

# Degree of Harmony of Preparation of Human Resources In Private Universities With Requirements of Labour Market

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## Abstract

This study aimed at estimating the degree of harmony of preparation of human resources in the private universities with the requirements of the labour market from the point of view of the academic leaders, students, and leaders of labour market. And to achieve these objectives the researcher developed a questionnaire consisted of two parts, the first part concerns about the academic leaders and students, and consists of (71) paragraphs, distributed into eight fields, and the second part concerns about leaders of the labour market, and consists of (40) paragraphs. After making sure of their validity and reliability they were applied on the academic leaders and students of the year of graduation and leaders of labour market. And the results of study deduced that the estimation of the degree of harmony of preparation of human resources in the private universities with the requirements of labour market, from the point of view of the academic leaders came at a great degree. But for the students and leaders of labour market had come at a medium estimation. Key words: harmony, preparation of human resources, higher education institutions labour market, academicians, and students.

## Introduction ;

The world today witnesses numerous developments, and hastening variables in different fields. And from the most prominent of them; the challenges emerged by the globalization phenomenon, the worldly competition, development of information systems and communications, for the higher education institutions confront plenty of challenges, push them to search for new and effective innovative techniques and machineries to promote with the level of their performance and services, to attain high quality and distinction and achieve high competitive capacities to meet demands of the community from human resources.

And it is noticed that higher education is hastily growing increases twice or three times from averages of labour opportunities in the economic sector, the matter that caused increase in the defect of human resources, disorder in labour market and its vibration between increase and decrease in certain fields of specialization on the expense of other specializations the thing that led to appearance of labour- seekers' problem from learned persons, and employing higher qualifications in simple writing occupations, and fall of general production. And this demands the necessity of education planning in accordance with the actual demands of the human powers (Adam,2006).

Saving higher education opportunities shares in founding an enlightened community, able to adapt with the consecutive variables of labour demands, and the characteristics of the age, which continuously witness decay of occupations and professions were prevailing for long periods, and other subjects that demand new skills and qualifications. Therefore, harmony of preparing human resources for demands of labour market are considered the main objective, which the higher education institutions oblige to seek achieving it, but achieving that depends on the extent of those institutions capacity to save basic prologues represented in human resources and university programs, instruments and techniques necessary to be used in the academic process to produce high quality outputs, in harmony with the changing demands of the labour market (Wadee, & As- Same', 2004).

And with the increase of enlargement in establishing numerous of the higher education institutions, which save many fields of specialization to cover the demands of the local labour market, but the most important more than that is represented in the extent of achieving harmony between preparation of these institutions for their human resources, and the demands of both private and public sectors (Iisan,2006). And also harmony in preparation of human resources for labour market demands using new developed instructional policies performed on the specialized preparation of human resources. And also demands finding methods and able innovative techniques to provide students with what fits them of experiences enable them enter the labour market in the future with effectivity and efficiency (Derricot & Cogan, 2012).

Thereupon, preparation of human resources in accordance with demands of labour became forming one of the educational process necessities in different local or foreign universities. And numerous universities use plenty of instruments and techniques, by which they can communicate with the labour market, and some of them can be shown as follows ( The Arab Organization for Administrative Development, 2003).

- Holding periodical meetings covering representatives of the private sector and the institutions of higher education, to get acquainted directly with the specifications of graduates in harmony with the demands of labour market.

- The institutions of higher education follow up of the university graduates conditions from part of occupations in which they settled, and the relationship of their specializations with their works and the courses from which they got benefit, and those from which they did not in their works.
- Bids assistance by leaderships of both sectors, the public, and the private, that possess visions about future demands of labour from part of specializations and their contents and the number of graduates in them .
- Seeking assistance from leaderships and managers of private sector in the different academic activities, such as regular teaching, delivering some lectures on students and participating in developing the studying programs, and participating in supervising the scientific dissertations (master & Doctorate Degrees and accomplishments of joint researches with the teaching staff members, done in the universities.
- Supporting researches and studies concerned about preparations of human resources, in cooperation with the institutions of higher education to attain plans and programs achieve harmony of preparation in the private universities for the demands of labour market ( Teichler , 1999).
- Thereupon, the attempt of research and study in harmony of preparing the human resources in private universities, with the demands of labour market is a research of very great importance, especially if we acknowledged that whatever these institutions attempted with exerted care of their educational system and developing it , that does not do without the necessity of doing researches and studies continuously to attain a preparation characterized with high quality and effective harmony with the demands of labour market. So, this study seeks to reconnoiter the degree of harmony in preparing human resources in private universities for the demands of labour market.

#### **Problem of study and its questions :**

In the shadow of the great concern with preparing the national human resources, and due to growing of graduates numbers from the universities, that may be accompanied by great challenges to find suitable and vacant occupations to accommodate these graduates, meanwhile, there may be other vacant occupations available without occupants, considered from suitable opportunities for the graduates, if they had the required skills and qualifications . And supports this challenge, the limitedness of both private and public sectors for graduates, and its concentration on specializations, skills , and certain capacities not concentrated upon at most, when preparing for human resources in private universities, such as computer skills , foreign languages, skills of scientific and analytical thinking, critical, innovative , and contact and communication skills.

That means the necessity of working to achieve harmony between preparing the human resources, and the demands of labour market , learning on specified and clear objectives, policies and strategies, observe the cognitive, technical, and quantity sides, and empower partnership with services and production sector.

And there exists a comprehensive umbrella for coordination and integration among institutinos of higher education , approaching to find a scientific vision achieves harmony, and in light of previous considerations comes this study to estimate the degree of harmony in preparing the human resources in private universities for the demands of labour market in the Kingdom.

#### **Questions of study:**

The study attempted to answer the following questions:

- What is the degree of harmony in preparing the human resources for the demands of labour market from the point of view of the academic leaders in the private universities ?
- What is the degree of harmony in preparing the human resources for the demands of labour market, from the point of view of students in the private universities?
- What is the degree of harmony in preparing human resources for the demands of labour market, from the point of view of labour market leaders at the different fields of labour?

#### **Significance of Study :**

The study acquired its significance from the significance of preparing the human resources in the private universities and their harmony of demands of labour market: where the issue of preparing the national human resources is considered one of the most important raised issues in the present time at both economic and social levels in the Kingdom. This study came as an attempt of sharing with what are deduced of results and recommendations in overcoming challenges of harmony in preparation in for the demands of labour market, approaching to encompass challenges of harmony, and save the appropriate labour opportunities for the increasing numbers of education outputs at their different technical and academic specializations , and recognizing parts that need concentration to support merging the graduates in labour market. Thus comes this study at the most significance for the Ministry of Higher Education, Higher Administrations in the Private

Universities , ministry of Labour, Employment offices, Institutions of Public & Private sectors , the concerned people and researchers in the field of preparing human resources.

#### **Objectives of Study :**

Objectives of study are represented in the following :

- Estimation of the degree of harmony in preparing human resources in private universities for the demands of labour market in the Kingdom, from the point of view of the academic leaders, students, and leaders of labour market in the different fields of labour .
- Difference of the degree of harmony in preparing human resources for the demands of labour market with the difference of the variable of occupational name (academic leaders, students, and labour market leaders)?

#### **Procedural Definitions :**

The study included numerous terms that can be procedurally defined as follows:

**Harmony** : agreement and disagreement between preparation of human resources in private universities and demands of labour market in the Kingdom.

#### **Private universities :**

Institutions of higher education are established in accordance with the law of Higher Education and Scientific Research in the Kingdom, in condition that the degree granted by it is not less than the first University degree, or the equivalent , and they are private universities possessed and conducted by non government authorities, and supervised by the Ministry of Higher Education & Scientific Research in the Kingdom.

**Labour Market:** It is a group of the public and private associations that vary in the level of their human and materialistic resources, and aim at producing goods and services for the community, governed and their affairs are organized by a group of laws and legislations of labour issued by the Ministry of Manpower in the Kingdom.

#### **Previous Studies :**

After getting acquainted with the related literatures, researches and studies that discussed the relationship between preparing human resources in the institutions of higher education, and demands of labour market , were shown and are represented in a group of local , Arab and worldly studies , concentrated in pin- pointing the relationship between graduates of the higher education and the labour market.

Tread study (2001), she did a study about the extent of harmony of the higher education outputs from graduates of the Palestinian Faculties of Economics and Administrative Sciences for labour market in the West Bank and Gaza Strip, and thy depended on results of a questionnaire, distributed for (58) associations of the private sector, associations in the West Bank and Gaza Strip. And from the most important results, deduced by the study were that the efficiency of the Palestinian Graduates of Economics and Administrative Sciences were confined to the behavioral sides, and lack to many efficiency standards in the academic sides and individual skills. And the study showed that graduates are ready to bid assistance from ancient employees experiences get intensified training courses, the thing that reflects the extent of the gap between the appearance sides and the applied scientific sides at them.

Also (Maurer – Fazio, 2002) Made a study entitled Role of Higher Education in specifying outputs of labour market at the Chinese Labour Market. The study aimed at reconnoitering the role played by the chinese Institutions of Higher Education in preparing human resources in china to enter the labour market, through specifying the needs of the Chinese labour market. And the sample of study consisted of (118) Chinese associations at Beking's territories, and Tangeeg, Wahan, Al Gan, Tyabin, and Shankig. And the study was applied from Autumn 1990 to Spring of 2000, where a questionnaire was distributed among employees in these associations to specify if chinese universities were able to be amiliar with the needs of the market and prepare human resources due to that. And the study deduced that associations of higher education have a great importance in preparing the human element to enter the labour market . And that the good preparation of the human element is what qualifies him to promotions and the company's getting hold of him in the future. And the higher education is the main restrictive of needs of labour market , and it is able to provide the labour market with the qualified human resources with high efficiency .

And (Try& Grogard ,2003) made a study entitled:

" Measurement of the Relationship Between Resources and Outputs of Higher Education in Norway". The sample of study consisted of (1887) graduate students who finished the requirements of study and are preparing to enter the labour market , where both researchers distributed on the sample of study to analyse the extent of harmony of their specializations and operations of their preparation for the needs of labour market. And the study uncovered the variation of techniques of preparation the human resources in the Norwegion universities to enter the labour market . And using modern techniques is more effective in preparation than ancient techniques, for the modern techniques include the actual meansuring operatinos for the needs of labour market, and training human resources

inside places of work and not at universities only. And the Norwegian labour market offers many opportunities for labour, but it conditions the human element to be innovative and able to meet the demands of labour .

Also (Al-Jaafari & Lafi, 2000 prepared a study entitled " The Range of Harmony between the Palestinian Higher Education Graduates and requirements of the Palestinian labour market". The study employed the technique of quantity analysis, and (4)questionnaires deduced a group of results, the most important of which is that the graduate's choice of his specialization does not depend on any premature planning, but it comes by aspiration or by a personal sample, in addition to unavailability of enough and complete information about vacant occupations, and the sectors that suffer from decrease in the trained and learned human frameworks. The study also showed that the employed graduates are lack of numerous necessary skills for their merging in the local labour market.

And (Rosenbaum and Pierson, 2005 also did a study in the United States of America entitled " connections of labour market amongst the faculties teaching staff members and their influence on students imaginations , their efforts , and the range of their continuation in the Faculty ". The sample of study consisted of (41) of the teaching staff members, employed in (14) public faculties, runned in accordance with the two year system in addition to (4400) students, where the two researchers asked them a group of questions about what they do to connect between education and labour market and the reason of that. And the study had deduced that faculties may assist the students through the instructional techniques to be familiar with the wished specialization in the labour market . And it may also support bonds of communication between them and the labour market .

And both of ( Goldberg& Smith , 2007) prepared a study in the United States of America entitled " Effects of Education on outputs of labour market " . and to achieve the objective of study Goldberg& Smith followed the methodology of the qualitative research through analyzing the documents, for they both gather (6) studies done on the subject and on analyzing the American theoretical literature in the same field. And after analyzing the documents the study deduced a group of results state that American researches and studies about the subject, all proved that education of specialty, which conforms with needs of the market is the one that provides the labour market able human resources to deal with the market, and its new developments craftsmanly and professionally . And the study deduced that every studying stage has an important role in the students professional decision making and the quality of the professional with which he will prematurely joined, the thing that leaves positive results on the final outputs for labour market. And the study indicated that there are indicative differences due to the effect of studying years of school and university on labour market ascribed to the interest of the private sector, which is considered the most efficient to study the needs and requirements of the American labour market.

### **The Method & Procedures :**

#### **Community of Study :**

The community of study consisted of the following classes :

1. The academic leaders in the private universities for the University year ( 2013/2014) and from the different specializations, scientific and human amounting to (221) academic leaders.
2. The last year students in all specializations expected to graduate at the end of the second semester of the University year ( 2013/2014) amounting to (2769) male & female students .
3. Leaders of labour market in different labour sectors in both public and private sectors, of those who are allowed to direct supervision and evaluation of the employed graduates performance, and amounting to ( 615) leaders.

**Sample of study :** a sample was chosen from the community of study by the class random method, where it consisted of :

1. The academic leaders, amounted to (78) male and female leaders.
2. Students of private universities, expected to graduate in the university year ( 2013/2014), their number amounted to ( 359) students, (206) male students and (153) students. Leaders of labour market in different sectors, amounted to (103) leaders; (41) leaders in the public sector and (62) leaders in the private sector.

#### **Instrument of study :**

To design the instrument of study, the researcher organized deepened meetings with academic leaders and students, and some leaders of labour market to gather data. And used data to reach imaginations which reflect meanings meant by the academic leaders and students, and leaders of labour market to the degree of harmonizing preparation of human resources for the requirements of labour market. at private universities , and the connected associations with labour market . Also assistance with the theoretical literature and previous studies were bid, to get benefit of them in constructing the instrument of the present study .

#### **Part one : Questionnaire of Academic leaders and students :**

Questionnaire of academic leaders and students consisted of (71) paragraphs distributed on eight fields , they are :

- Field of objectives , policies and strategies and covers (11) paragraphs.

- Field of cognitive harmony for requirements of labour market : and covers (9) paragraphs.
- Field of technical harmony for requirements of labour market : and covers (7) paragraphs.
- Field of skillful harmony for requirements of labour market: and cover (7) paragraphs.
- Field of quantity harmony for requirements of labour market ; and covers (11) paragraphs.
- Field of partnership with sectors of services and production : and covers ( 10) paragraphs.
- Field of professional direction and requirements of labour market; and covers (8) paragraphs.
- Field of coordination and integration among associations of higher education: and covers ( 8) paragraphs

**Part two: Questionnaire of Leaders of labour market**

Questionnaire of Leaders of labour market consisted of (40) paragraphs, tackled the degree of preparing human resources harmony in private Universities for the requirements of labour market , from the point of view of labour market leaders at the different fields of labour .

**Validity of Instrument:**

To make sure of the study instrument validity it was shown to a committee of arbitrators with specialization, to reconnoiter the extent of appropriateness to estimate the degree of preparing human resources harmony at the higher education associations for the requirements of labour market. For they were asked to give their opinion in the extent of paragraphs harmony with the field , underwhich they were enlisted , and the extent of technical and linguistic correctness to paragraphs formation, omission or addition of any paragraph, or doing any necessary amendments. For their opinions, notes and directions in amending some paragraphs were taken in consideration.

**Reliability of Instrument:**

To make sure of the reliability of instrument, the researcher counted the reliability co- efficient by applying it on an exploratory sample, consisted of (42) academic leaders, students, and labour market leaders, twice from outside the sample of study and with a time difference between the first application and the second application, its duration is two hours, that is for counting the connection co –efficient among results of estimations of the exploratory sample individuals in both applications. And Pierson's connection co- efficient was counted , where values of connection co- efficient amounted between (0.81-0.93) for the fields , and ( 0.58) for the questionnaire of academic leaders and students. And also the internal consistency co- efficient was counted by employing Kron- Bach Alpha Formula, where values of connection co- efficient of labour market leaders questionnaire amounted to (0.89) , and internal consistency co-efficient by employing KronBach Alpha (0.84), and the value of internal consistency co-efficient of the whole instrument amounted to (0.89) , and the value of connection co-efficient (0.87). And the table No.1 clears that.

**Table No.1**

Reliability co-efficient for the fields, and the whole instrument, counted by the method of Pierson's connection co-efficient, and the method of internal consistency co-efficient by employing Kron-Bach Alpha Formula .

No.	The Field	Paragraphs Number	Pierson's connection co-efficient	Internal consistency co-efficient
1	Skillful harmony for requirements of labour market	11	0.93	0.89
2	Quantity harmony for requirements of labour market	9	0.89	0.88
3.	Partnership with services & production sectors	7	0.82	0.79
4	Objectives, policies, and strategies	7	0.87	0.82
5	Cognitive harmony for requirements of labour market	11	0.85	0.79
6	Professional direction and requirements of labour market	10	0.86	0.84
7	Technical harmony for requirements of labour market	8	0.81	0.81
8	Coordination & integration among higher education associations	8	0.84	0.85
	Part one: Questionnaire of academic leaders and students	71	0.88	0.86
	Part two: questionnaire of labour market leaders	40	0.89	0.84
	The whole questionnaire	111	0.89	0.87

**Instrument Correction:**

The following graduation had been employed to estimate the degree of harmonizing the preparation of human resources in private universities for the requirements of labour market from the point of view of the academic leaders , students and leaders of labour market at the different fields of labour:

From (1) to less than (2.79) few estimation of the degree of harmony between 2.50 to 3.49 medium estimation of the harmony degree.

Between 3.50 to 5.00 great estimation of the harmony degree.

**Results & Discussion:**

This section included a show of the results deduced , and had been shown in a accordance with questions of the study .

Firstly : results related with question one:

The first question worded : " What is the degree of harmony of human resources preparation for requirements of labour market, from the point of view of the academic leaders at private universities?"

To answer this question, arithmetic means and standard deviations of the academic leaders estimations had been counted on the fields of study and the whole instrument, where they were as illustrated in table (3).

**Table NO.(3)**

Arithmetic Means and standard deviations of the academic leaders, estimations on the fields of the human resources preparation harmony degree in private universities for the requirements of labour market.

No.	The Field	Arithmetic Mean*	Standard Deviation	The Rank	Degree of Harmony
1	Objectives, policies & Strategies`	3.83	0.54	Fourth	Great
2	Cognitive harmony & requirements of labour market	3.79	0.53	Fifth	Great
3	Technical harmony & requirements of labour market	3.70	0.81	Seventh	Great
4	Skillful harmony & requirements of labour market	4.07	0.74	First	Great
5	Quantity harmony & requirements of labour market	4.06	0.42	Second	Great
6	Partnership with services & production sectors	3.92	0.47	Third	Great
7	Professional direction & 3.55requirements of labour market	3.76	0.52	Sixth	Great
8	Coordination & integration among associations of higher education	3.55	0.62	Eighth	Great
	The instrument as a whole	3.84	0.77	-	Great

- Great degree from (5)

Table No. (3) Shows that field (4) " Field of skillful harmony for requirements of labour market" had occupied the first possession at an arithmetic mean ( 4.07) and a standard deviation (0.74).

And the field (5<sup>th</sup>) came " Field of quantity harmony for the requirements of labour market" in the second position at an arithmetic mean (4.06) and a standard deviation (0.42) . But the eighth field " field of coordination and integration among associations of higher education" had occupied the last position at an arithmetic mean ( 3.55) and a standard deviation (0.62), and the arithmetic mean of the academic leaders estimation amounted to ( 3.84) in the whole instrument , with astandard deviation (0.77) and it corresponds the estimation with a great degree.

Results of this question showed that the field of skillful harmony for the requirements of labour market had occupied the first position, from the point of view of the academic leaders in the higher education associations. And this indicates to the significance of this field and the paragraphs enlisted under it. So, preparation of human resources skillfully is a main demand to achieve harmony. And the researcher ascribes that the academic leaders perceive the significance of saving an education that leans on practice and application through enabling students to solve problems related to the field of specialization, and work to continuous development of performance, and developing applied skills, such as the team- work. The academic leaders also perceive the significance of

developing the personal characteristics, necessary for labour market, such as stirring incentiviveness and the best conduct of time and leadership, that is through saving the field training programs for students before graduation to make their merging in labour market easy .

And the field of quantity harmony for requirements of labour market came in the second position .

And the research ascribes that to the academic leaders' satisfaction with the necessity seeking to achieve quantity harmony through universities work to mission excellent students to complete their post- graduate studies in specializations needed by labour market, and doing periodical surveying operations for requirements of labour market and studying the trends of its growth, due to quantity and quality and work to meet its demands, in addition to consulting associations of public and private sector about their needs of new specializations, taking into consideration the needs of labour market from part of graduates number developing the academic programs in light of the needs of the community and requirements of labour market , rehabilitation of some graduates with what conforms requirements of labour market inside the university , and accreditation of the regional and international standards to design the academic programs and their outputs, through laying analytical periodical studies for the needs of labour market at the local and regional level.

And the sphere of partnership with services and production sectors came at the third position. And that is ascribed to concentration of faculties and universities to escort the scientific research for sectors of services and production in the community.

Where universities and faculties adopt joint – schemes of work with the productive sectors to train students during study, within the field application of programs for some instructional courses in them. Also universities and faculties encourage sectors of services and production to get benefit from the scientific and technological basis made available by universities, and lay it under the disposal of those sectors, from part of designing programs with the strategic significance in development and progress by using methods, means and techniques that support partnership with the different sectors of services & production, and raising applied training programs for students is considered from requirements of graduation, the matter that increases the effectiveness of partnership with it.

And the sphere of objectives, policies and strategies came in the fourth position, and the researcher ascribes that to the fewness of the actual translation of these objectives policies and strategies through which harmony of preparation can be achieved, that is through desire of the higher education associations on developing students experiences to enable them enter labour market with high trust and competitive ability , and guiding new students about labour market requirements after developing the educational programs. And for the sake of laying the studied plans associations of higher education prepare the researches and studies that aim at uncovering the needs of labour market and its requirements, strategies and organizing machineries aiming at supporting cooperation with sectors of services and production.

And the sphere of cognitive harmony for requirements of labour market came in the fifth position, and the researcher ascribes that to the desire of universities and faculties on preparing proficient graduates to understanding, analysis, and deduction, and acquiring them the skills of writing scientific researches related to the field of specialization , raise concepts and new ideas and looking up for the professional future amongst them for the sake of achieving integration between the theoretical cognition and practical exercise and developing them both through acquiring students the skill of preparing scientific researches related to the field of specialization depending the initiative technique in raising new ideas and looking for their professional future, and providing them continuously with the recent information related to their fields of specialization .

But the sphere of professional direction and requirements of labour market had occupied the sixth position, and the researcher ascribes that to the attempt of universities to save services of direction and professional guidance at the best from , aiming at escorting changes and developments in the labour market, through employing techniques and appropriate methods of professional direction , and desire of its continuation through university study stages, either before the choice of specialization to observe students inclinations and concerns, or after the choice to achieve requirements of labour market.

And the sphere of technical harmony for requirements of labour market came in the seventh position. And that appears through universities and faculties encouragement of students on using communication technology with all its forms, building students basic skills and developing them to escort the change and development of devices and technical programs, such as enabling students to deal with the computer and applications connected with it in the field of specialization.

But the sphere of coordination and integration among associations of higher education had occupied the last position, and that may be ascribed to weakness of resources and possibilities integration with the other associations of higher education, and commitment of universities and faculties with concern about issues and spheres connected with economic and social development, and not confining it on the labour market only. And

also weakness of planning, organization , and financing exchange of students and teaching staff members among associations of higher education, and non- existence of consultant councils including businessmen and academicians from different associations of higher education, and in adoption of mutual education of projects with educational institutions , local, regional and worldly shared in retreat of coordination and integration levels among them.

And the arithmetic means and standard deviations of academic leader estimations had been counted on paragraphs of spheres of the degree of harmony in preparing the human resources in private universities for the requirements of labour market, where they were as follows:

**a. The first sphere: sphere of objectives, policies and strategies :**

The arithmetic means and standard deviations of academic leaders estimations were on the paragraphs of this sphere , as it is clarified in table No. (4).

Table No. (4)

Arithmetic means and standard deviations of academic leaders estimations were on the paragraphs of objectives, policies and strategies , descendedly organized.

No.	Paragraph Wording	Arithmetic mean	Standard Deviation	Rank
6	Univ. desires to develop experience to enter labour market	4.39	0.74	First
12	Univ. lays strategies to develop experience related to labour	4.23	0.91	Second
16	Univ. desires to guide students about labour market requirements	4.20	0.90	Third
25	Univ. concerns about developing university programs to fit labour market	3.97	1.18	Fourth
29	Univ. adopts strategic planning to draw occupation of future .	3.93	0.90	Fifth
32	Univ.takes services & production sectors partners in drawing plans educational & training policies	3.85	1.23	Sixth
39	Univ. objectives are in harmony with trends of labour market .	3.82	1.25	Seventh
45	Univ. objectives concentrate on connecting univ. educ. Programs with L. market requirements.	3.74	1.27	Eighth
56	Univ. encourages researches & studies aiming at uncovering needs or labour market & demands.	3.55	1.29	Ninth
69	Univ. adopts strategies & organizing machineries to support cooperation among sectors of services & production	3.21	1.60	Tenth
70	Univ. desires to build students academic, social & psychological personality	3.19	1.73	Eleventh
	The sphere as a whole	3.83	0.54	-

\* The great degree from (5)

Table No.(4) clears that paragraph No.(6) that worded ' the university desires to develop students experiences to enable them enter labour market in high trust and a competitive ability". had occupied the first position at an arithmetic mean ( 4.39), and this reflects a very great degree of agreement and unanimosity of individuals of the sample of study on that, and a standard deviation (0.74), meanwhile paragraph No. (70), which worded ' the university desires to build students' academic, social and psychological personality " occupied the last position at an arithmetic mean (3.19), and this reflects a medium degree of agreement, and a standard deviation (1.73), and the arithmetic mean of the academic leaders estimations amounted to (3.83) at this sphere as whole. And a standard deviation (0.54), and it corresponds the estimation at a great degree .

**b. The second sphere : sphere of cognitive harmony for the requirements of labour market.**

The arithmetic means and standard deviations of the academic leaders estimations on paragraphs of this sphere, as they are illustrated in table (5)

**Table No. (5)**

Arithmetic means and standard deviations for the estimations of the academic leaders on the paragraphs of the sphere of cognitive harmony for the requirements of labour market descendedly organized.

No.	The Paragraph Wording	Arithmetic Mean	Standard Deviation	Position
1	Univ. desires to prepare st. able to understand , analyse and deduce	4.50	0.88	First
35	Univ. consolidates the principle of continuous learning in students souls	3.83	1.14	Second
38	Univ. works to achieve integration between the theoretical cognition and practical exercise & develop them both	3.82	1.23	Third
41	Univ. desires to develop communication skills necessary for labour	3.80	1.15	Fourth
43	Univ. desires to students' personality able to adapt with labour market requirements	3.76	1.25	Fifth
48	Univ. concentrates on acquiring students suitable cognition for labour market	3.71	1.25	Sixth
50	Univ. assures the necessity of acquiring students skill of making scientific researches related to specialization	3.69	1.15	Seventh
60	Univ. works to employ the initiative technique in raising new ideas and looking up to professional future students .	3.51	1.51	Eighth
61	Univ. desires to provide students with recent information	3.47	1.49	Ninth
	The sphere as a whole	3.79	0.53	-

- The great degree from (5)

Table No. (5) shows that paragraph No. (1) , worded " the university desires to prepare the student, able to understand, analyze and deduc had occupied the first position at an arithmetic mean ( 4.50) and a standard deviation ( 0.88) , meanwhile the paragraph No. ( 61) that worded " the university desires to provide students with the recent information related to their specializations" at a continuous form had occupied the last position at an arithmetic mean ( 3.47) and the arithmetic mean of the academic leaders estimation amounted to (3.79) on this sphere, and a standard deviation (0.53) and it corresponds the estimation at a great degree.

**c. The third sphere : sphere of technical harmony for labour market requirements :**

The arithmetic means and standard deviations of the academic leaders estimations on the paragraphs of this sphere , as it is illustrated in the table NO.(6)

**Table No.(6)**

No.	The paragraph wording	Arithmetic mean	Standard deviation	Position
23	Univ. encourages students to employ communication technology at all its forms.	4.02	0.99	First
27	Univ. desires to build students basic skills and develop them	3.93	1.20	Second
47	Univ. works to escort change and development of devices and technical programs.	3.73	1.34	Third
52	Information and modern communications e.g. ( Internet and e- mail and information data Univ. desires to enable students to deal with the computer .	3.67	1.26	Fourth
54	And amplications related to specialization	3.66	1.31	Fifth
58	Univ. submit applied programs meet demands of technical development an labour market	3.52	1.33	Sixth
63	Improve the quality of the educational operation and promote with quality of graudates in light of international standards for academic accreditation.	3.39	1.27	Seventh
	The sphere as a whole	3.70	0.81	

- The great degree from (5)

Table No. (6) shows that the paragraph No. (23) that worded " the university encourages students to employ communication technology with all its forms " had occupied the first postion at an arithmetic mean ( 4.02) and a standard deviation ( 0.99) , meanwhile the paragraph No. ( 63) , that worded "the university accredits the technical development to improve the educational operation quality and promote graduates in light of the international standards for the academic accorditation occupied the last position at an arithmetic mean (3.39)and a standard deviation ( 1.27). And the arithmetic mean of the academic leaders estimations on this sphere as a whole amounted to ( 3.70) and a standard deviation (0.81) and it corresponds the estimation a t a great degree.

**d. The fourth sphere : sphere of skillful harmony for labour market requirements :**

The arithmetic means and standard deviations of the academic leaders' estimations on the paragraph of this sphere were as they are illustrated in table No. (7).

Table No. (7)

The arithmetic means and standard deviations for the academic leaders estimations on the paragraphs of the sphere of skillful harmony for the labour market requirements descendedly organized .

No.	The paragraph wording	Arithmetic mean	Standard deviation	Position
8	Univ. saves education for students concentrates on practice and application	4.29	0.84	First
10	Univ. develops students ability to solve problems related to the field of specialization .	4.25	1.11	Second
13	Univ. concentrates on developing applied skills such as team work and problems solving	4.20	1.11	Third
15	Univ. encourages developing innovative thinking in the field of specialization	4.20	1.10	Fourth
20	Univ. concerns about developing	4.10	1.18	Fifth

	studnets ability in continuous development of estimations in the field of spcialization univ. desires to develop necessary personal traits for labour market			
21	e.g. stirring motivation , time conducting and leaders hip and else	4.07	1.27	Sixth
64	univ. saves field training programs for students before graduation to make their merging in labour market easy.	3.36	1.66	Seventh
	The sphere as a whole	4.07	0.74	

- The great degree from (5)

Table No. (7) clears that paragraph No. (8) that words " the university saves education for students concentrates on practice and application had occupied the first position at an arithmetic means (4.29) and a standard deviation (0.84) , mean while paragraph No. (64), that worded " the university saves the field training programs for students before graduation to make their merging in labour market easy " occupied the last position at an arithmetic mean (3.36) and a standard deviation (1.66) , and the arithmetic mean of the academic leaders estimations amounted to ( 4.07) on this sphere as a whole and a standard deviation (0.74) , and it is correspondent to the estimation at a great degree.

**e. The fifth sphere : sphere of quantity harmony for labour market requirements:**

The arithmetic means and the standard deviations of the academic leaders estimations were the paragraphs of this sphere as it is illustrated in table No. (8).

Table No. (8)

The arithmetic means and standard deviations of the academic leaders estimations on the paragraphs of sphere of quantity harmony for labour market requirements descendedly organized.

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
2	Univ. missions excellent students for higher studies in specialzations needed by labour market.	4.45	0.81	First
3	Univ. depends on periodical surveying of labour market requirements & studies trends of its quantitative & qualitative growth.	4.43	0.86	Second
4	Univ. consults associations of public & private sector about their needs of new specializations.	4.39	0.77	Third
7	The univ. takes into consideration the needs of labour market from part of the number of graduates .	4.38	0.84	Fourth
9	The univ. adopts the strategy of field visits to places of work permanently to recognize reality.	4.29	0.87	Fifth
17	The univ. depends raising new academic programs meet requirements of labour market.	4.18	1.17	Sixth
26	The univ. follows graduates conditions in labour market to get feedback to develop academic programs.	3.95	1.16	Seventh
31	Univ. develops academic programs in light of community needs and labour market requirements.	3.85	1.23	Eighth
44	Univ. accredits international & regional standards to design the academic programs & its outputs.	3.74	1.27	Ninth
55	Univ. adopts rehabilitation of some graduates	3.55	1.29	Tenth

	with what agrees requirements of labour market.			
62	Univ. does analytical periodical studies of the labour market needs at the regional & local level.	3.44	1.47	Eleventh
	The sphere as a whole	4.06	0.42	

The great degree from (5)

Table No. (8) shows that paragraph No. (2), that words " the university missions excellent students to complete their higher studies in specializations needed by labour market", occupied the first position at an arithmetic mean (4.45) and a standard deviation ( 0.81), meanwhile paragraph no. (62), that worded " the university does analytical periodical studies for the needs of labour market at the regional & local level ", occupied the last position at an arithmetic mean ( 3.44) and a standard deviation (1.47). And the arithmetic mean of the academic leaders estimations amounted to ( 4.06) on this sphere as a whole and a standard deviation ( 0.42) , and it is correspondent to the estimation at a great degree.

**f. The sixth sphere : sphere of partnership with sectors of services and production :**

The arithmetic means and standard deviations of the academic leaders estimation were on paragraphs of this sphere as it is illustrated in table No. (9).

**Table No.(9)**

The arithmetic means and standard deviations of the academic leaders estimations on paragraphs of the sphere of partnership with sectors of services and production descendedly organized.

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
5	The univ. concentrates on escorting scientific research in it for sectors of production & services in the community .	4.39	0.74	First
11	The univ. adopts a mutual scheme of work with productive sectors to train students during study.	4.23	0.91	Second
14	The univ. encourages sectors of production & services to benefit from the technological & scientific basis in the university.	4.20	0.90	Third
24	The univ. connects sectors of production & services in designing programs with strategic significance in development & progress.	3.97	1.18	Fourth
28	The univ. enlarges in forms of openness, contacts & communication with sectors of production & services .	3.93	0.90	Fifth
30	The univ. depends practical techniques on purpose of recognizing changes & developments in service & production sector.	3.86	1.26	Sixth
33	The univ. participates with the service & productive associations in establishing & financing mutual research centers .	3.84	1.31	Seventh
37	The univ. grows methods techniques and means to support partnership with sector of production & services .	3.82	1.25	Eighth
42	The univ. allows services & production sectors raise applied & training programs for students , counted from graduation requirements .	3.76	1.25	Ninth
68	The univ. is distinguished with initiative in raising new ideas increases effectivity of partnership.	3.21	1.60	Tenth
	The sphere as a whole	3.92	0.47	

- The great degree from (5)

Table No. (9) pin – points that paragraph No. (5), that worded " the university concentrates on escorting scientific research in it for sectors of services & production in the community " had occupied the first position at an arithmetic mean ( 4.39) and a standard deviation (0.74), meanwhile paragraph No. (68) occupied the last position, and worded " the university is distinguished with initiative in raising new ideas, increase the effectiveness of partnership, at an arithmetic mean (3.21). and a standard deviation (1-60). And the arithmetic of the academic leaders estimations amounted to ( 3.92) on this sphere as a whole , and standard deviation ( 0.47) , and it corresponds the estimation at a great degree.

**g. The seventh sphere: sphere of professional direction and requirement of labour market.**

The arithmetic means and standard deviations of the academic leaders estimations were on the paragraphs of this sphere as it is illustrated in table (10).

**Table No. (10)**

The arithmetic means and standard deviations of the academic leaders estimations on paragraphs of the professional direction sphere and requirements of labour market descendedly organized .

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
18	The UNIV> ACHIEVES the community partnership in saving services of professional direction & guidance.	4.16	0.89	First
19	Programs of professional direction & developments in the labour market.	4.15	1.31	Second
34	The univ. varies in methods & techniques through which saves the services of professional guidance.	3.83	1.14	Third
36	The univ. is committed to lay special systems of supporting professional direction & guidance.	3.82	1.23	Fourth
40	The univ. saves guiding information for students & individuals of the local community about allowed opportunities in labour market.	3.80	1.15	Fifth
49	The univ. desires of continuation of professional direction & guidance through stages of university study.	3.69	1.15	Sixth
53	Professional direction & guidance in the university achieve transparency & guarantee of equal opportunities to all students	3.66	1.31	Seventh
71	The univ. at balance of choosing specializations between students inclinations, concerns and labour market requirements.	2.98	1.76	Eighth
	The sphere as a whole	3.76	0.52	

- The great degree from (5)

Table No. (10) shows that paragraph No. (18) , that worded " the university achieves the community partnership in saving services of professional direction & guidance" had occupied the first position at an arithmetic mean (4.16) and a standard deviation (0.89), meanwhile the paragraph No. (71), that worded " the university balances at choosing specializations between students' inclinations, concerns and requirements of labour market" occupied last position at an arithmetic mean (2.98) and a standard deviation ( 1.76) , and the arithmetic mean of the academic leaders' estimations amounted to ( 3.76) on the spheres as a whole and a standard deviation (0.52) and it corresponds the estimation at a great degree.

**h. The eight sphere: sphere of coordination & integration among association of higher education:**

The arithmetic means and standard deviations of the academic leaders' estimations on paragraphs of this sphere as it is illustrated in table No. (11).

The arithmetic means and standard deviations of the academic leaders' estimations on paragraphs of sphere of coordination and integration among associations of higher education descendedly organized.

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
22	The univ. seeks integration of resources & possibilities with other associations of higher education	4.02	0.94	First
46	The univ is committed to lay mutual general frames concern with studying issues & spheres connected with economic & social development .	3.74	1.34	Second
51	The univ. desires to continuous communication with associations of higher education .	3.67	1.26	Third
57	The univ. works to exchange experience with other associations of higher education.	3.52	1.33	Fourth
59	Institution of higher education cooperate in mutual academic programs, achieve the principle of integration in specializations .	3.50	1.49	Fifth
65	Institutions of higher education desire to plan, organize and finance students and teaching staff members exchange are available.	3.35	1.58	Sixth
66	In the univ. consultant councils include businessmen and academicians from different institutions of higher education.	3.34	1.49	Seventh
67	The univ. adopts mutual educational projects with educational associations, local, regional and worldly.	3.22	1.62	Eighth
	The sphere as a whole	3.55	0.62	

\*The great degree from (5)

Table No. (11) shows that paragraph No. (22), that worded " the university seeks integration of resources & possibilities with other institutions of higher education " had occupied the first position at an arithmetic mean (4.02) and a standard deviation (0.94), meanwhile paragraph No. (67), that worded " the university adopts mutual educational projects with educational institutions , local , regional, and worldly" occupied the last position at an arithmetic mean (3.22) and a standard deviation (1.62), and the arithmetic mean of the academic leaders estimations on this sphere as a whole amounted to (3.55) and a standard deviation (0.62), and it corresponds the estimation at a great degree .

**Secondly : Results related to the second question :**

The second question worded : "What is the degree of preparing the human resources harmony for the requirements of labour market, from the point of view of students in private universities?"

To answer this question, the arithmetic means and standard deviations of students' estimations on spheres of study, where as they are illustrated in table (12).

**Table No. (12)**

The arithmetic means and standard deviations of students estimations on spheres of harmony degree in preparing human resources in private universities for labour market requirements descendedly organized.

No.	Sphere	Arithmetic Mean	Standard deviation	Position	Harmony Degree
4	Skilful harmony for labour market requirements	3.49	0.80	First	Medium
1	Objectives, policies, and strategies	3.27	0.41	Second	Medium
7	Professional direction & labour market requirements	3.24	0.48	Third	Medium
5	Quantity harmony of labour market requirements.	3.18	0.71	Fourth	Medium
6	Partnership with sectors of services & production	3.07	0.58	Fifth	Medium
3	Technical harmony of labour market requirements	3.03	0.86	Sixth	Medium
2	Cognitive harmony of labour market requirements	2.92	0.52	Seventh	Medium
8	Coordination & integration among institutions of higher education	2.87	0.56	Eighth	Medium
	The instrument as a whole	3.13	0.37		Medium

- The great degree from (5)

Table No. (12) shows that sphere four is " Sphere of skillful harmony for labour market requirements " had occupied the first position at an arithmetic mean ( 3.49) and a standard deviation ( 0.80) . And sphere one came " sphere of objectives, policies , and strategies " in the second position at an arithmetic ( 3.27) and a standard deviation ( 0.41) . But sphere eight " sphere of coordination and integration among institutions of higher education " had occupied the last position at an arithmetic mean ( 2.87) and a standard deviation (0.56), and the arithmetic mean of students estimations on the whole instrument amounted to ( 3.13) with a standard deviation (0.37) and it is correspondent to the estimation at a medium degree.

Results of this question showed that sphere of skillful harmony for labour market requirements had occupied the first position , and the cause of that may refer to the concern of colleges and universities with the development of students abilities on the continuous development of performance in the field of specialization from their point of view, and their concern with developing the skill of innovative thinking amongst them, in addition to developing the personal characteristics necessary for labour market, such as stirring motivation, best time- conducting and leadership and else. Moreover, students believe that universities save an education concentration on practice and application, problems- solving related to field of specialization, and developing the applied skills like team – work.

And the sphere of objectives, policies, and strategies came the second position, where students hope universities and colleges to encourage researches and studies that aim at uncovering the needs of labour market and its requirements, and work to guide how students about requirements of labour market, and participation of services and production sectors in laying plans and educational and training policies.

But the sphere of professional direction and requirements of labour market had occupied the third position. And this refers techniques and strategies of professional direction and guidance through stages of university studying, and created a type of balance between inclinations and concerns of students and requirements of labour market.

And the sphere of quantity harmony for labour market requirements came in the fourth position, from the point of view of students, where universities and colleges evaluate conditions of graduates in labour market to get the feedback, to develop the academic programs, where they adopt the strategies of field visits to places of work at a permanent form to be familiar with the reality of labour market, and mission excellent students to complete their higher studies in specializations needed by labour market . And also universities and colleges do the periodical surveys for the requirements of labour market , and study the trends of its growth quantitatively and qualitatively.

And the sphere of partnership with sectors of services and production came in the fifth position, and that may be ascribed to attempts of universities and colleges to escort the scientific research in sectors of services and

production in the community and getting acquainted with changes and developments in them, and raising applied and training programs for students, counted from requirements of graduation.

And the sphere of technical harmony for labour market came in the sixth position, for universities and colleges desire to build the basic skills of students develop them through using communication technology with all its forms and enabling students to be able use information technology and modern communications, such as ( internet, e- mail and bases of electronic information ).

And the sphere of cognitive harmony for labour market came in the seventh position, and that can be ascribed to attempts of universities and colleges to develop the necessary communication skills for work through building the students' personality, able to adapt with requirements of labour market, and take with the initiative technique in raising new ideas, and looking up the professional future of them.

But the sphere of coordination and integration among associations of higher education had occupied the last position, and the cause of that may refer to fewness of mutual educational projects with educational associations, local, regional, and worldly, students get benefit from them, and weakness of planning , organization and financing the students and the teaching staff members exchange among associations of higher education .

And the arithmetic means and standard deviations for student estimations on paragraphs of spheres of the harmony degree of human resources preparation in private universities for the labour market requirements, for they were as follows :

**a. The first sphere: sphere of objectives, policies, and strategies:**

The arithmetic means and standard deviations of students estimations on paragraphs of this sphere, were as they are illustrated in table No. (13).

**Table No. (13)**

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
2	Univ. encourages researches & studies aiming at uncovering labour market requirements & needs	4.05	0.88	First
4	Univ. adopts strategies & organizing machineries aiming at supporting cooperation among sectors of services & production .	3.86	0.67	Second
11	Univ. desires to guide new students about requirements & labour market.	3.61	0.86	Third
14	Univ. partner sectors of production & services in laying plans and training & educational policies.	3.57	1.05	Fourth
20	The univ. lays strategies to grow experiences related with labour market at variant stands.	3.48	1.09	Fifth
25	The Univ. desires to build students personality, academic , social and psychological.	3.41	0.98	Sixth
29	The Univ adopts the strategic planning to draw occupational future with what conforms labour market requirements.	3.35	1.17	Seventh
37	The Univ. desires to grow students experiences to enable them enter labour market with high trust and competitive ability	3.33	1.08	Eighth
40	The univ. gives great significance to development univ. education programs with what fits changing labour market requirements .	3.21	1.28	Ninth
62	Univ. objectives concentration connecting univ. education programs with labour market requirements.	2.52	1.42	Tenth
71	Univ. objectives harmonize with labour market trends .	1.63	1.26	Eleventh
	The sphere as a whole	3.27	0.41	

- The great degree from (5)

Table No. (13) shows that paragraph No. (2) that worded " the university encourages researches & studies that aim at uncovering needs of labour market and its requirements " had occupied the first position at an arithmetic mean ( 4.05) and standard deviation (0.88) , meanwhile paragraph No. (71), that worded " university objectives are in harmony with trends of labour market "

Occupied the last position at an arithmetic mean ( 1.63) and a standard deviation (1.26), and the arithmetic mean of students estimations on this sphere as a whole amounted to (3.27) and a standard deviation (0.41), and it corresponds the estimation at a medium degree.

**B. The second sphere: sphere of cognitive harmony for labour market requirements .**

The arithmetic means and standard deviations for students estimations on paragraphs of this sphere were as they are illustrated in table No.(41).

Table No. (14)

The arithmetic means and standard deviations for students estimations on paragraphs of sphere of cognitive harmony for labour market descendedly organized .

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
9	The univ. desires to grow communication skills necessary for work.	3.63	0.80	First
31	The univ. desires to build the able students personality on adapting with labour market requirements .	3.34	1.17	Second
34	The univ . desires to provide students with recent in formation related with their specializations. Continuously.	3.34	1.18	Third
38	The univ. concerntrates on acquiring students with appropriate cognition for labour market requirements .	3.29	1.09	Fourth
53	The university consolidates the principle of continuous learning in students souls	2.77	1.35	Fifth
57	The univ. works to achieve integration between theoretical cognition and practical exercise and developing them both	2.67	1.33	Sixth
59	The univ. works on taking with initiative technique in raising new ideas and looking up to professional future amongst students .	2.64	1.25	Seventh
66	The univ. desires to prepare the student able to understand, analyse and deduce .	2.38	1.29	Eighth
69	The univ. assures on students acquiring skills of doing scientific researches related to field of specialization.	2.22	1.48	Ninth
	The sphere as a whole	2.29	0.52	

- The great degree from (5)

Table No. (14) shows that paragraph no. (9) that worded " The university desires to grow communication skills necessary for work " had occupied the first position at an arithmetic mean (3.63) and a standard deviation (0.80), meanwhile the paragraph no. (69), that worded " the university assures the necessity of students' acquiring the skill of doing scientific researches related with the field of specialization" occupied the last position at an arithmetic mean (2.22) and a standard deviation (0.52), and the arithmetic mean for students estimations on this sphere as a whole amounted to (2.92) and a standard deviation (0.52) , and it corresponds the estimation at a medium degree.

**b. The third sphere : sphere of technical harmony for labour market requirements .**

The arithmetic means and standard deviations for students estimations on paragraphs of this sphere were as they are illustrated in table No. (15)

Table No. (15)

The arithmetic means and standard deviations for students estimations on paragraphs of the sphere of technical harmony for labour market requirements descendedly organized .

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
17	The university desires to build students basic skill and develop them .	3.51	1.00	First
22	The university works to change, and development of devices and technical programs	3.47	1.33	Second
43	The University encourages students to use communication technology with all its forms.	3.11	1.22	Third
47	Univ. desires students to possess ability to use the modern technical information & communications , such as ( internet , e-mail & bases of information .	2.97	1.53	Fourth
50	Univ. submits applied programs meet requirements, of technical development in labour market	2.88	1.45	Fifth
54	Univ. accredits technical development to improve quality of educational operation & promoting quality of graduates in light of international standards for academic accreditation .	2.76	1.17	Sixth
63	The univ. desires to enable students deal with computer & related applications in field of specialization	2.50	1.30	Seventh
	The sphere as a whole	3.03	0.86	

- The great degree from (5)

Table No. (15) shows that paragraph No.(17), that worded " the university desires to build students' basic skills and develop them' had occupied the first position at an arithmetic mean ( 3.51) and standard deviation (1.00), meanwhile paragraph No. (63), that worded " the university desires to enable students deal with the computer and related applications in the field of specialization, occupied the last position, at an arithmetic mean (2.50) and a standard deviation (1.30), and the arithmetic mean of students estimations on this sphere as a whole amounted to (3.03) and a standard deviation (0.86), and it corresponds the estimation at a medium degree .

**d. The fourth sphere : sphere of skillful harmony for labour market requirements:**

The arithmetic means and standard deviations of students estimations on paragraphs of this sphere, were as they are illustrated in table No. (16).

Table No. (16)

The arithmetic means and standard deviations of students estimation on paragraphs of the skillful harmony sphere for labour market requirements descendedly organized.

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
5	The univ. concerns with the students ability on continuous development of estimations in the field of specialization	3.83	0.95	First
7	The univ. encourages growing the skill of innovative thinking in the field of specialization	3.74	0.90	Second
15	Univ & colleges desire to grow personal characteristics necessary for labour market , such as motivation best conduct of time and leadership & else.	3.55	1.16	Third
16	The univ. saves field training programs for	3.53	1.16	Fourth

	students before graduation to make their merging in labour market easy.			
18	Univ. saves education for students concentrates on practice and application .	3.48	1.21	Fifth
27	Univ. grows students ability on problems – solving related to field of specialization .	3.36	1.11	Sixth
48	Univ. concentrates on growing applied skills like team work & problems – solving .	2.92	1.28	Seventh
	The sphere as a whole	3.49	0.80	

- The great degree from (5)

Table (16) shows that paragraph No. (5), that worded " the university concerns about growing students ability on continuous development for estimation in the field of specialization " had occupied the first position at an arithmetic mean (3.83) and a standard deviation (0.95) , mean while paragraph No. (48), that worded " the university concentrates on growing the applied skills, like the team- work and problems – solution" , occupied the last position at an arithmetic mean ( 2.92) and a standard deviation ( 1.28), and the arithmetic mean of students estimations on this sphere as a whole amounted to (3.49) and a standard deviation (0.80), and it corresponds the estimation at a medium degree.

**e. The fifth sphere: sphere of quantity harmony for labour market requirements:**

The arithmetic means and standard deviations of students estimations of paragraphs of this sphere, were as they are illustrated in table No. (17)

Table No. (17)

The arithmetic means and standard deviation of students ' estimations on paragraphs of the quantity harmony sphere for labour market descendedly organized .

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
6	Univ. follow up graduates conditions in labour market to get feed back to develop academic programs.	3.75	0.94	First
21	Univ. adopts the strategy of field visits to places of work permanently to recognize reality	3.47	1.29	Second
26	Univ. accredits raising academic programs meet labour market requirements.	3.41	1.24	Third
32	Univ. works to misioin excellent students to complete their higher studies in specializations needed by labour market.	3.34	1.09	Fourth
35	Univ. develops academic programs in light of community needs and labour market requirements.	3.34	1.15	Fifth
41	Univ. accredits international & regional standards to design the academic programs and their outputs	3.19	1.24	Sixth
42	Univ. does analytical periodical studies for labour market at the local & regional level.	3.14	1.17	Seventh
44	Univ. takes into consideration the labour market meeds from part of the number of graduates.	3.09	1.32	Eighth
45	Univ. adopts rehabilitation of some graduates with what conforms with requirements of labour market.	3.04	1.29	Ninth
49	Univ. consults associations of public & private sector about its needs of new specializations.	2.89	1.53	Tenth
67	Univ. accredits periodical survey for labour market requirements and studies trends of its growth quantitively and qualitatively	2.38	1.49	Eleventh
	The sphere as a whole	3.18	0.71	

- The great degree from (5)

Table No. (18) shows that paragraph No. (6), that worded " the university follows up graduates" conditions at labour market to get feedback to develop the academic programs' had occupied the first position at an arithmetic mean (3.75) and a standard deviation (0.94), meanwhile paragraph No. (67) that worded " the university accredits the periodical survey for labour market requirements and studies trends of its growth quantitatively & qualitatively" occupied the last position at an arithmetic mean (2.38) and a standard deviation ( 0.71) , and it corresponds . the estimation at a medium degree.

**f. The sixth sphere : sphere of partnership with sectors of services and production**

The arithmetic means and standard deviations for students estimations on paragraphs of this sphere. Were as they are illustrated in table No. (18)

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
1	Univ. depends practical techniques aiming at recognizing changes & developments in sectors of services & production	4.05	1.00	First
12	univ. concentrates on escorting scientific research in it for sectors of services and production in the community .	3.59	1.27	Second
13	Univ. allows sector of services & production raise applied and training programs for students counted graduation requirements.	3.57	1.05	Third
23	Univ. participates service & productive associations in establishing & financing mutual research centers.	3.43	1.35	Fourth
46	Univ. partners sectors of services & production in designing programs with strategic significance in development & progress .	2.98	1.40	Fifth
51	Univ. is distinguished with initiation in raising new ideas increases effectiveness of partnership .	2.80	1.39	Sixth
55	Univ. encourages sectors of services & production to benefit from the technological & scientific basis in the university	2.73	1.37	Seventh
60	Univ. grows methods, means, & techniques that support partnership with sector of services & production .	2.62	1.30	Eighth
61	Univ. enlarges in forms of openness, contact & communication with sectors of services & production.	2.52	1.42	Ninth
64	Univ. adopts a mutual scheme with productive sector to train students during studying.	2.47	1.26	Tenth
	The sphere as a whole	3.07	0.58	

- The great degree from (5)

Table No. (18) shows that paragraph No. (1). That worded " the university depends practical techniques aiming at recognizing the changes and developments in the sector of services and production " had occupied the first position at an arithmetic mean (4.05) and a standard deviation (1.00) meanwhile paragraph No. (64) that worded " the university adopts a mutual scheme with the productive sectors to train students during study" the last position at an arithmetic mean. (2.47) and a standard deviation (1.26) , and the arithmetic mean of students' estimations on this sphere as a whole (3.07) and a standard deviation (0.58), and it corresponds the estimation at a medium degree.

**g. The seventh sphere : sphere of professional direction and labour market requirements.**

The arithmetic means and standard deviations of students' estimations on paragraphs of this sphere were as they are illustrated in table No. (19)

**Table No. (19)**

The arithmetic means and standard deviations of students estimation on paragraphs of professional direction sphere and labour market requirements descendedly organized.

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
3	Univ. varies in techniques & methods through which saves services of professional direction .	3.86	0.67	First
10	Univ. desires to continuation of professional direction and guidance through stages of university study.	3.61	0.86	Second
19	The university achieves the community partnership in saving services of professional direction & guidance.	3.48	1.09	Third
34	Professional programs of direction & guidance escort in the university changes & developments in labour market professional direction of guidance in the university achieve	3.41	0.98	Fourth
28	transparency & guarantee of equivalent opportunities univ. balances between students inclinations & concerns.	3.35	1.17	Fifth
36	Labour market requirements when choosing specializations	3.33	1.08	Sixth
39	Univ. saves directional information for students & individuals of local community about available opportunities in labour market .	3.21	1.28	Seventh
70	Univ . is committed to lay systems concern supporting professional direction & guidance.	1.63	1.26	Eighth
	The sphere as a whole	3.24	0.48	

- The great degree from (5)

Table No. (19) shows that paragraph No. (3) that worded " the university varies in techniques and methods through which saves professional direction " had occupied the first position at an arithmetic mean (3.86)

And a standard deviation (0.67) meanwhile paragraph No. (70), that worded " the university is committed to lay system concern supporting professional direction & guidance " occupied the last position at an arithmetic mean ( 1.63) and a standard deviation (1.26), and the arithmetic mean for students' estimations on this sphere as a whole had amounted to ( 3.24) and a standard deviation ( 0.48), and it corresponds the estimation at a medium degree .

**h. The eighth sphere: sphere of coordination & integration among association of higher education :**

the arithmetic means and standard deviations for students estimations on paragraphs of this sphere were as they are illustrated in table No. (20)

Table No. (20)

**Table No. (20)**

The arithmetic means and standard deviations for students estimations on paragraphs of coordination & integration sphere among associations of higher education descendedly organized .

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
8	Univ. works to exchange educational experiences between the other associations of higher education .	3.63	0.80	First
30	Univ. adopts mutual educational projects with local education associations regional	3.34	1.17	Second

	and worldly.			
33	The univ . desires to continuous communication with other associations or higher education.	3.34	1.18	Third
52	Consultant councils are available in the university include businessmen and academicians from different associations (of higher education) .	2.77	1.35	Fourth
56	Univ. seeks to integration of resources and possibilities of other associatons of higher education .	2.67	1.33	Fifth
58	Associations of higher education desire in between to plan organize and finance exchange students & teaching staff members	2.64	1.25	Sixth
65	Associations of higher education cooperate in between in mutual academic programs achieve principle of integration in specialization	2.38	1.29	Seventh
68	Univ is committed to lay mutual general from works concern about studying issues, and connected spheres with economic & social development.	2.2	1.48	Eighth
	The sphere as a whole	2.87	0.56	

- The great degree from (5)

Table No. (20) shows that paragraph No. (8), that worded " the university works to exchange educational experiences between it and other associations of higher education" had occupied the first position at an arithmetic mean (3.63) and a standard deviation ( 0.80), meanwhile paragraph No. (68) , that worded " the university is committed to lay mutual general frameworkds concern about studying issues, and connect spheres with the economic and social development " occupied the last position at an arithmetic mean (2.22) and a standard deviation (1.48), and the arithmetic mean of students' estimations on this sphere as a whole amounted to (2.87) and a standard deviation (0.56), and it corresponds the estimation at a medium degree.

**Thirdly: results related to the third question :**

The third question worded . "What is the degree of preparing human resources harmony of labour market requirements, from the point of view of labour market leaders at the different field of labour ? "

This question was answered through counting the arithmetic means and standard deviations of labour market leaders responses on paragraph of the instrument of study concerning them .

**Table No. (21)**

The arithmetic means and standard deviations of labour market leaders ' responses on paragraphs of the instrument concerning them descendedly organized.

No.	The paragraph wording	Arithmetic Mean	Standard deviation	Position
1	They enjoy an ability to understand , analyse , and deduce as considered specialists able to innovate and develop	3.79	0.80	Big
2	Distinguished for enjoying a deep & enough cognition in subjects of specialization	3.41	0.81	medium
3	They enjoy quality due to international standards for academic accreditation	3.29	1.21	Medium
4.	They enjoy asensible personality due to moderate intellectual and cultural trends.	3.24	1.21	Mediur
5	Distinguished for initiation in raising new ideas & looking up at future	3.24	1.09	Mediur
6	The Univ. partners labour market in designing programs with strategic	3.23	1.21	Mediur

	significance in development and progress.			
7	The univ. allows services & production sector raise applied of training programs for students counted from graduation requirements.	3.21	1.76	Mediur
8	Univ. develops methods , means and techniques that support partnership with sector of services & production .	3.18	1.33	Mediur
9	They desire permanently to develop their technical performance and build their basic skills.	3.15	1.29	Mediur
10	Universities & colleges depend the periodical surveying for labour market requirements & study trends of its growth quantitatively & qualitatively	3.13	1.19	Mediur
11	The univ. is distinguished for initiation in raising new ideas that increase the effectiveness of partnership.	3.10	1.22	Mediur
12	Univ. concentrates on escorting scientific research in it for sectors of services nd production in the community	3.06	1.49	Mediur
13	Univ encourages investors to genefit from the scientific & technological basis in the university.	2.96	1.31	Mediur
14	Univ. participates with productive & service associations by establishing and financing mutual research centers.	2.84	1.42	Mediur
15.	They are distinguished with ability to use technology of communication and remote learning .	2.80	1.52	Mediur
16.	Univ. enlarges in forms of openness, contact& communication with sectros of services & production .	2.77	1.33	Mediur
17	They possess the skill of doing scientific researches related to the field of specialization .	2.77	1.44	Mediur
18	They enjoy the necessary linguistic skills for work like oral show and writing reports.	2.73	1.86	Mediur
19	They enjoy skill of dealing with different devices & developing methods of using them.	2.70	1.50	Mediur
20	Passing training programs before graduation made haste of their merging in labour market easy.	2.67	1.75	Mediur
21	Univ. depends preactical techniques on purpose of recognizing changes and developments in sector of services & production .	2.61	1.21	Mediur
22	It consults association of public & private sector about its needs of specialisations.	2.61	1.37	Mediur
23	They are committed with principle of learning for all life.	2.60	1.81	Mediur
24	It takes into consideration the needs of labour market from part of graduates number.	2.57	1.54	Mediur
25	Univ. adapts a mutual scheme with the	2.54	1.35	Mediur

	productive sectors to train students during studying .			
26	They enjoy personal characteristics like striring motivation	2.49	1.31	few
27	best – time conduct & self behavior, leadership, initiation and risk- loving. It depended raising new academic programs due to needs of labour market.	2.46	1.56	few
28	They enjoy applied skills like teamwork, problems solving and readiess to adaptation.	2.37	1.25	few
29	It does analytical periodical studies for labour market needs at the local & regional level.	2.33	1.17	few
30	It adopts strategy of descending to locations of work permanently to recognize the location.	2.31	1.36	few
31	Univ. adopts rehabilitation of some graduates conforms labour market requirements .	2.20	1.26	few
32	They are distinguished with ability to escort change & development to devices and technical programs.	2.08	1.13	few
33	It follows up conditions of graduates in labour market to get feedback to develop academic programs.	2.08	1.23	few
34	They have the ability to analyse problems related to the field of specialization.	2.05	1.14	few
35	Their performance reflects that they have got education concentrates on practice & application.	2.04	1.30	few
36	They are distinguished with the skill of innovative thinking in the field of specialization	2.02	1.15	few
37	They are distinguished with ability to continuous development of performance in the field of specialization.	1.98	1.03	few
38	They enjoy a practical experience through their training during university study.	1.95	1.05	few
39	They desire to achieve integration between theoretical cognition and practical exercise and develop them both .	1.95	1.50	few
40	They are aware of the most modern information related with their specializations.	1.66	1.06	few
	The instrument as a whole	2.65	0.70	

It is clear from table No. (21) that the arithmetic means of labour market leaders responses on paragraphs of the questionnaire concerning them, amounted between (1.66-3.79) with a standard deviation amounted to ( 0.80-1.06) , and the paragraph that worded they enjoy an ability to understand, analyse and deduce as considered specialists able to innovate and develop", came in the first position at an arithmetic mean (3.79) and a standard deviation ( 0.80) mean while the paragraph that words "" aware continuously of the most modern information related with their specialization came in the last postion at an arithmetic mean (1.66) and a standard deviation (1.06) and that the general average of the degree of agreement amounted ( 2.65) and with a standard deviation amounted to (0.76). Thus , responses of labour market leaders show that the degree of harmony of preparing human resources for labour market requirements , from the point of view of labour market leaders in different

fields of labour was at a medium degree. And the reason may refer to expectation of labour owners more proficiency, efficiency and cognition amongst graduates at a method bigger than that standard.

#### **Recommendations :**

In light of results deduced, the study deduced a group of recommendations, the most important of them, the necessity of harmony between universities and colleges objectives with trends of labour market from part of preparing graduates and their specializations, getting acquainted with the actual needs of labour market , through doing studies tackle different types of specialization and different productive sectors. Universities adoption of specialization required by labour market. Doing more studies discuss harmony of preparing human resources at other educational associations of labour market requirements, like professional and industrial associations.

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