 3. There is no statistically significant relationship at the level of ($\alpha \leq 0.05$) between the level of work teams and the level of achieving strategic goals in business companies in the Gaza Strip.

The validity of this hypothesis was verified by finding Person's connection transactions, as shown in the following table:

Table 20. Person's correlation transactions between the team and strategic goals

Paragraph	Correction coefficient	Value 'Sig'	The level of significance
Innovation	0.550	0.000	Function at 0.05
Productivity	0.496	0.000	Function at 0.05
Social Responsibility	0.329	0.000	Function at 0.05
strategic goals	0.574	0.000	Function at 0.05

Source: Preparing the researchers from the systematic study data 2019.

* The value of the Person's connection coefficient at a degree of freedom (84) and a significant level (0.05) = (0.217).

It was found from the previous table that:

- Person's correlation transactions between freedom and independence are statistically strategic goals, and this indicates the existence of a statistically significant, indicative relationship at the level ($\alpha \leq 0.05$) between the level of freedom and independence and the level of achieving strategic goals in business companies in the Gaza Strip.
- 3. There is no statistically significant relationship at the level of ($\alpha \leq 0.05$) between the level of work teams and the level of achieving strategic goals in business companies in the Gaza Strip.

The validity of this hypothesis was verified by finding Person's connection transactions, as shown in the following table.

Table 21. Person's correlation transactions between the team and strategic goals

Independent variables	Decline	The value of 't'	'Sig.'	indication
Fixed variable	1.110	3.012	0.003	Indication
Participate in information	0.238	2.669	0.009	Indication
Freedom and independence	0.171	1.825	0.072	Non -function
Team	0.115	1.234	0.221	Non -function
The value of 't' = (18.091) - the value of 'Sig.' = (0.000)				
Determination laboratories = (0.534) - modified selection coefficient = (0.504)				

Source: Preparing the researchers from the systematic study data 2019.

* Table 't' value at a degree of freedom (84) and at the level of significance (0.05) = (1.990).

It was found from the previous table that:

- The value of 't' = (18.091), and 'Sig.' = (0.000), and this indicates the existence of a statistically significant effect at the level of significance ($\alpha \leq 0.05$) between the level of empowering human resources, the level of achieving strategic goals in business companies in the Gaza Strip.
- Development laboratories = (0.534), and the modified specification laborator .
- Variables with statistically significant: (fixed variable, information sharing), that is, they affect (the level of achieving strategic goals).
- Variables are not statistically significant: (freedom and independence, the work team), that is, they do not affect (the level of achieving strategic goals).

- The slope equation is: (level of achieving strategic goals) = +1.110+ 0.238 * (participation in information) + 0.171 * (freedom and independence) + 0.115 * (work team).

1/Results related to the theoretical framework

1. Empowering human resources in companies as a modern concept of management that allows meditation to reach the development of the organization.
2. Raising the level of application of human resources empowerment in companies through the behavior of many axes of its dimensions, which are (participation in information, freedom and independence, work teams) is done by subjecting the internal environment by senior management in order to create a creative climate and keep pace with the rapid developments and changes in the vicinity of the organization.
3. Human resources can be enabled through (participation in information, freedom and independence, work teams) can apply to higher quality standards in business companies.
4. Human resources can enable companies to rebuild mental renewal, thinking and routine breaking cells.
5. The organization can bring about organizational change and avoid the gaps that the organization may face by enabling its human resource, and satisfying their material and moral needs that lead to achieving the strategic goals of the organization.

2/The results related to the practical framework

The results related to the effect of empowering human resources came as follows:

1. The results showed that (42%) of the study sample were distributed in the Palestinian Islamic Bank Company; This is due to the large number of its branches in the Gaza Strip, which exceeded six branches, and the age group of employees was between 25 to less than 40 years, representing (70%) of the study sample, and the age group 40 to less than 55 years came second with a relative weight (11.8%) As for less than 25 years, it was ranked third with a relative weight (10.6%).
2. The percentage of males came about (80.4%) of the study sample, while the female percentage came about (17.6%), and this can be explained by the high number of male employees compared to female employees, as it was found in some companies that there are ten employees besides an employee One or not, this is due to the fact that the expensive employees of male business companies.
3. The study showed that the percentage of married couples is high, which came with a relative weight of about (71.8%) of them to singles, which came with a relative weight of about (28.2%).
4. The study indicated that the percentage of the bachelor's degree campaign came with a relative weight of about (65.9%) and came in the first order, while the holder of the Master's and diploma was second and third, while the doctorate came in the rank and last, and this is due to the fact that half of the employees in the study sample are From a bachelor's degree.
5. The percentage of males came about (80.4%) of the study sample, while the female percentage came about (17.6%), and this can be explained by the high number of male employees compared to female employees, as it was found in some companies that there are ten employees besides an employee One or not, this is due to the fact that the expensive employees of male business companies.
6. The study showed that the percentage of married couples is high, which came with a relative weight of about (71.8%) of them to singles, which came with a relative weight of about (28.2%).
7. The study indicated that the percentage of the bachelor's degree campaign came with a relative weight of about (65.9%) and came in the first order, while the holder of the Master's and diploma was second and third, while the doctorate came in the rank and last, and this is due to the fact that half of the employees in the study sample are From a bachelor's degree.
8. The study showed that freedom and independence for workers in business companies in the Gaza Strip were moderate, and this is due to the fact that the management of these companies gives freedom and independence

to the employee to act with the positions they face during their work, but they are not absolute freedom; This is because of the sensitivity and importance of private work.

9. The results showed that the level of empowering human resources in business companies in the Gaza Strip.
 - The level of information participation in business companies in the Gaza Strip came with a relative weight (81.882), and it is with the degree of (large) approval.
 - The level of freedom and independence in the business companies in the Gaza Strip came with a relative weight (82.447), and it is with the degree of (great) approval.
 - The level of the business team in the business companies in the Gaza Strip came with a relative weight (81.794), and it is with the degree of (great) approval.
 - The level of empowerment of human resources in business companies in the Gaza Strip came with a relative weight (82.503), and it is with the degree of (large) approval. 2. As for the level of achieving strategic goals in business companies in the Gaza Strip.
 - The level of innovation in business companies in the Gaza Strip came with a relative weight (85.694), and it is with the degree of approval (very large).
 - The level of productivity in business companies in the Gaza Strip came with a relative weight (84,807), and it is with the degree of approval (very large).
 - The level of social responsibility in the business companies in the Gaza Strip came with a relative weight (78.176), and it is with the degree of (great) approval.
 - The level of achieving strategic goals in business companies in the Gaza Strip came with a relative weight (83.451), and it is with the degree of (great) approval.

There is no statistically significant effect at the level of ($\alpha \leq 0.05$) between the level of empowering human resources, the level of achieving strategic goals in business companies in the Gaza Strip.

Second: The recommendations of the researchers

Through the results of the study, the researchers can put some recommendations that can contribute to enhancing the strategy of empowering human resources and their impact on achieving strategic goals in business companies in the Gaza Strip, and the following recommendations were:

1. Urging and promoting employees to complete their scientific studies and follow up on everything new that serves their specializations and work.
2. Increasing the principle of freedom and independence and providing wider spaces for employees, especially those in the front lines and those who deal with the public to act in new situations facing them, in addition to expanding the margin of the employee to carry out the tasks assigned to him and accomplish them according to the organization's policy and vision.
3. Paying employees and workers to work with the appropriate power and strength that he can accomplish his work.
4. Increasing the interest of business owners with the concerns, burdens and problems of their employees; Because this is one of the most important factors that can affect them and their ability to better carry out their duties and reach the organization's goals.
5. It is necessary to pay attention to the formation of work teams, for its role in achieving the general goals of the organization in general and to reach the strategic goals in particular.
6. Setting a clear framework for the relationships between the employees themselves and between employees and senior management and clarifying the relationship between them.
7. Intensifying and deepening the participation of information effectively and smoothly and high efficiency between the different administrative levels, and this is because there are some administrative levels that block some information from other levels that would hinder the work, so interest in the principle of sharing information must be wider in a broader way that serves the interest of the work and the organization together.

8. Increasing companies from looking at the internal social responsibility of the organization and external to society and the Palestinian textile, which can enhance cohesion between the internal levels of the organization and the external environment.
9. Urging employees and employees to the principle of innovation at work in a manner that is appropriate to the nature and message of the organization.
10. Focusing on the permanent development of employees of the organization and keeping pace with the latest technologies at the global level in a manner commensurate with the nature of the organization's work, and also commensurate with the external environment, including the customs and traditions of Palestinian society.

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