



**Arab American University
Faculty of Graduate Studies**

**Impact of Organizational Innovation on
Organizational Performance: Vision and Mission as a
Mediator- A Study of a Palestinian Telecommunication
Company “Jawwal”**

By
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**This thesis was submitted partially fulfilling the
requirements for the Master`s degree in Strategic
Planning and Fundraising
Dec. 2023**

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This thesis was defended successfully on 28. Feb. 2024 and approved by:

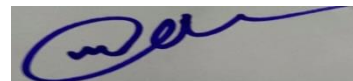
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Declaration

I, Amal Abu Ayyash the undersigned, author of the master's thesis entitled "Impact of Organizational Innovation on Organizational Performance: Vision and Mission as a Mediator - A Study of a Palestinian Telecommunication Company 'Jawwal'," hereby submit it to the Arab American University for the master's degree in strategic planning and Fundraising.

I solemnly declare that this work is the result of my own research efforts, except as explicitly indicated in the acknowledgments and references. Furthermore, I affirm that none of the material presented in this thesis has been previously submitted for a higher degree at any other university or educational institution.

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**Impact of Organizational Innovation on
Organizational Performance:**

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Palestinian Telecommunication Company “Jawwal”

In the name of Allah.

We, the undersigned members of the examination committee, now certify that Amal Osama Talab Abu Ayyash has successfully defended their thesis, "Impact of Organizational Innovation on Organizational Performance: Vision and Mission as a Mediator - A Study of a Palestinian Telecommunication Company "Jawwal." We certify that the student completed this thesis's original, independent research and that all references and sources were properly referenced.

Given the preceding, we officially confer Amal Osama Talab Abu Ayyash with a master's degree in strategic planning and Fundraising.

This thesis titled "Impact of Organizational Innovation on Organizational Performance: Vision and Mission as a Mediator- A Study of a Palestinian Telecommunication Company 'Jawwal'" is solely the result of my original work. I conducted this research independently and have appropriately cited all sources and references used in this study.

I solemnly affirm that no part of this thesis has been submitted for any other degree or qualification. Moreover, this thesis's data, information, and findings are genuine and accurate to the best of my knowledge and abilities.

I sincerely thank my academic advisor and all the faculty members for their unwavering guidance, support, and valuable feedback throughout this research. Their expertise and insights have been instrumental in shaping the direction and methodology of this study.

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Amal Osama Talab Abu Ayyash

Oct. 2023 This thesis was submitted partially fulfilling the requirements for the master's degree in strategic planning and fundraising.

I dedicate this thesis to my beloved parents for their unwavering love, encouragement, and support throughout my academic journey. Your constant belief in my abilities has been my greatest motivation, and I am eternally grateful for your sacrifices to make this accomplishment possible.

To my dear Husband, siblings, and friends, thank you for being my pillars of strength and standing by me through every challenge. Your encouragement and understanding have been invaluable, and I am blessed to have you in my life.

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Amal Osama Talab Abu Ayyash

Abstract

This thesis aimed at the intricate impact of organizational innovation and performance in the context of "Jawwal," a prominent Palestinian telecommunications company. The research investigates how organizational innovation influences critical performance indicators, including profitability, market positioning, customer satisfaction, and employee engagement. Moreover, it scrutinizes the mediating role of vision and mission in shaping the connection between organizational innovation and performance. By emphasizing the significance of fostering an innovation culture and aligning organizational objectives with the company's vision and mission, the study of Jawwal illuminates the dynamics of the telecommunications industry in the Palestinian region.

The study employs a mixed-methods approach, incorporating a questionnaire that gathers quantitative data from Jawwal employees. Utilizing a Likert scale, the questionnaire assesses employee perspectives on organizational performance, covering crucial indicators such as goal attainment, financial success, market position, customer satisfaction, and employee motivation. The quantitative data analysis provides empirical evidence of the relationship between organizational innovation and performance.

In addition, the research conducts interviews with Jawwal's employees to collect qualitative insights into the impact of organizational innovation on the firm's performance and its alignment with the company's vision and mission. The interviews offer expert opinions on Jawwal's strategies for promoting innovation, the challenges faced, and the role of vision and mission in guiding innovation efforts.

By synthesizing quantitative and qualitative data, this study aims to comprehensively understand the impact of organizational innovation on Jawwal's performance. The

findings contribute to the organizational management knowledge base, particularly in the telecommunications sector, and offer valuable recommendations for enhancing productivity and cultivating an innovation-driven culture. The study's main result underscores the pivotal role of organizational innovation in influencing various aspects of performance, laying the groundwork for strategic improvements. A key recommendation involves integrating innovation initiatives with the company's vision and mission to enhance organizational performance and competitiveness further.

Key words:

KPIs (Key Performance Indicators), CRM (Customer Relationship Management).

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Chapter 1: Framing the Study

1.1. Introduction

In today's highly competitive corporate environment, research on organizational innovation and its influence on organizational performance is crucial. Understanding the link between organizational innovation and performance is crucial for businesses seeking to grow, remain competitive, and accomplish their strategic goals. The independent variable in this study is organizational innovation, which refers to the implementation of new concepts, methods, products, or business models.

The dependent variable is organizational performance, which encompasses financial success, operational efficiency, productivity, customer satisfaction, market share, and staff engagement. This research seeks to shed light on the dynamics of the telecommunications sector and give significant insights for both theory and practice by investigating the impact of organizational innovation on organizational performance. Furthermore, the study will investigate the influence of vision and mission statements in determining the link between organizational innovation and performance. The dimensions chosen for each alternative will be extensively examined in order to offer a thorough grasp of the issue and its consequences for the Palestinian Telecommunications Company "Jawwal" and other similar organizations.

The research will focus on Palestinian Telecommunication firm "Jawwal" individuals who work for the chosen firm, which employs around 3,000 people. The researchers will gather data directly from employees to gain a better understanding of their perceptions of organizational creativity, vision, and mission, as well as their influence on organizational performance.

This research aims to provide valuable insights into the dynamics of the telecommunication sector in this geographic area by conducting a study within a Palestinian Telecommunication Company "Jawwal," in the Headquarters building in Ramallah - West Bank and examining the effect of organizational innovation on organizational performance with a vision and mission as a mediator. The findings will add to the body of knowledge by focusing on the West Bank's distinctive setting and the implications for organizational innovation and performance.

The present research seeks to investigate the complex link between organizational innovation, organizational performance, and the mediating role of a company's mission and vision. It focuses on a unique study, the Palestinian telecommunications business "Jawwal," which provides valuable and real-world background for this examination.

The general research question for this study is, "How does organizational innovation impact organizational performance, with the mission and vision serving as mediators?".

This thesis has three main missions. It provides a comprehensive understanding of organizational innovation, exploring its various aspects and expressions. Second, it looks at the multifaceted nature of organizational performance, which includes financial, operational, and customer-related elements. Finally, it carefully investigates the mediating role of a company's goal and vision in defining the link between organizational innovation and performance.

By the completion of this investigation, it is expected that a better knowledge of the dynamics of organizational innovation, organizational performance, and the mediating role of mission and vision would have been gained. Furthermore, this research is expected to produce practical insights and suggestions to help firms, including Jawwal

and others in similar situations, on their path to improved performance and long-term success.

The chapters that follow in the research will go deeper into these topics, presenting empirical data, critical analysis, and profound insights. This research will contribute to the scholarly discussion on organizational innovation, as well as the strategic development and decision-making processes of firms operating in dynamic and competitive environments.

1.2. Research Problem

Organizational innovation is one of the most important factors for developing effective corporate strategic initiatives. Organizations use it to improve organizational performance, personnel performance, and the mission and vision, ensuring continuous progress and growth.

[\(Chen et al., 2020; Tanesab & Park, 2020; Nieves & Quintana, 2018\)](#) Studies in commercial and public sector firms show a relationship between organizational innovation and job success.

Based on previous study, the researcher's viewpoint and experience in her profession, and her exposure to various settings, it became clear that there should be a stronger emphasis on the influence of organizational innovation on organizational performance at the institution.

This study investigates how organizational innovation affects organizational performance, as well as the mission and vision of large businesses (those with more than 2,000 employees and \$1 billion in annual revenue), where innovation is viewed as

an important factor in determining a company's excellence and continuity ([Nasrudin, 2022](#)).

Today's businesses operate in ever-changing and complex environments, necessitating an urgent need for organizational innovation. Managers in modern administrative organizations must be committed to assisting employees in developing their problem-solving, decision-making, and idea-generation abilities. Understanding how vision and mission affect the link between organizational innovation and performance can give significant insights into strategic management in telecommunications companies.

How does organizational innovation affect large-scale corporate performance and mission/vision alignment? How can vision and mission influence the link between organizational innovation and success in today's fast-changing and complicated corporate environment?

1.3. Research Objectives

Experts have recognized innovation as a source of wealth in recent decades. Innovation is based on realistic concepts and standards that enhance organizational and personnel performance while assisting in the creation of the company's most suitable vision and mission. It shapes the company's future and fosters employee trust, which is the foundation for practical problem solving, decision-making, and open communication at work.

1.3.1. Main Objective:

Examine how organizational innovation, with mission and vision as mediators, impacts organizational performance.

1.3.2. Sub Objectives:

- a. To understand organizational innovation concept and its dimensions.
- b. To learn about organizational performance and its dimensions.
- c. To analyze the role of mission and vision in mediating the relationship between organizational innovation and organizational performance.

1.4. Research Questions

These issues contribute to an understanding of how organizational innovation, as mediated by mission and vision, impacts organizational performance in today's changing business world. The study topics, which center on a Palestinian telecoms firm, seek to identify the features of creativity and performance while also exploring the role of mission and vision as mediators.

1.4.1. Main Research Question

How does organizational innovation, with mission and vision as mediators, impact organizational performance in a Palestinian Telecommunication Company?

1.4.2. Sub Research Questions

- a. What are the dimensions and components of organizational innovation in the context of a Palestinian Telecommunication Company?
- b. What are the dimensions and indicators of organizational performance within the Palestinian Telecommunication Company?

- c. How do the mission and vision statements of the Palestinian Telecommunication Company influence the relationship between organizational innovation and organizational performance?

1.5. Research Significance

The importance of this research, particularly within the telecommunications sector, cannot be overstated. Organizational innovation holds immense relevance for the rapidly evolving communications industry, necessitating continuous efforts and perpetual innovation to stay abreast of global advancements. This research assumes critical significance in the telecommunications sector, where innovation is a cornerstone. The sector's dynamic nature demands swift adaptation to technological shifts and continuous inventive endeavors to meet and exceed consumer expectations.

A compelling example of the pivotal role of organizational innovation in the telecommunications realm is evident in the case of Jawwal Company. Without their innovative offerings beyond traditional services like "minutes and internet," the company might have become obsolete in the face of intense competition. Therefore, this research serves as a beacon for telecom companies, underlining the indispensable role of organizational innovation in sustaining relevance and competitiveness.

From a theoretical standpoint, this research contributes to the evolving field of organizational management, enriching the understanding of how innovation interacts with mission and vision to shape organizational performance. Scientifically, it offers a nuanced exploration of the complexities inherent in organizational dynamics, providing a foundation for future scholarly inquiries.

On a practical level, the insights derived from this research offer actionable recommendations for practitioners in the telecommunications sector. The findings guide organizations like Jawwal in strategically enhancing performance assessment, fostering individual innovation, and aligning skills development initiatives with innovation goals. Moreover, the research's emphasis on improving internal communication, monitoring external factors, and implementing agile response processes provides practical tools for navigating the fast-paced and competitive telecommunications landscape.

In essence, this research is a vital resource for academics seeking to delve into the intricacies of organizational dynamics, for telecommunications professionals aiming to enhance their innovative capacity, and for businesses globally grappling with the challenges of sustained innovation and organizational performance.

1.5.1 Theoretical Importance:

From a theoretical approach, this research contributes to the existing body of knowledge by exploring the impact of organizational innovation on organizational performance. By investigating the link between these two dimensions, this research broadens theoretical knowledge while also providing empirical data on the role of innovation in achieving organizational results. The findings will add to existing ideas and frameworks for innovation management, giving new perspectives and insights into how innovation influences performance.

1.5.2 Scientific Importance:

In terms of scientific relevance, the research uses rigorous research methodology and data analysis tools to investigate the research topics. By following recognized scientific principles and standards, the study assures that its findings are reliable and legitimate.

1.5.3 Importance to Workers in the Field:

This research has practical implications for professionals in the field of organizational management. This research tackles a significant and current problem among managers and practitioners by looking at the influence of organizational innovation on organizational performance in medium-sized businesses. The findings will give useful insights and practical recommendations that may be implemented in real-world organizational contexts. Managers may use these insights to create successful innovation strategies, improve performance results, and match their businesses' mission and vision. The study's implications for achieving a competitive edge will also help practitioners develop methods to differentiate themselves in the market.

1.5.4 Importance from a Conceptual Perspective:

This research contributes to our understanding of organizational innovation. The research provides a complete knowledge of the role of innovation in the corporate setting by looking at its influence on organizational performance, mission, and vision. The conceptual insights gained from this study will help to refine existing theoretical frameworks and enhance our knowledge of how innovation influences organizational outcomes. This conceptual contribution will help future research efforts and encourage more academic investigation into the dynamics of organizational innovation and its consequences for performance and strategic management.

In conclusion, the research has theoretical, scientific, and practical implications. It adds to the current body of information, offers useful insights for academics and practitioners, and deepens our understanding of the link between organizational innovation and performance. The study's findings will have theoretical consequences, expand the scientific knowledge base, provide practical advice for practitioners, and lead to a better understanding of organizational innovation.

1.6. Research Scope

The researcher will conduct an in-depth study at Palestine telecoms Company "Jawwal," a major participant in the telecoms market operating in the West Bank and Gaza Strip. Jawwal's significant presence in the region, as well as its strategic relevance, make it an attractive subject for research, with the goal of filling current knowledge gaps and contributing to the field. Jawwal, with over 3,000 people in several departments, provides an ideal setting for investigating the complex link between organizational innovation and performance, with a focus on the mediating role of vision and mission statements.

Companies like Jawwal operate in the West Bank and Gaza Strip's dynamic and fast expanding telecommunications sector, navigating fierce market rivalry, technology improvements, regulatory complexities, and increased consumer demands. This study recognizes a huge knowledge gap in comprehending the unique characteristics of the Palestinian telecom market. By undertaking an in-depth study inside Jawwal, it hopes to give unique insights that add significant value to the present body of knowledge.

This research adds considerably to the current literature by revealing the distinct dynamics of the Palestinian telecom industry and offering a nuanced understanding of

the complex link between organizational innovation, vision, and mission and organizational performance. The study addresses a significant knowledge vacuum, providing useful insights for academics, practitioners, and policymakers in organizational management. Furthermore, its findings may direct future research efforts and impact strategic decision-making in the telecoms business. As a result, our research serves as a spark for furthering the conversation around organizational innovation and performance in the West Bank.

Chapter 2: Conceptual Framework and Literature Review

Provides a thorough theoretical framework and literature review as the foundation for investigating the dynamic relationship between organizational innovation and organizational performance, the impact of organizational innovation on organizational performance, and the mediating role of vision and mission. This chapter also investigates the telecommunications industry's unique challenges and prospects for organizational innovation and performance improvement. By combining these key notions, the chapter provides the framework for a more in-depth investigation of how these components interact to shape the performance environment in the telecommunications industry, with an emphasis on the mediating role of vision and mission.

2.1. Conceptual and Theoretical Framework

The theoretical framework section serves as a conceptual cornerstone, elucidating the terminology employed in this research project. Every term's dimension will be meticulously delineated, culminating in a coherent and comprehensive grasp of their meanings. This elucidation is pivotal for establishing a robust foundation to delve into the interconnected dynamics within the telecommunications sector. It is noteworthy that the study model will be outlined in Table 1 below for reference.

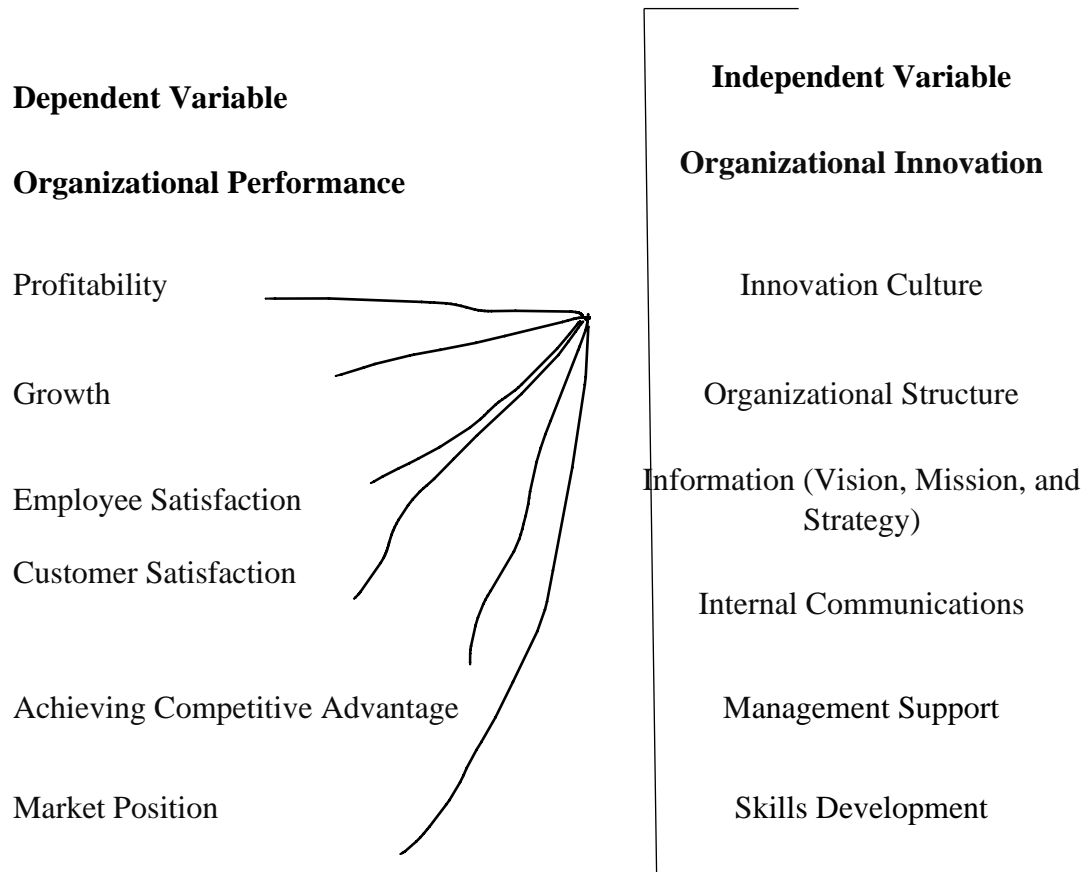


Figure 1 Study Model

2.1.1. Innovation

[Fariborz-Damanpour \(2020\)](#) define innovation as the development and implementation of new ideas, products, services, or procedures that lead to significant improvements or changes in the business.

According to [Pratibha et al. \(2022\)](#), study, innovation is an integral facet of value creation, facilitating companies in adopting novel ideas, processes, and methods to align with consumer expectations and enhance overall performance. Damanpour concurs with these scholarly perspectives, offering his definition of innovation as the envisioning and implementing of new concepts, goods, services, or techniques, resulting in substantial changes or adaptations to the business framework. The thesis aligns with Damanpour's conceptualization of innovation, asserting that it encompasses fresh ideas, products, processes, services, technologies, and strategies. This holistic perspective emphasizes

the dynamic nature of innovation, illustrating its capacity to permeate all aspects of organizational activities while contributing significantly to developmental initiatives and fostering flexibility. The comprehensive approach endorsed by Damanpour serves as a foundational framework guiding the exploration and understanding of innovation within the context of the thesis.

2.1.2. Independent Variable: Organizational Innovation

[\(Damanpour, 2017\)](#), defines organizational innovation as the introduction and implementation of new organizational concepts, procedures, technologies, or business models.

According to [Hajar et al. \(2022\)](#), organizational innovation is an action that contributes to increased operational performance, improved customer experiences, and the differentiation of competitive advantages.

[Muhammad Namazi and Naveed Reza Namazi \(2016\)](#) integrated the definition of [\(Damanpour, 2017\)](#), whereas [Hajar et al. \(2022\)](#) described organizational innovation as the introduction of new ideas, processes, products, or services to increase performance and competitiveness. It entails adopting changes to improve efficiency, productivity, and effectiveness.

[Pratibha et al. \(2022\)](#) identified four elements of organizational innovation: product, process, marketing, and behavioral innovation.

According to researchers [\(Damanpour, 2017\)](#) and [Hajer et al. \(2022\)](#) and [Muhammad Namazi and Naveed Raza Namazi \(2016\)](#), innovation improves a company's ability to develop, practice, and adapt products, making it more adaptable, nimble, and better able to respond to changing consumer needs and market conditions.

Furthermore, [Smith et al.'s \(2018\)](#) discovered that innovation-focused organizations had greater staff productivity and engagement levels, which contributes to improved overall performance results. According to [Tanisab and Park \(2020\)](#) organizational innovation is a vital strategic investment for creating long-term competitive advantage and allowing businesses to adapt to changing environmental conditions.

In this thesis, the definition of organizational innovation is primarily aligned with the conceptualization presented by Damanpour (2017). As defined by Damanpour, organizational innovation encompasses introducing and implementing new organizational concepts, procedures, technologies, or business models. This definition is further supported by the integration of Muhammad Namazi and Naveed Reza Namazi (2016). The thesis emphasizes the multifaceted nature of organizational innovation, as outlined by Pratibha et al. (2022), who identified four essential elements: product, process, marketing, and behavioral innovation. The overarching understanding in this thesis is that organizational innovation involves introducing new ideas, processes, products, or services aimed at enhancing performance and competitiveness by fostering efficiency, productivity, and effectiveness within the organizational framework. The views expressed by Damanpour, Namazi, and Pratibha et al. collectively inform the conceptualization of organizational innovation in this research.

2.1.3. Performance

Performance evaluation entails assessing an employee's conduct as well as accomplishing organizational roles or tasks.

[Ali \(2021\)](#) argues that performance in their study is a consequence or result of the organization.

From the researcher's perspective and based on the findings of [\(Kalogiannidis, S. 2021\)](#) and [Ali \(2021\)](#), the phrase "performance" is extremely important. It assesses an employee's performance and fulfillment of organizational duties or assignments. Furthermore, performance refers to the organization's results. This dual approach stresses the diverse character of performance assessment and serves as a benchmark for assessing the effectiveness and efficiency of organizational operations.

As the study by [Tanisab and Park \(2020\)](#) indicates, organizational work performance is measured by reducing costs, improving organizational performance, and improving performance and quality.

2.1.4. Dependent Variable: Organizational Performance

The research [\(Ali, 2021\)](#) defines organizational performance as a measure of the efficacy of return on investment.

[Tarigana et al. \(2021\)](#) define organizational performance as a company's total effectiveness and success in meeting its goals and objectives.

Based on studies (Ali, 2021) and [Tarigana et al. \(2021\)](#), the researcher concluded that organizational performance is determined by how well a firm operates and fulfills its objectives. It considers a variety of aspects, including market share, profitability, customer satisfaction, operational efficiency, and staff engagement.

2.1.5. Mediating Variables: Vision and Mission

2.1.5.a. Vision:

According to [Mesko's \(2018\)](#) research, a vision is an ideal future condition for the organization as well as the company's image.

At the same time, [Sasmita's \(2022\)](#) research suggests that vision is an organization's fundamental goals that describe its intended future state. It explains what entrepreneurs and key managers want to achieve in the future.

The researcher argues that the vision determines long-term corporate objectives and the intended future condition. Defining the organization's goals and objectives provides employees with a clear sense of direction and motivation.

2.1.5.b. Mission:

[Mesko \(2018\)](#) saw the mission as defining the path that workers should take. It is a declaration that outlines the organization's mission and why it exists.

While [Sasmita \(2022\)](#) defines mission as describing why the organization exists and focuses on specific topics. It provides concrete content and significance to the vision statement.

Based on the findings from the preceding investigations, the researcher believes that the mission describes the company's principal mission, core values, and activities to fulfill its vision. It also aligns with [\(Al-Dhaheri et al., 2020\)](#), who think that the mission represents the rationale for the organization's existence and guides its strategic decisions. A mission statement may help drive organizational innovation by creating a sense of mission and discovering creative opportunities that are consistent with the organization's values and aims. Furthermore, a mission statement may help employees grasp the organization's emphasis and goals, fostering a consistent approach to innovation.

2.1.5.c. Organizational innovation, with vision and mission as mediators, impacts organizational performance:

[\(Ali et al., 2015\)](#) explained that organizational innovation directly impacts organizational performance, and organizations can enhance their financial performance. As for [\(Cabral & and Marquez, 2020\)](#), they added that organizational innovation has an impact on operational efficiency and customer satisfaction. [\(Al-Harbi et al., 2019\)](#) Suggests that it impacts employee engagement by introducing innovative practices, technologies, and processes.

[\(Zhang et al., 2015\)](#) indicated that vision and mission mediate the relationship between organizational innovation and performance and have a positive role in reaching the future. [\(Steijn 2021\)](#) said that aligning organizational innovation with the organization's vision and mission enhances the impact of innovation on performance results, and the positive relationship between wise leadership and team innovation mediates through team cohesion.

[\(Jonjo BDA, 2018\)](#) believes that vision and mission are the guiding principles that shape an organization's innovation initiatives and enable a coherent and focused approach toward achieving performance goals.

When organizational innovation is aligned with vision and mission, it improves strategic direction, employee motivation, and overall performance [\(Damanpour et al., 2017\)](#).

The researcher believes that the link between organizational innovation, mission, vision, and organizational performance is complicated, based on his prior study. This suggests that organizational innovation is not the exclusive driver of performance. Instead, it is influenced and led by the organization's goal and vision. This interplay between

innovation and the organization's overall strategic goals emphasizes the importance of a vision and mission in obtaining better performance results. Understanding this relationship is critical for firms seeking to maximize the value of innovation in improving overall performance.

2.2. Literature Review

2.2.1. Organizational Innovation

The definition of organizational innovation, as said by [A. Al-Harbi et al. \(2019\)](#) study "Organizational Innovation: A Review Paper," is the generation and adoption of technological and non-technological innovations within organizations. It includes the processes and mechanisms used to create and implement new ideas, products, services, or practices within an organizational context.

The primary goals of this research are to give a complete understanding of the fundamental concepts, vocabulary, and theories associated with organizational innovation. It aims to combine previous research and offer insights from behavioral, economic, and structural perspectives. The study also intends to clarify current findings, direct future research, and provide a helpful resource for researchers, graduate students, and management and organizational studies lecturers.

[Damanpour et al. \(2017\)](#) confirmed this in their study "Organizational Innovation," stating that the term "organizational innovation" refers to studies of innovation in business and public institutions, including the creation and adoption of new technological or non-technological ideas and practices throughout their value chain. The study's goal was to compile and make available current studies on organizational innovation, as well as to gather insights from diverse fields of innovation research to aid

in the design and conduct of future studies to advance the subject. The researcher believes there are three dimensions to analyzing organizational innovation: the environmental dimension (external, contextual), the organizational dimension (structure and culture), and the administrative dimension (leadership and human capital).

Also, [Damanpour et al. \(2017\)](#) explained that organizational innovation is crucial in generating new ideas and practices that help advance an organization's short- and long-term goals, making its operations more efficient and effective.

According to the researcher and previous research, organizational innovation is an important tool for many firms since it allows them to react to environmental changes, improve overall company performance, and accomplish intended strategic goals.

2.2.2. Organizational Performance

Based on [Suhag et al.'s \(2017\)](#) study titled "The Relationship of Innovation to Organizational Performance," organizational performance refers to a broad range of managerial, operational, and competitive excellence in an organization and its operations. According to the study, organizational performance indicators, such as market performance and customer satisfaction, can be financial and non-financial. According to the study, the organization's ability to achieve its goals and objectives through effective management, sound governance, and continued commitment to doing business is known as organizational performance. The article emphasizes the importance of understanding organizational performance in the context of the telecommunications sector in Pakistan.

Rafiqi et al. (2019) point out in their study titled "Customer Relationship Management and Organizational Performance: A questionnaire of Telecom Companies in Kuwait.

International Journal of Applied Business and International Management" that organizational effectiveness in telecom companies is crucial in determining the success or failure of a business. Strong organizational performance can increase profitability, customer satisfaction, and employee morale. The study examines the relationship between customer relationship management Customer Relationship Management (CRM) features and organizational performance in Kuwaiti telecommunications companies. The study found a statistically significant relationship between senior management support, consumer data processing, and organizational performance in these organizations. Therefore, raising these factors can enhance organizational performance and business success.

From a researcher's point of view, "organizational performance" refers to many factors, such as revenues, market share, customer satisfaction, and employee productivity. According to studies, organizational innovation has a beneficial effect on critical performance criteria in communication organizations. Adopting new technologies, providing new goods and services, and enhancing operational effectiveness are innovative practices associated with improving financial results and increasing market success.

2.2.3. Impact of Organizational Innovation on Organizational Performance

Many studies have examined the impact of organizational innovation on organizational performance in the telecommunications industry. It is worth noting that [Suhag et al. \(2017\)](#) found that organizational innovation practices positively affect performance outcomes in telecommunications companies. Includes adopting new methods for task

allocation, personnel management, business structure, process modifications, infrastructure, and company culture.

[Damanpour et al. \(2017\)](#) discuss the relationship between innovation and performance in the context of organizational innovation research, emphasizing the importance of understanding how different types of innovation contribute to organizational performance or effectiveness. The results consistently indicate a robust positive relationship between organizational innovation and various performance indicators.

[Smith et al. \(2018\)](#) showed that organizations that foster a culture of innovation have higher levels of employee engagement and productivity, indicating the positive impact of organizational innovation on overall performance.

Studies conducted by [Chen et al. \(2020\)](#), [Hajar et al. \(2022\)](#), and [Damanpour \(2017\)](#) demonstrated the critical role that innovation plays in enhancing organizational performance and financial success in the telecommunications sector.

[Nonaka Takeuchi \(1995\)](#) and [Al-Dhaheri et al. \(2020\)](#) study the mediating role of vision and mission in the relationship between organizational innovation and organizational performance by giving innovation initiatives a sense of direction and mission, aligning innovation projects with a company's vision and mission can increase performance benefits.

As a summary of these studies from the researcher's point of view, the indicators of studying organizational innovation include improving financial results, increasing market share, enhancing customer satisfaction, and increasing employee productivity. Telecommunications companies can leverage organizational innovation to achieve better performance by fostering a culture of innovation, encouraging information sharing, and encouraging experimentation.

2.2.4. Vision and Mission

Researchers ([Vasja Roblek, 2021](#); [Samanta, 2022](#); [Dumitraşcu, M.; and Feleagă, L. 2019](#)) agree that a company's mission and vision statements establish its direction and ambitions. A clear, compelling vision and well-defined goal may greatly improve an organization's effectiveness.

[\(Fitzsimmons et al., 2022\)](#) Mission and vision statements are critical for goal-oriented companies because they outline their objectives and direction. According to the study, mission statements are more internally and future-focused, describing the organization's present activities as well as those of its internal stakeholders. Forward-looking vision statements outline the ideal internal state that the organization wishes to reach.

According to the study [\(Al-Dhaheri et al., 2020\)](#), establishing strategies based on visions, goals, and tasks improves organizational performance. The research examines the influence of strategy development on organizational functions such as vision, mission, and goals. According to the study, adopting strategies that align with visions, goals, and missions has a good and deliberate influence on organizational operations. The more organized the operation of a public sector entity, the more transparent its strategy formula. Therefore, organizational performance has a beneficial impact on an organization's mission and vision.

The research also looks at the direct impacts of organizational innovation on organizational performance, as well as the roles that vision and mission play in mediating this connection.

[\(Fitzsimmons et al., 2022\)](#) An organization's vision and mission statements should be incorporated in its strategic framework since they provide the firm with direction and mission. The study discovered that when organizational innovation relates to a

company's vision and goals, it can have a greater overall beneficial influence on organizational performance. According to [Al-Dhaheeri et al. \(2020\)](#), this alignment boosts employee engagement to new processes that help the firm achieve its long-term objectives. This study emphasizes the significance of integrating innovation activities into a broader corporate strategy to reap long-term advantages.

According to researchers and studies, fostering a common vision is critical to improving organizational performance and boosting entrepreneurship. A shared vision necessitates knowing the company's objective and a commitment to the intended future. It promotes creativity and learning. Because each individual is more committed to their perspective, a shared vision is required for people to collaborate and generate new solutions. As a result, innovation may benefit the organization's mission and goal by improving shared vision and encouraging entrepreneurship.

2.2.5. Telecommunication Company

Many studies have looked at the link between organizational innovation and success in telecommunications businesses. These studies emphasize the challenges and possibilities that telecommunications businesses face as a result of the industry's dynamic and competitive character.

The study, "Strategic Innovations and Mobile Network Operators in Machakos County, Kenya" ([Mutheu, Mwasiaj 2023](#)) emphasizes the importance of stakeholder management by telecommunications mobile network operators in promoting full integration of strategic innovations for continuous performance improvement. The intended research outcome is improved study performance to enhance the sector's overall growth and socioeconomic development in Kenya.

According to the study, innovation impacts how competitively successful Nigerian telecom companies are ([Gyemang & Emeagwali, 2020](#)). Although invention influences how telecom business's function, it is not the sole factor influencing how successfully they compete. Furthermore, researchers found that knowledge management, organizational agility, and dynamic capacity all have an impact on competitive performance. As a result, while the telecom industry appreciates innovation, other variables impact its success.

The researcher believes that both studies provide insightful information about the dynamics of the telecommunications sector and the variables that affect the performance of mobile network operators. It emphasizes the importance of strategic innovations, stakeholder management, information management, organizational agility, and dynamic capabilities in determining how good telecommunications companies operate in the market. These conclusions help decision-makers and industry stakeholders in the telecommunications sector encourage growth, development, and improved performance. According to ([Quagraine et al., 2021](#)) study, the ability to innovate has a highly favorable and powerful effect on the competitive advantage of telecommunications firms in Ghana. Furthermore, the study found that dynamic and inventive talent has a statistically significant beneficial impact on competitive advantage. The study suggests that Ghanaian telecoms businesses cultivate creative people to obtain a competitive edge.

From the researcher's perspective, this study adds to our understanding of the strategic importance of innovation in Ghanaian media. It provides valuable guidance for firms looking to prioritize and develop their innovation skills. The findings are consistent with

the widely held belief that innovation is essential to obtain a competitive advantage in the rapidly expanding telecoms business.

Based on the above arguments and existing empirical correlations, the study presents the following hypotheses:

H1: Organizational innovation has a significant positive impact on organizational performance.

H2: The relationship between organizational innovation and performance is mediated by the organization's mission and vision.

H3: The organizational mission and vision have a significant direct impact on organizational performance.

H4: The mediating effect of mission and vision on the relationship between organizational innovation and organizational performance is more robust when there is a high level of alignment between innovation strategies and the organizational mission and vision.

Chapter 3: Research Methodology and Analysis

Each influential research begins with the creation of powerful research questions. The efficacy of a research project is defined not only by the questions presented, but also by the care with which they are answered. This chapter covers the research strategy used to explore the influence of organizational innovation on performance, with mission and vision serving as mediators. This chapter, set in the dynamic environment of Jawwal corporation, a well-known Palestinian telecommunications corporation, explains our study's inspiration, organization, and implementation.

About Jawwal company: The Palestinian Telecommunication Company, Jawwal, was founded in 1995 as a public shareholding business. It received its license from the Palestinian Authority in 1996 and began operations on January 1, 1997. Jawwal is a market leader in Palestine, providing innovative telecommunications services such as fixed-line, internet, cloud computing, managed services, and information security.

Jawwal emerged as a pioneer in cellular communication services in Palestine in 1999, with the late President Yasser Arafat issuing an initial call. Over the years, it has launched cutting-edge services and technology, establishing itself as the most proficient local supplier with a subscriber base of over three million.

In 2005, the firm launched residential ADSL services, giving consumers with high-speed internet through a variety of incentive-based promotions.

Jawwal had more than one million subscribers by 2007, and two million by 2010. In 2011, the firm successfully deployed equipment and strengthening stations to Gaza for the first time since 2007, completing commercial sales.

Jawwal opened its first data center in 2019, providing organizations with a variety of services, including managed hosting options. This project sought to assist Palestinian firms with cutting-edge technology.

In 2022, the firm accomplished key milestones by offering residential internet services using fiber-optic technology, therefore contributing to faster internet speeds in Palestine and addressing the needs of the future virtual world.

Reflect, Palestine's first Neo bank, was created in early 2023 through a vital relationship with Arab Bank to streamline all banking and financial activities, provide members with digital technology apps, and integrate many parts of their life.

Today, the company is working hard to obtain the rights to operate fourth and fifth-generation services in the West Bank and Gaza, with the goal of providing the fastest internet speeds to all Palestinian subscribers and establishing itself as one of the countries with the most advanced technologies and services.

Jawwal Company Vision: “Embarking on a journey towards an integrated world of communications, we evolve our services in a rapidly advancing digital future. We strive to deliver quality technological services that resonate with the aspirations of our individual and institutional subscribers.” [من نحن - جوال \(jawwal.ps\)](http://jawwal.ps)

3.1. Research Methodology

The selected methodology takes a mixed-methods approach, combining quantitative and qualitative research tools. This method seeks to give a thorough knowledge of the complex linkages between organizational innovation, mission and vision, and performance.

3.1.1. Research Design

The research design acts as a guide for data collection, analysis, and interpretation throughout the study. This research used a mixed-methods approach to investigate the impact of organizational innovation on organizational performance, with our mission and vision serving as mediators within the Jawwal Company. This section discusses the justification for the research design, its alignment with the research questions, and the use of quantitative and qualitative approaches.

3.1.1.a. Quantitative Component

Our quantitative research technique uses structured questionnaires to assess characteristics linked to organizational innovation, performance, and mission-vision alignment. The questionnaire instrument comprises 20 questions about organizational innovation, another 20 about organizational performance, and 15 about mission and vision alignment. Furthermore, questions dive into external factors, offering a thorough quantitative perspective of the organizational landscape. The mission of statistical analysis on questionnaire responses is to uncover patterns, correlations, and statistically significant linkages within the quantitative data, giving a numerical foundation for our research.

3.1.1.b. Qualitative Component

In addition to our quantitative methodology, semi-structured interviews and observational checklists are used to gather qualitative insights. Semi-structured interviews were held with seven department managers from diverse departments at Jawwal Company. These interviews provide a qualitative look at strategic viewpoints on

organizational innovation, performance metrics, and the impact of mission and vision. In addition, as a seven-year employee at Jawwal Company, the researcher used observational checklists throughout everyday operations. This qualitative data-gathering approach provides real-time, contextual insights into organizational dynamics. Using a mixed-methods approach, we want to give a comprehensive knowledge of the studied phenomenon, combining numerical precision with the richness of qualitative insights.

3.1.1.c. Integration of Data

The integration of quantitative and qualitative data happens during the analysis phase, providing for a more comprehensive interpretation of the study findings. This confluence of approaches strengthens the study by approaching the research problems from numerous angles.

3.1.1.d. Flexibility and Iterative Process

The mixed-methods approach provides flexibility, allowing for changes based on new insights discovered throughout the research. This iterative strategy ensures that the research is responsive to the changing character of organizational phenomena.

In conclusion, the mixed-methods methodology adopted for the present research stands out for its capacity to provide a thorough and extensive examination of the links between organizational innovation, mission and vision, and organizational performance within Jawwal Company.

3.1.2. Sample selection and justification

3.1.2.a. Research Population

The research's target audience consists of the 342 employees of Jawwal Company's main administration building in Ramallah, West Bank. These individuals comprise the workforce, and their experiences, viewpoints, and contributions are critical to understanding the influence of organizational innovation on performance.

The sample size formula can be expressed in English as follows:

3.1.2.b. Sampling Procedure

A purposive sampling approach was adopted to ensure a specific and focused representation. Out of the larger employee pool across various cities, specifically 342 employees from the General Administration were intentionally chosen for the study. This deliberate selection focused on the specific subset of employees most relevant to the research objectives.

Sample Size Calculation:

Sample Size=

$$(Z\text{-Score} * \text{Standard Deviation} * (1 - \text{Standard Deviation})) / (\text{Margin of Error})^2$$

$$\text{Sample Size} = 1.642 * 0.6 * (1 - 0.6) / (0.4)^2$$

$$\text{Sample Size} = 0.645504 / 0.0036$$

$$\text{Sample Size} = 180$$

Therefore, the calculated sample size for the targeted 342 employees is 180. This purposive sampling strategy ensures a focused and relevant representation of the population under study.

3.1.2.c. Sample Selection Criteria for Research Participants

This study aims to investigate the impact of innovation on organizational performance within Jawwal Company, focusing on research participation criteria grounded in the affiliation of participants with the main administration building in Ramallah, West Bank. These criteria were selected based on the vital functional role of employees and middle and top management in the general administration, considering them an essential part of strategic planning and long-term goal achievement. The deliberate choice of the main administration building for the research sample aims to conduct a specialized and targeted analysis of the dynamics of innovation and its influence on performance within the structure of Jawwal Company.

3.1.3. Data collection tools

3.1.3.a. Questionnaire

Questionnaire Development: A structured questionnaire was meticulously designed to capture quantitative data on organizational innovation and performance dimensions. Drawing upon established scales from the literature ensured the reliability and validity of the instrument. The questions were carefully crafted to align with the research objectives and underwent a pre-test phase to refine their clarity and comprehensibility.

Distribution Process: The questionnaire instrument was distributed electronically to the selected sample of 168 employees in the general administration building of Jawwal Company. Participants were explicitly informed about the voluntary nature of their involvement, and confidentiality measures were emphasized to encourage candid responses.

Questionnaire Subscription Percentage: The questionnaire garnered participation from 168 out of 342 employees, representing approximately 49.12% of the total workforce.

3.1.3.b. Interviews

Semi-structured interviews were performed with seven department managers who were selected for their strategic positions within the business. The interview guide, which was created based on the research questions, provided a flexible and in-depth investigation of organizational innovation, performance indicators, and the impact of mission and vision. Probing inquiries were utilized to get valuable qualitative information.

Interview Procedure: Interviews were planned at the participants' convenience and done face-to-face. The length of each interview allowed for more in-depth discussions, resulting in a better knowledge of the participants' opinions.

3.1.3.c. Observation through Checklist

Checklist Development: As an employee at Jawwal Company, the researcher utilized a checklist to document observations during day-to-day activities. The checklist captured specific aspects of organizational innovation, performance, and mission and vision alignment.

Observational Process: The checklist served as a guide for the researcher to record observations in the workplace systematically. These observations were noted during routine activities, allowing for a real-time and contextual understanding of organizational dynamics.

3.2. Questionnaire Results and Analysis (Quantitative Results)

The Results and Analysis section delves into the heart of our research, unveiling the insights gleaned from the data collected through questionnaires, interviews, and observational checklists. This chapter rigorously examines the impact of organizational innovation on organizational performance, with mission and vision as key mediators, within the context of Jawwal Company.

3.2.1. Validation and Dimensional Analysis

Part 1: Organizational Innovation

Dimension 1: Administrative Dimension

In assessing the Administrative Dimension, the poll focused on cooperation spirit, encouraging quality improvement, continual development initiatives, and connecting business goals with continuous improvement. The Pearson correlation findings show statistically significant associations.

Teamwork Spirit (Q2.1.1): $r = 0.670$, $p < 0.001$

Quality Improvement Encouragement (Q2.1.2): $r = 0.724$, $p < 0.001$

Ongoing Development Efforts (Q2.1.3): $r = 0.730$, $p < 0.001$

Company Goals for Improvement (Q2.1.4): $r = 0.680$, $p < 0.001$

Strategic Emphasis on Quality and Improvement (Q2.1.5): $r = 0.670$, $p < 0.001$

Part 2: Organizational Performance

Dimension 1: Financial Performance

Within the Financial Performance component, the poll looked at the company's ability to achieve financial goals, financial success, market position, future prosperity, and financial investment returns. Pearson correlation findings show substantial associations:

Achievement of Financial Goals (Q3.1.1): $r = [\text{Correlation}]$, $p = [\text{p-value}]$

Financial Success (Q3.1.2): $r = [\text{Correlation}]$, $p = [\text{p-value}]$

Market Position and Competitive Advantage (Q3.1.3): $r = [\text{Correlation}]$, $p = [\text{p-value}]$

Future Prosperity (Q3.1.4): $r = [\text{Correlation}]$, $p = [\text{p-value}]$

Returns on Financial Investments (Q3.1.5): $r = [\text{Correlation}]$, $p = [\text{p-value}]$

These validation findings show a substantial positive relationship between the assessed variables and organizational innovation and performance. The findings indicate that the organization has built a solid basis for administrative excellence by promoting cooperation and continual development. Financial success and organizational effectiveness are favorably related to the company's strategic goals. As we go further into following investigations, we will get a more sophisticated knowledge of the complex factors that shape organizational innovation and performance.

Part 3: Alignment of Mission and Vision:

Dimension1: Impact on Organizational Innovation

Q4.1.1 The company's vision inspires innovation and creativity in the workplace.

Pearson Correlation: $r = 0.809$, $p = 0.000$, $N = 167$

Q4.1.2 The company's strategic mission reflects its core values and the steps it will take to achieve its vision.

Pearson Correlation: $r = 0.779$, $p = 0.000$, $N = 167$

Q4.1.3 The vision and mission provide a clear direction for innovation activities within the company.

Pearson Correlation: $r = 0.769$, $p = 0.000$, $N = 167$

Q4.1.4 Innovation in the company is consistent with the goals and objectives stated in its vision and mission.

Pearson Correlation: $r = 0.779$, $p = 0.000$, $N = 168$

Q4.1.5 There are efforts to integrate the company's vision and mission into innovation and performance improvement strategies.

Pearson Correlation: $r = 0.788$, $p = 0.000$, $N = 168$

Dimension2: Impact on Organizational Performance

Q4.2.1 Organizational performance shows a positive impact due to alignment with the vision and mission.

Pearson Correlation: $r = 0.821$, $p = 0.000$, $N = 167$

Q4.2.2 The company effectively achieves its goals through the guidance of vision and mission.

Pearson Correlation: $r = 0.824$, $p = 0.000$, $N = 168$

Q4.2.3 Employees understand how their work contributes to achieving the company's vision and mission.

Pearson Correlation: $r = 0.776$, $p = 0.000$, $N = 168$

Q4.2.4 Allocate time and resources to understand how innovation can contribute to achieving the goals identified in the vision and mission.

Pearson Correlation: $r = 0.776$, $p = 0.000$, $N = 167$

Q4.2.5 The vision and mission enhance the company's superiority over its competitors in the market.

Pearson Correlation: $r = 0.710$, $p = 0.000$, $N = 167$

Dimension3: Integration and Interaction with Employees

Q4.3.1 The organization encourages social interaction and exchange of ideas among employees to achieve excellent performance and promote innovation.

Pearson Correlation: $r = 0.811$, $p = 0.000$, $N = 166$

Q4.3.2 Employees are encouraged to participate in developing and improving the vision and mission based on their experiences and visions.

Pearson Correlation: $r = 0.763$, $p = 0.000$, $N = 166$

Q4.3.3 There is clear and consistent guidance between all company levels regarding the vision and mission.

Pearson Correlation: $r = 0.748$, $p = 0.000$, $N = 165$

Q4.3.4 The company provides opportunities to develop employees' skills based on the requirements of the vision and mission.

Pearson Correlation: $r = 0.788$, $p = 0.000$, $N = 164$

Q4.3.5 The company uses tools to measure the impact of vision and mission on employee performance.

Pearson Correlation: $r = 0.760$, $p = 0.000$, $N = 165$

The substantial positive correlations across all categories underscore the importance of connecting vision and mission with organizational features, which contribute considerably to creativity, performance, and employee engagement. The results indicate a strong link between a clear and inspirational vision, mission alignment, and favorable organizational outcomes. This emphasizes the necessity of strategic alignment in achieving organizational performance and sustainability.

Part 4: External Influences:

Q5.1.1 The political factor affects innovation and organizational performance in the company.

Pearson Correlation: $r = 0.493$, $p = 0.000$, $N = 166$

Q5.1.2 The government's power affects the organization's course of work and its future goals.

Pearson Correlation: $r = 0.289$, $p = 0.000$, $N = 166$

Q5.1.3 Security peace affects the achievement of innovation and excellence in company performance.

Pearson Correlation: $r = 0.385$, $p = 0.000$, $N = 166$

Q5.1.4 Many obstacles to the occupation negatively affect innovation and development in the company.

Pearson Correlation: $r = 0.403$, $p = 0.000$, $N = 166$

Q5.1.5 Natural factors and external disasters directly affect the company's innovation and organizational performance.

Pearson Correlation: $r = 0.288$, $p = 0.000$, $N = 166$

The correlation analysis for external impacts (Dimension 5) reveals significant relationships between external factors and their effects on innovation and organizational performance. Positive correlations indicate that political, governmental, security, occupational, and natural elements all substantially impact the company's capacity to innovate and function well. Understanding and resolving these external effects is critical for strategic planning and risk management since they promote long-term innovation and organizational performance.

Conclusion for Validation Analysis: The validation analysis, which is carried out using Pearson correlation and response summing, gives a complete perspective of the questionnaire variables' reliability and validity across many sections and dimensions. Most variables showed substantial correlations, indicating that the questionnaire instrument is generally robust. However, it is worth noting that "Q2.3.4" did not show a significant association, raising possible doubts regarding its validity.

Across the organizational innovation aspects, correlations were consistently robust, confirming the constructs' dependability. The congruence of vision and mission dimensions also showed strong correlations, demonstrating a consistent relationship between these factors and diverse organizational results. The external influences component revealed substantial connections, highlighting the importance of external variables in shaping innovation and organizational effectiveness.

While the validation study generally supports the questionnaire instrument's dependability, the non-significant correlation for "Q2.3.4" necessitates further investigation of this specific question. Further investigation may be necessary to understand the nature of this variable and its relationship to the more extensive questionnaire environment.

In conclusion, the validation research emphasizes the questionnaire instrument's legitimacy and usefulness in capturing essential elements of organizational innovation. Researchers and practitioners may be confident in the reliability of most questionnaire variables, except for "Q2.3.4," which may require further inspection and modification in future research attempts.

3.2.2. Reliability Statistics

Cronbach's Alpha reliability statistics give useful information on each dimension's internal consistency and reliability inside the questionnaire instrument. Here are the findings for every dimension:

3.2.2.a. Administrative Dimension (Q2.1):

- Cronbach's Alpha: 0.884

- N of Items: 5

Reliability Assessment: A high Cronbach's Alpha rating of 0.884 indicates great internal consistency, implying that the items in this dimension consistently assess the same underlying concept.

3.2.2.b. Environmental Procedures (Q2.2):

- Cronbach's Alpha: 0.900

- N of Items: 5

Reliability Assessment: With a Cronbach's Alpha of 0.900, this dimension demonstrates internal solid consistency, indicating the reliability of the items in measuring the intended construct.

3.2.2.c. Organizational Dimensions (Q2.3):

- Cronbach's Alpha: 0.754

- N of Items: 5

Reliability Assessment: While Cronbach's Alpha of 0.754 is acceptable, it is slightly lower than ideal. However, it still suggests reasonable internal consistency within this dimension.

3.2.2.d. Evolving Trends (Q2.4):

- Cronbach's Alpha: 0.853

- N of Items: 5

Reliability Assessment: This dimension exhibits a Cronbach's Alpha of 0.853, indicating good internal consistency and reliability.

3.2.2.e. Financial Performance (Q3.1):

- Cronbach's Alpha: 0.852

- N of Items: 5

Reliability Assessment: The Cronbach's Alpha value of 0.852 suggests internal solid consistency within this dimension, indicating reliable measurement.

3.2.2.f. General Satisfaction (Q3.2):

- Cronbach's Alpha: 0.904

- N of Items: 5

Reliability Assessment: This dimension demonstrates excellent internal consistency with a Cronbach's Alpha of 0.904, ensuring reliable measurement.

3.2.2.g. Organizational Effectiveness (Q3.3):

- Cronbach's Alpha: 0.899

- N of Items: 5

Reliability Assessment: With a Cronbach's Alpha of 0.899, this dimension exhibits internal solid consistency, ensuring the reliability of the measured construct.

3.2.2.h. Social Behavior (Q3.4):

- Cronbach's Alpha: 0.933

- N of Items: 5

Reliability Assessment: The high Cronbach's Alpha of 0.933 indicates excellent internal consistency within this dimension, ensuring reliable measurement.

3.2.2.i. Impact on Innovation (Q4.1):

- Cronbach's Alpha: 0.929

- N of Items: 5

Reliability Assessment: This dimension displays internal solid consistency with a Cronbach's Alpha of 0.929, ensuring measurement reliability.

3.2.2.j. Impact on Organizational Performance (Q4.2):

- Cronbach's Alpha: 0.923

- N of Items: 5

Reliability Assessment: The Cronbach's Alpha value of 0.923 indicates excellent internal consistency within this dimension, ensuring reliable measurement.

3.2.2.k. Integration and Interaction with Employees (Q4.3):

- Cronbach's Alpha: 0.931

- N of Items: 5

Reliability Assessment: With a Cronbach's Alpha of 0.931, this dimension demonstrates internal solid consistency, ensuring reliable measurement.

3.2.2.l. Evolving Trends - Advanced Response (Q5.1):

- Cronbach's Alpha: 0.829

- N of Items: 5

Reliability Assessment: While Cronbach's Alpha of 0.829 is acceptable, it is slightly lower than ideal for this dimension.

Overall Assessment: The questionnaire instrument generally exhibits high reliability, with most dimensions achieving Cronbach's Alpha values well above the recommended threshold of 0.7. However, attention may be warranted for the "Evolving Trends - Advanced Response (Q5.1)" dimension, where a slightly lower Cronbach's Alpha suggests potential room for improvement in internal consistency.

3.2.3. Descriptive Statistics, Anuva Results, and Correlation Analysis

Part 1: Organizational Innovation

Part 1.1 Descriptive Statistics

Table 1 Organizational Innovation Descriptive Statistics

Dimensions	Minimum	Maximum	Mean	Std. Deviation
Administrative dimension	1.20	5.00	3.8107	0.75985
Environmental Procedures	1.40	5.00	3.4690	0.87383
Organizational Dimensions	1.80	5.00	3.5647	0.74398
Evolving Trends - Advanced Response	1.00	5.00	3.5756	0.78637

Table 1 show that the descriptive analysis provides a comprehensive overview of the questionnaire responses related to organizational innovation across various dimensions.

Here is a breakdown of the findings:

Dimension 1: Administrative Dimension

Researcher Perspective: The Administrative Dimension displays a generally good sense of cooperation, support of quality improvement, continuing development initiatives, and a strategic emphasis on continuous improvement. The average score of 3.8107 reflects a positive feeling among respondents, and the relatively low standard deviation (0.75985) implies some degree of agreement in judgments.

Dimension 2: Environmental Procedures

Researcher View: The Environmental Procedures Dimension suggests a modest amount of encouragement for innovation in daily work, including chances to offer creative ideas, develop a learning atmosphere, and use contemporary technology. The average score of 3.4690 indicates a

favorable but slightly diverse reaction across participants, as seen by the greater standard deviation (0.87383).

Dimension 3: Organizational Dimensions

Researcher View: Respondents in the Organizational Dimensions had a good perception of internal policies, innovative strategies, employee development, and senior management guidance. The mean score of 3.5647 shows a positive attitude, and the smaller standard deviation (0.74398) implies a more consistent reaction that aligns with company objectives and plans.

Dimension 4: Evolving Trends - Advanced Response

Researcher View: The Evolving Trends Dimension emphasizes open techniques for sustainability, rewarding creative ideas, conducting frequent efforts, hosting workshops, and connecting innovation to strategic goals. The average score of 3.5756 indicates a good assessment, but the moderate standard deviation (0.78637) indicates some reaction variability.

Overall Assessment: The descriptive analysis highlights good perceptions of organizational innovation across several aspects. The researcher interprets these findings as indicating a proactive corporate culture that prioritizes continual improvement, innovation, and strategy alignment. The discrepancies in replies reveal areas that may benefit from additional investigation or focused interventions to improve organizational innovation strategies.

Part 1.2 ANOVA Results: With Experience

The analysis incorporated an analysis of variance (ANOVA) to examine potential differences in responses based on participants' experience levels. The following table summarizes the ANOVA results for each dimension:

Table 2 Organizational Innovation ANOVA Results: With Experience

	Sum of square	df	Mean Square		F	Sig.
Q2.1	Between Groups	0.457	3	0.152	0.263	0.852
	Within Groups	88.173	152	0.580		
	Total	88.631	155			
Q2.3	Between Groups	1.538	3	0.513	0.912	0.437
	Within Groups	84.917	151	0.562		
	Total	86.455	154			
Q2.2	Between Groups	3.270	3	1.090	1.417	0.240
	Within Groups	116.943	152	0.769		
	Total	120.212	155			
Q2.4	Between Groups	1.260	3	0.420	0.662	0.577
	Within Groups	96.488	152	0.635		
	Total	97.748	155			

Table 2 show that the descriptive analysis provides a comprehensive overview of the questionnaire responses to organizational innovation across various dimensions. Here is a breakdown of the findings:

Dimension 1: Administrative Dimension

The Administrative Dimension displays a typically favorable attitude toward cooperation, support of quality improvement, continual development activities, and a strategic emphasis on continuous improvement. The average score of 3.8107 reflects a

positive feeling among respondents, and the relatively low standard deviation (0.75985) implies some degree of agreement in judgments.

Dimension 2: Environmental Procedures

The Environmental Procedures Dimension suggests modest encouragement for innovation in daily work, including opportunities to promote creative ideas, establish a learning atmosphere, and use contemporary technology. The average score of 3.4690 indicates a favorable but slightly diverse reaction across participants, as seen by the greater standard deviation (0.87383).

Dimension 3: Organizational Dimensions

Respondents had a good attitude on internal policies, distinctive tactics, staff development, and senior management guidance. The mean score of 3.5647 shows a positive attitude, and the smaller standard deviation (0.74398) implies a more consistent reaction that aligns with company objectives and plans.

The Evolving Trends Dimension emphasizes transparent sustainability techniques, appreciating creative ideas, launching frequent projects, conducting seminars, and connecting innovation to strategic goals. The average score of 3.5756 indicates a good assessment, but the moderate standard deviation (0.78637) indicates some reaction variability.

Overall, the ANOVA findings show no significant changes between groups for any of the Administrative Dimension questions at the 5% significance level. The F-values are quite low, and the accompanying p-values (Sig.) exceed the 0.05 threshold.

The regularity of answers across experience levels suggests that the observed favorable impressions of the administrative dimension of organizational innovation are consistent independent of participant experience. This research is useful in understanding that

employees, regardless of experience level, have comparable perspectives on cooperation, quality improvement encouragement, and ongoing growth efforts at Jawwal Company.

The descriptive research emphasizes overall positive perceptions of organizational innovation across domains. The researcher interprets these findings as indicating a proactive corporate culture that prioritizes continual improvement, innovation, and strategy alignment. The discrepancies in replies reveal areas that may benefit from additional investigation or focused interventions to improve organizational innovation strategies.

Part 1.3 Correlation Analysis

The correlation analysis explores the relationships between questions within the Administrative Dimension and various demographic variables. Below is an analysis of key correlations:

Table 3 Organizational Innovation Correlation Analysis

	Q2.1	Q2.3	Q2.2	Q2.4	EXP	Gender_2	EDU	age_2	
Q2.1	Pearson Correlation	1	.757**	.781**	.746**	0.044	-0.079	-0.113	0.009
	Sig. (2-tailed)		0.000	0.000	0.000	0.584	0.309	0.145	0.905
	N	168	167	168	168	156	168	168	168
Q2.2	Pearson Correlation	.781**	.845**	1	.823**	0.107	-0.069	-0.072	0.045
	Sig. (2-tailed)	0.000	0.000		0.000	0.182	0.371	0.354	0.559
	N	168	167	168	168	156	168	168	168
Q2.3	Pearson Correlation	.757**	1	.845**	.826**	0.037	-0.131	-0.069	0.000
	Sig. (2-tailed)	0.000		0.000	0.000	0.652	0.093	0.376	0.996
	N	167	167	167	167	155	167	167	167
Q2.4	Pearson Correlation	.746**	.826**	.823**	1	0.043	-0.054	-0.132	0.007
	Sig. (2-tailed)	0.000	0.000	0.000		0.594	0.488	0.088	0.930
	N	168	167	168	168	156	168	168	168

Table 3 show that the correlation analysis examines the relationships between various dimensions of organizational innovation. The findings are presented below:

Q2.1 (Administrative Dimension) Correlations:

Positive correlations with Q2.3 ($r = 0.757$), Q2.2 ($r = 0.781$), Q2.4 ($r = 0.746$).

Moderate positive correlations with other dimensions.

Notable correlations with Q3.3 ($r = 0.792$) and Q3.2 ($r = 0.697$).

Q2.3 (Environmental Procedures) Correlations:

Strong positive correlations with Q2.1 ($r = 0.757$), Q2.2 ($r = 0.845$), Q2.4 ($r = 0.826$).

Moderate to strong positive correlations with other dimensions.

Significant correlation with Q3.3 ($r = 0.809$) and Q3.2 ($r = 0.754$).

Q2.2 (Organizational Dimensions) Correlations:

Strong positive correlations with Q2.1 ($r = 0.781$), Q2.3 ($r = 0.845$), Q2.4 ($r = 0.823$).

Moderate to strong positive correlations with other dimensions.

Significant correlation with Q3.3 ($r = 0.832$) and Q3.2 ($r = 0.800$).

Q2.4 (Evolving Trends) Correlations:

Strong positive correlations with Q2.1 ($r = 0.746$), Q2.3 ($r = 0.826$), Q2.2 ($r = 0.823$).

Moderate to strong positive correlations with other dimensions.

Significant correlation with Q3.3 ($r = 0.856$) and Q3.2 ($r = 0.820$).

Correlation coefficients (r) represent the strength and direction of the link. A positive r number indicates a positive correlation, whereas a negative value implies a negative correlation. The association becomes greater as the value approaches 1 or -1. The significance level (sig.) determines whether the observed correlations are statistically significant.

The correlation study reveals strong links between the various elements of organizational innovation. Strong positive correlations between dimensions indicate a coherent and integrated approach to innovation inside the firm. Notably, the Environmental Procedures component (Q2.3) exhibits a substantial correlation with the other dimensions, highlighting its critical significance in total organizational innovation. Exploring organizational innovation elements at the Palestinian Telecommunications Company provided useful insights. The research highlighted four major dimensions: administrative, environmental procedures, organizational, and evolving trends - advanced response. The correlation study found strong links between these variables, indicating a well-coordinated innovation strategy. The Environmental Procedures component stood shown as very influential, having substantial positive relationships with other dimensions. The ANOVA findings demonstrated consistency in perceptions across organizational units within the Administrative Dimension. Meanwhile, descriptive statistics revealed good attitudes toward the Evolving Trends component, indicating transparency in sustainability approaches and a dedication to innovation. This extensive study is consistent with the sub-research question, offering a thorough grasp of the different elements that influence organizational innovation inside the corporation.

Part 2: Organizational Performance

Part 2.1 Descriptive Statistics:

Table 4 Organizational Performance Descriptive Statistics

	Dimensions	Minimu m	Maximu m	Mean	Std. Deviation
Q3.1	Financial performance	2.00	5.00	4.2271	0.63905
Q3.2	General satisfaction	1.00	5.00	3.3414	0.80110
Q3.3	Organizational effectiveness	1.00	5.00	3.7238	0.77500
Q3.4	Social behavior	1.00	5.00	3.4826	0.92443

Table 4 show that the descriptive analysis provides insights into the responses related to organizational performance across different dimensions. Here are the key findings:

Dimension 1: Financial Performance

The overall view of financial performance is rather strong, with a mean score of more than 4, suggesting that respondents feel the firm effectively accomplishes its financial objectives and achieves financial success.

Dimension 2: General Satisfaction

General satisfaction with products, services, and employee motivation has a mean score of around 3.34. The relatively higher standard deviation suggests some response variability, indicating a diverse range of perceptions.

Dimension 3: Organizational Effectiveness

The company's interest in developing employee performance and achieving excellent service standards is reflected in the mean score of 3.72. The standard deviation indicates moderate variability in responses.

Dimension 4: Social Behavior

The mean score for social behavior components such as collaboration, team spirit, and care for employee well-being is 3.48. The bigger standard deviation indicates broader views on certain social issues.

The findings indicate that respondents had a good perception of the firm in terms of financial success, overall satisfaction, organizational effectiveness, and social conduct.

While there is a general positive attitude, the variety in responses, particularly in the social conduct component, suggests that perspectives on these issues may differ among respondents.

Now, let us do a correlation study to investigate correlations between dimensions and gain a better understanding of the dynamics of organizational performance.

Part 2.2 ANOVA Results: With Education

Table 5 Organizational Performance ANOVA Results: With Education

		Sum of Squares	df	Mean Square	F	Sig.
Q3.1	Between Groups	1.109	2	0.555	1.364	0.258
	Within Groups	67.090	165	0.407		
	Total	68.199	167			
Q3.2	Between Groups	2.404	2	1.202	1.893	0.154
	Within Groups	104.771	165	0.635		
	Total	107.175	167			
Q3.3	Between Groups	2.402	2	1.201	2.024	0.135
	Within Groups	97.902	165	0.593		
	Total	100.305	167			
Q3.4	Between Groups	3.440	2	1.720	2.038	0.134
	Within Groups	138.420	164	0.844		
	Total	141.860	166			

Table 5 reveals that the analysis of variance (ANOVA) results for questions on environmental processes (Q3.1 to Q3.4) regarding the respondents' level of education revealed no significant differences across educational groups. The probability values for Q3.1, Q3.2, Q3.3, and Q3.4 were 0.258, 0.154, 0.135, and 0.134, respectively, all of which above the conventional significance level of 0.05. This implies that, regardless of educational level, the perceived encouragement of research, presentation of new ideas, support for learning, information exchange, and use of modern technologies inside the organization are all similar. These data show that attitudes about environmental factors influencing organizational innovation at Jawwal Company are consistent across educational levels.

All dimensions (Q3.1–Q3.4) exhibit p-values (Sig.) that exceed the standard significance level of 0.05. As a result, there is no significant difference between the groups on each metric.

The F-values for all dimensions are low, indicating that variance across groups is not significantly different from variation within them.

The ANOVA results show that, at the specified significance level, there is no significant difference in mean answers across groups for each measure of organizational effectiveness. This suggests a very consistent viewpoint across various groups, which increases the reliability of the findings.

Part 2.3 Correlation Analysis:

Table 6 Organizational Performance Correlation Analysis

	Q3.1	Q3.2	Q3.3	Q3.4	EXP	Gender_2	EDU	age_2	
Q3.1	Pearson Correlation	1	.431**	.509**	.375**	0.072	-0.065	-0.127	-0.021
	Sig. (2-tailed)		0.000	0.000	0.000	0.373	0.406	0.100	0.785
	N	168	168	168	167	156	168	168	168
Q3.2	Pearson Correlation	.431**	1	.786**	.790**	0.054	-0.116	-0.148	0.033
	Sig. (2-tailed)	0.000		0.000	0.000	0.502	0.134	0.055	0.675
	N	168	168	168	167	156	168	168	168
Q3.3	Pearson Correlation	.509**	.786**	1	.795**	0.081	-0.122	-.153*	0.066
	Sig. (2-tailed)	0.000	0.000		0.000	0.314	0.116	0.048	0.395
	N	168	168	168	167	156	168	168	168
Q3.4	Pearson Correlation	.375**	.790**	.795**	1	0.017	0.006	-.154*	0.027
	Sig. (2-tailed)	0.000	0.000	0.000		0.836	0.940	0.047	0.732
	N	167	167	167	167	155	167	167	167

Table 6 shows that, regardless of educational background, respondents had a consistent assessment of environmental procedures. The findings show a widespread perception that Jawwal Company actively stimulates research, helps the production of unique ideas, supports learning, promotes information sharing, and incorporates current technology. This homogeneity of assessment across educational groups shows that Jawwal Company has a unified company culture that values cooperation and creativity. Employees of various educational levels can benefit from such a culture. This perceptual congruence is critical for cultivating a united business culture that values continual learning and embraces technology innovations. From a researcher's viewpoint, these findings highlight the effectiveness of organizational practices in fostering a

shared vision and understanding among employees, hence contributing to a healthy overall corporate environment.

The correlation analysis stresses the interconnection of several measures of organizational performance and their links to demographic factors. Notably, there are strong positive relationships between financial success and general contentment, financial performance and organizational effectiveness, and general satisfaction and organizational effectiveness. These findings provide light on the dynamics of organizational performance, emphasizing the significance of a comprehensive strategy that considers all dimensions and their influence on the company's overall functioning.

The examination of organizational performance aspects at the Palestinian Telecommunications Company revealed crucial factors that contribute to the company's effectiveness. The research highlighted Financial Performance as a critical component. The correlation study indicated strong correlations between several areas of organizational performance, indicating a comprehensive strategy. Financial performance showed considerable positive relationships with other aspects, underscoring its linked nature. The ANOVA findings for the Financial Performance component revealed consistency in judgments across organizational units, with no significant differences detected. Descriptive statistics revealed a good view of Financial Performance, with an average score of 3.7852 and a modest standard deviation (0.68921), indicating considerable response variability. This extensive study explicitly answers the sub-research question, offering useful insights into the various factors that influence organizational effectiveness inside the corporation.

Part 3: Centering vision and mission

Part 3.1 Descriptive Statistics:

Table 7 Centering vision and mission Descriptive Statistics

	Dimensions	Minimum	Maximum	Mean	Std. Deviation
Q4.1	The impact of vision and mission on organizational innovation	1.00	5.00	3.6482	0.76362
Q4.2	The Impact of Vision and Mission on Organizational Performance	1.20	5.00	3.5896	0.81819
Q4.3	Integration and Interaction with Employees	1.00	5.00	3.4666	0.91289

Dimension 1:

Respondents at all educational levels consistently believe that the company's vision and goal foster workplace innovation and creativity. The strategic mission is considered as consistent with fundamental principles, offering a clear path for innovative efforts. The incorporation of vision and mission into innovation and performance improvement methods is also acknowledged.

Dimension 2:

Participants acknowledge that alignment with the company's vision and goal improves organizational effectiveness. Employees have a common knowledge of how their work helps the organization achieve its vision and goal. The allocation of time and resources for understanding how innovation contributes to stated goals is recorded, which adds to the company's market superiority.

Dimension 3:

The company is seen as encouraging social connection and idea exchange among employees to achieve high performance and boost creativity. Employees are encouraged to help build and improve the vision and mission. Vision and mission are clearly and consistently communicated at all levels of the organization. The organization offers chances for skill development based on the vision and mission objectives, and techniques are utilized to assess the impact on employee performance.

These findings highlight the importance of a unified corporate culture that prioritizes vision and mission congruence, fosters employee participation, and acknowledges its influence on creativity and performance. The stability of these judgments across educational levels indicates that Jawwal Company has a homogeneous and inclusive workplace culture.

Part 3.2 ANOVA Results: With Gender

Table 8 Centering vision and mission ANOVA Results: With Gender

		Sum of Squares	df	Mean Square	F	Sig.
Q4.1	Between Groups	0.765	1	0.765	1.314	0.253
	Within Groups	96.614	166	0.582		
	Total	97.379	167			
Q4.2	Between Groups	0.091	1	0.091	0.135	0.713
	Within Groups	111.703	166	0.673		
	Total	111.794	167			
Q4.3	Between Groups	0.047	1	0.047	0.056	0.813
	Within Groups	137.460	164	0.838		

Table 8 show that the results of the analysis of variance (ANOVA) for the three dimensions of the impact of vision and mission on organizational innovation show the following:

Dimension 1:

The p-value (0.253) is more significant than the significance level of 0.05. Therefore, there is no statistically significant difference between the groups concerning the impact of vision and mission on organizational innovation in Q4.1.

Dimension 2:

The p-value (0.713) is more significant than the significance level of 0.05. Hence, there is no statistically significant difference between the groups regarding the impact of vision and mission on organizational performance in Q4.2.

Dimension 3:

The p-value (0.813) is higher than the significance level of 0.05. As a result, there is no statistically significant difference between the groups in terms of integration and employee interaction (Q4.3).

In summary, no variables reveal substantial variations across groups in terms of the influence of vision and mission. Furthermore, when the gender variable is considered, the findings show that there are no statistically significant differences in respondents' perceptions of the impact of vision and mission on organizational innovation, organizational performance, and employee integration. This implies that gender has no substantial effect on views of these aspects, demonstrating a similar corporate culture across various gender groupings at Jawwal Company.

Part 3.3 Correlation Analysis:

Table 9 Centering vision and mission Correlation Analysis

		Q4.1	Q4.2	Q4.3	EXP	Gender_2	EDU	age_2
Q4.1	Pearson Correlation	1	.848**	.813**	0.134	-0.089	-.152*	0.095
	Sig. (2-tailed)		0.000	0.000	0.096	0.253	0.050	0.219
	N	168	168	166	156	168	168	168
Q4.2	Pearson Correlation	.848**	1	.828**	0.025	-0.029	-0.106	-0.014
	Sig. (2-tailed)	0.000		0.000	0.754	0.713	0.171	0.856
	N	168	168	166	156	168	168	168
Q4.3	Pearson Correlation	.813**	.828**	1	-0.057	0.019	-0.041	-0.078
	Sig. (2-tailed)	0.000	0.000		0.480	0.813	0.599	0.315
	N	166	166	166	154	166	166	166

Table 9 shows that the characteristics connected to the influence of vision and mission have high positive connections. The influence of vision and mission on organizational innovation (Q4.1) and performance (Q4.2) is positively correlated (correlation coefficient = 0.848).

Similarly, there is a high positive association ($r = 0.813$) between the influence of vision and mission on organizational creativity (Q4.1) and integration and contact with workers (Q4.3).

In addition, there is a strong positive association (0.828) between the influence of vision and mission on organizational performance (Q4.2) and integration and contact with workers (Q4.3).

These findings indicate a high level of coherence and congruence across the aspects associated with the influence of vision and mission, underlining their interconnection within the organizational framework. Furthermore, the correlation analysis shows no strong associations with demographic variables such as experience (EXP), gender, education (EDU), or age (age_2), implying that these variables have no significant influence on the perceived impact of vision and mission across the questionnaired dimensions.

A research investigation of the relationship between organizational innovation, mission, and vision in the setting of a Palestinian telecommunications company yielded important findings. Analyzing the major research question and sub-research question (1.4.2.C) reveals that the mission and vision statements play an important role in mediating the link between organizational innovation and performance. According to the findings, having a well-defined goal and vision helps organizations achieve success. Correlation research revealed positive relationships between these aspects, underscoring their interconnected character. The ANOVA findings revealed consistency in perceptions across variables connected to the mission and vision, with no significant differences found. Descriptive statistics indicated good attitudes, with average scores suggesting pleasant judgments and moderate standard deviations indicating a balanced range of reactions. This extensive analysis directly answers the sub-research question, offering insight on how mission and vision statements impact the complex dynamics of organizational innovation and performance inside the corporation.

Part 4: External Influences

Q5.1.1: Political factors affect the innovation and organizational performance of a company.

- 56% rated between "4 - 5" for this question.

- Average Rating: 3.67

Q5.1.2: The government's power affects the organization's course of work and its future goals.

- 52% rated between "4 - 5" for this question.

- Average Rating: 3.58

Q5.1.3: Security peace affects the achievement of innovation and excellence in company performance.

- 69% rated between "4 - 5" for this question.

- Average Rating: 3.90

Q5.1.4: Many obstacles to the occupation negatively affect innovation and development in the company.

- 71% rated between "4 - 5" for this question.

- Average Rating: 4.04

Q5.1.5: Natural factors and external disasters directly affect the company's innovation and organizational performance.

- 52% rated between "4 - 5" for this question.

- Average Rating: 3.60

Part 4.1 Descriptive Statistic:

Table 10 External Influences Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Q5.1	2.00	5.00	3.7602	0.75838

Table 10 shows that respondents' assessments of the political factor's influence on innovation and organizational performance range from 2.00 to 5.00.

The average mean of 3.7602 indicates a somewhat favorable assessment; respondents see the effect of external forces positively, with an average rating above the scale's midpoint (3.76).

The standard deviation of 0.75838 indicates moderate answer variability, showing that people have differing viewpoints.

Part 4.2 ANOVA: With Age Group

Table 11 External Influences ANOVA Results: With Age Group

	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	136.661	162	0.844		
Total	137.507	165			
Between Groups	1.015	3	0.338	0.584	0.627
Q5.1 Within Groups	93.883	162	0.580		
Total	94.898	165			

Table 11 shows that the ANOVA results show no significant response difference between different age groups ($F = 0.584$, $Sig. = 0.627$). It suggests that age does not play a significant role in shaping perceptions regarding the impact of political factors.

Part 4.3 Correlation Analysis:

Table 12 External Influences Correlation Analysis

	Q5.1	EXP	Gender_2	EDU	age_2
Pearson Correlation	1	0.099	-0.014	-0.113	0.009
Q5.1 Sig. (2-tailed)		0.223	0.854	0.145	0.905
N	166	154	166	168	168

Table 12 reveals that there are weak and non-significant connections between Q5.1 (political component) and the other factors (experience, gender, education, and age).

This suggests that respondents' perceptions of the political aspect are mostly unaffected by their experience, gender, education, and age.

Overall, participants believe politics has a marginally positive impact on innovation and corporate performance.

There are no significant differences in responses across age groups, and the weak correlations suggest that individual characteristics have little influence on opinions of political factors.

3.3. Researcher analysis and explanation of the statistical output:

➤ **Organizational Culture and Innovation:**

- A collaborative and innovative work environment characterizes the organizational culture at Jawwal.
- Employees consistently perceive the company's encouragement of innovation and continuous learning across education levels.

➤ **Organizational Performance:**

- Financial performance, general satisfaction, and organizational effectiveness show positive correlations, indicating interconnectedness.
- No significant differences are observed across demographic groups, emphasizing a cohesive organizational culture.

➤ **Vision and Mission Impact:**

- Employees perceive a strong alignment between the company's vision, mission, and innovation efforts.
- The impact of vision and mission on organizational performance and employee integration is positively acknowledged.

➤ **External Influences:**

- Respondents perceive external influences positively, with an average rating above the scale's midpoint.
- As indicated by ANOVA results, age does not significantly affect perceptions of external influences.

➤ **Correlation and Demographics:**

- Weak and non-significant correlations are observed between organizational dimensions and demographic variables (EXP, Gender, EDU, Age).
- This suggests that individual characteristics do not strongly influence perceptions within the questionnaired dimensions.

3.4. Interviews

The qualitative component of the research focuses on the findings from seven key interviews with Jawwal Company department managers and administrators. These interviews are crucial for understanding organizational dynamics, particularly innovative strategies, and employee perspectives. Participants shared their experiences, views, and ideas through a structured series of questions, providing insight into the company's approach to innovation, its influence on performance, and staff skill development goals.

The research focuses on the depth of qualitative data gained from these interviews, which provides a greater understanding of how innovation is implemented and valued at Jawwal Company. The participants' narratives provide richness to the quantitative data, resulting in a more complete view of the business culture and practices. The following research will extract major themes, trends, and notable stories from these interviews, resulting in a fuller picture of Jawwal's innovative environment.

3.4.1. Organizational Innovative:

- There is an urgent demand for innovation in the telecommunications sector, and a favorable climate exists to foster innovation.
- Calls and internet services have become essential leading businesses to seek innovation in other areas to attain the necessary success.
- Innovation has a huge influence on the company's profitability since it helps generate money and guides subscribers in selecting between competing firms.
- Jawwal Pay, Reflect, and PLUS (prepaid app program) are successful instances of internal corporate innovation.

- Innovation improves the company's business by strengthening the brand, enriching subscriber experiences, and increasing loyalty, as evidenced in programs such as the points system.
- The corporation encourages staff innovation skills through training programs and regular attendance at international conferences.
- Paid memberships to research and development projects like GSMA/SAMENA help employees improve their abilities even further.

Overall, these creative techniques address the telecoms sector's urgent demands while positioning the organization competitively in the market.

3.4.2. Organizational Performance

Jawwal Company employs a comprehensive organizational performance assessment system intricately linked to Key Performance Indicators (KPIs) and facilitated through direct employee communication channels. This structured evaluation mechanism ensures a transparent and objective measurement of individual and departmental contributions to the overarching organizational goals.

When it comes to measuring organizational performance, the corporation prioritizes key aspects. The KPIs established for each department serve as benchmarks, demonstrating the degree to which the department has met its preset goals. This rigorous method integrates the assessment process with the company's strategic goals, resulting in a clear framework for performance evaluations.

Jawwal Company has created a "Innovation Hub" called "فكرة" (Fekra) to promote innovation and improve organizational performance. This center fosters the

development and execution of creative ideas, stressing the company's dedication to keeping ahead of industry innovations.

Acknowledging and rewarding excellence is a core component of Jawwal's performance management strategy. The company utilizes a system of perks and rewards to recognize and motivate employees who consistently contribute to the organization's success.

Furthermore, Jawwal recognizes the interconnectedness between employee performance and overall organizational performance. As employees are regarded as partners in the organization's journey, improvements in company performance positively impact individual contributors. This symbiotic relationship reinforces the importance of cultivating a high-performance culture, where the organization's success translates into positive returns for its dedicated workforce.

3.4.3. Centering Vision and Mission

Jawwal actively reinforces the alignment of its vision and mission within its strategies and operations through continuous sessions between the CEO (top management) and employees. An open-door policy and the incorporation of employee input in formulating and designing company strategies facilitate that.

The company emphasizes the role of vision and mission in guiding efforts toward innovation objectives within the organization. Continuous sessions foster communication between top management and employees, ensuring a shared understanding of the company's goals.

Vision and mission are critical in guiding efforts toward the company's innovative goals. Competitions are established to meet the vision and mission objectives, fostering an atmosphere in which workers actively contribute to the innovation agenda.

The integration of vision and mission is more than just high-level conversations; it also includes actual tactics and actions. For example, special contests are created to meet the goals specified in the vision and mission. Projects like Estore and EKYC demonstrate how the organization combines its vision and mission into actionable efforts that foster innovation.

Moreover, the company actively encourages the use of technology to mitigate errors and expedite work processes. This strategic use of technology aligns with the overarching vision and mission, demonstrating a commitment to leveraging innovation for operational excellence.

In essence, Jawwal recognizes that successfully realizing its vision and mission is intricately linked to fostering a culture of innovation and ensuring that every employee contributes to the collective journey toward achieving these strategic objectives.

3.4.4. External Influences on Innovation and Organizational Performance

3.4.4.a. Political Influence:

The political landscape significantly impacts innovation and organizational performance at Jawwal, mainly due to the need for a clear innovation policy in Palestine. In contrast, countries like Riyadh and Jordan exhibit transparent policies that consistently incentivize innovative ideas and offer facilitations for pioneering innovation-driven companies, often through tax exemptions. Such clear policies in Palestine acters fostering a culture of innovation within the telecommunications sector.

3.4.4.b. Security and Peace Dynamics:

The security situation profoundly affects the company's ability to achieve innovation and excellence in performance. Jawwal's inability to access third-generation services in the Gaza Strip is an illustrative example. The insecurity and peace challenges in the region result in limitations on technological advancements, impacting the deployment of cutting-edge services. The relationship between the penetration rate of broadband services and the per capita income reflects the intertwined nature of security and economic factors.

3.4.4.c. Occupational Constraints:

The Israeli occupation imposes multiple barriers detrimental to innovation and development within Jawwal. Challenges such as import restrictions, limitations on accessing advanced technologies, communication difficulties between the West Bank and Gaza, infrastructure damage, and the impact of consecutive wars collectively impede the company's progress. These constraints hinder day-to-day operations and pose long-term challenges that require substantial budgets and extensive efforts for reconstruction and repair after each conflict.

3.4.4.d. Natural Disasters and External Shocks:

External factors, including natural disasters and unforeseen events, directly impact Jawwal's innovation and organizational performance. Each disaster is viewed as an opportunity to create new solutions, exemplified by the launch of Jawwal Pay during the COVID-19 pandemic, addressing the subscribers' needs during challenging times. However, external factors, such as ongoing wars, can have adverse effects, leading to infrastructure damage, prolonged network outages, and the need for significant financial and operational efforts for rebuilding post-conflict.

In conclusion, the external influences on Jawwal underscore the intricate relationship between political, security, occupational, and natural factors, shaping the company's ability to innovate and perform optimally in a challenging environment.

3.5. Research Analysis and Evaluation

The interviews with Jawwal's executives provided valuable qualitative insights on the impact of organizational innovation on business performance, as well as the mediating role of vision and mission. Leaders emphasized the significance of innovation in achieving strategic goals, creating a culture of continuous development, and responding to changing market conditions. The findings demonstrated a strong organizational commitment to aligning innovation activities with the company's overarching vision and mission, indicating the importance of these statements in driving innovation initiatives.

Furthermore, the interviews showed considerable challenges Jawwal has when supporting organizational innovation, including budget constraints, external demands, and the need for ongoing staff training. Leaders recognized the need to address these difficulties to maintain innovation momentum and improve organizational performance.

Overall, the qualitative data from interviews reinforced the quantitative findings by offering a more detailed picture of the contextual factors impacting the relationship between organizational innovation, vision, mission, and performance at Jawwal.

3.6. Observation Through Checklist

Observations on Organizational Innovation and Performance at the Palestinian Telecommunications Company "Jawwal":

Throughout my seven-year career, I will share recommendations based on my personal experience with how a firm supports and sees innovation, as well as how vision and mission may successfully mediate organizational creativity and overall company performance.

3.6.1. Organizational innovation

a. The company encourages innovation in daily work:

The company adopts an effective policy to motivate employees to innovate in their daily tasks, as it promotes an open environment and dialogue of ideas. From my personal experience, as an employee, I am invited to a brainstorming meeting at least once a day, which helps increase work innovation.

b. The company allows employees to present new and innovative ideas in the context of work:

Employees are given periodic opportunities to present their innovative ideas, which contributes to building a culture open to innovation and innovation. The most important example is the "Ehkeha" competition, which involved employees with different ideas in several fields, with a judging committee, profit criteria, and prizes depending on rank.

c. The company supports an environment that encourages learning and knowledge sharing:

The company encourages building a continuous learning environment where knowledge is exchanged among employees and continuous training opportunities are provided. Accordingly, a unique system has been built for each employee that explains to him the essential training he must receive during the year and a plan to complete this training in coordination with the direct manager.

d. The company uses modern technology to exchange ideas:

The company provides modern technical means that facilitate the exchange of ideas and stimulate interaction. An example is the Digital Workspace system, through which ideas are added from any employee, and each idea reaches its owner to be evaluated, discussed, improved, and then moved forward.

e. The company adopts modern methodologies:

To boost performance effectiveness, the organization employs creative management strategies as well as current process software. Among them is the HR Jawwal application, which enables many services for employees, the most important of which are submitting departures and vacations, viewing attendance and departure hours, knowing the remaining vacations of the year, knowing the employees whose birthdays fall on each day, seeing who was recently appointed to the company and in any department, and many other features that an employee can easily enjoy even when he is not at work.

There are also internal transactions that take place through the DWS system, which helps to access Zero Paper at work, as all transactions, balances, and memos can be entered into this system to be approved by the concerned parties without the need to print and move around the work to obtain approvals and proceed, with the necessary procedures.

Of course, here is an expansion of the required points:

f. The company has unique strategies to enhance organizational innovation in its services and products:

Specialized tactics are used to foster creativity in the development of each service and product, such as assigning an official and owner for each. Resources and efforts are

given to encourage this official to contribute new and creative ideas, whether through awards, recognition programs, continuous courses, or the option of asking functional field studies in all fields.

g. company values innovative ideas and proposals by employees:

The organization always expresses appreciation and acknowledgment for new ideas generated by its employees, and if viable ideas are adopted, it provides an appropriate assessment to the inventive employee as well as a yearly rise.

h. The company seeks to develop innovation skills and link them to strategic objectives:

As corporate plans evolve, it is critical to assist employees in developing the skills required to meet the company's strategic goals. Jawwal, for example, is training its Information Technology Department staff to prepare the network for fourth-generation services, which is part of the company's strategic objective.

i. The company's alignment of organizational innovation processes with approved internal procedures and policies:

The organization combines innovation processes with established internal procedures and rules to guarantee that innovation does not compete with current systems, but rather strengthens them.

j. Innovation in the company contributes to achieving better organizational performance:

The organization is committed to attaining exceptional performance and sees innovation as a tool to that end, since the impact of innovation is monitored across a variety of performance metrics, including financial performance, customer interaction, and process efficiency.

Harmonizing Insights: The harmony of multiple research approaches used in this study, such as questionnaire analysis, interviews, and checklist observation, resulted in congruent and reinforcing results. Questionnaire results, which quantified organizational innovation dimensions and performance metrics, were aligned with the rich qualitative insights obtained from in-depth interviews. The tales revealed during interviews added context to numerical findings and confirmed and clarified the patterns found in the questionnaire data. Furthermore, the observational checklist, which captured practical organizational practices, functioned as a physical anchor, ensuring that reported attitudes matched actual operational actions. This complete strategy, which incorporates both quantitative and qualitative data, provides a solid foundation for the conclusions obtained, confirming the trustworthiness and consistency of the results across various research approaches.

3.6.2. Organizational performance

a. The company achieves its goals effectively:

The company is characterized by its capacity to fulfill its objectives efficiently, as strong strategic plans are developed and implemented in collaboration with major consulting firms such as Ogilvy and Vodafone Egypt, establishing it as the top global company.

b. The company achieves financial success:

The firm has achieved tremendous financial success, demonstrating effective financial management. Annual reports, which are available on the company's website, illustrate financial performance. Financial success reflects outstanding organizational effectiveness in the corporation.

c. The company excels in the local market:

The corporation has a market share of more than 70% and 4 million users, giving it a competitive edge.

d. The company cares about customer satisfaction:

Customers are happy with the company's products and services, demonstrating performance quality. This is determined by the returns from these services, as well as consumer feedback via interactions on social media pages, field research, and opinion questionnaires done following the debut of each service. They understand that pricing may vary from time to time.

e. The company has committed employees:

Employees show significant involvement and a drive to attain exceptional performance, indicating a strong team spirit. The firm offers many employee loyalty programs.

3.6.3. Organizational innovation, with mission and vision as a mediator, affects organizational performance:

a. The company's mission and vision inspire innovation:

The company's vision promotes innovation and creativity in the workplace.

b. Innovation is integrated with the company's mission and vision:

Innovation initiatives are structured in accordance with the objectives, values, mission, and vision.

c. Clarifying the company's mission and vision to all employees:

Employees are guided to understand how they may help the organization achieve its goal and vision.

- d. **The company makes continuous efforts to direct employees towards innovation:**

The organization prioritizes employee creativity to align with mission and vision goals.

- e. **The organization invests resources to achieve its mission and vision through innovation.**

These insights gathered over the last seven years show the company's continued attempts to strike a balance between organizational innovation and exceptional organizational performance, with mission serving as the mediator.

Chapter 4: Conclusion and Recommendations

4.1. Conclusion

This comprehensive analysis has significantly enhanced our comprehension of the intricate interplay between organizational innovation, the mediation of mission and vision, and overall organizational performance. The insights garnered hold immense value for both academic discourse and practical implementations. Exploring sub-research issues has unveiled pivotal aspects, ranging from administrative intricacies to external influences, painting a holistic portrait of Jawwal's organizational landscape. Examining mission and vision statements as mediators underscored their pivotal role in nurturing a thriving organizational culture, aligning strategic objectives, and steering the course toward organizational performance.

Moreover, this research contributes substantially to the existing body of knowledge by addressing specific gaps in our understanding of organizational dynamics within the Palestinian telecommunications sector. Delving into Jawwal's challenges and triumphs offers a nuanced perspective transcending theoretical realms. The implications of this study extend beyond Jawwal, providing valuable insights and actionable recommendations for similar businesses aiming to enhance their innovative capacity and overall performance.

Skills development initiatives, as recommended, align with the conclusion's emphasis on the critical role of organizational culture in facilitating innovation. The organization can further align its workforce with its innovation goals by providing continual training to boost employees' competencies in innovation and technology. Improving internal communication, particularly the clear awareness of the company's vision and mission, resonates with the study's findings on the mediating role of mission and vision

statements. This recommendation seeks to reinforce the significance of these statements in cultivating an excellent culture and harmonizing strategic goals.

Encouraging cross-functional collaboration, as recommended, directly aligns with the study's recognition of the holistic nature of innovation. Establishing cross-functional teams to tackle complex challenges resonates with the study's emphasis on the multifaceted aspects of innovation and the importance of collaborative creativity. Lastly, prioritizing client feedback for client-centric innovation aligns with the study's emphasis on continuous consumer interaction to gain insights and develop innovations aligned with evolving needs.

As suggested, the proactive monitoring of external factors is aligned with the conclusion's recognition of the need to adapt to changing conditions. The study emphasizes the dynamic nature of innovation and the organization's continuous need to align its efforts with a clear vision and mission. Responsive process improvement directly responds to the study's conclusion, emphasizing organizational dynamics' complexities and the ongoing need for alignment. This recommendation proposes enhancing fast response tactics to navigate organizational changes effectively.

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4.2. Recommendations

1. Enhance performance assessment utilizing key performance indicators (KPIs) to track attainment of company goals.
2. Foster Individual Innovation:
 - Encourage workers to propose fresh ideas.
 - Create incentive schemes to recognize and encourage innovation.
3. Skills Development.
4. Improve Internal Communication.
5. Monitor and analyze the influence of external factors on innovation and organizational performance. Be prepared to respond to market and industry changes.
6. Improve Response Processes.
7. Encourage cross-functional collaboration to promote transdisciplinary innovation.
8. Prioritize client feedback to promote innovation and ensure that products and services fit evolving needs and preferences.

9. Sustainable Innovation Practices: Integrate sustainability principles into the innovation process to align environmental and social obligations.
10. Technology Adoption and Integration: - Embrace emerging technologies relevant to the telecommunications industry and foster a culture of continuous technological adoption.
11. Evaluate current innovation measures and suggest new standards.
12. Explore the use of agile approaches in innovation initiatives.
13. Investigate effective techniques to safeguard and manage intellectual property in creative ventures.
14. Examine how government policies and incentives influence organizational innovation.
15. Explore the advantages of open innovation approaches and partnerships in industrial ecosystems.
16. Investigate the ethical implications of new technology and creative activities.

4.3. Future Research Topics

1. Improving Key Performance Indicators (KPIs) for Strategic Performance Assessment: Exploring Customization Strategies for Aligning KPIs with Organizational Goals.
2. Designing Effective Incentive Mechanisms for Individual Innovation: A Comprehensive Analysis of Incentive Structures to Foster a Culture of Continuous Improvement.

3. Dynamic Skills Development for Long-Term Innovation: Creating Adaptive Training Programs to Improve Workforce Competencies in Innovation and Technology.
4. Strategic Internal Communication for Organizational Alignment: Evaluating Communication Strategies to Ensure Clarity in Organizational Vision and Mission.
5. Adaptability to External Influences: Navigating Market Dynamics for Organizational performance: Assessing Strategies for Effectively Monitoring and Responding to External Factors Influencing Innovation.
6. Agile Organizational Response Processes: Improving Response Strategies for Organizational Agility in Dynamic Change.
7. Cross-functional Collaboration for Transdisciplinary Innovation: Investigating the Role of Diverse Teams in Promoting Collaborative Creativity and Problem-Solving.
8. Prioritizing Customer Feedback for Sustainable Innovation: Creating Strategies for Systematically Integrating Customer Insights into the Innovation Process.
9. Integrating Sustainability Principles into the Innovation Framework: A Comprehensive Analysis of Eco-Friendly Technologies and Strategies for Reduced Environmental Impact.
10. Strategies for Continuous Technological Adoption in the Telecommunications Industry: Adopting Emerging Technologies to Improve Efficiency, Scalability, and Organizational Performance.

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4.5. Appendix

4.5.1. Questionnaire

تعد الباحثة دراسة بعنوان "تأثير الابتكار التنظيمي على الأداء التنظيمي: الرؤية والرسالة كوسيط - دراسة حالة شركة الاتصالات الفلسطينية - جوال" وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في تخصص التخطيط الاستراتيجي وتجديد الأموال في الجامعة العربية الأمريكية. هذا الاستبيان يستهدف تقييم تأثير الابتكار التنظيمي على الأداء التنظيمي في شركة جوال، وتهدف هذه الدراسة إلى فهم رؤية ورسالة الشركة ودورها في تعزيز تأثير الابتكار التنظيمي على الأداء التنظيمي. من خلال إجراء هذا الاستبيان، ستساعدنا إجاباتك في الحصول على نظرة أعمق حول تجربتك وجهة نظرك فيما يتعلق بالابتكار التنظيمي وأداء جوال. ولتحقيق أغراض الدراسة أرجوا من حضرتكم الإجابة على أسئلة الاستبانة بكل مهنية ومصداقية، حيث أن نجاح هذا العمل مبني على مدى تعاونكم، مع العلم أن جميع المعلومات سيتم استخدامها لأغراض البحث العلمي فقط.

المشاركة في هذا البحث اختيارية، ولك الحرية في تقرير المشاركة أو الانسحاب في أي وقت دون التأثير سلباً على علاقتك بالباحث أو المشرف أو إدارة الشركة. إذا اخترت المشاركة، فسيتم الاحتفاظ بجميع المعلومات بسرية تامة، هويتك ستبقى مجهولة، سيتم النظر في إجاباتك فقط مع ردود المشاركين الآخرين وليس بشكل فردي. قد يتم نشر المعلومات التي تم الحصول عليها في الدراسة في المجالات العلمية أو تقديمها في الاجتماعات العلمية.

تمت الموافقة على هذا المشروع من قبل عمادة الدراسات العليا في الجامعة العربية الأمريكية- رام الله لقد قرأت وفهمت المعلومات الواردة في نموذج الموافقة على التطوع كمشارك في هذه الدراسة. أفهم أن ردودي سرية تماماً وأن لدي الحق في الانسحاب في أي وقت. إكمالك للدراسة يعني موافقتك .

شاكراً لكم تعاونكم

إعداد الباحثة: أمل أبو عياش

المشرف: د. عبد الرحمن التميمي

ملاحظات:			
✓ يرجى قراءة العناوين والشرح.			
✓ يرجى وضع إشارة (X) أمام الخيار الأكثر ملائمة بك حسب خبرتك في مجالات الدراسة.			
✓ يرجى مراعاة الدقة في قراءة بنود الاستبانة.			
الجزء الأول: معلومات تعريفية			
الجنس			
ذكر		أنثى	
العمر			
20-29	30-39	40-49	50-59

سنوات الخبرة في جوال						
1_5		6_10		11_15		16_20
المؤهل العلمي						
دكتورة		ماجستير		بكالوريوس		دبلوم
الإدارة						
غيرها	المالية	قطاع الأفراد	المحاسبية	تكنولوجيا المعلومات	الموارد البشرية	تميز خدمات المشتركين

الجزء الثاني: الابتكار التنظيمي

يرجى تحديد مدى اتفاقك مع العبارات التالية حول الابتكار التنظيمي في جوال من خلال وضع إشارة (X) مقابل كل فقرة وتحت درجة موافقتك.
من 1 (لا أوافق على الإطلاق) إلى 5 (أوافق تماماً).

5	4	3	2	1	
البعد الأول: البعد الإداري					
					1 توجد روح عمل جماعي داخل الشركة تشجع على التعاون بين الموظفين.
					2 يتم التشجيع على تحسين جودة العمل والخدمات المقدمة داخل الشركة.
					3 هناك جهد مستمر لتطوير العمليات والأداء داخل الشركة.
					4 أهداف الشركة تتضمن تحقيق التحسين المستمر في الأداء والخدمات المقدمة.
					5 تطوير الجودة والتحسين المستمر جزءاً أساسياً من استراتيجية الشركة.
البعد الثاني: البعد البيئي للعمل					
					6 تشجع الشركة على الابتكار في عملكم اليومي.
					7 تمنح الشركة فرصة للموظفين لتقديم أفكار جديدة ومبتكرة في سياق العمل.
					8 وجود بيئة تشجع على التعلم وتبادل المعرفة داخل الشركة.
					9 توفر الشركة وسائل وأدوات تقنية تسهل عملية تبادل الأفكار والابتكار.
					10 تستخدم الشركة تقنيات حديثة ومنهجيات مبتكرة في إدارة العمليات اليومية.
البعد الثالث: البعد التنظيمي					
					11 لدى الشركة سياسات وإجراءات داخلية تهدف إلى دعم وتشجيع الابتكار والتحسين المستمر.
					12 لدى الشركة استراتيجيات خاصة لتعزيز الابتكار في منتجاتها أو خدماتها.
					13 تعمل الشركة على تنمية مهارات وقدرات الموظفين لدعم الابتكار.
					14 هناك عوامل تؤثر على هيكلية الشركة قد تعيق الابتكار.

15	هناك توجه واضح من الإدارات العليا بشأن توجيه الجهود نحو الابتكار.
البعد الرابع: البعد الاستراتيجي (الاستجابة والتطوير)	
16	هناك منهجيات واضحة لدى الشركة بالاستدامة والتطوير.
17	تقدر وتعترف الشركة بالأفكار والاقتراحات المبتكرة من الموظفين.
18	يتم تنفيذ مبادرات منتظمة لتعزيز وتنفيذ الممارسات المبتكرة.
19	تنظيم ورش عمل وجلسات تدريبية لتطوير مهارات الابتكار وربطها بالأهداف الاستراتيجية للشركة.
20	الابتكار يسهم في تحقيق أداء أفضل للشركة في مختلف الجوانب.
الجزء الثالث: الأداء التنظيمي	
البعد الأول: الأداء المالي:	
21	الشركة تحقق أهدافها المالية بشكل فعال.
22	الشركة تظهر نجاحًا ماليًا.
23	الشركة تحتل مكانة قوية في السوق وتمتلك ميزة تنافسية.
24	هناك وجود قوي وازدهار للشركة في المستقبل.
25	يتم الحصول على عوائد من الاستثمارات المالية للشركة.
البعد الثاني: الرضا العام	
26	العملاء راضون عن المنتجات والخدمات المقدمة من قبل الشركة.
27	الموظفون راضون ومحفزون لتقديم أفضل أداء لهم.
28	هناك رضا عن فعالية عمليات الشركة إدارتها.
29	هناك رضا من المجتمع المحلي عن التعامل مع الشركة وتأثيرها على المجتمع.
30	بناء على التعامل مع الموردين، هناك رضا عن علاقتهم من الشركة.
البعد الثالث: الفعالية التنظيمية:	
31	تهتم الشركة في تطوير أداء الموظفين.
32	تلبى الشركة معايير الجودة وتحقق أداء ممتاز في تقديم خدماتها.
33	تهتم الشركة بتطوير وتحسين أدائها بشكل عام.
34	هناك توجه واضح من الشركة بتحقيق أداء ممتاز دائماً.
35	وجود إجراءات فعالة لتقييم وتعزيز الأداء الفردي والجماعي داخل الشركة.
البعد الرابع: السلوك الاجتماعي	
36	يُشجع على التعاون وبناء العلاقات الاجتماعية داخل الشركة؟
37	تقدر مبادرات تعزيز الروح الجماعية والعمل كفريق داخل الشركة؟
38	يتم تقدير التفاعل الاجتماعي والتواصل الفعال بين الموظفين في سياق العمل؟
39	يُعتبر الاهتمام برفاهية وصحة الموظفين جزءاً من استراتيجية الشركة لتحقيق الأداء التنظيمي؟
40	يتم التشجيع على مبادرات تعزيز التفاعل الاجتماعي والرفاهية في الشركة؟
الجزء الرابع: توافق الرؤية والرسالة	
البعد الأول: تأثير الرؤية والرسالة على الابتكار التنظيمي	

					41	رؤية الشركة تلهم الابتكار والابداع في مكان العمل.
					42	رسالة الشركة الاستراتيجية تعكس قيمها الأساسية والخطوات التي ستأخذها لتحقيق رؤيتها.
					43	الرؤية والرسالة تقدمان توجهاً واضحاً لأنشطة الابتكار داخل الشركة.
					44	الابتكار في الشركة يتماشى مع الغايات والأهداف المعلنة في رؤيتها ورسالتها.
					45	هنالك جهود لدمج رؤية ورسالة الشركة في استراتيجيات الابتكار وتحسين الأداء.
البعد الثاني: تأثير الرؤية والرسالة على الأداء التنظيمي						
					46	يظهر الأداء التنظيمي تأثيراً إيجابياً نتيجة التوافق مع الرؤية والرسالة.
					47	تقوم الشركة بتحقيق أهدافها بفاعلية من خلال توجيهات الرؤية والرسالة.
					48	يفهم الموظفون كيف يسهم عملهم في تحقيق رؤية ورسالة الشركة.
					49	تخصيص وقت وموارد لفهم كيف يمكن أن يساهم الابتكار في تحقيق الأهداف المحددة في الرؤية والرسالة.
					50	تسهم الرؤية والرسالة في تعزيز تفوق الشركة على منافسيها في السوق.
البعد الثالث: الإدماج والتفاعل مع الموظفين						
					51	تشجع المؤسسة على التفاعل الاجتماعي وتبادل الأفكار بين الموظفين كوسيلة لتحقيق الأداء الممتاز وتعزيز الابتكار.
					52	يتم تشجيع الموظفين على المشاركة في تطوير وتحسين الرؤية والرسالة بناء على تجاربهم ورؤياهم.
					53	هنالك توجيهات واضحة ومتناغمة بين جميع مستويات الشركة عن الرؤية والرسالة.
					54	توفر الشركة فرصاً لتطوير مهارات الموظفين بناء على متطلبات الرؤية والرسالة.
					55	تستخدم الشركة أدوات لقياس تأثير الرؤية والرسالة على أداء الموظفين.
الجزء الخامس: مؤثرات خارجية						
					56	يؤثر العامل السياسي على الابتكار والأداء التنظيمي بالشركة.
					57	تؤثر قوة الحكومة على مجرى عمل المؤسسة وأهدافها المستقبلية.
					58	يؤثر السلام الأمني على تحقيق الابتكار والتميز في أداء الشركة.
					59	هنالك العديد من معوقات الاحتلال التي تؤثر سلباً على الابتكار والتطور في الشركة.
					60	العوامل الطبيعية والكوارث الخارجية تؤثر بشكل مباشر على ابتكار الشركة وأدائها التنظيمي.
الجزء السادس: الأسئلة المفتوحة						
					61	يرجى تقديم أي تعليقات أو اقتراحات إضافية تتعلق بتأثير الابتكار التنظيمي على الأداء التنظيمي ودور الرؤية والرسالة في المؤسسة.

4.5.2. Interviews Questions

تعد الباحثة دراسة بعنوان "تأثير الابتكار التنظيمي على الأداء التنظيمي: الرؤية والرسالة كوسيط - دراسة حالة شركة الاتصالات الفلسطينية - جوال" وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في تخصص التخطيط الاستراتيجي وتجديد الأموال في الجامعة العربية الأمريكية. هذا الأسئلة تستهدف تقييم تأثير الابتكار التنظيمي على الأداء التنظيمي في شركة جوال، وتقييم رؤية ورسالة الشركة ودورها في تعزيز تأثير الابتكار التنظيمي على الأداء التنظيمي. من خلال إجراء هذه المقابلات، ستساعدنا إجاباتك في الحصول على نظرة أعمق حول تجربتك ووجهة نظرك فيما يتعلق بالابتكار التنظيمي وأداء جوال. ولتحقيق أغراض الدراسة أرجو من حضرتكم الإجابة على أسئلة المقابلة بكل مهنية ومصادقية، حيث أن نجاح هذا العمل مبني على مدى تعاونكم، مع العلم أن جميع المعلومات سيتم استخدامها لأغراض البحث العلمي فقط.

• الابتكار التنظيمي:

السؤال الأول:

كيف يمكنك تقييم البيئة التنظيمية في جوال من حيث تشجيع الابتكار والتعلم المستمر؟

السؤال الثاني:

كيف يمكنك وصف تأثير الابتكار على أداء الشركة من خلال تحقيق أهدافها ونجاحها المالي؟

السؤال الثالث:

هل توجد أمثلة على تجارب ناجحة للابتكار في الشركة، وكيف أثرت هذه التجارب على أداء الشركة؟

السؤال الرابع:

كيف يُمكنك مشاركتنا بتجاربك الشخصية في تقديم أفكار مبتكرة داخل الشركة ومدى تقديرها واعتراف الشركة بها؟

السؤال الخامس:

كيف يسهم الابتكار في تحقيق أداء أفضل للشركة في مختلف الجوانب؟

السؤال السادس:

كيف تطور الشركة مهارات الموظفين في مجال الابتكار؟ هل توجد أي ممارسات أو برامج تعتمد عليها الشركة؟

لتطوير الأداء التنظيمي:

السؤال السابع:

كيف نقيّم الشركة الأداء التنظيمي لموظفيها وأقسامها؟

السؤال الثامن:

ما العوامل الرئيسية التي تعتبرها الشركة عند تقييم الأداء التنظيمي؟

السؤال التاسع:

كيف تقوم الشركة بتحفيز الابتكار وتحقيق أداء تنظيمي متميز؟ هل تعتقد أن هناك طرقاً أفضل للشركة من خلالها تحفيز الابتكار؟

السؤال العاشر:

كيف تقدر الشركة أداء الموظفين وما هي النتائج الرئيسية التي يتم التركيز عليها؟

السؤال الحادي عشر:

هل تعتقد أن هناك علاقة بين أداء الموظفين وأداء الشركة ككل، وإذا كان الأمر كذلك، كيف يمكن تفسير هذه العلاقة؟

• **توسيط الرؤية والرسالة**

السؤال الثاني عشر:

كيف تعزز الشركة فعلياً توجيهات الرؤية والرسالة في استراتيجياتها وعملياتها؟

السؤال الثالث عشر:

كيف تلعبان الرؤية والرسالة دوراً في توجيه الجهود نحو أهداف الابتكار داخل الشركة؟

السؤال الرابع عشر:

كيف يمكن للرؤية والرسالة الاستراتيجية أن تكون موجهة لتعزيز الابتكار داخل الشركة؟

السؤال الخامس عشر:

كيف ترى دورك الشخصي في تحقيق رؤية ورسالة الشركة من خلال الابتكار وأداءك في العمل؟

السؤال السادس عشر:

هل لديك أمثلة على كيفية تحقيق الشركة لرؤيتها ورسالتها من خلال تفعيل الابتكار والرؤية؟ ما هي؟

السؤال السابع عشر:

هل توجد أمثلة على كيفية تحقيق الشركة لرؤيتها ورسالتها من خلال مشاريع محددة أو مبادرات تتعلق بالابتكار؟ ما هي؟

• **تأثير العوامل الخارجية**

السؤال الثامن عشر:

كيف يؤثر العامل السياسي على الابتكار والأداء التنظيمي بالشركة؟

السؤال التاسع عشر:

كيف تؤثر قوة الحكومة على مجرى عمل المؤسسة وأهدافها المستقبلية؟

السؤال العشرون:

كيف يؤثر السلام الأمني على تحقيق الابتكار والتميز في أداء الشركة؟

السؤال الحادي والعشرون:

كيف تؤثر معوقات الاحتلال سلباً على الابتكار والتطور في الشركة؟

السؤال الثاني والعشرون:

كيف تؤثر العوامل الطبيعية والكوارث الخارجية بشكل مباشر على ابتكار الشركة وأدائها التنظيمي؟

4.5.3. List of Interviewees

Name	Position
Hazem Akkawi	Corporate Support Manager
Hamed Hijji	Accounting Manager
Manar Zitawi	Supply Chain and admin Manager
Tareq Rabah	PRM Manager
Doaa Khair Aldeen	Advertising Section Head
Firas Alsayed	PRM Section Head
Mohammad Sabri	HR Section Head

4.5.4. Observation Through Checklist

الملاحظة من خلال قائمة المراجعة

ملاحظاتي عن الابتكار التنظيمي والأداء التنظيمي في شركة الاتصالات الفلسطينية "جوال":
من خلال مسيرتي المهنية لمدة 7 سنوات، سأقدم ملاحظات ناتجة عن نظرة شخصية تدل على كيفية تشجيع الشركة ورؤيتها تجاه الابتكار، وكيف يمكن للرؤية والرسالة أن تكونا وسيطاً فعالاً بين الابتكار التنظيمي والأداء الشامل للشركة.

الابتكار التنظيمي

1. تشجع الشركة على الابتكار في العمل اليومي:

تتبنى الشركة سياسة فعّالة لتحفيز الموظفين على الابتكار في مهامهم اليومية، حيث تعزز البيئة المفتوحة وحوار الأفكار. ومن خلال تجربتي الشخصية، يمكنني أن أقول أنني كموظفة يتم دعوتي على اجتماع عصف ذهني على الأقل مرة يومياً، وهذا يساعد في زيادة الابتكار بالعمل.

2. تمنح الشركة فرصة للموظفين لتقديم أفكار جديدة ومبتكرة في سياق العمل:

يُمنح الموظفون فرصاً دورية لتقديم أفكارهم المبتكرة، مما يساهم في بناء ثقافة منفتحة على التجديد والابتكار. وأهم مثال على ذلك، مسابقة "أحكيها" والتي كانت تهدف إلى مشاركة الموظفين بأفكار مختلفة في عدة مجالات، مع وجود لجنة تحكيم ومعايير للربح، وجوائز مختلفة حسب المرتبة.

3. تدعم الشركة وجود بيئة تشجع على التعلم وتبادل المعرفة:

تشجع الشركة على بناء بيئة تعلم مستمرة، حيث يتم تبادل المعرفة بين الموظفين وتقديم فرص تدريبية مستمرة، وعليه تم بناء نظام خاص بكل موظف يوضح له أهم التدريبات التي يجب أن يحصل عليها خلال العام، وخطة لإنجاز هذه التدريبات بالتنسيق مع المدير المباشر.

4. تستخدم الشركة تكنولوجيا حديثة لتبادل الأفكار:

تقدم الشركة وسائل تقنية حديثة تسهل عملية تبادل الأفكار وتحفز على التفاعل. ومثال على ذلك، نظام Digital Work Space الذي يتم من خلاله إضافة أفكار من أي موظف، وكل فكرة تصل إلى الـ Owner الخاص بها ليتم تقييمها ومناقشتها والتحسين عليها ومن ثم المضي بها.

5. تبني الشركة منهجيات حديثة:

تستخدم الشركة أساليب إدارة مبتكرة وتطبيقات عمليات حديثة لتحسين فعالية الأداء. منها، تطبيق Jawwal HR الذي يسهل على الموظفين العديد من الخدمات، أهمها: تقديم المغادرات والإجازات، الاطلاع على ساعة الحضور وساعة الانصراف، معرفة الإجازات المتبقية من العام، معرفة الموظفين الذين يصادف يوم ميلادهم في كل يوم، الاطلاع على من تعين حديثاً في الشركة وفي أي قسم، والعديد من الميزات الأخرى التي يمكن أن يتمتع بها الموظف بكل سهولة حتى لو كان خارج مكان العمل.

كما أن هنالك المعاملات الداخلية التي تتم من خلال نظام الـ DWS، والذي يساعد على الوصول إلى Zero Paper في العمل، حيث يمكن إدخال جميع المعاملات والموزنات والذكريات على هذا النظام ليتم الموافقة عليها من طرف الأطراف المعنية، دون الحاجة للطباعة والتنقل في العمل لأخذ الموافقات والمضي بالإجراءات اللازمة.

بالطبع، إليك توسيع للنقاط المطلوبة:

6. لدى الشركة استراتيجيات خاصة لتعزيز الابتكار التنظيمي في خدماتها ومنتجاتها:

تعتمد استراتيجيات متخصصة لتشجيع الابتكار في تطوير كل خدمة ومنتج، وذلك من خلال وضع مسؤول ومالك لكل منتج أو خدمة، ويتم تخصيص موارد وجهود لتحفيز هذا المسؤول على تقديم أفكار جديدة ومبتكرة، سواء كان ذلك من خلال المكافآت أو برامج التقدير، أو الدورات المستمرة، أو من خلال إمكانية طلب الدراسات الميدانية التي تفيده في كل مجال.

7. تقدر الشركة الأفكار والمقترحات المبتكرة من قبل الموظفين:

تظهر الشركة التقدير والاعتراف الدائم بالأفكار المبتكرة التي تأتي من موظفيها، حيث يتم تطبيق الأفكار المجدية، بالإضافة إلى إعطاء تقييم مناسب للموظف المبتكر، وعلاوة على الزيادة السنوية.

8. تسعى الشركة إلى تطوير مهارات الابتكار وربطها بالأهداف الاستراتيجية:

يساعد تطوير مهارات الموظفين بما هو لازم لتحقيق أهداف الشركة الاستراتيجية أمر في غاية الأهمية، حيث هنالك دائماً ما هو جديد في استراتيجيات الشركات. فمثلاً تقوم جوال بتطوير مهارات موظفيها في قسم تكنولوجيا المعلومات ليتسنى من تجهيز الشبكة لخدمات الجيل الرابع والتي هي ضمن خططها الاستراتيجية.

9. تناغم الشركة عمليات الابتكار التنظيمي مع الإجراءات والسياسات الداخلية المعتمدة:

تعمل الشركة على تكامل عمليات الابتكار مع الإجراءات والسياسات الداخلية المعتمدة، ليتم ضمان أن الابتكار لا يتعارض مع الأنظمة القائمة، بل يساهم في تعزيزها.

10. الابتكار في الشركة يساهم في تحقيق أداء تنظيمي أفضل:

تركز الشركة على تحقيق أداء ممتاز، وتعتبر الابتكار وسيلة لتحقيق هذا الهدف، حيث يتم قياس أثر الابتكار على مختلف جوانب الأداء، بما في ذلك الأداء المالي والتفاعل مع العملاء وكفاءة العمليات.

الأداء التنظيمي

1. تحقق الشركة أهدافها بشكل فعال:

تتميز الشركة بقدرتها على تحقيق أهدافها بشكل فعال، حيث يتم تحديد وتنفيذ خطط استراتيجية محكمة بالتعاون مع شركات استشارة عالمية مثل Ogilvy و Vodafone مصر، وهذا ما جعلها الشركة الرائدة محلياً.

2. تحقق الشركة نجاح مالي:

تظهر الشركة نجاحاً مالياً ملحوظاً، مما يعكس كفاءة الإدارة المالية. ويتم توضيح النجاح المالي من خلال التقارير السنوية التي يتم نشرها على موقعها الإلكتروني. والنجاح المالي يشير إلى وجود أداء تنظيمي جيد جداً أو حتى ممتاز في الشركة.

3. تتفوق الشركة في السوق المحلي:

تحتل الشركة حصة سوقية أكثر من 70% وما يعادل 4 مليون مشترك، مع وجود ميزة تنافسية.

4. تهتم الشركة في رضا العملاء:

العملاء يبدون رضاهم عن المنتجات والخدمات المقدمة من الشركة مما يعكس جودة الأداء، وتم معرفة ذلك من خلال العائد من هذه الخدمات، بالإضافة إلى آراء العملاء من خلال تفاعلهم على صفحات التواصل الاجتماعي، ومن خلال الدراسات الميدانية واستطلاع الرأي التي يتم عملها بعد اطلاق كل خدمة أو برنامج. مع العلم أنه من الممكن أن يكون هنالك اختلاف أحياناً على الأسعار.

5. لدى الشركة موظفون ملتزمون:

يظهر الموظفون ارتباطاً قوياً ورغبة في تحقيق أداء متميز، مما يعكس روح الفريق القوية. حيث هنالك برامج ولاء متعددة داخل الشركة للموظفين.

الابتكار التنظيمي مع المهمة والرؤية كوسيط، يؤثر على الأداء التنظيمي

1. مهمة ورؤية الشركة تلهمان على الابتكار:

تظهر رؤية الشركة دوراً محفزاً للابتكار والإبداع في محيط العمل.

2. يتكامل الابتكار مع مهمة ورؤية الشركة:

يتم تنظيم جهود الابتكار بطريقة تتناسب مع أهداف وقيم المهمة والرؤية.

3. توضيح مهمة ورؤية الشركة لكافة الموظفين:

يتم توجيه الموظفين لفهم كيف يمكن أن يلعبوا دوراً في تحقيق مهمة ورؤية الشركة.

4. تبذل الشركة جهود مستمرة لتوجيه الموظفين نحو الابتكار:

تخصص جهود مستمرة لتوجيه الابتكار نحو تحقيق الأهداف المعلنة في المهمة والرؤية.

5. تخصص الشركة الموارد اللازمة لتحقيق المهمة والرؤية:

تخصص الشركة وقتاً وموارد لفهم كيف يمكن للابتكار أن يحقق الأهداف المحددة في الرؤية والرسالة.

من خلال هذه الملاحظات التي تم جمعها خلال الـ 7 سنوات السابقة، أعكس الجهود المستمرة التي تبذلها الشركة لتحقيق التوازن بين الابتكار التنظيمي والأداء التنظيمي المتميز مع وجود المهمة ورسالة كوسيط.