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The researcher found that there is statistical significant impact of the Human Resources management strategies (Human resources planning strategy, Recruiting and selection strategy, Training and development strategy, Motivation strategy, and Performance appraisal strategy) on job satisfaction of the employees of the Social Security Corporation in Jordan. The researcher recommended the Increasing the efficiency of these strategies, and recruitment of the best human talent, provide them with the necessary skills and experience, motivate them, and the adoption of adequate performance evaluation to determine the imbalances in performance and work to correct it.

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I. Introduction

In the shadow of the great technological advancement in the business world in recent decades in various part of the life (social, political, and economic) in different countries around the world. In turn led them to find more ways to deal with these conditions and ways to identify the capabilities of competitors and market needs, as well as those variables affected the values and the different activities in many countries of the world to warrant saying that we live now ' a new world ' quite different from its predecessor, which prevailed over the previous centuries until the early 1980s.

Contemporary management interest in human resources issues is a trying to find a balance between the organization's goals and objectives of individuals, and between cost and revenue in dealing with individuals. Human resource management strategy is working to understand the Organization's internal environment, requirements, and basic influential variables; its mission, goals, objectives, strategies, and culture, in addition to understanding their surrounding environment by the organization, and this understanding enable human resource management to set its strategy successfully, in a way to contain significant harmonization between the practices and activities of the human resources management, variables and challenges contained in the organization's internal and external environment.

Developing organizational strategy requires events sort of combinations and harmony between the organization and the environment surrounded by both internal and external, physical, and technical capabilities available to them, which can be set on the application and implementation of effective strategies. Strategic management is a sophisticated intellectual methodology directed management processes and events in an orderly fashion in order to achieve the objectives and goals of the organization. Strategic management methodology requires the presence of an integrated strategic building, and the organization's future strategy depends on effective human resources management strategy, consistent, integrated, and coordinated these plans, practices and policies with the overall strategy of the organization. To meet the requirements of the organization of qualified human resources, well trained, and able to communicate and share with making decision. The strength of any organization to compete depends on its success in attracting highly qualified people to achieve and implement their strategies

Job satisfaction is due to accept human being his job as it is, and he took advantage of every means available to him. Job satisfaction is associated with more than one source, human might feel comfortable as a result of his high performance in business, or the quality of his work, or learn new skills, or work as part of the staff, as well as help colleagues, or increase personal abilities (Jones, 1996).

Job satisfaction is more enigmatic management science topics, because the emotional case, which led to the emergence of hundreds of research studies on the subject, some of them consider job satisfaction as

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an independent variable influences the behavior of workers as performance, absenteeism, turnover (Al-Hawary & AL-Zeaud, 2011), and other times as a dependent variable is affected by wages, salaries, bonuses, grants system, power structure and decision making system, commitment (Al-Hawary & Shdefat, 2016), added to the lack of agreement among researchers on the precise definition of job satisfaction resulting in multiple areas of study. Job satisfaction is an important topic for everyone working in organizations, and considered of more variables in organizational behavior research. The importance of job satisfaction as a measure of the effectiveness of performance, if workers completely satisfied of their work, that will lead to the desired results comparable to raise wages or incentives provided by the organization, and in return if the workers are dissatisfied, that contribute to absenteeism, frequent work accidents, delays, and move on to other organizations.

II. Theoretical Framework and Hypotheses Development

a) Concept of human resources strategies

Now a day's organizations are moving toward strategy of human resources that fit the overall strategic directions of the organization and integrate with strategic directions in marketing, production, finance, technical, and other organized events. Then the organization will have an integrated set of strategies stem from sub-overall strategy of the human resources. And strategic human resources management as a best way to find the highly qualified workforce able to bear the responsibilities of the business within the Organization, and then be able to meet the requirements of the overall strategy of the organization as a whole. And configure the appropriate structure of human resources with the appropriate level of abilities and skills required to meet the needs of the organization, and then train and develop these skills and also rewarding individuals with a equitable remuneration consistent with efforts being made, to achieve the kind of integration and coordination between the interests of individuals and organization, to prevent any conflict between them, and finally provide them with necessary care and services. All that in order to contribute to achieving the Organization's objectives.

Human resources management responsibility became too large, designed to continuously, create and adapt their strategies, activities and practices with variables and internal and external environmental challenges affecting the organization's overall strategy. Wright & McMahan (1992:298) referred to strategic human resources management as ' style of employing human resources schema and related activities to enable the organization to achieve its goals. Human resources management defined as a strategic and coherent portal to manage individual who contributes in achieving the goals of the organizations, this concept came as an alternative to individual management concept (Armstrong, 2012).

Human resource management strategy can be defined also as: long term plan, consisting of a set of activities in the form of programs, their beginning and the end is specific, and polices decide the functions of human resources management within the organization, this plan contains a set of actions and decisions regarding human resources within the organization, and the careers of these human resources.

b) Human resources management strategies

Human Resources Planning Strategy: Is one of the most important elements in human resources management, where this concept refers to the processes through which the organization ensures access to appropriate quality and number of individuals in the right places and the right times (correct and sound). Strategic planning of human resources is directly linked to the organization's overall strategy to secure and provide the necessary personnel to implement the organization's strategy (Al-Hawary & Nusair, 2017). Human resources planning built on having a clear idea of the demand side (determining and planning of organizational needs of human resources, programming needs, the staff course, demographic trends, budget forecast and others), with regard to the requirements of patterns and number skills, and then determine the supply side, namely those skills which will provide through factors such as internal distribution and skills development, availability of skills and competencies required in the market. This process involves organizational planning issues, such as the review of the roles of work and job design to those roles. Denisi & Griffen (2001) defined human resources planning as a process of organization forecast of demand for human resources, offer analysis of resources supply, and then develop plans to reduce the gap between them.

Recruiting and selection strategy: Recruiting and selection strategy is based on attracting and selecting the best, and highly qualified human element which enable organization to achieve its goal, recruitment is one of the most important human resources management strategy that must be carried out efficiently and effectively, this process is considered as the key of success of the business organization, and enable organization to compete and achieve its goal (Al-Hawary & Alajmi, 2017). Costello (2006) describes recruiting and selection as a set of activities and processes used to attract the required number of qualified people to be set in the right place at the right time.

Recruiting and selection are the organization's processes to filter and select the best candidates for the job, represented by the person who meets the job requirements and characteristics, more than anything

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else, this selection according to the selection criteria applied by the organization, using internal and external sources (Dora and et al, 2008). Ofori & Aryeetey (2011) described recruiting and selection as the necessary portfolio of the Organization's recruitment policy.

Training and development strategy: Training strategy is considered as the best way to prepare and develop human resources, and increase performance. This growing interest in the strategy of training recognizing the importance of human resources in increasing the competitive capabilities of organization, and innovation of goods and services, and to be able to use techniques and resources available efficiently and effectively. Strategic approach to management training is based on an analysis of the opportunities and threats in the external environment, and the different and changing factors whether technological or economic, political or social, as well as to identify the strengths and weaknesses of the organization's internal environment, whether human or material factors or informatics. Bernoti (2007) points that training is a certified educational activity practiced by the organization with the aim of improving the performance of the individual in the job he holds, and training is defined as ' the process by which provide employees with the knowledge and skill to perform a specific activity or work (Edwin, 2003:200). Training is an effort to increase skills, and develop their knowledge, and abilities, to raise the level of organizational performance, with the aim of preparing them well to meet the organization current and future requirements.

Motivation strategy: The style of functioning Changed from method based on individual action to collective action-based method depends on task forces, Motivations are no longer acceptable methods with this new method, which calls this method of managing human resources, to design and preparation of new motivation policy based on group motivation, and aligned with contemporary modern orientation. According to, human resources management prepared programs contributed make workers own shares of the organization, modify the rates of participation in profits, setting new moral motivation methods match the human resources who working collectively within the organization, and motivational methods conform with contemporary trends and techniques in the field of human motivation in General. Compensation is one of the most important factors that affect the motivation of individuals to grow, develop, and to continue learning and incentive for more productivity, and strive to improve the performance of the entire organization and its objectives (Casio, 2013).

Performance appraisal: After the change of the mode of implementation of the business from individual method to collective method, business performance evaluation within the Organization became subject to evaluation systems, software and modern standards depend on teamwork, rather than the old systems which were subject to evaluation programs and regulations depend on individual work.

Modern business evaluation criteria Characterized by providing new performance evaluation criteria: cost, time, quality, and customer service during the sale, and their later sale, gauge customer satisfaction that many organizations are connected to its incentives system. It is the function which contains the measure and evaluate the performance of employees and their work, which is what determines the opportunities for promotion and career path for staff performance evaluation, this function is an incentive for further learning and development to keep up with requirements, and provide feedback on the extent to which the training and development of workers who received, and the extent of their need for training and other development programs (Byars & Rue, 2006).

c) Job satisfaction concept

Job satisfaction is the psychological feeling of contentment, and happiness to satisfy needs, desires and expectations with the work itself and the work environment, with confidence and loyalty to work with environmental influences and internal and external factors. There are those who believe that job satisfaction is a situation where an individual is integrated with his job, and his work, and becomes a human being takes the job and interact with it through his ambition and desire to progress and achieve social objectives through it (Kaplan, 1992:103).

Piriyathanalai & Muenjohn (2012:90) notes that job satisfaction is a general assessment of the user towards work, which is influenced by the location of the user at work, incentives and control mechanism and management system. Job satisfaction of employees expresses an individual's emotional reactions to a particular function, and if the organization going to be distinguished in their production and develop its performance, it has to pay interest on job satisfaction of its employees, because negligence of its employees satisfaction leads to neglecting a big part of the Organization's objectives (Piriyathanalai & Muenjohn, 2012).

d) Human resources strategies and job satisfaction

The most positive effects of this practice, their role in improving employee productivity and organizational performance as a whole (Futa & Qutob, 2013). Al-Qadi (2012) referred that the use the compensation systems is that they contribute to motivate staff towards good performance, Abu Sheikha (2006) noted that staffing performance appraisal process involves identifying the objective of the assessment process, time to conduct the assessment process, and the method used in the evaluation process, as well as to identify the results of the

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evaluation process, and used in planning to improve employee performance. Nihat et al. (2010) reached that there is an effect of human resources practices (recruitment, appointment, performance appraisal, compensations, and safety) and performance. Haji's study (2010) examined the relationship between human resource management practices (polarization and recruitment, training and development, performance appraisal and compensation and occupational health and safety) and achieve institutional discrimination and positive relationship. Al-Hawamdeh (2007), which indicated a statistically significant relationship in all areas of performance evaluation on satisfaction of employees. Al-Omary (2004) noted that the relationship between colleagues has an effect on job satisfaction in Arabic Potash Company, based on above, the study hypotheses may be formulated as:

H1. Human resources management strategies directly influences Employees' job satisfaction of Social Security Corporation in Jordan.

More specifically:

H1a. Human resources planning strategy directly influences Employees' job satisfaction of Social Security Corporation in Jordan.

H1b. Recruiting and selection strategy directly influences Employees' job satisfaction of Social Security Corporation in Jordan.

H1c. Training and development strategy directly influence Employees' job satisfaction of Social Security Corporation in Jordan.

H1d. Motivation strategy directly influence Employees' job satisfaction of Social Security Corporation in Jordan.

H1e. Performance appraisal directly influence Employees' job satisfaction of Social Security Corporation in Jordan.

III. Theoretical Model

The researcher proposes a model that investigates Human resources management strategies and their impact on Employees' job satisfaction of Social Security Corporation in Jordan. Figure (1) exhibits the research model that guides this study. As Figure (1) depicts, the important variables of this research include Human resources management strategies as the independent variable and Employees' job satisfaction as the dependent variable.

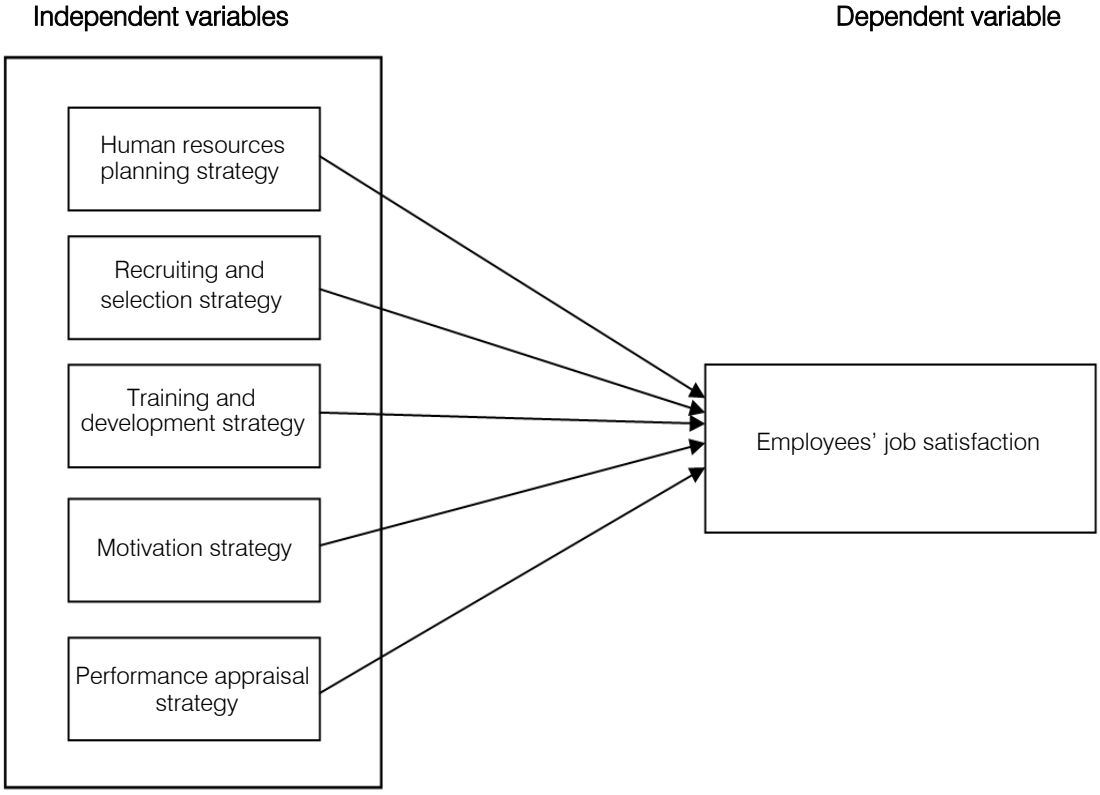

Figure (1): Theoretical Model

IV. Methodology

a) Study tool

The questionnaire in this study was developed based on previous studies. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). Human resources planning strategy, Recruiting and selection strategy, Training and development strategy, Motivation strategy, Performance appraisal strategy

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were adapted from previous studies (Delaney and Huselid, 1996; Lepak and Snell, 1999; AL-Hawary, 2011). Employees' job satisfaction was adapted from previous studies (Wahyudi et al., 2013; Piriyathanalai & Muenjohn, 2012).

b) Population and Sample

The population of the study consisted of all employees of Social Security Corporation in Jordan. The unit of analysis was the employees of Social Security Corporation in Jordan. The questionnaire was used as a tool to collect data from the population of the study. Employees were asked to assess the level of implementation of human resources strategies. Evaluation was based on A Five-point Likert scale ranging from "strongly disagree (1) to "strongly agree (5) was used to measure the 33 items. 232 completed questionnaires were, 13 of returned questionnaires contained missing items. Leaving 219 questionnaires for study analysis with a response rate of (94.4.7%) which is considered an acceptable rate (Sekaran, 2006). Table 1 shows the characteristics of the sample.

Table (1): Sample characteristics

Variable		Frequency	%
Age group	less than 30	63	29
	30- less than 40	88	40
	40- less than 50	45	20.5
	50 years and more	23	10.5
Gender	Male	148	67.6
	Female	71	32.4
Educational level	Diploma	28	12.8
	Bachelor	172	78.5
	Master	15	6.8
	PhD	4	1.9

c) Reliability and validity of the instrument

To measure Structural validity, corrected item-total correlation was used to determine the internal correlation between items in each dimension and consistency between dimensions. The value of corrected item- total correlation must be more than 20%.

Table (2): Corrected Item – Correlation of human resources management strategies

Strategy	No of item	Corrected item correlation		*Cronbach's alpha*
		Corrected item – total correlation	Squared multiple correlation	
Human resources planning	1	0.28	0.46	0.86
	2	0.32	0.27	
	3	0.53	0.43	
	4	0.53	0.30	
	5	0.56	0.30	
	6	0.49	0.35	
Recruiting and selection	7	0.28	0.47	0.81
	8	0.59	0.39	
	9	0.60	0.38	
	10	0.68	0.47	
	11	0.49	0.30	
	12	0.45	0.35	
Training and development	13	0.50	0.50	0.74
	14	0.64	0.55	
	15	0.62	0.51	
	16	0.72	0.59	
	17	0.72	0.54	
	18	0.64	0.45	
Motivation	19	0.44	0.49	0.83
	20	0.56	0.48	
	21	0.58	0.40	
	22	0.48	0.40	
	23	0.45	0.42	
	24	0.41	0.39	

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Performance appraisal	25	0.37	0.39	0.76
	26	0.46	0.30	
	27	0.57	0.38	
	28	0.56	0.31	
	29	0.51	0.37	
	30	0.38	0.31	

Table (2) shows that all items in each dimension of human resources strategies are correlated with each other, and with all items in other strategies of human resources management.

Table (3): Corrected item – correlation for Employees' job satisfaction

Dimension	No of item	Corrected item - correlation		Cronbach's alpha
		Corrected item – total correlation	Squared multiple correlation	
Employees' job satisfaction	21	0.63	0.52	0.79
	22	0.75	0.63	
	23	0.78	0.67	
	24	0.54	0.63	
	25	0.49	0.43	
	26	0.51	0.36	
	27	0.55	0.43	
	28	0.45	0.36	

Table (3) shows that all items are correlated with each other in the independent variable itself. Table (3&4) shows that Cronbach's alpha for human resources management strategies and Employees' job satisfaction was more than (0.60) (Sekaran, 2000).

V. Descriptive Analysis

Means and standard deviation were used to find out the sample's evaluation of human resources management strategies by employees Social Security Corporation in Jordan, and to describe their job satisfaction.

Table (4): Means and standard deviation of sample responses regarding human resources management strategies and Employees' job satisfaction

No	Aspect	Mean	Standard deviation
1	Human resources planning strategy	**3.57**	0.94
2	Recruiting and selection strategy	**3.45**	0.87
3	Training and development strategy	**3.51**	0.67
4	Motivation strategy	**3.55**	0.83
5	Performance appraisal strategy	**3.57**	0.96
	Employees' job satisfaction	**3.49**	**0.95**

VI. Correlation Matrix

Table (5) highlighted that the correlation coefficients were positively correlated. The highest value of correlation coefficient between independent variables was (0.51), which indicated that the model of the study is free of multicollinearity (Hair et al., 1998).

Table (5): Summary of correlations of strategic human resources management

Variables	HRPS	RSS	TDS	MS	PAS
Human resources planning strategy	1	0.28**	0.36**	0.24**	0.15**
Recruiting and selection strategy		1	0.39**	0.51**	0.43**
Training and development strategy			1	0.33**	0.32**
Motivation strategy				1	0.50**
Performance appraisal strategy					1

*Notes: ** Correlation is significant at the 0.01 level (2-tailed).*

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VII. Study Hypotheses Test

In this model, Human resources management strategies act as the dependent variable and Employees' job satisfaction, as the independent variables. From the result as shown in Table (6), the regression model was statistically significant (F = 67.432; R2 = 0.388; P = .000). The R2 is 0.388, which means that 38.8 per cent of the variation in Employees' job satisfaction can be explained by Human resources management strategies. The proposed model was adequate as the F-statistic = 67.432 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between Human resources management strategies and Employees' job satisfaction.

Table (6) shows the analysis of multiple regressions. The results of the multiple regression models indicate that Human resources planning strategy, Recruiting and selection strategy, Training and development strategy, Motivation strategy, and Performance appraisal strategy explain the variance in Employees' job satisfaction. The value of the R^2 (R Square) is an acceptable value for explaining variability of Employees' job satisfaction.

Table (6): Regression results of human resources management strategies and Employees' job satisfaction.

	Unstandardized coefficients		Standardized coefficients	T	Sig	Tolerance	VIF
Model [c]	B	Std. Error	Beta				
Constant	1.158	0.156		7.437	0.000		
Human resources planning strategy	0.268	0.035	0.345	7.630	0.000	0.529	1.892
Recruiting and selection strategy	0.116	0.036	0.135	3.246	0.001	0.464	2.154
Training and development strategy	0.125	0.039	0.144	3.178	0.002	0.432	2.314
Motivation strategy	0.097	0.039	0.099	2.477	0.014	0.426	2.349
Performance appraisal strategy	0.134	0.330	0.152	3.215	0.013	0.527	1.897
Notes: R = .623; R 2 = .388; Adj. R 2 = .382; Sig. F = 0.000; F-value = 67.432; dependent variable, Employees' job satisfaction; $p < 0.05$							

Multiple regression analysis in Table (6) was employed to determine whether Human resources management strategies have an effect on Employees' job satisfaction; the result of regression analysis revealed that there is an impact of Human resources planning strategy, Recruiting and selection strategy, Training and development strategy, Motivation strategy, and Performance appraisal strategy on Employees' job satisfaction (β =.268; $p<0,05$). Therefore, the hypotheses are accepted.

VIII. Discussion

- Human resources planning strategy, the result of the study shows that the Social Security Corporation in Jordan focused on forecasting the human resources needs of the Organization and hire the human resources in ideal way, and work on the development of their capacity, and avoid the problems of human resources management, and work to resolve these problems, but the application of this practice is influenced by the lack of information required for the planning process. As influenced by unserious of the organizations in implementation plans.
- With regard to appointment and recruitment strategy, the results of the study indicate that the commitment of the Social Security Corporation to recruitment procedures by identifying potential personnel to fill posts in preparation to be recruited to work in the Corporation. The Social Security Corporation is committed with recruitment procedures within official channels according to qualifications and experience required, and the contrast between the candidates to pick who possess skills and expertise that are in line with the job implementation
- In terms of motivation strategy, the management of the Social Security Corporation is convinced of the importance of this strategy, whether financial or non-financial, in motivating employees towards improving their performance by encouraging them to apply their knowledge, skills and expertise in the interest of business.
- In terms of Training and development strategy, the management of the Social Security Corporation is convinced of the importance of Training and development to give employees the skills and abilities to do their jobs and solve the problems facing the business.
- With regard to Performance appraisal strategy, the need of the Social Security Corporation to identify the level of performance of employees to provide programs for evaluating the employees performance, and the fairness in the assessment process, with the aim of identifying training needs and help improve levels of performance, and identify priorities for the promotion, and support of human resources planning

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processes, and thus improve organizational performance.

- The result of the study indicates the existence of respect, appreciation, kind treatment, and exercise work ethic by management to cooperate with employees, and understanding their problems. And fit wages with the nature of the work or the assigned tasks, in addition to providing training programs contribute to increased their knowledge skills, which makes the individual specialists and experts, thus expanding their knowledge, perspectives, and contribute to facilitate the tasks efficiently and capably, and raises the level of their responsibility, and a sense of job security, and felt that they are indispensable, which contributed to achieving the employees satisfaction.
- The results of the study indicated an effect of human resource management strategies on employees' satisfaction. And due to the interest of the Social Security Corporation in Jordan with human resource management strategies overall lead to employees' satisfaction, Social Security Corporation in Jordan dealing with proper planning for the needs of employees, and attract them to work at the Corporation, and they are selected on the basis of objective criteria, and fit the nature of the work assigned to them, in addition to direct employees and work to develop and maintain them, which made them committed to business requirements, and desire to do what they got and their desire to continue to work for the Corporation. This result has agreed with (Nihat et al., 2010;_Futa & Qutob, 2013; Al-Qadi, 2012; Abu Sheikha, 2006; Haji, 2010; Al-Omary, 2005; Al-Hawamdeh, 2007).
- In addition to direct employees, and work to develop and maintain them, and confirm their commitment to business requirements, which is supposed to lead to a working link to the Organization and the desire to do what he's got and his desire to continue to work for the Corporation. This result has agreed with study (Nihat et al., 2010).
- Study results showed that the strategy of human resources planning have an impact on the Employees' job satisfaction. The reason that the employees working at the Corporation based on prior identification of real need, and thereby reducing job turnover work and achieve job stability; which contribute to improving the level of satisfaction of the employees.
- Results of the study indicated that there is an effect of the performance appraisal strategy on the Employees' job satisfaction. The reason that the process of evaluating performance that contribute to the development of human resources through recognition of the current level of performance and try to improve it through training programs.
- There is an effect of the incentives and rewards on the Employees' job satisfaction. This can be explained by the perception of the Corporation of the importance of incentives and rewards, and the incentives and rewards provided to employees contribute to the psychological development, when working through participation in the making of decision, and justice in wages and salaries, and incentives to match the efforts by workers, as well as workers having a health insurance, annual leave, and other benefits and is reflected in the level of the employees satisfaction. This result is consistent with Aljdzisasa (2011) that the material and non-material incentives when applied fairly and sound lead to move up the performance of the staff, the use of rewards and bonuses has led the employees of the corporation to work better, and thus contribute ready and willing to work outside of official working hours.
- The study results showed that recruiting and selection strategy have an impact on the employees' job satisfaction. The result is consistent with Aljdzisasa (2011), which considered the recruiting and selection strategy contribute to improved employee motivation and raise the level of employees organizational commitment.
- The results of the study indicated the impact of training and development strategy on the employees' job satisfaction, due to the importance of training to give workers with skills and new knowledge, and experiences, which enable them to work and have the confidence and the acquisition of traits that qualifies them for assuming leadership of the organization. Seeks to promote their strength by training staff, and having qualified personnel, and well-trained able to reduce turnover rates of employment, increasing the ability of individuals working on creativity, innovation, and thereby increase its ability to achieve excellence reflected on the job satisfaction of employees.

IX. Recommendations

Based on the study results, the researcher recommends the practitioners, and decision makers to:

1. Increasing the efficiency of these strategies, and recruitment of the best human talent, provide them with the necessary skills and experience, motivate them, and the adoption of adequate performance evaluation to determine the imbalances in performance and work to correct it.
2. Push for a sustained effort and performance development to achieve the best level, in order to develop clear career tasks at work, and to intensify the adequate training courses.
3. Creating a new system of incentives, and encourage staff to compete creativity at work, and

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appreciate the efforts of staff, provide moral and financial rewards to staff.

4. Finding a system analysis of the jobs associated with electronic form with human resources departments to take appropriate decisions in the selection and recruitment.
5. Incentives actually linked to performance, so that the distinction between working in accordance with their level of performance, which encourages all employees whatever career named to make every effort to improve their performance, thus linking incentives to improve performance.
6. Enhance a sense of job stability through their employment for longer.

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