



**Arab American University
Faculty of Graduate Studies**

**Knowledge Management as mediator variable between
Strategic planning and Sustainable Development
Municipalities of the northern West Bank, classified
“A”**

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**This Thesis Was Submitted in Partial Fulfillment of
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Thesis approval Form

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Deceleration

I am the undersigned Asma Hadros, holder ID Card No. (939381539), the work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

Name:

Signature:

Dedication

I would like to dedicate this study

To the researcher who will search for the subject of my study, I present you my efforts, so that it may be a seed for your scientific project.

To Palestinians on the land of Palestine.

الإهداء

إلى الباحث الذي سيبحث عن موضوع دراستي ، أهديك ثمرة مجهودي لعلها تكون بذرة لمشروعك العلمي .

إلى كل مرابط على أرض فلسطين .

Acknowledgments

I thank God Almighty for granting me the power to complete my studies.

الشكر

أشكر الله عز وجل على منحي القوة لإكمال مسيرتي التعليمية.

Abstract

The study is entitled Knowledge Management as a mediator variable between strategic planning and sustainable development. Aims to know the extent of awareness and use of knowledge management in strategic planning to achieve sustainable development, to achieve the main study objective the study has achieve sub-objectives, the current study uses the quantitative research method, the structured questionnaire has been developed to collect the primary data, the targeted population the employees in six municipalities classified "A" in the northern West Bank the study a convenience sample is 342 respondents, while Combination of (SPSS 25.0) and (SMARTPLS3) were used to analyze the collected data, findings are clear that total average of strategic planning of all three dimensions among the employees in municipalities represents are moderate where the study found out the level of sustainable development in Palestinian Municipalities "A" has a moderate, all items of the level of implementing knowledge management are moderate ; the level of implementing information technology is moderate on the total average score (3.57), the level of implementing sharing knowledge is medium on the total average score (3.26), the level of human resources is moderate on total score (3.04), the level of implementing application of knowledge is moderate on total score (3.21).also finding show there is statically significant impact of strategic planning on sustainable development in municipalities classified "A", findings have also show significant impact of the strategic planning on the knowledge management.

The current study recommends that, establishing monitoring and evaluation department for strategic plans to ensure achievement strategic goals, analyzing indicators of the dimensions of sustainable development by using knowledge management to achieve the sustainable development goals for the year 2030 as much as possible when updating and formulation strategic plans in municipalities, monitoring workshops and conferences received by employees to implement knowledge, actual participation in the strategic plans of employees and holding periodic meetings to present what has been accomplished and suspended, informing new employees of strategic plans, encouraging development programs, modern methods and creative initiatives, develop criteria for evaluating employee performance, finally develop an information infrastructure using technology to share knowledge.

The main limitation of study is lacking awareness of municipalities and society of the importance of the questionnaire and not giving it importance and priority.

List of Content

Thesis approval form	I
Deceleration.....	II
Dedication.....	III
الإهداء.....	III
Acknowledgments	IV
Abstract.....	V
List of Content	VII
List of Tables	X
Definition.....	XII
Strategic planning	XII
CHAPTER ONE INTRODUCTION.....	1
1.2 Problem Statement.....	3
1.3 Study Objectives.	4
1.4 Study Question	5
1.5. Study Hypothesis.....	5
1.6 Research Structure.....	6
CHAPTER TWO LITERATURE REVIEW	8
2.1. Theoretical Literature Review	8
2.1.1. Strategic planning	8
2.1.2 The importance of Strategic planning	10
2.2.2 Knowledge Management.....	13
2.2.1 The Importance of Knowledge Management	14
2.2.2 Dimensions of Knowledge Management	15
2.3.1 Sustainability and Sustainable Development	18

2.3.2 The Importance of Sustainable Development	21
2.2.3 Dimensions of Sustainable Development.....	21
2.4.1. Municipalities in Palestine.....	23
2.4.2 Municipal Classification.....	24
2.5. Source of Dimensions of Variables	25
2.6 Relation Between Variables	68
2.6.1 Relation Between Strategic Planning and Knowledge Management	68
2.6.2 Relation between Knowledge Management and Sustainable Development.....	70
2.6.3 Relation Between Strategic Planning and Sustainable Development	72
CHAPTER THREE METHODOLOGY	75
3.1 Study Design	75
3.2 Data Collection and Sampling.....	75
3.3 Questionnaire Design	76
3.4 Ethical Approval.....	79
3.5 Validity and Reliability of the Questionnaire.....	79
3.5.1 Internal Validity:	79
3.5.2 Dimension Analysis.....	79
3.6 Statistical Approach:	87
3.7 Research Model:.....	87
3.8 Conclusion:.....	88
CHAPTER FOUR DATA ANALYSIS & RESULTS	89
4.1 Introduction:	89
4.2 Demographic Analysis	89
4.3 Descriptive Statistics	90
CHAPTER FIVE CONCLUSIONS AND RECOMMENDATIONS.....	123
5.1 Conclusions of Questions	123

5.1.3 The Conclusions of Second Question.....	124
5.1.4 The Conclusions of Third Question.....	125
5.2 Conclusions of Testing the Study Hypothesizes	126
5.2.1 Conclusions of Testing the First Hypothesis (SPSS)	126
5.2.2 Conclusions of Testing the Second Hypothesis (SMARTPLS3).....	127
5.3. Recommendation	127
5.4 Limitations of the Study	128
5.5 Future Studies	128
5.6 References	129
5.6.1 References in English	129
Appendix	133
Questioner	136
المخلص.....	142

List of Tables

Table (1) Dimensions of Variables.....	26
Table (2) Empirical Studies in Arab Countries	28
Table (3) Empirical Studies in foreign Countries.....	55
<i>Table (3.1): KMO and Bartlett's Test</i>	<i>80</i>
<i>Table (3.2): Total Variance Explained.....</i>	<i>81</i>
Table (3.3): Rotated Component Matrix	83
<i>Table (3.4): Dimensions Retained</i>	<i>85</i>
<i>Table (3.5): Reliability Statistics (n=23).....</i>	<i>86</i>
Table (5): Questionnaire Source.....	78
<i>Table (4.1): Demographic Characteristics of Respondents (n=268).....</i>	<i>89</i>
<i>Table (4.2): Descriptive Statistics of the Strategic Planning Dimensions in Municipalities Classified (A) in the West Bank.....</i>	<i>91</i>
<i>Table (4.3): Descriptive Statistics Shows the Level of Strategy Formulation in Municipalities Classified (A) in the West Bank.....</i>	<i>92</i>
<i>Table (4.4): Descriptive Statistics Shows the Level of Strategy Implementation in Municipalities Classified (A) in the West Bank.....</i>	<i>94</i>
<i>Table (4.5): Descriptive statistics shows the level of monitoring and evaluation in municipalities classified (A) in the West Bank</i>	<i>95</i>
<i>Table (4.6): Descriptive Statistics of the Sustainable Development Dimensions In Municipalities Classified (A) in the West Bank.....</i>	<i>98</i>
<i>Table (4.7): Descriptive Statistics Shows the Level of Social and Human Development Sustainability in Municipalities Classified (A) in the West Bank....</i>	<i>99</i>
<i>Table (4.8): Descriptive Statistics Shows the Level of Environment Development Sustainability in Municipalities Classified (A) in the West Bank.....</i>	<i>100</i>
<i>Table (4.9): Descriptive Statistics Shows the Level of Economic Development Sustainability in Municipalities Classified (A) in the West Bank.....</i>	<i>101</i>
<i>Table (4.10): Descriptive Statistics of Implementing Knowledge Management Dimensions in Municipalities Classified (A) in the West Bank.....</i>	<i>103</i>
<i>Table (4.11): Descriptive Statistics Shows the Level of Implementing Information Technology in Municipalities Classified (A) in the West Bank</i>	<i>104</i>

<i>Table (4.12): Descriptive Statistics Shows the Level of Implementing Human Resources in Municipalities Classified (A) in the West Bank</i>	105
<i>Table (4.13): Descriptive Statistics Shows the Level of Implementing Sharing Knowledge in Municipalities Classified (A) In the West Bank.....</i>	106
<i>Table (4.14): Descriptive Statistics Shows the Level of Implementing Application of Knowledge in Municipalities Classified (A) in the West Bank.....</i>	108
<i>Table (4.15) Kolmogorov-Smirnov Test for Normality</i>	109
<i>Table (4.16): Linear Regression – R and R Square (Model Summary)</i>	110
<i>Table (4.17): Linear Regression - ANOVA</i>	110
<i>Table (4.18): Linear Regression – Coefficients</i>	111
<i>Table (4.19): Linear Regression – R and R Square (Model Summary)</i>	111
<i>Table (4.20): Linear Regression - ANOVA</i>	112
<i>Table (4.21): Linear Regression – Coefficients</i>	112
<i>Table (4.22): Linear Regression – R and R Square (Model Summary)</i>	113
<i>Table (4.23): Linear Regression - ANOVA</i>	113
<i>Table (4.24): Linear Regression – Coefficients</i>	114
<i>Table (4.25): Linear Regression – R and R Square (Model Summary)</i>	115
<i>Table (4.26): Linear Regression - ANOVA</i>	115
<i>Table (4.27): Linear Regression – Coefficients</i>	116
<i>Table (4.28): Bootstrap Results – Coefficients.....</i>	117
<i>Table (4.29): Bootstrap Results – Coefficients.....</i>	119
<i>Table (4.30): Bootstrap Results – Coefficients.....</i>	120
<i>Table (4.31): Bootstrap Results – Coefficients.....</i>	121
<i>Table (5): Summary of Testing Hypotheses Results</i>	122

Definition

Strategic planning

"A long-term process in which the established goals lead the path of mobilizing current and potential resources through a series of operations that begin with a survey of the current situation, diagnosis of the future vision, and pass through a quantitative and descriptive analysis of the strengths and weaknesses in the internal environment and opportunities and risks in the external environment, specific for implementation and specific measures of monitoring, whether at the level of business organization or at the level of a sectorial, regional or national economy".(Hassan Ali, 2021).

Knowledge management

“processes that help institutions generate, obtain, select, organize, use and disseminate knowledge, and transfer important information and experiences that the institution has and that it considers necessary for various administrative activities, as a solution problem, decision-making, learning, and strategic planning. (Al Hamshari, 2013).

Sustainable development

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987) . Here comes the moral offender to provide social justice in counting the threat to future generations so it emphasizes the long-term aspect of the concept of sustainability and preserving their rights to meet his needs, which include providing a healthy environment, a just society and a healthy economy, It does not mean the continuity of businesses, industries and institutions with their continuity so that they do not harm the needs and human rights of future generations". (Brundtland,1987)

CHAPTER ONE

INTRODUCTION

1.1. Background

Strategic planning is one of the most important methods that contribute to the achievement of development and the development of peoples. It is an engine of growth. Its success depends on good planning and implementation of development goals, especially based on a holistic and participatory approach to all development fields with the participation of members of society in its various institutions, community participation in building strategic plans increases the responsibility of community members to achieve development goals and participate in the contribution of challenges.

There is a global call to achieve the goals of sustainable development. The development goals address important issues facing our world, including eradicating hunger and poverty, achieving justice and equality, promoting urbanization and industrial development, protecting the environment, and promoting the healthy growth of society and its institutions by establishing partnerships to achieve sustainable development goals, the 2030 Agenda for Sustainable Development Goals consists of three dimensions (economic, social, and environmental), through which 17 sustainable development goals are addressed.

The implementation of the 2030 Agenda is not limited to one government or institution only. It is a global, multi-stakeholder call to agencies and governments at all levels, a task that requires efforts not only between governments but also between regional and local authorities and cooperation between stakeholders in the private and

public sector. The most important factor for achieving the 2030 Agenda that people in the development process and this is what the researcher referred to at the beginning of the introduction to achieve the desired goals.

Indeed, municipalities are considered a mainstay in achieving sustainable development goals. It is not possible to achieve 65% of the goals of 2030 plan in full without the contribution of local and regional governments. Their role should not be limited to implementing sustainable development goals, but rather as a partner in setting programs and policies related to sustainable development goals. (Agenda 2030 in my municipality, 2019).

The local development plans for West Bank municipalities were built on a holistic and participatory approach, which was based on a set of principles (transparency and accountability, community participation, inclusiveness, integrative, efficiency, effectiveness, and strategic dimension) in the developmental fields (economic, social, infrastructure, management and good governance). Which went through the stages (analysis, setting priorities, formulating the vision, setting goals, preparing a four-way plan, an executive plan, monitoring and evaluation plan). The strategic plan is an analysis of the reality for foresight for the future. The holistic, participatory approach has strengthened the role of municipalities by being a link through their services referred to in the theoretical framework of research between citizens and the government, as a contribution to achieving sustainable development goals, especially since municipal plans have been prepared with the Ministry of Local Government as one of the partners.

The success of achieving the objectives of the strategic plans depends on the integrity of the strategic plan in (formulation, implementation, monitoring and

evaluation, updating, etc.), and this basically requires a source of strength for municipalities by providing an information and data system to provide high quality knowledge base that contributes to improving the planning process. The success or mortality of institutions has become highly dependent on their ability to manage their knowledge assets. Institutions have realized that the knowledge that exists in strategic management is the most important in improving the strategic planning process, so it must be performed effectively. (Al- Kubaisi,2005). Also confirmed by (Al-Wafi,2017).

Knowledge is a tool for the sustainability of organizations and institutions through the development of human resources and the development of the local community, so it is necessary to achieve a balance between sustainable development and knowledge for the advantages it achieves, including: the human being is the goal and purpose and its concern for human development and natural resources in order to meet the needs of the future and the present on the basis of participation Community. (Abu Al-Nasr and Muhammad,2017) .(Medhat, Muhama &Yassin,2017).

The current research will deal with the knowledge tool as a moderating variable in the relationship between strategic planning and sustainable development for six municipalities in the northern West Bank, classified "A", to achieve the objectives of the research and verify the hypotheses.

Keywords: strategic planning, knowledge management, sustainable development, municipalities, 2030 agenda

1.2. Problem Statement

In light of the scientific, knowledge and literary movement that world is witnessing, information and knowledge has become a source of strength for any

institution and society, especially the Palestinian territories, which suffer from a lack of resources.

Municipalities are considered as pillars and a major nerve in the general structure of modern countries that bear service, administrative and development responsibilities. The plans pursued by the West Bank municipalities are based on the guide of the local development plan for Palestinian municipalities which issued by the Ministry of Local Government 2017, contributes to achieving the national policy plan, which one of its axes is based on achieving sustainable development, which constitutes the biggest challenge for the countries of the world.

In addition, the researcher's interest in the subject of strategic planning and sustainable development and beliefs that knowledge is power to overcome challenges and difficulties. Thus, the current study is to fill a scientific gap based on the recommendations of literature review.

1.3. Study Objectives

The study aimed to know the extent of awareness and use of knowledge management in strategic planning to achieve sustainable development, to achieve the main study objective, the study has also to achieve the following sub-objectives:

- To explore the degree of application of strategic planning in Palestinian Municipalities "A"?
- To discuss the level of sustainable development in Palestinian Municipalities "A"?
- To determine the impact of application of strategic planning on sustainable development in Palestinian Municipalities "A"?

- To identify the mediator role of knowledge management on impact of application of strategic planning in Palestinian Municipalities "A"?

1.4. Study Question

The main question that study seeks to answer: what is the impact of strategic planning on achieving sustainable development with knowledge management as a moderating variable in Palestinian Municipalities "A". To answer the main study question, the study also has to answer the following sub-study questions:

- What is the degree of application of strategic planning in Palestinian Municipalities "A"?
- What is the level of sustainable development in Palestinian Municipalities "A"?
- What is the level of application of knowledge management in Palestinian Municipalities "A"?
- What is the moderating role of knowledge management on the impact of application of strategic planning on in Palestinian Municipalities "A"?
- Is there a relationship between strategic planning and sustainable development in the Palestinian municipalities classified as "A"?

1.5. Study Hypothesis

To achieve the objectives of the current study, the study dealt with two hypotheses of the study variables strategic planning, knowledge management, sustainable development to be tested:

- There is statistically significant relationship between strategic planning and sustainable development, in Palestinian municipalities "A" in Northern west bank.
- There is impact of knowledge management moderating the relationship between strategic planning and sustainable development in Palestinian municipalities "A" in Northern west bank.

1.6 Study Importance

Theoretical importance: Many studies recommended conducting extensive research related to the variables of the current study, as the current study is the first in linking the three variables, as well as the importance of the case study for the current study “municipalities” for the important role in achieving sustainable development.

Empirical importance: The results of the study contribute to identifying the strengths and weaknesses in relation to the three variables in the municipal sector, so it will allow decision makers and officials to enhance strengths and address weaknesses in the light of knowledge management in preparing and update strategic plans to achieve sustainable development.

1.7. Research Structure

This study consists of five chapters, the first chapter is introduction, and the second chapter is literature review, the third chapter is methodology of the study, the fourth chapter is data analysis and discussion, and the fifth chapter contains conclusions and recommendations.

Chapter One: This chapter consists of seven sections it starts with the background about the study, the problem statement, the study objectives, study questions, the study hypothesis, the importance of the study, finally with the study structure.

Chapter Two: This chapter contains two main sections which are theoretical literature review and empirical literature review; the first section will introduce the main concepts of the study variables, their dimensions, and importance. The second section will introduce the findings of previous studies and their limitations and recommendations.

Chapter Three: This chapter presents the study methodology, it includes seven sections which are study design, data collection, study instrument, the population of the study, the sample of the study, statistical approach and, end with the research model.

Chapter Four: This chapter analyzes the collected data, introduce the respondent demographic profile, answer the study questions, and testing the hypothesis. Moreover, it summarizes the result and compares them with previous similar studies findings.

Chapter Five: This will be the last chapter and will present the study conclusion, recommendations and limitations; moreover the researcher will suggest some topic for future studies.

CHAPTER TWO

LITERATURE REVIEW

According to previous studies, researcher did not find a study that includes the three variables, so he set out by merging three variables as they are related to a relationship that will be presented in this part of the research. The First Section is a **theoretical literature** review, this section introduces the definition variables (strategic planning, knowledge management, Sustainability and development sustainability) in the previous studies as well as the importance of them, in addition, it will present an overview of the main concepts and keywords of study variables and their dimensions, and design of conceptual frame of variables and their dimensions. The third section is an **empirical literature** review; it will summarize relations between variables.

2.1. Theoretical Literature Review

2.1.1. Strategic Planning

The concept of strategic planning appeared in the mid-fifties of the twentieth century, as the expansion and increase in size and complexity of markets and organizations and as a result of rapid developments in the world and changes in internal and external environments, which led to the need to search for a regular entrance to manage the various organizational units.

Strategic planning is characterized by contributing to the unification of the organization's orientations, providing a system for long-term thinking, and helping to predict future problems. It also contributes to creating a competitive advantage for the

organization and contributes to the effective distribution of limited resources. It is also characterized by flexibility by updating them according to the variables of the internal and external environment of the institution. It should be a long-term or short-term plan according to the desired objectives of the institution.

Researches presented several definitions of strategic planning, including:

"A long-term process in which the established goals lead the path of mobilizing current and potential resources through a series of operations that begin with a survey of the current situation, diagnosis of the future vision, and pass through a quantitative and descriptive analysis of the strengths and weaknesses in the internal environment and opportunities and risks in the external environment, specific for implementation and measures of monitoring, whether at the level of business organization or at the level of a sectorial, regional or national economy".(Hassan Ali, 2021)

(Bryson & Roering, 2018) define strategic planning as “a disciplined effort to produce fundamental decisions and actions that define what an organization or entity is, what it does, and how it does it”.

From the above definitions, the researchers agree that strategic planning is that a set of operations helps institution or organization determine its current situation and diagnose its future vision by going through several procedures that are sequenced according to its priorities to achieve the desired goals. And by looking at many sources, there is no fundamental difference in the components of the strategic planning process, many of them agreed on the components (preparation for planning, strategic analysis, formulation of the message, vision and strategic objectives, implementation, monitoring and evaluation).(Alawfi, 2017).

2.1.2. The Importance of Strategic Planning

Many proponents of planning pointed out the importance and benefits of strategic planning in institutions, organizations and any entity in the private and public sectors, as strategic planning has the ability to improve performance, making decisions that reflect the vision and mission of the institution, as it applies to making the appropriate decision with regard to the budget, policies and programs, as well as increasing the education of external stakeholders about the goals and objectives of organizations and institutions and participation of stakeholders in public organizations and also contributes to unifying the different parts of the organization through better communication and achievement desired goals with high efficiency. (Edward & LHC, 2011). How not, which is a good way to map the institution and determine its current location, where it is heading, and how to reach its goals in specific time periods.

Strategic plan contributes to creating an environment of local competitiveness to contribute to achieving regional economic and social development, and thus contribute to improving the lives of its citizens. The partnership of public and private sector institutions is to form partnerships and improve cooperation, not only for the sake of consensus by defining, what is more important to the community, but its actual contribution when implementing activities and projects identified in the plan.

Municipality without a strategic plan only addresses current problems or often ignores them. If the municipality is not able to solve complex problems in a practical way, it wastes financial resources. Moreover, the absence of the plan constitutes an obstacle to attracting donors, so it is difficult to develop and implement expensive projects such as infrastructure and achieving development in the developmental fields. (Dye, Sibony &Viguerie 2009).

There are many reasons that drive local governments to implement strategic planning due to organizational change. (Wheland,1993). For example, there are many cities and their interests are multiplied, some of them suffer from industrial decline, increased unemployment and population migration, and others work with population growth, some need planning to increase demand for services, and some deal with areas of economic, social, political, tourism and other development, so they inevitably need to deal with environmental variables.

2.2.3. Dimensions of Strategic Planning

➤ Strategic Formulation

The definition of strategy comes as defining what the organization intends to do in the long term, which requires comprehensiveness of all associated processes to reduce potential risks, and it is considered as a future path for products and services and how to do this (Optimum Management Series, 2002).

Al-Arif and Nadia, (2001) referred to it as a tool that can achieve long-term goals. (Ghoneim,2005) also defined it as the purposes, programs, type of goals, decisions, policy actions, resource allocation and plans. Where it can determine why institutions work and any entity and what they want to work. The formulation of the strategy begins with defining the practical methods that lead to the analysis of strategic tasks, as the choice of strategy derives mainly from SWOT analysis of the internal and external environment of institutions and organizations.

➤ Strategy Implementation.

The process of implementing the strategy is one of the important stages because it translates visions and goals into practical reality. The implementation of the strategy

is defined as “a series of activities and procedures interconnected with each other, which include the formation of the requirements of the strategy that is chosen”. (Al Douri,2005).

As the implementation of the strategy is linked to important factors in which availability of human resources and organizational culture, the organizational structure and the methods and tools of implementation used. Implementation of the strategy requires a review of the general framework for setting the plan, choosing strategic objectives and requirements for their implementation, reviewing the culture of the organization, creating the appropriate environment for implementing the plan, preparing a timetable and defining responsibilities. (Al-Mursi, et al., 2002).

➤ **Monitoring and Evaluating**

Strategies are subject to an evaluation process to know the extent of the accuracy of the predictions contained in the plans and compare the actual results with the objectives expected from the implementation of the strategy to find out the deviations, whether in the formulation or in the implementation and implementation of the strategy. (Abu Bakr,2006).

The process of evaluating the strategy is clarified through the degree of internal consistency between capabilities, strategies and policies, the degree of consistency with the circumstances surrounding the organization and the variables and the appropriateness of the resources owned by the institution, the degree of risk, is it acceptable to institutions or not, through the time frame for achieving the goals, the extent of the work's validity and ability, is it effective and can be measured by quantitative and qualitative indicators, through the process of monitoring and evaluation, it is possible to reach an important stage to make adjustments to take

corrective measures and to correct deviations, as it is a continuous process. Where the monitoring and evaluation process comes to identify or monitor errors and abuses, and it aims at accurate planning and implementation efficiency, the monitoring process comes to ensure the quality of the plan, the quality of actual performance and its conformity with the targeted plans and the achievement of strategic goals .(Al-Mursi, et al.,2002).

2.2.2. Knowledge Management

There are several definitions of knowledge management and varied according to the researchers' different perspectives, specializations, and trends, some of them looked at it from a social perspective, some from the perspective of the operations involved in it, others from the perspective of added value, and others from the perspective of intellectual capital and other.

Hamshari,(2013) defined it as “processes that help institutions generate, obtain, select, organize, use and disseminate knowledge, and transfer important information and experiences that the institution has and that it considers necessary for various administrative activities, as a solution problems, decision-making, learning, and strategic planning.

Gunjal,(2007) also mentioned it is "the process of gathering, managing and sharing employee’s knowledge capital throughout the firm." (Newman & Conrad, 2000) pointed in definition "Knowledge management is a discipline that seeks to improve performance of individuals and firms by maintaining and leveraging the present and future value of knowledge assets". previous definitions show that knowledge management in a concern with the three main knowledge management processes, namely acquisition, sharing, and application Knowledge from a binary perspective,

which is the comprehensive concept of knowledge, which is an interaction between two types of knowledge, tacit knowledge, which is based on personal experience, inferential rules, intuition and personal judgment and refers to what is related to knowing how - which is not encoded and difficult to spread. It is difficult to pronounce it because it is expressed through skills approved by work and practice. Explicit knowledge is formal and organized knowledge that can be encoded, written, and transmitted to others by means of general documents and instructions, and refers to what is related to knowledge about a particular subject (Knowing About) - and it is described as knowledge that can be formally expressed using a symbol system and therefore can be disseminated Easily, and we find them in the form of product specifications, patents and blueprints.

From the aforementioned definitions of knowledge management, can be summarized that knowledge management is a process that helps institutions manage their activities and resources in the various departments, so that institutions maintain the improvement of the performance of their members, contribute to decision-making, solve problems, manage capital, also contribute to the formulation of strategic plans and management capital, both explicit and tacit.

2.2.1. The Importance of Knowledge Management

In the past decade, the search for knowledge management emerged as a trend to define management literature. At the same time, many governments began to realize the challenges that forced them to think about new methods, practices and innovations that would enable them to compete and challenge. The literature also indicates that knowledge management is not transparent in the public sector. It was stated in the (Skyrme,2000) that best practices of knowledge management are still emerging, so there is no specific guide for knowledge management.

Several studies on knowledge management indicated from the experiences of the private sector, as well as the reflection of its positive benefits on public services. (Wiig, 2002) noted that the public sector should make more effort to benefit from knowledge management. Further argued, that knowledge management can introduce new options, capabilities, practices, and ideas to aid progress, development, and growth.

Many studies have revealed that it has become widely spread for its benefits, according to (Pandya,2003) Knowledge management contributes to creating an opportunity for employees to develop their abilities and skills through teamwork and knowledge exchange, it also contributes to improving organizational performance by improving quality, creativity, excellence, productivity and efficiency, and increases financial value. Knowledge management can also contribute to better decision-making and improve participation public development and competitiveness development as indicated by (Wiig, 2002).

The implementation of knowledge management is no longer an option for private and public companies because it provides many advantages, organization and creates a competitive advantage.(Davenport & Prusak 1998).

2.2.2. Dimensions of Knowledge Management

2.2.2.1. Human Resources

It is necessary that human resources be directly related to the acquisition, generation, dissemination and storage of internal and external knowledge of the organization or institution because it clearly affects innovation and knowledge management through training selection, recruitment, rewards and job systems.

The set of activities contribute to the development of knowledge, including (improving the ability of institutions and organizations to attract and retain people with competencies, skills and behaviors that they themselves add to their stock of knowledge and values, this happens when institutions adopt strict procedures in selecting employees for their employment.

It is also important to encourage trends that are in line with the requirements of team and group learning, as well as trends and behaviors that contribute to protecting the strategic and long-term interests of the company or institution in order to enhance its efficiency. Therefore, attention should be paid to professional plans and training that increases experience, as well as communication and interaction with people and individuals inside or outside the institution and the adoption of reward plans that are linked to the increase in team performance and the acquisition of skills as a whole in the long and short term.

Therefore, (Al-Hawari,1987) defined it that human resources are the source of success for any institution, organization or society, and that if it is managed well, the reason for success does not lie in the presence of financial resources, but in the management of human resources. (Al-Sadiq,2012) agree Al-Hawari in defining human resources as the latent resources in any facility, It is a source of success if it is managed well. Who are able to manage a specific job and are willing to perform it in order to achieve the objectives of institution in which they work.

2.2.2.2. Information Technology

Information technology in organizations plays directly on the generation, storage and dissemination of knowledge. Therefore, it requires every institution or

entity to have a good information system for employees so that they can access all information to facilitate work, so it must be available at the time and place necessary to facilitate the use of information. (Terra,2005) emphasized that information systems are useful if the data, information and knowledge bases they provide are reliable, relevant and up to date. Still, the best tools of information and communication systems depend mainly on individual inputs.(Heshmat,1990) also defined it as all the tools, equipment, and devices used by man to process data, such as recording, cloning, organizing, retrieval, reduction and dissemination.

Muhammad,(2002) referred to them as electronic tools and means that help in collecting, storing, processing and transmitting information, and they are represented in two categories: one related to the processing or processing of information such as computer systems, and another related to the transmission of information such as remote communication systems.

2.2.2.3. Sharing Knowledge

Cupta & Govindergan,(2000) referred to it in his study and defined it as the process of transforming knowledge from tacit, hidden knowledge to apparent knowledge, and emphasized this definition of (al-Kubaisi,2002) as the transformation from individual action to group work. As for the apparent knowledge, it fits with the bulletins and the internal courses. Therefore, sharing knowledge is the process of transferring information between employees and human resources according to their need for it, in line with their job title, in order to save time, effort and repetition to achieve the goals of the organization.

Recent research has focused on researching the importance of intellectual capital for the preservation and continuity of organizations and institutions. (Al-Abdullah & Bousahwa, 2008). Sharing knowledge between individuals and groups at all levels of institutions, plays ;an important role in the success of the administrative process, improving and developing performance, creativity, which leads to achieving competitive advantages for survival and sustainability.

2.2.2.4. Knowledge Application

The goal of knowledge management lies in its application in the organization or institution, which means making it more suitable for use in the implementation of the activities in the organization related to the tasks and objectives. Based on this, it is assumed that the organization or institution will apply the knowledge to benefit from it after its deposit and storage, and the development of ways to retrieve and transfer it to employees.

Successful knowledge management is the one that uses knowledge at the appropriate time and time without losing the investment of an opportunity to achieve an advantage for it or to solve an existing problem. (Al-Zayyat, 2008).

2.3.1. Sustainability and Sustainable Development

Through reading many studies that the concept of sustainability and developmental sustainability, has been linked in many sectors and fields, is associated with various terms with transparency and integrity, strategic planning, competitive advantage, strategic thinking, social responsibility, holistic and participatory approach and many others, but what is the difference between sustainability and sustainability In

this part of the research, we will present a few definitions and clarifications, so that we may reach a simplified explanation.

Sustainability in general means “ability to maintain or support an activity or process over the long-run” (Business Dictionary, 2017). On other hand defined as” The balance between economic growth and social wellbeing has been around as a political and managerial challenge for over 150 years “. (Dyllick & Hockerts, 2002).

The broad definition in the Brundtland reports that “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987) . Here comes the moral offender to provide social justice in counting the threat to future generations so it emphasizes the long-term aspect of the concept of sustainability and preserving their rights to meet his needs, which include providing a healthy environment, a just society and a healthy economy, It does not mean the continuity of businesses, industries and institutions with their continuity so that they do not harm the needs and human rights of future generations". From the foregoing, it becomes clear to us that sustainable development includes the areas of economic and social development that enhance environmental and natural protection to achieve social justice. Development does not mean social and economic improvement in its comprehensive sense. Economic growth means improvement in human well-being, disclosure of human potential.

As Hermann Daly, the environmental economist, has pointed out, the preservation of the environment preserving changes does not mean freezing environmental life and not making developmental environmental developments. Rather, it means “preserving changes at rates that are not catastrophic by human action.” Hence the importance of sustainability by preserving the biosphere of water, air, soil and the appropriate climate

to ensure our healthy survival and survival of the basic resources necessary for economic and social development.

Further, Social justice in the sense of equal opportunities instead of equality in the presence of capitalism and socialism. So, sustainable development, It is the non-continuity of harmful industries and the excessive consumption of resources only. More accurate term would be 'ecologically sustainable and socially equitable development'. (Diesendorf,2000).

The 17 Sustainable Development Goals are a plan to achieve a better and more sustainable future for all these goals address global challenges. It is important to achieve each of the goals by 2030, It is the responsibility of institutions, organizations, governments, the private sector and public sector. The business enterprise sustainable development means adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be needed in the future. (Chang et al, 2017).

In view of the above, the use of the concept of sustainable development has varied with the diversity of research and studies that it has dealt with in its three dimensions, in order to achieve the 2030 Agenda for the 17 goals, in various sectors and fields. Currently, the use of the concept of sustainability is discussed and used in several types of research around the world, which led to the dissemination of several conceptual interpretations according to the purpose of each research, resulting in the considerable extension of its meaning and importance.

2.3.2. The Importance of Sustainable Development

The importance of sustainable development stems from being a tool and a means to reduce the gap between developed and developing countries. It also has a major role in reducing economic dependence, as well as achieving social justice and raising the standard of living, as well as protecting the environment and closing the gaps. To achieve these priorities, it is necessary to focus on a clear strategy that has the interest of future generations to achieve the desired. (Al-Samman, 2011).

2.2.3. Dimensions of Sustainable Development

2.2.3.1. Economic

The economic dimension of sustainable development is concerned with what achieves sustainability of national income in its quantitative and qualitative aspects. Attention to quality is more than quantity, it is important that it not be at the expense of the environment and should not lead to an increase and concentration of wealth for a certain class and impoverishment of the majority of society, provided that growth is according to the capabilities and skills of the community more than dependence on the intensification of resources, it is what will work to achieve economic efficiency and achieve justice between generations as the economic dimension consists of axes including the efficiency of capital, the satisfaction of basic needs, sustainable economic growth and economic justice.

2.2.3.2. Environmental

Considering that sustainable development is an urgent necessity to achieve well-being and prosperity, only comes with the presence of a good quality of environment, its preservation and development across generations. Environmental deterioration has led over the past two decades due to an assault on nature, which in turn

has generated poverty and many problems. There has become a realization of the need to manage the environment in a sound and balanced manner. Development from an environmental perspective is since concern for the environment is the basis of economic development, as natural resources are the basis of every industrial, urban or agricultural activity. Human preservation of natural resources and their rational use will enable him to achieve desired economic and social progress. The environment is the natural and industrial environment in which man lives, and it consists of water, living organisms, space and facilities set up by man to satisfy his growing needs.

The ecosystem consists of natural resources, biological production ecosystems, biodiversity and the ability to adapt. As for the protection of the environment, it is intended to preserve its properties, components, natural balance, rationalization of pollution and excessive consumption of natural resources and work on their development; this requires the presence of individuals, groups and institutions in all sectors in order to achieve sustainable development. There are many measures that limit them.

2.2.3.4. Social and Human

The social and human dimension of sustainable development focuses on providing the material and quality requirements for life. It is also concerned with developing the capabilities of community members with its interest in education, health, poverty reduction, expanding the scope of political freedoms, effective participation and distributive justice, which makes community members ready for giving, teamwork and sacrifice, and this increases the rationality of the independence of resources and improvement their quality of life. (Masoudi et al., 2019)

The social and the humanitarian dimension of sustainability have become widely accepted as important along with the environmental and economic dimensions. It is not more important to focus on the value of economic growth, but also on the quality and distribution of revenues and the resulting improvement in the living conditions of citizens, concept of return from development to include everything that benefits society as a whole, social and human dimension aims to improve the quality of opportunities, justice, equality and the rule of values, as well as focusing on marginalized groups, as this dimension is characterized by interest in human capital in terms of education and health to improve performance at work and raise productivity in a manner that ensures the advancement of rural development to reduce migration to city centers and protect cultural monuments and upgrading the standard of living.(Ibrahim & Ahmed,2019).

2.4.1. Municipalities in Palestine

Al-Araj,(2007) indicated that administration of municipalities are distinguished from other institutions, both in public and private sectors, in terms of:

First: The administrative structure of the municipalities consists of a municipal council elected by the citizens in a democratic way, and the municipal administration, which is represented by executive departments and staff who are appointed according to a special system for personnel affairs and who is also responsible for implementing the goals, policies and plans of the local authority.

Second: The functions and powers are executive functions through the management functions carried out by the municipal council in terms of organization, direction, planning and control at the highest level and legislative functions where, municipal

councils were given the authority to approve and procedures regulations and draft laws for the work of municipalities, judicial functions, Municipal Council has the powers to resolve issues related to collection, according to Article (27) of the Local Authorities Law of 1997.

Third: Municipal business and services: Municipalities work in areas of great importance, including urban planning and city planning, licenses, imposing fees and fines, taxes and managing basic services for citizens such as providing water, electricity, public health, life utilities and other services.

Fourth: Accountability and Reference: Local government is considered the central authority in accountability and reference for municipalities and Ministry of interior in other countries. As for community accountability, its reference is from the local community.

2.4.2. Municipal Classification

According communicate with the ministry of local government municipalities, are classified according to the criteria of areas, activities, services, number of residents, and their geographical and political location into three categories:

Category "A": Includes Palestinian governorate centers.

Category "B": Municipalities with a population of more than 15,000 people.

Category "C": Municipalities with a population of more than 5,000 and less than 15,000.

2.4.3. Municipal Development Plans 2018-2021

The local development plans of the municipalities aim by answering the following questions: “Where are we? Where do we want to reach? How do we get there?” which pass through analysis, organization, implementation, monitoring and evaluation, as they dealt with various fields (environmental, economic, management and good governance, infrastructure, Social development and empowerment) based on the local development planning guide for Palestinian municipalities and cities issued by Ministry of Local Government “2017”, drawing lessons from the experiences of municipalities in the planning and preparation process for other previous municipalities. Not to mention that plans were built on a holistic, participatory approach to be an important institution contributing to achieving national policy agenda for the years 2017-2022, whose axes were based on the path towards independence and righteousness, improving the quality of services and sustainable development.

2.5. Source of Dimensions of Variables

The researcher dealt with the dimensions below after researching and reading many previous studies and research that dealt with the variables of the current study. The researcher decided to choose the dimensions to intersect them in many studies to be the first study that collected these dimensions in one study, as shown in the table below.

Table (1) Dimensions of Variables

Variable	Dimensions	Source	Title
Strategic planning	<ul style="list-style-type: none"> • Formulation of strategic planning • Implementation of strategic planning • Monitoring and Evaluation of strategic planning 	<p><u>Al-Dirawi ,(2017)</u></p> <p><u>Jafar, (2017)</u></p> <p><u>Alawfi, (2017)</u></p> <p><u>George, Walker, & Monster, (2019)</u></p>	<ul style="list-style-type: none"> • The impact of strategic planning on the performance of organizations: Organizational leadership as a moderating variable • The impact of strategic planning on crisis management: An applied study: public institutions in the Jerusalem suburbs • Knowledge management and its relationship to strategic planning "Qassim University" • Does strategic planning improve organizational performance? A meta-analysis
Knowledge management	<ul style="list-style-type: none"> • Information technology • Human Resource • Knowledge application • sharing knowledge 	<p><u>Ahani, Bahram & Shariflu (2013)</u></p> <p><u>Ghada &Ebeid (2015)</u></p> <p><u>Ibrahim & Ahmed (2019)</u></p>	<ul style="list-style-type: none"> • Defining the dimensions of the implementation of knowledge management using the TOPSIS method • The dimensions of knowledge and its relationship to decision-making on banks as a case study • The Role of Knowledge Management Practices in Promoting Sustainable Development.

		<u>AbuJumaa,& AlMaghribi, (2021).</u>	<ul style="list-style-type: none"> • The impact of knowledge management on improving the performance of workers in industrial companies.
Sustainable Development	<ul style="list-style-type: none"> • The economic • The environmental • Human and social dimension 	<u>Lucas Seghezso, (2009)</u> <u>Shayeb (2018)</u> <u>Ibrahim & Ahmed (2019)</u> <u>Ziadat, (2021)</u>	<ul style="list-style-type: none"> • The Five Dimensions of Sustainability • The role of the municipality in sustainable development • The Role of Knowledge Management Practices in Promoting Sustainable Development • Transforming municipalities from the role of managing services to leading sustainable development and managing projects through development plans"

Empirical Literature Review

Table (2) Empirical Studies in Arab Countries

#	The Author	Study Title	Study Design	Conclusions	Recommendations	Limitations	Future Studies
1	<u>Al-Dirawi,</u> <u>(2017)</u>	The Impact of Strategic Planning on the Performance of Organizations	Quantitative	The result indicates that: There is a positive correlation between all dimensions of strategic planning and the performance of NGOs in Gaza.	The recommendations: Seeking the assistance of experts when preparing strategic plans, increasing spending allocated to strategic planning, and involving employees in the strategic planning process. Increasing spending allocated to strategic planning.	_____	The need for more in-depth studies and research with strategic planning. Studying the impact of strategic planning on the performance of organizations on Considering organizational leadership as a

					Involvement of employees in the planning process		moderating variable, a case study of organizations Civil society working in the West Bank.
2	<u>(Jaafar.)2017</u>	The Impact of Strategic Planning in Crisis Management	Quantitative	The result indicates that: Strategic planning in organizations contributes to reducing potential problems. Strategic planning provides information useful in making decisions and solving problems.	Involvement of employees in developing the strategic plan Adopt strategic planning as a means, not as a goal. Necessity for public institutions to adopt strategic planning in their work and to make maximum use of available resources, especially in long-term business.	*****	Conducting studies that include textent to which Palestinian Authority ministries have implemented the plans five-year strategy which set out by Salam Fayyad's government.

				<p>The implementation of strategic planning requires highly qualified employees and long experience in the field of strategic planning.</p> <p>Lack of clarification of the strategic plan to employees reduces the effectiveness of crisis management.</p>	<p>Refer the development of the strategic plan to specialists with competence and long experience.</p>		
3	<p><u>Hassan Ali,</u> <u>(2021)</u></p>	<p>The role of strategic planning in the development experience in Malaysia</p>	<p>historical method</p>	<p>The result revealed that:</p> <p>The positive impact of strategic planning on the sustainable development process.</p>	<p>Adopting strategic planning as an essential tool for any development action based on the human element as a driver for engineering the</p>		<p>Guiding researchers in development fields through the Malaysian model on the societal and</p>

				<p>Malaysian development work has a positive role in facing challenges by following the government to policies, programs, models and an economic development approach despite the different parties and regimes and the differences of their opponents on the goal of achieving independence and development.</p>	<p>development industry.</p> <p>Focusing on development studies "Malaysia as a model" and studying the mechanism of implementing the visions set for strategic plans and studying the mechanisms of implementation.</p>		<p>party role that agreed despite the ethnic and political differences to achieve independence and freedom from political and economic dependence.</p>
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				The successive political leadership affected the development project through strategic thinking and planning.			
4	<u>Al-Shantaf & Al-Ghazali, (2019)</u>	The reality of strategic planning in the Coastal Municipalities Water Utility." Gaza Governorates"	Quantitative	The result revealed that: There is high approval from the research sample about the level of application of strategic planning in the Coastal Municipalities Water Utility	The study recommends that: Strengthening the role of the message in the strategic planning process through the employees' awareness of the implications of the message while performing their various activities within the framework of		_____

				<p>There are no differences in the averages of respondents' responses about strategic planning in the department to demographic variables. While there were differences in the averages of respondents' responses about strategic planning in the department due to years of experience.</p>	<p>the Coastal Municipalities Water Utility. Employees are given the opportunity to participate in the strategic planning process because it motivates employees to implement the goals of the organization. Developing an effective incentive system that contributes to the implementation of strategic plans in order to increase work efficiency and achieve the organization's goals.</p>		
5		Obstacles to		The result revealed		—	—

	<u>Aqilan,(2016)</u>	implementing strategic plans in the municipalities of Hebron Governorate	Qualitative	<p>that:</p> <p>Having a high awareness of the concept of strategic planning</p> <p>Team spirit prevails among municipal workers when preparing the strategic plan, in addition to the participation of municipal employees from various administrative levels in the strategic planning work</p>	<p>Subjecting strategic plans to follow-up and evaluation</p> <p>It is important to assign the analysis of the internal and external environment to qualified team.</p> <p>Updating the organizational structure in line with strategic plans</p> <p>Develop comprehensive policies for all activities that municipalities seek to achieve</p>		
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				<p>committees.</p> <p>The contribution of existing information systems to the speed of obtaining the required information, and constantly updating information systems</p> <p>Some municipalities do not update their organizational structure in line with the requirements of implementing strategic plans, some do not have comprehensive</p>			
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				<p>policies for all the activities they seek to achieve, some municipalities suffer from ineffective communication channels with different administrative levels, especially those involved in implementing strategic plans. Strategic plans constantly, difficulty in predicting the impact of internal and external</p>			
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				<p>variables on planned activities, difficulty in analyzing strengths, weaknesses, opportunities and threats facing municipalities, and ambiguity in some of the concepts used in strategic planning, and there is a weakness in subjecting strategic plans in the municipalities of Hebron Governorate to a process of</p>			
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				oversight and systematic evaluation.			
Knowledge Management							
6	<u>Al-Awfi, (2017)</u>	Knowledge management and its relationship to strategic planning "Qassim University"	Quantitative	<p>The result indicates that:</p> <p>The availability of knowledge management processes at Qassim University, and the application of strategic planning processes were high. There was a positive and strong correlation between the degree of</p>	<p>The study recommends that:</p> <p>Senior management's interest in applying knowledge management processes and strategic planning.</p> <p>Follow up the application of the knowledge management and planning process by team of experts and specialists for knowledge management</p>	—	<p>Knowledge management and its relationship to achieving research leadership in universities. The reality of the application of knowledge management in the university from the point of view of the academic leaders. The application of</p>

				availability of knowledge management processes and the degree of application of strategic planning processes.	and strategic planning.		knowledge management and its relationship to the development of managerial skills. Obstacles to applying knowledge management and overcoming them.
7	<u>(Khater & Al-Minhawi, 2020)</u>	The effect of applying knowledge management on improving the performance of national projects "New	Quantitative	The study indicates that: The importance of knowledge management and its variables and its role in developing the performance of	Regulatory requirements need continuous review to achieve continuous alignment between these requirements, in order to activate the role of knowledge management. Service sector	_____	_____

		Administrative Capital Projects"		<p>organizations.</p> <p>Today, it is indispensable for any organization to build and use information systems in the performance of its work to ensure survival and continuity.</p> <p>The importance of applying results in various business sectors that aspire to apply information systems and knowledge management, in</p>	<p>organizations must pay more attention to the strategic planning process of information systems, especially as the success or failure of information systems.</p> <p>Support creativity and innovation and retain human resources that have distinct cognitive and creative capabilities.</p>		
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				<p>order to achieve a high level of competitive advantages</p> <p>As for the level of understanding of the concept of knowledge management, it is still in its infancy in many companies, and it is not currently used in many Arab countries.</p>			
8	<u>Sarem,(201)</u>	The Role of Knowledge Management in	Quantitative	<p>The study indicates that:</p> <p>There is an impact</p>	<p>The study recommends that:</p> <p>Involve all members of the</p>		

		<p>Achieving Managerial Innovation "World Food Programe and international Committee of the Red Cross"</p>		<p>of knowledge management on achieving administrative creativity, There is an impact of the dimensions of knowledge management to achieve administrative creativity. There is no effect of generating knowledge on achieving administrative creativity</p>	<p>International Committee of the Red Cross and the World Food Program at all administrative levels in specialized courses in knowledge management with the aim of raising awareness and training on knowledge management practices, systems and programmers.</p>		
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9	<u>Althaqafi</u> <u>(2020)</u>	Knowledge management as a moderating variable between transformational leadership and managerial empowerment "Taif Chamber of Commerce"	Quantitative	The study indicates that: Knowledge management is an important factor and a strategic component of organizational behavior. It directs behavior towards the public interest and represents a human conviction that combines material, behavioral and value purposes that reflect the employee's attitude towards his	The study recommends that: A strategy implementation model to guide execution tasks, and a discussion of how to manage the large-scale changes often inherent in the implementation process.		
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				<p>organization and the activity or work that permeates it.</p> <p>There is a relationship between knowledge management as a moderating variable between transformational leadership and administrative empowerment.</p> <p>Attention to the elements of creativity, development and modernization and</p>			
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				setting standards for motivation, especially with regard to teamwork.			
10	<u>Odeh, (2021)</u>	Knowledge Management and its effect on Institutional Excellence at General Personnel Council in Palestine	Quantitative	<p>Some of results:</p> <p>For the Personnel Bureau in Palestine to identify strengths and weaknesses in the areas of knowledge management to strengthen the strong ones and transform weaknesses into strengths.</p> <p>There is a relationship between</p>	<p>The research recommends that:</p> <p>Benefit from those with experience and competence in the field of knowledge management and pay attention to the media aspect in promoting the services provided by the Personnel Council.</p>		<p>Knowledge management and its impact on institutional excellence in Palestinian ministries in Palestine.</p> <p>Knowledge management and its impact on institutional excellence in the General Personnel</p>

				employee participation and achieving institutional excellence in local institutions.			Council in Palestine a comparative study between the northern and southern governorates.
Sustainable development							
11	Ziadat.(2021)	"Transforming municipalities from the role of managing services to leading sustainable development and	inductive method	The study indicates that: Sustainable development is the optimal investment for the environment, given that development is	More research and studies to know the role of the transformation of municipalities from knowledge management to leadership for sustainable development and project management through	—	—

		managing projects through development plans"		based on making use of the available resources and capabilities, whether they are human or natural material, in effective and balanced economic, urban and social terms. Sustainable development takes into account the integration of dimensions (economy, social, environmental), so it is necessary to take	development plans and holding seminars and conferences. Creating and updating development plans, providing materials and means for staff work, and programs that facilitate staff work and providing the appropriate environment.		
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				<p>advantage of natural resources and technological development, and this requires the management of a good institution to meet the needs of the present and the future. On the other hand, the municipality employees must provide services effectively and with high efficiency. A municipal development plan is</p>			
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				usually adopted, which is the perspective and vision for the future development of the city. The developmental development plan is an integrated plan based on a holistic participatory approach with all local community institutions to improve the quality of life for all people.			
12	<u>al kurd,(2018)</u>	The expected role of	Descriptive method	The researcher has found that:	The recommendation of study summarized as	-----	-----

		<p>Palestinian universities in promoting sustainable development</p>		<p>The university seeks to achieve the following:</p> <p>Raising the efficiency of administrative and technical performance.</p> <p>Advance scientific research to serve community development</p> <p>Supporting cooperation relations with international, regional and local institutions.</p>	<p>following:</p> <p>Sponsoring and motivating innovators in sustainable development projects and adopting projects that achieve sustainable development</p> <p>Working to adopt technical development and scientific research that meet the requirements of the students</p> <p>Increasing the conduct of studies and research related to sustainable development</p>		
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13	<u>Shabat,(2021)</u>	The Role of Municipalities in Achieving Sustainable Development, Beit Hanoun: A Case Study	Quantitative	<p>The results of the study were summarized through the results of the questionnaire as follows:</p> <p>Raising awareness of the concepts of the dimensions of sustainable development and introducing the terminology of sustainability.</p> <p>The need to develop a local government law more appropriate to the</p>	<p>The recommendations were as follows:</p> <p>related to the administrative</p> <p>The relationship between local government and the municipality of Beit Hanoun</p> <p>Municipal programs and their relationship to sustainable development</p> <p>Obstacles faced by the municipality to achieve sustainable development</p>	—	—
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				<p>reality of the municipalities.</p> <p>Absence of diversity in funding and reliance on external funding.</p> <p>There is a weakness in the municipality's contribution to achieving sustainable development goals.</p> <p>Obstacles in financing and the absence of legislation with the private sector and the absence of</p>			
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				decentralization in local government.			
14	<u>Shayeb,(2018)</u>	The role of the municipality in sustainable development " Al-Buni municipality case study"	Historical Approach, Analytical Description	The result was: Achieving sustainable development in the municipality will only be by relying on its human, financial, administrative and natural capabilities, with the need for technological development to achieve optimal exploitation of wealth while	The recommendations as following: Providing competencies to achieve sustainable development Courses and training for human development, and the preparation of strategic planning periodically. Preparing a plan for development projects, considering the municipality's capabilities and priorities, and relying on productive projects.	The broadening of the theoretical scope of the topic. Lack of specialized references. Lack of full-time completion of the study.	_____

				rationalizing the exploitation of wealth and resources by prioritizing.			
15	<u>Zaatchi,(2021)</u>	The Importance of Local Strategic Planning in Achieving the Sustainable Development Goals: Istanbul Municipality as a Model	Descriptive approach	The result as following: The great success achieved by the Istanbul municipality through its adoption of the strategic planning method, its possession of the ingredients to properly prepare and implement the strategic plan, and	The recommendations: The necessity of adopting a strategic planning approach to achieve the development goals by their dimensions. Conducting more studies and research in this regard, reviewing the experiences of countries to benefit from them.		

				its possession of an efficient team.			
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Table (3) Empirical Studies in foreign Countries

#	The Author	Study Title	Study Design	Conclusions	Recommendations	Limitations	Future Studies
Strategic planning							
1	<u>Johnsen, (2017)</u>	Impacts of strategic planning and management in municipal government: an analysis of subjective survey and objective production and efficiency measures in Norway	Quantitative	<p>The result indicates that:</p> <p>The positive impact of the effects of the overall strategic planning, especially on the management of objectives.</p>	_____	<p>Limitations in research and data design, measurement of strategic types with single-item indicators and lack of effectiveness measures. Due to the design of the survey, the regression analysis included municipalities that responded to questions related to strategic planning documents and stakeholder participation in strategic planning</p>	<p>The need for a lot of research on many issues, including the integration of many independent variables, more detail about strategic planning, the use of more dependent variables, such as measuring effectiveness and long-term effects, and many studies in various contexts.</p>
		Public sector ICT strategic planning: framework of monitoring and		<p>The result indicates that:</p> <p>The evaluation and monitoring process</p>	The framework could be a guide for public agencies to assess and monitor ISP		—.

2	<u>Sudirman & Yusof (2017)</u>	evaluating process	Quantitative	contain 10 steps and four stages that were used to develop the proposed framework for which it was named MEISP.	implementation.	—	
3	<u>Abdul Rahman (2019)</u>	The impact of strategic planning on enhancing the strategic performance of banks “evidence from Bahrain”	Quantitative	The result revealed that: the strategic planning has a good statistically significant impact on customer, financial, growth and learning. showed a medium statistically significant impact of strategic planning on internal business process.	The research recommends that: focusing on aspects of the strategic performance in the banks under study, specifically the internal business process perspective.	—	More research covers more banks for various variables that lead to a better understanding of the implementation of the strategic plan.
4	<u>Alosani, Yusoff & Al-Dhaafri, (2020)</u>	The effect of innovation and strategic planning on enhancing organizational performance of Dubai Police	Quantitative	The result revealed that: Emphasize the effect of innovation strategic planning and on the organizational performance of Dubai	The research recommends that: More details were discussed throughout the study, the results of which have practical implications	—	—

				Police.	as they help managers make appropriate decisions when they decide to implement innovation and strategic planning in their organizations.		
5	<u>Tarasenko, Tsyklauri, Belei, Riabenka, Mazurkevych (2020)</u>	Strategic Planning for the Sustainable Development of Territories	Quantitative	The result revealed that: Ensuring sustainable development in the regions is important to ensure sustainable development in general. The first stage is long-term planning that defines further measures and guidelines to be implemented.	_____	_____	More studies of the topics of strategic planning for regional development.
Knowledge Management							
6	<u>AnWeina & Yang Yanling (2020)</u>	Role of Knowledge Management on the Sustainable	Quantitative	The result indicates that: The practice of knowledge management	The study recommends that: Senior management's interest in applying	The study sample is small	Future studies investigate other moderating variables such as (green supply chain, green process, environmental

		Environment: Assessing the Moderating Effect of Innovative Culture		is related to the sustainable environment, green technology use and Environmental awareness. Environmental awareness has a significant impact on the sustainable environment. The use of green technology had no effect as a mediator on the relationship between knowledge management and the sustainable environment	knowledge management processes and strategic planning. Follow up the application of the knowledge management and planning process by team of experts and specialists for knowledge management and strategic planning.		awareness) and the use of larger samples and the use of a longitudinal study design.
7	<u>Abbas, jawad (2019)</u>	Impact of total quality management on corporate sustainability through the moderating effect of knowledge	Quantitative	The study indicates that: Dimensional level analysis indicates that quality management has an unimportant relationship to knowledge creation, and	The study recommends that: The study provide value for the management of manufacturing industries and services and ensure	The study sample included from the upper, middle and lower administrative levels	The study sample included from the upper, middle and lower administrative levels, so we recommend that future research include a more comprehensive sample. Expand the scope of the study to include larger towns and

		management		knowledge management has an unimportant relationship with environmental sustainability	sustainability through quality management and total quality.		cities.
8	<u>Naowakhoaksorn</u> (2021)	Moderating Role of Knowledge Management Capability on the Relationship between Knowledge-Oriented Leadership and Organizational Innovativeness in Public Organizations "	Quantitative	The study indicates that: Knowledge leadership has positively affected the two components of knowledge management. The ability of knowledge management has a positive impact on organizational innovation. The impact of knowledge flow positively on the relationship between knowledge leadership and organizational innovation, while the knowledge stock does not mediate the relationship.	The study recommends that: Knowledge is the most important resource for the sustainability of any organization, and it is an important resource for formulating organizational strategy. It also contributes to innovation through effective knowledge management.	The data are from one population group, the results may not be generalizable in other contexts.	A recommendation for a future study to study other public and private sectors. The future study adopts the application of a longitudinal design, considering other variables.

9	<u>Thabile mänge</u> (2019)	Knowledge Management Practices in Local Government "The Case of the City of Johannesburg"	Qualitative and Quantitative	<p>The study indicates that:</p> <p>There is a significant relationship between the dimensions of knowledge management.</p> <p>The practice of corporate governance is present in the Johannesburg city structure and roles.</p> <p>There are obstacles to implementation and weakness in the knowledge management leadership appears.</p>	<p>The study recommends that:</p> <p>Appointment of the head of the department of knowledge management.</p> <p>Awareness about the importance of knowledge.</p> <p>Improve communication and communication.</p> <p>Investing in knowledge management and sharing it in an effective manner.</p>	The study was limited to one municipality, the sample consisted of managers and excluded non-administrative employees, which raises the researcher's fear of the possibility of generalizing its results.	Avoid all limits mentioned for future studies
10	<u>Urpia, Sartori, & Machado,</u> (2020)	Practices of knowledge management in organizational	Quantitative	<p>Some of result:</p> <p>The result is critical given</p> <p>The importance of these</p>	<p>The research recommended that:</p> <p>Defining strategies and mechanisms to</p>		Diagnose the level of knowledge management in other secretariats.

		processes of town hall of the AMUSEP region: a research agenda		practices for public organizations, since they act as facilitators of the processes of Knowledge Management. There are no plans to implement the Knowledge Management practices related to organizational processes. As for knowing the level of the dimension of knowledge management, its results are worrying.	standardize knowledge management in the analyzed halls in the city.		
Sustainable development							
11	<u>Salvador & Sancho,(2021)</u>	The Role of Local Government in the Drive for Sustainable Development Public Policies.	Qualitative	The study indicates that: Management of external networks " Full compliance" Citizen participation "Full compliance"	_____	One case study, diversity of indicators for each model that can be adapted to other institutional and public policy contexts.	further studies to identify how other variables such as political will, leadership, social support influence the definition and technical competence or effectiveness of this type of policy

		An Analytical Framework Based on Institutional Capacities		<p>Transparency" Partial compliance"</p> <p>Personnel skills and competences" Partial compliance"</p> <p>Coordination systems" Full compliance"</p> <p>Sustainability structure in different city council areas "Full Compliance"</p> <p>The overall result of the analysis that</p> <p>Barcelona City Council has the necessary institutional prerequisites to implement, lead and evaluate programs and policies to combat climate change and promote sustainable development through</p> <p>Incorporating the above elements.</p>			programs. A more in-depth study of these sectors.
12	<u>Dr. Emiko</u>	Advancing	Quantitative	The researcher has found that:	The	Sample size is limited	More comparative studies to

	<u>Kusakabe (2013)</u>	sustainable development at the local level "The case of machizukuri in Japanese cities"	and Qualitative	<p>The quantitative analysis showed that the accumulation of social capital with the participation of citizens affects the level of achieving sustainability.</p> <p>The types of networks available and the governance of communities make a difference to their A21 outcomes and this leads to the conclusion that the institutional capacity of local and community governance affects sustainability.</p>	<p>recommendation of study summarized as following:</p> <p>To achieve the maximum benefit from the operation of social capital, it is necessary to establish cooperative rules for citizen participation between the local government and citizens, where collective action will be more effective to face unexpected situations that play a role in achieving sustainability.</p>		take the Japanese city that show a high level of civic participation.
13	<u>Bardal, Reinar, Lundberg, Bjørkan, (2021)</u>	Factors Facilitating the Implementation of the Sustainable	Quantitative and Qualitative	<p>The results indicated that:</p> <p>The implementation of the sustainable development goals requires the necessary capabilities and resources.</p>	_____	_____	Conducting comparative studies of the planning systems of different countries to assess the possibilities, and this can provide a valuable

		Development Goals in Regional and Local Planning— Experiences from Norway		<p>The results indicated the importance of administrative leaders in taking sustainable development goals as a high priority.</p> <p>The results also emphasized the importance of cooperation as a strategy to overcome challenges.</p> <p>The results also indicated the importance of integrating sustainable development goals with the activities of the municipality and the services it provides.</p>			transfer of knowledge to achieve the goals of sustainable development.
14	<u>Artem Mazein.(2021)</u>	Impact of sustainable development goals on strategic planning in the Russian regions	The methods of analysis, generalizati on synthesis, and the	<p>The result was:</p> <p>The results showed that the main stages to ensure sustainable development is the stage of long-term strategic planning, through which the guidelines and measures to be implemented are</p>	<p>The researcher, after several results, states that:</p> <p>Differences in methods are permissible and the intersection of</p>	-----	_____

			system-structural method.	<p>determined. Ensuring the sustainable development of the regions is an important area to ensure the sustainable development of countries in general.</p> <p>The results of the study confirm that the assessment of sustainable development is primarily reflected in the strategic planning documents.</p>	strategic actions in different documents of the same level should be excluded in due course.		
15	Petrushenko, Vady, Vorontsov, & Ponomareo, (2020)	Sustainable development goals as a tool for Strategic planning in communities: a bibliometric analysis of research	Used the VOS viewer, and Web of Science tools, Scopus which made it possible to identify major trends	<p>The result as following:</p> <p>The results of a bibliometric analysis showed a strong and reliable link between research in the field of sustainable development in local communities and strategic planning.</p>	_____	_____	More research in this field because of its promising future.

			(dynamics by clusters and year that visually present the obtained information.				
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The studies mentioned above(Johnson,2017),(Abdul Rahman,2019), (Alosani, Yusoff, & Al-Dhaafri, 2020),(Al-Shantaf & Al-Ghazali, 2019), (Hassan Ali,2021), it addressed with strategic planning as an independent variable and dependent variable, such as (performance of organizations, enhancing strategic performance, development) and did not address mediator variable, while current study dealt with strategic planning as an independent variable, knowledge management as an moderating variable, and sustainable development as a dependent variable.

In the current study, the researcher used the quantitative approach to achieve the goals and hypotheses of the study, where the researcher agreed in a methodology with the studies (Urpia, Sartori & Machado, 2020), (Abbas & jawad, 2019), (Naowakhoaksorn, 2021), (Alosani, Yusoff & Al-Dhaafri,2020), (Rahman,2019), differed in the methodology used in the studies, (Salvador & Sancho, 2021),(Artem & Mazein, 2021), (Ziadat,2021), (Shayeb, 2018).

The limitations in the study of (Abbas, Jawad, 2019) that study sample included only the upper, middle and lower administrative levels, while the researcher in the current study dealt with all the administrative and service employees in the municipalities as the study sample.

Limitations in the study of Abbas, _jawad, 2019) that sample included only the upper, middle and lower administrative levels, while the study of (Thabile & Mang 2019). limited to one municipality, the sample consisted of managers and non-administrative employees were excluded. The current study differed by including all employees of administrative municipalities at all levels and maintenance and service employees for 6 municipalities of category "A" in northern the West Bank.

The current study is an addition of a recent scientific value entitled “Knowledge management as a mediator variable between strategic planning and sustainable development for “A” classification municipalities in north the West Bank that were not covered by another study, and it came as confirmation of many recommendations of previous studies for additional new studies.(Petrushenko, Vadym,Vorontsova,&Ponomarenko,2020),(Urpia,Sartori&Machao,2020),(Tarasenko, Tsyklauri, Belei, Riabenka & Mazurkevych , 2020) ,(Johnson,2017).

2.6. Relation between Variables

2.6.1 Relation between Strategic Planning and Knowledge Management

Knowledge management has a positive role in developing the administrative work of institutions and developing their methods, which helps them in solving problems and developing at work, as well as its positive role in the strategic planning process. Strategic planning depends on the use of electronic and traditional information and on the cooperation of the joint performance of the institution to share information and data and exchange it, formulation of strategic plans of goals, vision, mission, procedures and analysis, thus needs to provide a database and information for the employees of the institution to be able to formulate, develop and update a strategic plan to achieve desired goals. It’s shaping the future and vision of the institution in the advanced era of knowledge. So, the evaluation of the effectiveness of strategic planning is measured by the extent of the actual implementation of the objectives, which depends mainly on the existence of an effective information system capable of providing effective knowledge data.

Al-Awfi, (2017) confirmed that definition of knowledge management “A set of activities that help institutions to generate knowledge, obtain it, select it, use it, organize it, disseminate it and work on transforming knowledge, including data, information, experiences, trends and capabilities into products, and using the outputs of knowledge management in formulating decisions, solving problems, charting learning processes and building an integrated system for planning". Also, knowledge management is important in investing the core capabilities in organizations and institutions in an effective manner by employing them to improve and develop strategies. It guides the institution on how to control, treat and invest its intellectual stock, works to improve the performance of employees in institutions and organizations and improve administrative performance, also contributes to linking and developing work networks and linking workers among themselves for the purpose of knowledge sharing, exchange and dissemination, and identification and preservation of basic knowledge.

Hassan, (2008), and Birol, (2009) emphasized the importance of using knowledge effectively for organizational resources in organizations in a systematic and orderly manner in order to achieve the effectiveness of the strategic plan, administrative processes and administrative programs. In addition , (Maalla,2004) pointed to the role of management in guiding and employing knowledge for the purposes of effective strategic planning for resources, through the use of knowledge within the formulation of strategies set by departments in institutions. Further , (Johnson, 2000)

defined that definition of strategic planning is “a continuous process of taking entrepreneurial decisions in a systematic manner and with the greatest amount of knowledge of the future, organizing the necessary efforts to implement the decisions and measuring the consequences thereof through feedback”.

2.6.2. Relation between Knowledge Management and Sustainable Development

Based on foregoing definition of knowledge management and concept of sustainability, where knowledge management was mentioned within the contexts of sustainability and its various fields, this part of the research will clarify the relationship between knowledge management and sustainable development. As a result of the rapid developments in the world, the goal of companies has become to survive the longest; the reliable knowledge of permanent competition is the only certainty in economic growth. (Nonaka & Takeuchi, 1995), pointed out (Civi,2000) (Stonehouse & Pemberton,1999), (Pan & Scarbrough,1999), (Bristow, 2000), (Gupta et al., 2000) that “knowledge economy” ,knowledge is the most important sustainable competitive advantage. Knowledge has become a basis and a distinct engine that gives countries value to win the integrative field of sustainable economic, environmental and social development. It is a basis for innovation in the field of sustainable development.

(Laszlo & Laszlo, 2002), (de Sousa, 2006),(Sheng & Sun, 2007). Since many international development organizations and civil societies in the world are making efforts and seeking to benefit from intangible resources to transform them into sustainable development values, authors agree on the statements: Sustainability acquires its meaning within a global vision about knowledge, as it is the axis on which the scientific social system was launched, being unified on the basis of a uniquely

epistemological premise of unity of knowledge, it is a kind of moral and values to a large extent, the analytical model of sustainability resulting from knowledge shows the interpretation of ethical values across systems. (Choudhury & Korvin, 2001). According to the World Commission on Environment and Development (WCED, 1987) sustainable development is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”, Sustainable development requires biophysical, economic and social components of sustainability as summarized by (Barbier, 1997). It is impractical to achieve the goals at once. A balance must be achieved between economic growth and environmental issues. The investigators (Daily & Huang ,2001) emphasized the importance of environmental sustainability, but a balance must be achieved between economic development, technological progress and the protection of; natural resources.

The Organization for Economic Cooperation and Development (OECD, 2002) recommends that countries with different economies should cooperate bilaterally and multilaterally to improve the decision-making process for sustainable development and this can be effectively achieved through building a knowledge society. (Malone & Yohe, 2002) urged the formation of new knowledge associations for societal sectors and organizations for the purpose of sustainable development.

In many areas of knowledge, it has become increasingly difficult to accumulate knowledge without integrated information and communication technologies. Although some countries have made progress in strengthening the infrastructure of integrated information and communication technologies within the organization to benefit from knowledge, many of them still their information and knowledge in disconnected repositories, in effect, there are no serious inter-organizational efforts in this area yet.

(Mohanty & Deshmukh, 1999) indicated that globalization has led to intense competition; Communication with others gains a competitive advantage. Therefore, the institution must go beyond its limits to benefit from expertise and increase knowledge. The United Nations Development Program (UNDP, 2001) indicated that increase integrated information and communication technologies in the value of production enhance the growth of production.

2.6.3. Relation between Strategic Planning and Sustainable Development

Achieving sustainable development goals is a national responsibility that requires intensified efforts to achieve them. It is necessary to identify trends, evaluate resources, analyze the internal and external environment, assess risks and find appropriate alternatives which confirmed by (Artem & Mazein, 2021) in the results of his study entitled Impact of sustainable development goals strategic planning in the Russian regions and confirmed in another result indicated that the main stages to ensure sustainable development is the stage of long-term strategic planning, through which the guidelines and measures to be implemented are determined. Ensuring the sustainable development of the regions is an important area to ensure the sustainable development of countries in general.

The “developmental” plans of West Bank municipalities are aimed at developmental areas “social, economic, environmental, tourism, agricultural and others” to achieve development in areas and population centers through various projects, activities and services, which study case that researcher addressed. (Rrecaj,2016) emphasized that development plans in the municipalities are plans from which a vision for the future of the city is derived during a coming period of time, these plans work to

determine future trends through residential, recreational and industrial development, where the municipality's development programs contain policies for the future use of lands, transportation requirements and infrastructure, so it is sometimes called (a plan Community sustainability) the municipality considers it a framework for long-term community development and growth in a responsible manner that varies from one municipality to another according to available resources,

population increase, tourism and natural disasters, and because the municipality adopts a long-term approach in its work, it is a powerful decision-making tool that meets current and future needs.

As (Samathi, Likhiththamarot, & Suphattanaku, 2021) pointed out, that plan will direct the municipality towards growth and development, allowing it to take measures and decisions to protect and improve the quality of life of the current and future residents. Future lands within the city limits, to be able to adapt to all conditions over time, it is necessary to update and amend plans and consider changes in society.

(Khalid, 2021) pointed out in study to the Malaysian experience to achieve development, and his study entitled "The Malaysian Strategic Plan and its Role in Achieving the Economic Development of the State" stated that most important reasons and elements for the success of the strategic plan in achieving economic development is the commitment to the strategic plan and its implementation by leaders of different factions and parties who agreed to bring about change and achieve development, as it created a good environment of political governance, justice, social and economic equality among members of society. The study recommends benefiting from the Malaysian experience in developing visions and strategic plans while providing the appropriate environment for achieving development.

In a study dealt with by (Al falahi,2019), the results showed the existence of a positive relationship between the dimensions of strategic planning and the components of sustainable development, such as the existence of a positive relationship between the dimensions of strategic planning and the dimensions of sustainable development "economic, social, environmental.

CHAPTER THREE

METHODOLOGY

This chapter deals with a full description of method and procedures carried out by the researcher for data collection and sampling, questionnaire design, reliability and validity testing, statistical approach, and research model to implement this study.

3.1. Study Design

The research was built in an easy-to-understand sequential manner, explaining the concept of variables, clarifying the relationship between them and defining the dimensions of the variables in a logical and coherent manner, after referring to various previous Arab and foreign studies.

The study adopted the descriptive analytical approach to achieve the objectives of the research. The current quantitative study was designed to measure the impact of variables using a comprehensive survey of a random sample of municipal employees at all levels at northern municipalities in the West Bank.

3.2. Data Collection and Sampling

In this study, data was collected through primary and secondary data sources in order to access information about the study problem. Primary data was collected through a quantitative data tool; a questionnaire was used for the quantitative part. While secondary data was collected through books, articles and scientific journals published about the thesis, which can be found through the list of references.

The researcher based on a non-probability - purposive sampling technique in selecting the sample from to all categories administrative staff in this study to achieve objectives ,the sample of the study was chosen by defining the study population, and since the researcher interested in studying the mediator knowledge management between strategic planning and sustainable development in six municipalities classified "A" in West Bank, the study sample was limited to employees working in municipalities classified "A" in the northern West Bank (Jenin, Nablus, Qalqilia, Tulkarem, Salfit, Tubas), according to the reports of the Palestinian Local Government Ministry for the year 2021, the number of employees working in municipalities classified "A" in the West Bank reached up to (3113) employees. Thus, the number of questionnaires that should be distributed is (342) questionnaires, the sample size calculated using Robert Mason equation (Robert & Mason,2003).

$$n = \frac{N}{\left[\left(S^2 \times (N - 1) \right) \div pq \right] + 1}$$

N: Population size.

S: 1.96 /standard error=0.05

P: percentage of picking a choice expressed as decimal=0.5

3.3. Questionnaire Design

The questionnaire is an important tool for collecting the quantitative data used in this research, it was built mainly to meet the needs and answer questions of the research, then the final version was distributed to the employees working in municipalities classified "A" in the northern West Bank. It took 20 days from the beginning of distributing the questionnaire, collecting it and returning it to the researcher, the total number of distributed questionnaires was (350) and (342) was

analyzed after excluding (8) questionnaires due to responses neither consistent nor complete.

The questionnaire consists of four sections, 5 questions were used in the first section, which relate to the demographic information of the respondents (gender, age, educational qualification, job title and working experience).

The second section contains (24) statements measure the level of knowledge management distributed by: (Information technology- 6 statements, human resources- 5 statements, Sharing knowledge- 7 statements, Application of knowledge- 6 statements).

Section three contains (18) statements measure the level of strategic planning distributed by: (Strategy formulation- 6 statements, Strategy implementation- 6 statements, Monitoring and evaluation- 6 statements).

Section four contains (17) statements measure the level of sustainable development distributed by: (sustainable social and human development- 6 statements, sustainable environment development- 5 statements, sustainable economic development - 6 statements).

Respondents were asked to indicate their level of agreement using a five-point Likert scale (from 5 which means fully agree to 1 which indicates completely disagree).

Malhotra & Birks, (2007) said that “Likert scale allows the respondent to choose the degree of agree or disagree with each item in questionnaire when it comes to the stimulus purpose, The different dimensions were measured on 5- point Likert scale to check the participant’s degree of convenient with the statement or not, as below:

1- Strongly disagree (SD)

2- Disagree (D)

3- Neutral (Ne)

4- Agree (A)

5- Strongly Agree (SA)

using the following scale to assess the level of the moderating knowledge management relationship between strategic planning and sustainable development in classified municipalities "A" in West Bank, this scale depends on interval length=range/number of intervals, $(5-1)/3=1.33$. The following scale represents the result: 1-less than 2.33 is low; 2.33- less than 3.66 is medium and 3.66-5 is high. The table below shows the questionnaire sources

Table (5): Questionnaire Source

Variable	Dimensions	Source
Strategic Planning	Formulation Strategy	➤ <u>Eqilan,(2016)</u>
	Implementation strategy	➤ <u>Al Derawi (2017)</u>
	Monitoring and evaluation	➤ <u>Al awfi.(2017)</u>
Knowledge Management	Human resource	➤ <u>Ferreira & Pilatti ,(2013)</u>
	Information technology	➤ <u>Obaid (2015)</u>
	Sharing knowledge	➤ <u>Al Jaabary, (2010)</u>
	Knowledge application	➤ <u>Ibrahim & Ahmad, (2019)</u>
Sustainable Development	Economic	➤ <u>Althaqafi,(2020)</u>
	Social and human	➤ <u>Ibrahim & Ahmad (2019)</u>
	Environment	➤ <u>Al Asar (2015)</u>
		➤ <u>Masoudy,Masoudy &Ibrahim (2019)</u>
		➤ <u>Zeiadat,(2021)</u>

3.4. Ethical Approval

After getting ethical approval from Arab American University, approval letter will be requested from classified municipalities (A) in the West Bank, to get their permission to conduct this study in these municipalities.

- It will be difficult to distribute questionnaires due to the presence of the Covid 19 virus; electronic questionnaire was used and distributed among the participants.
- Completed questionnaires were collected.
- The data was collected, coded and treated as SPSS25 and SMARTPLS3 for statistical analysis.

3.5. Validity and Reliability of the Questionnaire

3.5.1. Internal Validity:

According to (Oluwatayo,2012) define validity as “the accuracy of an assessment” in another words it means does the used instruments measure what supposed to measure?, and to have the confidence about the validity of the questionnaire before distribute it to the last respondent, it has been sent to be evaluated by number of external evaluator’s, the evaluator reviews the questionnaire for readability, clarity, and comprehensiveness and provides a level of consensus on which items should be included in the final questionnaire.

3.5.2. Dimension Analysis

Dimension analysis is used to minimize the numbers of components, as Pallant, (2005) explains that the ideal sample size should be more than 100 responses.

Thus, the results of dimension analysis can also be used for another analysis called multiple regressions (Cicenaite et al, 2012).

Kaiser-Meyer-Olkin (KMO) is used to check the adequacy of the sample, depending on the correlation between all variables should be between 0 and 1 (Pallant, 2005). Field (2005) set that KMO values between 0.5 and 0.7 are moderate, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are excellent. In this research the KMO equals to 0.964 which represents a good result. Table (3.1), shows the Bartlett's test result, the identity of the correlation matrix, the spherical significance should be statistically significant in $P < 0.05$, in this research the P value equals 0.000. Thus, the dimension analysis is convenient.

Table (3.1): KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.964
	Approx. Chi-Square	12730.432
Bartlett's Test of Sphericity	Df	1711
	Sig.	0.000

Source: SPSS outcome.

An eigenvalue rule or the Kaiser's criterion is one of the most common techniques. As assumed ten dimensions should be retained table (3.2), therefore, for further investigation not all (59) components can be retained. The eigenvalue of a dimension indicates the total variance explained by that dimension (Pallant, 2005). As shown in the below table, dimension 1 has the highest score (25.891), thus, this dimension reports the most variance and explains (43.884%) of the total variance. Therefore, ten components with the eigenvalue above than one explain 69.781% of the variance. This means that these ten dimensions should be retained for rotation.

Table (3.2): Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	25.891	43.884	43.884	25.891	43.884	43.884
2	3.3	5.594	49.478	3.3	5.594	49.478
3	2.47	4.187	53.665	2.47	4.187	53.665
4	1.983	3.361	57.025	1.983	3.361	57.025
5	1.674	2.837	59.862	1.674	2.837	59.862
6	1.461	2.476	62.338	1.461	2.476	62.338
7	1.235	2.094	64.432	1.235	2.094	64.432
8	1.152	1.953	66.385	1.152	1.953	66.385
9	1.028	1.742	68.127	1.028	1.742	68.127
10	1.012	1.654	69.781	0.976	1.654	69.781

Extraction Method: Principal Component Analysis.

Source: SPSS outcome.

However, in order to make better judgment and choose the proper number of dimensions, also the Scree Plot should be used. Based on below Graph 1, as is clear that from dimension number ten, the line is getting straight.

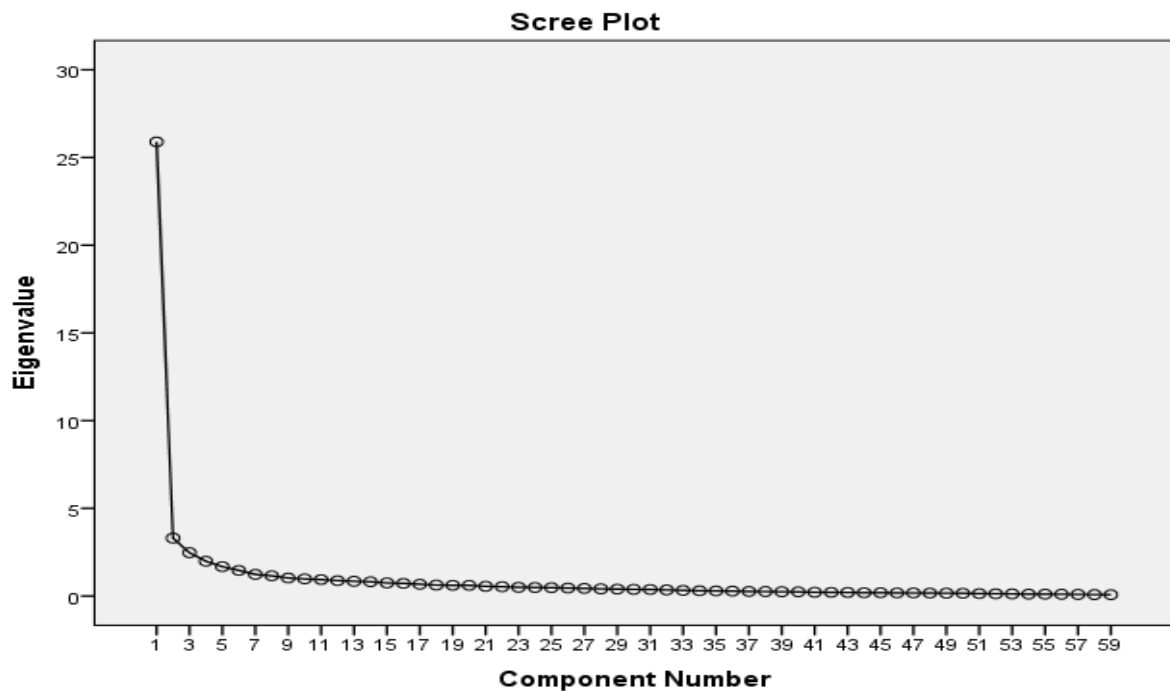


Figure 1: Scree Plot of Combined data

Source: SPSS outcome

This indicates that each consecutive dimension is the calculation of smaller quantities of the total variance. It should be noted that the researcher run dimension analysis for 10 dimensions. Since the results of dimension analyses for 10 dimensions give clear solutions generated by SPSS 25. As the number of the dimensions has been determined, they have to be 'rotated' in order to start interpretation, rotation does not change anything but it makes the translation of the analysis easier, it is used to decrease the number of variables which have high loads on each dimension (Pallant, 2005). The loading of the items was compared with the standard approved for accepting the item according to what was stated in (Garcia & Gonzalez, 2006) if greater than (.40), the items are statistically acceptable. (Garcia, 2011).

Table (3.3) presents the loadings of the different variables as well as in which dimension it belongs.

Table (3.3): Rotated Component Matrix

Items	1	2	3	4	5	6	7	8	9	10
Information technology	0.52									
	0.64									
	0.76									
	0.70									
	0.65									
	0.75									
Human resources		0.63								
		0.74								
		0.67								
		0.63								
		0.45								
Sharing knowledge			0.55							
			0.49							
			0.72							
			0.77							
			0.71							
			0.53							
			0.71							
Application of knowledge				0.44						
				0.47						
				0.66						
				0.64						
				0.50						
				0.64						
Strategy formulation					0.55					
					0.61					
					0.45					
					0.60					
					0.61					
					0.57					
Strategy						0.61				

implementation						0.58				
						0.62				
						0.75				
						0.74				
						0.68				
Monitoring and evaluation							0.66			
							0.58			
							0.51			
							0.56			
							0.46			
social and human development sustainable								0.60		
								0.63		
								0.61		
								0.52		
								0.65		
environment development sustainable									0.57	
									0.72	
									0.71	
									0.75	
									0.75	
economic development sustainable										0.71
										0.74
										0.73
										0.64
										0.67
										0.64

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Source: SPSS outcome.

An Oblimin with Kaiser Normalization rotation method discover the ten dimensions with 59 statements, and the most important statements in each dimension. As showed in

table (3.3) the 59 statements in the study instrument had been loaded on the ten dimensions, this is depend also on communalities analysis, the communalities also showed the variables that fitted well together (Child, 2006).

Below table (3.4) represents the dimensions in this research and the decision to retain or not:

Table (3.4): Dimensions Retained

Label	Component number	Eigen value	Decision
Information technology	1	25.939	Retain
Human resources	2	3.3	Retain
Sharing knowledge	3	2.384	Retain
Application of knowledge	4	1.918	Retain
Strategy formulation	5	1.631	Retain
Strategy implementation	6	1.451	Retain
Monitoring and evaluation	7	1.182	Retain
social and human development sustainability	8	1.112	Retain
environment development sustainability	9	1.006	Retain
economic development sustainability	10	1.000	Retain

Source: SPSS outcome.

3.5.3. Reliability Analysis

While reliability mean the consistency of assessment and free of error. (Fraenkel & Wallen, 2003), which mean that all items in the instrument measure the same construct, and to measure the reliability or consistency of the instrument a statistical tool was used called Cronbach Alpha, this tool developed by Lee Cronbach in 1951 to achieve the purpose mentioned before, and it is expressed with numerical value located between 0 and 1, if the score of alpha was more than 0.7 this clarify that the questionnaire is reliable and vice versa if the result was less than 0.7 this mean the questionnaire not reliable and need to be modified.

To check reliability of the instrument, pilot testing was used, a sample of (23) questionnaires were distributed randomly among employees working in municipalities classified "A" in West Bank out of the sample but from the population, the purpose of this testing is to make sure that the respondents have no problem in understanding the questions, and after analyzed these data the researcher found that each dimension had a high value of Cronbach alpha, and the overall it was 0.98 which exceeded the 0.70 level indicating high reliability of high internal consistency:

Table (3.5): Reliability Statistics (n=23)

Dimension	Cronbach's Alpha	N of Items
Information technology	0.85	6
Human resources	0.86	5
Sharing knowledge	0.85	7
Application of knowledge	0.88	6
Knowledge Management	0.94	24
Strategy formulation	0.89	6
Strategy implementation	0.89	6
Monitoring and evaluation	0.90	6
Strategic planning	0.95	18
Social and human development sustainability	0.88	6
Environment development sustainability	0.89	5
Economic development sustainability	0.91	6
Sustainable development	0.95	17
The tool	0.98	59

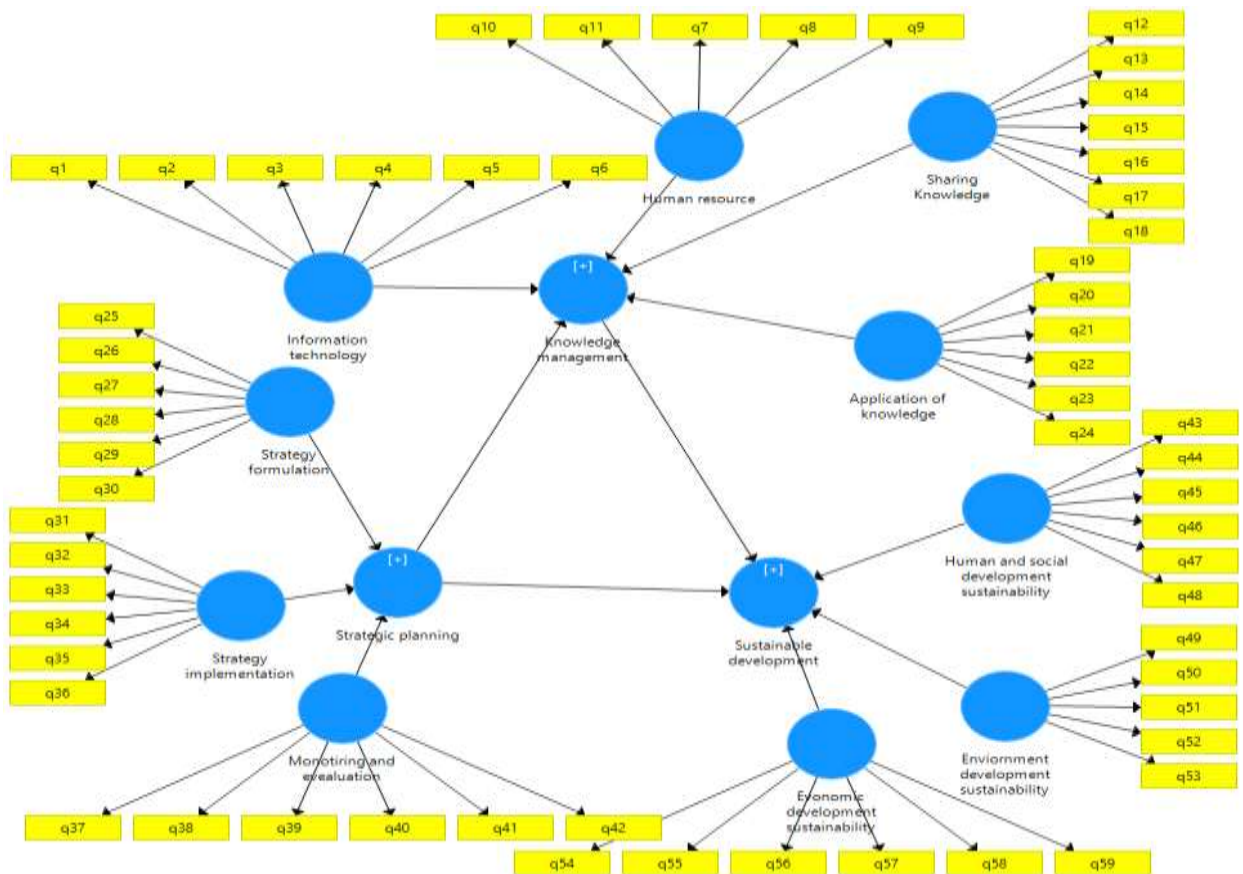
Source: SPSS outcome.

Which proved the tool of the moderating knowledge management relationship between strategic planning and sustainable development in municipalities classified "A" in the West Bank is reliable, and we could distribute the tool on the selected sample.

3.6. Statistical Approach:

Combination of (SPSS 25.0) and SMARTPLS3 were used to analyze the collected data. Linear and multiple regression analysis using the SPSS software used to analyze data collected, Pearson correlation to test the significance for the relationship hypothesis, moreover, T- Test to choose the important role of the study variables in the municipalities of classification "A" in the West Bank. Means and standard deviations were used, path analysis is used to find the significant of the moderating knowledge management relationship between strategic planning and sustainable development in municipalities classified "A" in West Bank.

3.7 Research Model:



3.8. Conclusion:

This chapter has identified the methodological approach selected for this thesis study, in this part the researcher identified in details the research instrument that applied to test the hypothesis to reach the final results which illustrate the moderating knowledge management relationship between strategic planning and sustainable development in municipalities, also in this chapter the researcher identify the internal validity and reliability of the questionnaire used. A dimension analysis testing was done, and the results were used to make the necessary modifications on the instrument. Moreover in this chapter the researcher identified the population and the targeted research sample. Finally, the researcher explained the procedures used to conduct the data collection and analysis.

CHAPTER FOUR

DATA ANALYSIS & RESULTS

4.1. Introduction:

In this chapter, the researcher presents analysis using the combination of (SPSS 25) and SMARTPLS3, to answer the questions and reject or fail to reject the hypothesis. This chapter will separate into 4 parts, the first one: demographic analysis, the second part is the descriptive analysis; the regression analysis will be done in the third part, the fourth part tests, knowledge management moderating the relationship between strategic planning and sustainable development in municipalities classified "A" in the West Bank using path analysis in SMARTPL 3.

4.2 Demographic Analysis

Table (4.1): Demographic Characteristics of Respondents (n=268)

Variable	Level	Freq uency	Perce nt (%)
Gender	Male	214	62%
	Female	128	38%
Age	Less than 30 years	80	23%
	Between 30 and 40 years	128	38%
	Between 41 and 50 years	81	24%
	More than 50 years	53	15%
Qualification Level	Tawjihi and less	15	4%
	Diploma	29	8%
	Bachelor	254	74%
	Master	37	11%

	Ph. D	7	2%
Job title	Employee	190	56%
	Head branch	42	12%
	Head division	54	16%
	Head unit	30	9%
	Manager	25	7%
Work experience	Less than 5 years	54	16%
	Between 5 and 10 years	96	28%
	Between 11 and 15 years	53	16%
	Between 16 and 20 years	47	14%
	More than 20 years	91	27%

Source: SPSS outcome.

- **Gender:** the majority of sample was male as the percentage of (62%), (38%) females.
- **Age:** most sample respondents aged between 30-40 years with (38%), but the lowest period of respondents more than 50 years with (15%) of sample size.
- **Qualification level:** the education level for the sample was distributed as following: (74%) bachelor's degree, (11%) mater, (8%) diploma, and (2%) PhD.
- **Job title:** most of the sample working as employees with (56%), followed by head division with (16%), while the least was manager with (7%).
- **Work experience:** between 5 and 10 years of experience has the highest percentage of the sample size with (28%), (27%) more than 20 years, while between 16 and 20 years been the lowest with (14%).

4.3 Descriptive Statistics

The descriptive analysis part describes the gathered numerical data to make it easier when explains; also, descriptive analysis results show the mean and standard deviation for each statement to determine the items that has the highest and lowest mean

in each dimension. The purpose of this analysis to identify the central tendency of the responses through mean results and the spread of a set of observations through the standard deviation results which mean when the standard deviation is low it expressed most of the respondents has the same opinion (concentrated) toward the same statement, on the other hand, if the score of the standard deviation is high it means that the respondents has a different opinion toward the same statement (Cicenaite, et al. 2012). The 5-point Likert scale was used, where 5 means strongly agree and 1 mean strongly disagree.

First Question: What is the Level of Implementing Strategic Planning in Municipalities Classified "A" in the West Bank?

To answer this question, means and standard deviations are calculated to know the level of strategic planning dimensions in municipalities classified "A" in the West Bank among employees.

Table (4.2): Descriptive Statistics of the Strategic Planning Dimensions in Municipalities Classified (A) in the West Bank

Dimensions	Mean	Standard Deviation	Level
Strategy formulation	3.35	0.93	Medium
Strategy implementation	3.32	0.93	Medium
Monitoring and evaluation	3.24	0.98	Medium
Total average of strategic planning	3.30	0.86	Medium

According to table (4.2) it is clear that the total average of strategic planning of all 3 dimensions among the employees in municipalities classified "A" in the West Bank represents the level of medium with (3.30), all dimensions

represent the level of medium and located between (3.24) related to monitoring and evaluation dimension and (3.35) related to strategy formulation.

Sub questions:

Q1- What is the Level of Implementing Strategy Formulation in Municipalities Classified (A) in the West Bank?

To answer this question, the means and standard deviations are calculated to know the level of implementing strategy formulation in municipalities classified (A) in the West Bank.

Table (4.3): Descriptive Statistics Shows the Level of Strategy Formulation in Municipalities Classified (A) in the West Bank

Statements	Mean	Standard Deviation	Level
Employees participate in formulating strategic objectives after conducting a strategic analysis of the municipality's internal and external environment.	3.08	1.27	Medium
The municipality publishes the components of strategic planning (its mission and future vision) for the community to the internal audience "employees".	3.29	1.21	Medium
The municipality publishes the components of strategic planning (its mission and future vision) to the external public.	3.52	1.17	Medium
The objectives of the municipality are formulated in a flexible manner that allows modification according to different variables.	3.38	1.1 1	Medium

The general strategic objectives of the municipality are defined in line with its strategic direction.	3.39	1.13	Medium
The strategic objectives of the municipality are achievable.	3.43	1.13	Medium
Total average of implementing strategy formulation	3.35	0.93	Medium

Source: SPSS outcome

Table (4.3) represents the descriptive statistics of implementing strategy formulation in municipalities classified "A" in the West Bank. The statement represents 'the municipality publishes the components of strategic planning (its mission and future vision) to the external public' has a highest mean score (3.52) with a medium level, while the lowest mean score equals (3.08) related to 'employees participate in formulating strategic objectives after conducting a strategic analysis of the municipality's internal and external environment', with a medium level. The answer of the above question depending on the total average score (3.35), which means the level of implementing strategy formulation is medium in municipalities classified "A" in the West Bank.

Q2- What is the Level of Strategy Implementation in Municipalities Classified "A" in the West Bank?

To answer this question, the means and standard deviations are calculated to know the level of strategy implementation in municipalities classified "A" in the West Bank.

Table (4.4): Descriptive Statistics Shows the Level of Strategy Implementation in Municipalities Classified (A) in the West Bank

Statements	Mean	Standard Deviation	Level
The strategic objectives before implementing the strategic plan are compared with the set plan.	3.33	1.18	Medium
The financial resources necessary to implement the strategic plan are secured.	3.38	1.16	Medium
The timetable required to implement each component of its strategic plan is monitored.	3.31	1.17	Medium
The municipality is working on defining the necessary roles for officials to implement the strategic plan.	3.35	1.14	Medium
It is required to provide the senior management with periodic reports on the process of implementing the strategic plan.	3.27	1.16	Medium
Top management is working on developing a program mechanism and practical procedures to implement the strategic plan.	3.28	1.12	Medium
Total average of strategy implementation	3.32	0.93	Medium

Source: SPSS outcome.

Table (4.4) represents the descriptive statistics of strategy implementation in municipalities classified (A) in the West Bank. The statement represents ‘the financial resources necessary to implement the strategic plan are secured’ has a highest mean score (3.38) with a medium level, while the lowest mean score equals (3.27) related to ‘it is required to provide the senior management with periodic reports on the process of implementing the strategic plan’, with a medium level. The answer of the above question depending on the total average score (3.32), which means the level of strategy implementation is medium in municipalities classified "A" in the West Bank.

Q3- What is the Level of Monitoring and Evaluation in Municipalities Classified "A" In the West Bank?

To answer this question, the means and standard deviations are calculated to know the level of monitoring and evaluation in municipalities classified "A" in the West Bank.

Table (4.5): Descriptive statistics shows the level of monitoring and evaluation in municipalities classified (A) in the West Bank

Statements	Mean	Standard Deviation	Level
The municipality forms a team responsible for monitoring and evaluation process.	3.22	1.21	Medium
The annual review reports of the strategic plan are relied upon.	3.27	1.14	Medium
Top management conducts an interim evaluation of the strategic plan implementation process.	3.20	1.17	Medium
The municipality relies on an electronic	3.15	1.23	Medium

system to monitor progress in implementing the strategic plan.

Monitoring and follow-up of the strategic operational plan is carried out continuously by the work team responsible for implementation.

3.28 1.21 Medium

The municipality applies the concepts of accountability and transparency to the officials in charge of monitoring and evaluation process of the strategic plan.

3.32 1.21 Medium

Total average of strategy

implementation

3.24 0.98 Medium

Source: SPSS outcome.

Table (4.5) represents the descriptive statistics of monitoring and evaluation in municipalities classified "A" in the West Bank. The statement represents ‘the municipality applies the concepts of accountability and transparency to the officials in charge of monitoring and evaluation process of the strategic plan’ has a highest mean score (3.32) with a medium level, while the lowest mean score equals (3.15) related to ‘the municipality relies on an electronic system to monitor progress in implementing the strategic plan’, with a medium level. The answer of the above question depending on the total average score (3.24), which means the level of monitoring and evaluation is medium in municipalities classified "A" in the West Bank.

Second Question: What is the Level of the Sustainable Development in Municipalities Classified "A" In the West Bank?

To answer this question, means and standard deviations are calculated to know the level of sustainable development dimensions in municipalities classified "A" in the West Bank.

Table (4.6): Descriptive Statistics of the Sustainable Development Dimensions in Municipalities Classified "A" in the West Bank

Dimensions	Mean	Standard Deviation	Level
Social and human development sustainability	3.31	0.93	Medium
Environment development sustainability	3.18	0.95	Medium
Economic development sustainability	3.19	0.95	Medium
Total average of sustainable development	3.23	0.87	Medium

According to table (4.6) it is clear that the total average of sustainable development of all 3 dimensions among the employees in municipalities classified "A" in the West Bank represents the level of medium with (3.23), all dimensions represent the level of medium and located between (3.18) related to environment development sustainability dimension and (3.31) related to social and human development sustainability.

Sub questions:

Q1- What Is the Level of Social and Human Development Sustainability in Municipalities Classified (A) in the West Bank?

To answer this question, the means and standard deviations are calculated to know the level of social and human development sustainability in municipalities classified "A" in the West Bank.

Table (4.7): Descriptive Statistics Shows the Level of Social and Human Development Sustainability in Municipalities Classified (A) in the West Bank

Statements	Mean	Standard Deviation	Level
Experienced and competent locals are involved in finding appropriate solutions to problems and challenges.	3.30	1.25	Medium
The municipality is keen to implement the social responsibility system "its responsibility towards the community".	3.40	1.16	Medium
The municipality possesses highly qualified and knowledgeable human resources.	3.53	1.14	Medium
The municipality meets the needs of the local community in an active and proficient manner.	3.36	1.20	Medium
The municipality considers the diversity of desires of the society in which it operates in a fair manner.	3.26	1.19	Medium
The municipality has integrated strategies to qualify its cadres in providing services.	3.03	1.22	Medium
Total average of social and human development sustainability	3.31	0.93	Medium

Source: SPSS outcome.

Table (4.7) represents the descriptive statistics of the level of social and human development sustainability in municipalities classified "A" in the West Bank. The statement represents 'the municipality possesses highly qualified and knowledgeable human resources' has a highest mean score (3.53) with a medium level, while the lowest mean score equals (3.03) related to 'the municipality has integrated strategies to qualify its cadres in providing services', with a medium level. The answer of the above question depending on the total average score (3.31), which means the level of social

and human development sustainability is medium in municipalities classified "A" in the West Bank.

Q2- What Is The Level of Environment Development Sustainability in Municipalities Classified "A" In The West Bank?

To answer this question, the means and standard deviations are calculated to know the level of environment development sustainability in municipalities classified "A" in the West Bank.

Table (4.8): Descriptive Statistics Shows the Level of Environment Development Sustainability in Municipalities Classified (A) in the West Bank

Statements	Mean	Standard Deviation	Level
The environmental management system used conforms to international standards.	3.15	1.19	Medium
The municipality has special activities and programs that support serious environmental impacts.	3.17	1.13	Medium
The municipality is developing new programs that are suitable for its employees with regard to sustainable development.	3.12	1.19	Medium
The municipality uses the knowledge method to support environmental performance "preserving the environment".	3.21	1.17	Medium
The municipality is keen to communicate with advanced external parties in order to reduce pollution by using clean materials.	3.23	1.13	Medium
Total average of environment	3.18	0.95	Medium

development sustainability

Source: SPSS outcome.

Table (4.8) represents the descriptive statistics of the level of environment development sustainability in municipalities classified "A" in the West Bank. The statement represents 'the municipality is keen to communicate with advanced external parties in order to reduce pollution by using clean materials' has a highest mean score equals (3.23) with a medium level, while the lowest mean score equals (3.12) related to 'the municipality is developing new programs that are suitable for its employees with regard to sustainable development', with a medium level. The answer of the above question depending on the total average score (3.18), which means the level of environment development sustainability is medium in municipalities classified "A" in the West Bank.

Q3- What is the Level of Economic Development Sustainability in Municipalities Classified "A" in the West Bank?

To answer this question, the means and standard deviations are calculated to know the level of economic development sustainability in municipalities classified "A" in the West Bank.

Table (4.9): Descriptive Statistics Shows the Level of Economic Development Sustainability in Municipalities Classified "A" in the West Bank

Statements	Mean	Standard Deviation	Level
The municipality applies the occupational safety and health system permanently.	3.28	1.15	Medium
The municipality achieves a balance between growth and the environment.	3.3	1.12	Medium
The municipality uses guaranteed economic models in order to achieve sustainability.	3.22	1.15	Medium

The municipality has a fair wage system in line with the job description.	2.99	1.26	Medium
The municipality provides quality services at the lowest costs	3.21	1.20	Medium
The municipality generates financial returns by using fewer resources.	3.11	1.19	Medium
Total average of economic development sustainability	3.19	0.95	Medium

Source: SPSS outcome.

Table (4.9) represents the descriptive statistics of the level of economic development sustainability in municipalities classified "A" in the West Bank. The statement represents 'The municipality achieves a balance between growth and the environment' has a highest mean score (3.30) with a medium level, while the lowest mean score equals (2.99) related to 'the municipality has a fair wage system in line with the job description', with a medium level. The answer of the above question depending on the total average score (3.19), which means the level of economic development sustainability is medium in municipalities classified "A" in the West Bank.

Question Three: What is the Level of Implementing Knowledge Management in Municipalities Classified "A" in the West Bank?

To answer this question, means and standard deviations are calculated to know the level of implementing knowledge management dimensions in municipalities classified "A" in the West Bank.

Table (4.10): Descriptive Statistics of Implementing Knowledge Management Dimensions in Municipalities Classified "A" in the West Bank

Dimensions	Mean	Standard Deviation	Level
Information technology	3.57	0.86	Medium
Human resources	3.04	0.96	Medium
Sharing knowledge	3.26	0.89	Medium
application of knowledge	3.21	0.94	Medium
Total average of implementing knowledge management	3.28	0.76	Medium

According to table (4.10) it is clear that total average of implementing knowledge management of all 4 dimensions in municipalities classified "A" in the West Bank represents the level of medium with (3.28), all dimensions represent the level of medium and located between (3.04) related to implementing human resources dimension and (3.57) related to information technology. While (Ibrahim, Ahmed & Thamer,2019) indicated that dimensions of knowledge management; with a low level. Otherwise, Obaid,(2015) indicated that dimensions of knowledge management are high level, mean score (4.20).

Sub questions:

Q1- What is the Level of Implementing Information Technology in Municipalities Classified "A" In the West Bank?

To answer this question, the means and standard deviations are calculated to know the level of implementing information technology in municipalities classified "A" in the West Bank.

Table (4.11): Descriptive Statistics Shows the Level of Implementing Information Technology in Municipalities Classified "A" in the West Bank

Statements	Mean	Standard Deviation	Level
Employees receive adequate training on the use of information systems	3.17	1.30	Medium
The data extracted from the information technology systems is characterized by its accuracy.	3.64	1.11	Medium
The information technology systems in the municipality assist in the communication process for the various activities.	3.7	1.10	High
Easy way to connect to IT systems.	3.63	1.08	Medium
When inquiring about information, the response time is short.	3.57	1.18	Medium
The information system provides the employee with the necessary data and information to facilitate various job tasks and duties.	3.72	1.08	High
Total average of implementing information technology	3.57	0.86	Medium

Source: SPSS outcome.

Table (4.11) represents the descriptive statistics of the level of implementing information technology in municipalities classified "A" in the West Bank. The statement represents 'the information system provides the employee with the necessary data and information to facilitate various job tasks and duties' has a highest mean score (3.72) with a high level, while the lowest mean score equals (3.17) related to 'employees receive adequate training on the use of information systems', with a medium level. The answer of the above question depending on the total average score (3.57), which means the level of implementing information technology is medium in

municipalities classified "A" in the West Bank. As (Obaid,2015) indicated that information technology dimension is the highest among the dimensions of knowledge management, mean score is high (4.26), as confirmed by (Al-Shurafa and Salwa,2008), (Mohsen et al. 2011) .

Q2- What is the Level of Human Resources in Municipalities Classified "A" in the West Bank?

To answer this question, the means and standard deviations are calculated to know the level of implementing human resources in municipalities classified (A) in the West Bank.

Table (4.12): Descriptive Statistics Shows the Level Human Resources in Municipalities Classified "A" in the West Bank

Statements	Mean	Standard Deviation	Level
Staffs are trained to provide them with skills in different specialized fields.	3.22	1.24	Medium
Employees are motivated to continuously develop in their tasks.	2.93	1.23	Medium
The best administrative competencies are selected to fill the posts.	2.85	1.24	Medium
There is an approved and written plan for the development of human resources in municipality.	2.98	1.13	Medium
The staff is fully aware of the objectives of the municipality.	3.19	1.13	Medium
Total average of human resources	3.04	0.96	Medium

Source: SPSS outcome.

Table (4.12) represents the descriptive statistics of the level of human resources in municipalities classified "A" in the West Bank. The statement represents 'staffs are trained to provide them with skills in different specialized fields' has a highest mean score equals (3.22) with a medium level, while the lowest mean score equals (2.85) related to 'the best administrative competencies are selected to fill the posts', with a medium level. The answer of the above question depending on the total average score (3.04), which means the level of human resources is medium in municipalities classified "A" in the West Bank, while (Obaid,2015) indicated that the dimension of human resources in last rank at a high level. This was confirmed by (Mohsen et al. 2011).

Q3- What is the Level of Implementing Sharing Knowledge in Municipalities Classified "A" in the West Bank?

To answer this question, the means and standard deviations are calculated to know the level of implementing sharing knowledge in municipalities classified "A" in the West Bank.

Table (4.13): Descriptive Statistics Shows the Level of Implementing Sharing Knowledge in Municipalities Classified "A" In the West Bank

Statements	Mean	Standard Deviation	Level
There is a clear mechanism for sharing information.	3.17	1.15	Medium
Lessons learned from experiences and expertise's are disseminated to all employees.	2.89	1.21	Medium
The clarity of the municipality's objectives contributes to increasing their ability to participate in knowledge.	3.27	1.21	Medium

The clarity of the municipality's vision contributes to increasing their ability to participate in knowledge.	3.33	1.16	Medium
Mutual trust between employees contributes to improving their ability to share knowledge.	3.38	1.24	Medium
The central management style contributes to reducing the ability to share knowledge.	3.40	1.22	Medium
Total average of implementing sharing knowledge	3.26	0.89	Medium

Source: SPSS outcome.

Table (4.13) represents the descriptive statistics of the level of implementing sharing knowledge in municipalities classified "A" in the West Bank. The statement represents 'the central management style contributes to reducing the ability to share knowledge' has a highest mean score (3.40) with a medium level, while the lowest mean score equals (2.89) related to 'lessons learned from experiences and expertise's are disseminated to all employees', with a medium level. The answer of the above question depending on the total average score (3.26), which means the level of implementing sharing knowledge is medium in municipalities classified "A" in the West Bank.

Q4- What is the Level of Implementing Application of Knowledge in Municipalities Classified "A" in the West Bank?

To answer this question, the means and standard deviations are calculated to know the level of implementing application of knowledge in municipalities classified "A" in the West Bank.

Table (4.14): Descriptive Statistics Shows the Level of Implementing Application of Knowledge in Municipalities Classified "A" in the West Bank

Statements	Mean	Standard Deviation	Level
There is a continuous improvement in the work and performance of the municipality from the knowledge gained.	3.27	1.2	Medium
The municipality monitors the level of individuals' application of what they have learned from training and exchange of experiences.	3.12	1.21	Medium
The municipality adopts modern knowledge and science for the purpose of developing its activities.	3.30	1.22	Medium
The municipality provides the requirements and tools for the application of knowledge.	3.22	1.17	Medium
Allocating financial allocations for the application of knowledge to develop the performance of its employees.	3.13	1.22	Medium
The municipality shall provide an advanced technical infrastructure that helps in the application of information/knowledge.	3.19	1.21	Medium
Total average of implementing Application of knowledge	3.21	0.94	Medium

Source: SPSS outcome.

Table (4.14) represents the descriptive statistics of the level of implementing application of knowledge in municipalities classified "A" in the West Bank. The statement represents 'the municipality adopts modern knowledge and science for the purpose of developing its activities' has a highest mean score (3.30) with a medium level, while the lowest mean score equals (3.12) related to 'the municipality monitors the level of

individuals' application of what they have learned from training and exchange of experiences', with a medium level. The answer of the above question depending on the total average score (3.21), which means the level of implementing application of knowledge is medium in municipalities classified "A" in the West Bank.

4.4. Testing the Hypothesis:

The researcher tested the hypothesis through (Normality) to make sure which testing hypothesis needed (parametric or nonparametric).

To check the normality test Kolmogorov-Smirnov test is used, the following table shows the result:

Table (4.15) Kolmogorov-Smirnov Test for Normality

Test	Test value	Significance	Result
Kolmogorov-Smirnov	1.351	0.143	Accept

Our hypothesis is the data distributed normally, referring to the significance value=0.143 > 0.05, we accept the hypothesis, which means that we will use the parametric tests.

➤ Regression Analysis using (SPSS 25)

(H1), There is Statically Significant Impact of Strategic Planning on the Sustainable Development in Municipalities Classified "A" in West Bank.

Regression analysis used to examine the impact of strategic planning on sustainable development , a linear regression used, to discuss how much the variation of independent variable (strategic planning) can be clarified by the dependent variable

(sustainable development), for example, the researcher through the linear regression test will find how much (strategic planning), explains the variation of sustainable development (dependent variable). Table (4.16) shows the result:

Table (4.16): Linear Regression – R and R Square (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810a	0.655	0.655	0.51081

a Predictors: (Constant), strategic planning.

From table (4.16), the predictors (strategic planning) explains (65.5%) of the dependent variable: (sustainable development), to evaluate how this model fits the analysis, it is useful to test the ANOVA, table (4.17) shows the result:

Table (4.17): Linear Regression - ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	180.20	1	180.20	690.61	.000b
	Residual	94.71	363	0.26		
	Total	274.91	364			

a Dependent Variable: sustainable development

b Predictors: (Constant), strategic planning.

In this case, the model fits very well, since the statistical significance is scored below 0.05. More precisely, the model is scoring 0.000, the researcher accepts the alternative hypothesis, which means, there is statically significant impact of strategic planning on sustainable development in municipalities classified "A" in West bank.

It is interesting to compare the contribution of independent variable (strategic planning) to predict sustainable development; beta value should be also taken into consideration table (4.18) shows the result:

Table (4.18): Linear Regression – Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.54	0.11		5.09	0.00
	Strategic planning	0.81	0.03	0.81	26.28	0.00

It can be noticed that beta coefficient of “strategic planning” equals (0.81). This means, the strategic planning makes positive contribution when explaining sustainable development and statistically significant.

H1 Sub Hypothesis:

(H1, a), There is A Statically Significant Impact of Strategy Formulation on the Sustainable Development in Municipalities Classified (A) in the West Bank.

Regression analysis used to examine the impact of strategy formulation on sustainable development in municipalities classified "A" in the West Bank, a linear regression used, to discuss how much the variation of independent variable (strategy formulation) can be clarified by the dependent variable (sustainable development), for example, the researcher through the linear regression test will find how much (strategy formulation), explains the variation of sustainable development (dependent variable).

Table (4.19) shows the result:

Table (4.19): Linear Regression – R and R Square (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734a	0.538	0.537	0.591

a Predictors: (Constant), strategy formulation.

From table (4.19), the predictors (strategy formulation) explains (53.7%) of the dependent variable: (sustainable development), to evaluate how this model fits the analysis, it is useful to test the ANOVA, table (4.20) shows the result:

Table (4.20): Linear Regression - ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	147.93	1	147.93	422.88	.000b
	Residual	126.98	363	0.35		
	Total	274.91	364			

a Dependent Variable: sustainable development

b Predictors: (Constant), strategy formulation.

In this case, the model fits very well, since the statistical significance is scored below 0.05. More precisely, the model is scoring 0.000, the researcher accepts the alternative hypothesis, which means, there is statically significant impact of strategy formulation on sustainable development in municipalities classified “A” in the West Bank.

It is interesting to compare the contribution of independent variable (strategy formulation) to predict sustainable development; beta values should be also considered table (4.21) shows the result:

Table (4.21): Linear Regression – Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.94	0.12		8.18	0.00
	Strategy formulation	0.68	0.03	0.73	20.56	0.00

It can be noticed that beta coefficient for “strategy formulation” equals (0.68). This means, that this variable makes positive contribution when explaining sustainable development and statistically significant.

(H1, b), There is a Statically Significant Impact of Strategy Implementation on the Sustainable Development in Municipalities Classified "A" in the West Bank.

Regression analysis used to examine the impact of strategy implementation on sustainable development in municipalities classified "A" in the West Bank, a linear regression used, to discuss how much the variation of independent variable (strategy implementation) can be clarified by the dependent variable (sustainable development), the researcher through the linear regression test will find how much (strategy implementation), explains the variation of sustainable development (dependent variable). Table (4.22) shows the result:

Table (4.22): Linear Regression – R and R Square (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.709a	0.502	0.501	0.614

a Predictors: (Constant), strategy implementation

From table (4.22), the predictors (strategy implementation) explains (50.1%) of the dependent variable: (sustainable development), to evaluate how this model fits the analysis, it is useful to test the ANOVA, table (4.23) shows the result:

Table (4.23): Linear Regression - ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	138.14	1	138.14	366.61	.000b
	Residual	136.77	363	0.38		
	Total	274.91	364			

a Dependent Variable: sustainable development

b Predictors: (Constant), strategy implementation.

In this case, the model fits very well, since the statistical significance is scored below 0.05. More precisely, the model is scoring 0.000, the researcher accepts the alternative hypothesis, which means, there is statically significant impact of strategy implementation on sustainable development in municipalities classified "A" in the West Bank.

It is interesting to compare the contribution of independent variable (strategy implementation) to predict sustainable development; beta values should be also considered table (4.24) shows the result:

Table (4.24): Linear Regression – Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.03	0.12		8.57	0.00
	Strategy implementation	0.66	0.04	0.71	19.15	0.00

It can be noticed that beta coefficient for “strategy implementation” equals (0.66)”. This means, that this variable makes positive contribution when explaining sustainable development and statistically significant.

(H1, c), There is A Statically Significant Impact of Monitoring and Evaluation on the Sustainable Development In Municipalities Classified "A" In The West Bank.

Regression analysis used to examine the impact of monitoring and evaluation on sustainable development in municipalities classified "A" in the West Bank, a linear regression used, to discuss how much the variation of independent variable (monitoring and evaluation) can be clarified by the dependent variable (sustainable development),

the researcher through the linear regression test will find how much (monitoring and evaluation), explains the variation of sustainable development (dependent variable).

Table (4.25) shows the result:

Table (4.25): Linear Regression – R and R Square (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769a	0.591	0.589	0.557

a Predictors: (Constant), monitoring and evaluation

From table (4.25), the predictors (monitoring and evaluation) explains (58.9%) of the dependent variable: (sustainable development), to evaluate how this model fits the analysis, it is useful to test the ANOVA, table (4.26) shows the result:

Table (4.26): Linear Regression - ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	162.36	1	162.36	523.68	.000b
	Residual	112.55	363	0.31		
	Total	274.91	364			

a Dependent Variable: sustainable development

b Predictors: (Constant), monitoring and evaluation.

In this case, the model fits very well, since the statistical significance is scored below 0.05. More precisely, the model is scoring 0.000.

It is interesting to compare the contribution of independent variable (monitoring and evaluation) to predict sustainable development; beta values should be also considered table (4.27) shows the result:

Table (4.27): Linear Regression – Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.02	0.10		10.13	0.00
	Monitoring and evaluation	0.68	0.03	0.769	22.88	0.00

It can be noticed that beta coefficient for “monitoring and evaluation” equals (0.68”).

This means, that this variable makes positive contribution when explaining sustainable development and statistically significant.

➤ **Path Analysis Using (SMARTPLS3)**

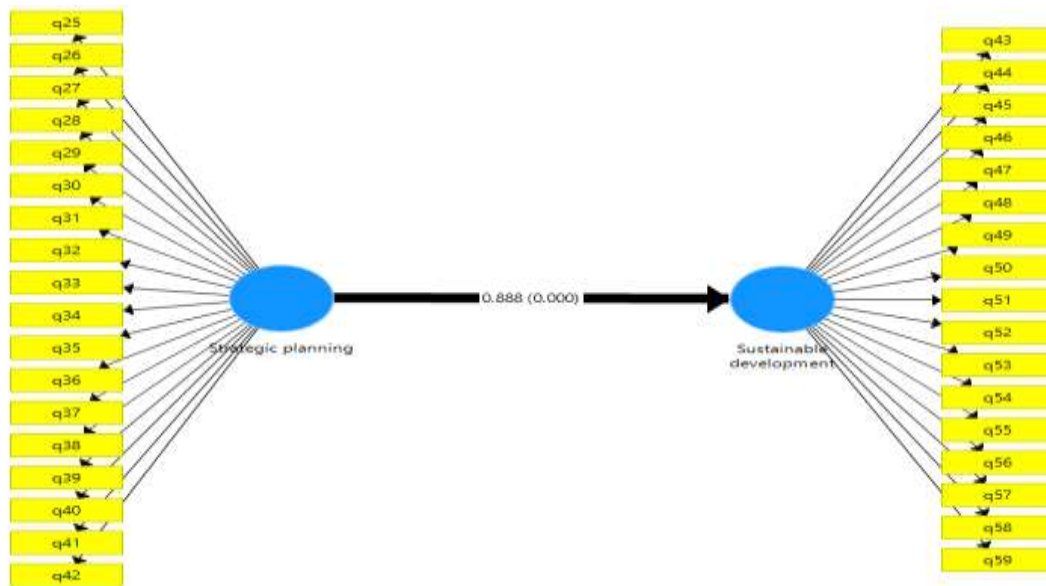
(H2), Knowledge Management as Moderating Between Strategic Planning and Sustainable Development in Municipalities Classified (A) in the West Bank.

SMARTPLS3 used to examine the significant of knowledge management moderating the relationship between strategic planning and sustainable development in municipalities classified "A" in the West Bank.

In order to test the hypothesis above, we need to test three hypotheses using the path analysis in SMARTPLS 3:

(H2,a), There is Statically Significant Impact of Strategic Planning on the Sustainable Development in Municipalities Classified (A) in the West Bank.

Figure (1) Bootstrapped Test Run: (Strategic Planning and Sustainable Development)



The above figure shows the bootstrapped test run results of the model for strategic planning (Independent variable) and sustainable development (dependent variable), the results indicate significant impact of strategic planning on the sustainable development in municipalities classified "A" in the West bank, the inner path coefficient is significant ($P=0.000$) which less than 0.05, with positive path coefficient equals (0.888), table (4.23) shows the bootstrap results.

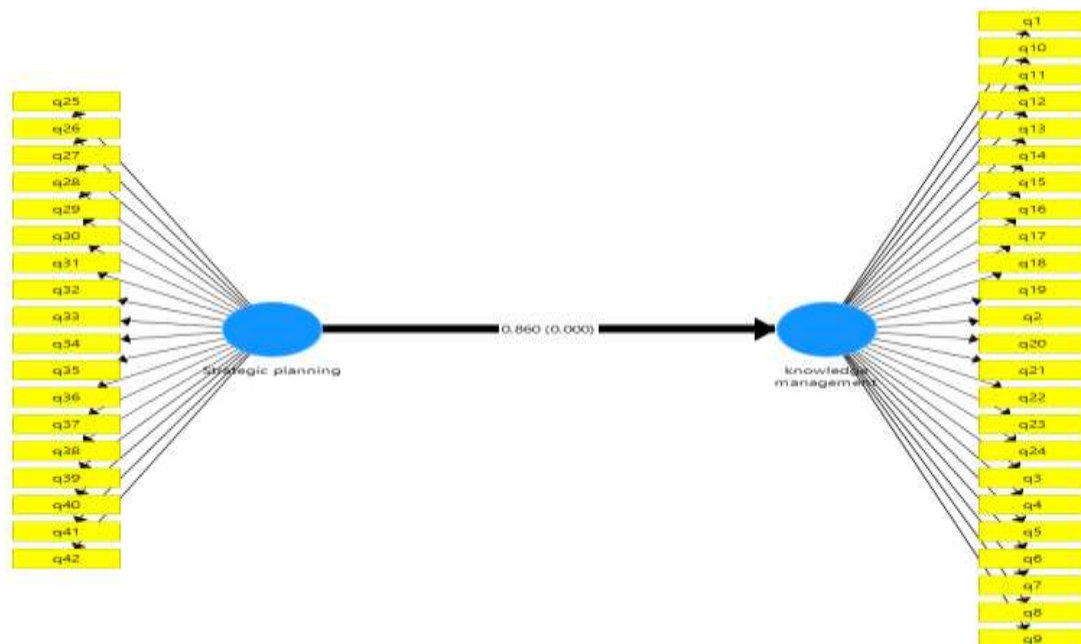
Table (4.28): Bootstrap Results – Coefficients

Strategic planning- Sustainable development	Original sample	Sample mean	Standard deviation	T- statistics	P-value
	0.888	0.893	0.022	39.605	0.000

The above table shows the path coefficient of the t-statistic value (36.605), which is above 1.96 at 0.05 levels meaning that the path is significant. It also shows a p-value of 0.000 which less than 0.05 as probability level, which means both t-statistic and p-value are proven the acceptance of alternative hypothesis , which means; there is statically significant impact of the strategic planning on the sustainable development in municipalities classified "A" in the West bank. (Ahmed & Abdel Samie, 2013) emphasized in the results of the study that strategic planning plays an important role in achieving sustainable development. (Denys., al,2020), also pointed in findings that one of the key stages of ensuring their sustainable development is the stage of long-term navigation, which determines the further guidelines and measures the need to be implemented.

(H2, b), There is Statically Significant Impact of the Strategic Planning on the Knowledge Management in Municipalities Classified “A” in the West Bank.

Figure (2) Bootstrapped Test Run: (Strategic Planning - Knowledge Management)



The above figure shows the bootstrapped test run result of the model for the strategic planning (Independent variable) and the knowledge management (dependent variable), the result indicates significant impact of the strategic planning on the knowledge management in municipalities classified “A” in the West Bank, the inner path coefficient is significant ($P=0.000$) which less than 0.05, and positive effect equals (0.86), table (4.24) shows the bootstrap results.

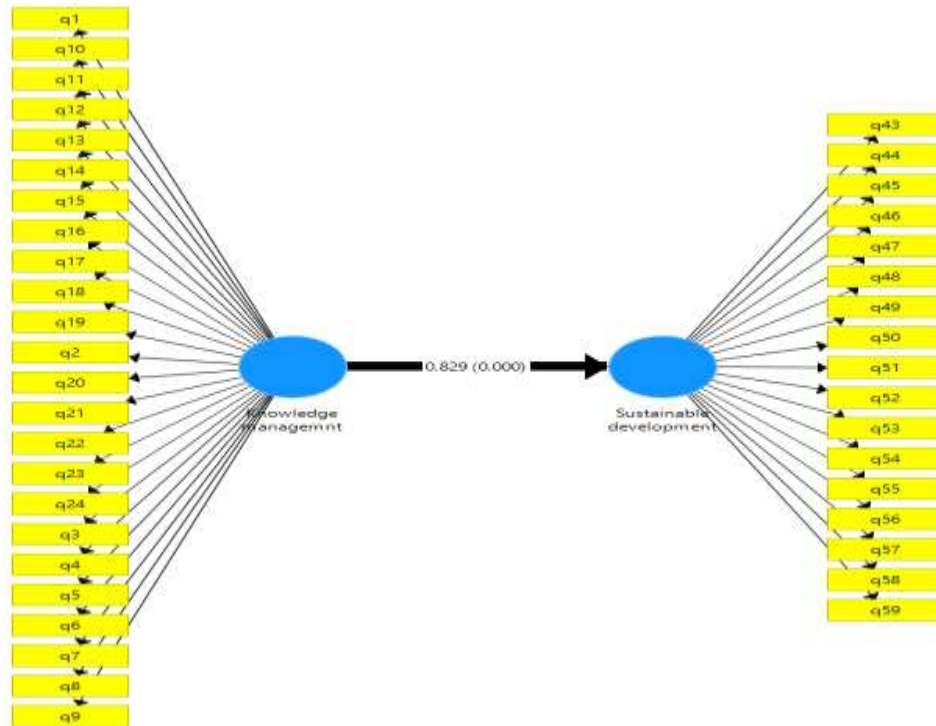
Table (4.29): Bootstrap Results – Coefficients

Strategic planning- knowledge management	Original sample	Sample mean	Standard deviation	T- statistics	P-value
	0.860	0.866	0.023	36.849	0.000

The above table shows the path coefficient of the t-statistic value (36.849), which is above 1.96 at 0.05 levels meaning that the path is significant. It also shows a p-value of (0.000) as probability value, which means both t-statistic and p-value are proven to be significant, due to this we accept the alternative hypothesis; there is statically significant impact of the strategic planning on the knowledge management in municipalities classified "A" in the West Bank.(Al-Awfi,2017) agreed with the results of the current research that there is a positive and strong correlation between knowledge management processes and the degree of application of strategic planning processes.

(H2, c), There is Statically Significant Impact of the Knowledge Management on the Sustainable Development in Municipalities Classified “A” in the West Bank.

Figure (3) Bootstrapped Test Run: (Knowledge Management– Sustainable Development)



The above figure shows the bootstrapped test run result of the model for the knowledge management (Independent variable) and the sustainable development (dependent variable), the result indicated significant impact of the knowledge management on the sustainable development in municipalities classified "A" in the West Bank, the inner path coefficient is significant ($P=0.00$) which less than 0.05, and positive coefficient equals (0.829), table (4.25) shows the bootstrap results.

Table (4.30): Bootstrap Results – Coefficients

Knowledge management - Sustainable development	Original sample	Sample mean	Standard deviation	T-statistics	P-value
	0.829	0.838	0.027	30.177	0.000

The above table shows the path coefficient of the t-statistic value of (30.177). It also shows a p-value of 0.000 as probability value, which means both t-statistic and p-value are proven to be significant, due to this we accept the alternative hypothesis; which

means there is statically significant impact of the knowledge management on the sustainable development in municipalities classified “A” in the West Bank.

According to the acceptance to the three alternative test hypotheses, we accept (H2), which means knowledge management moderating the relationship between strategic planning and sustainable development, in municipalities classified “A” in the West Bank. this result of the study agreed with the study of (Ibrahim, Ahmed & Thamer, 2019) that there is a significant correlation with statistical significance between knowledge management and sustainable development.

Figure (4) Shows the Result of the Combination of the Three Hypotheses:

Figure (4) Bootstrapped Test Run: (Knowledge Management Moderating the Relationship between Strategic Planning and Sustainable Development)

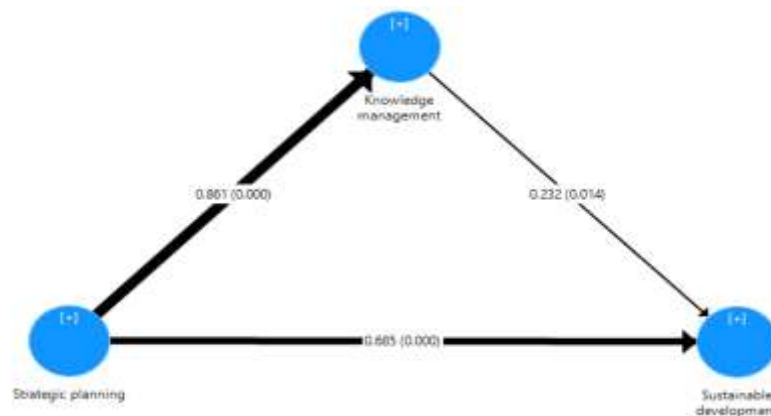


Table (4.31): Bootstrap Results – Coefficients

Relations	Original sample	Sample mean	Standard deviation	T-statistics	P-value
Knowledge management-Sustainable development	0.232	0.230	0.094	2.469	0.014
Strategic planning-Knowledge management	0.861	0.867	0.023	37.970	0.000
Strategic planning-Sustainable development	0.685	0.691	0.086	7.970	0.000

The above table shows the path coefficient of the t-statistic values (2.469, 37.970, and 7.970). It also shows a p-value less than 0.05 as probability value, which means both t-statistic and p-value are proven to be significant, due to this we accept the alternative hypothesis; **which means knowledge management moderating totally the relationship between strategic planning and sustainable development.**

Table (5): Summary of Testing Hypotheses Results

		Results
(H1)	There is a statically significant impact of strategic planning on the sustainable development in classified municipalities (A) in West bank	Accepted
(H1, a)	There is a statically significant impact of strategy formulation on the sustainable development in municipalities classified (A) in the West Bank	Accepted
(H1, b)	There is a statically significant impact of strategy implementation on the sustainable development in municipalities classified (A) in the West Bank	Accepted
(H1, c)	There is a statically significant impact of monitoring and evaluation on the sustainable development in municipalities classified (A) in the West Bank	Accepted
(H2)	Knowledge management moderating the relationship between strategic planning and sustainable development in municipalities classified (A) in the West Bank.	Accepted
(H2, a)	There is a statically significant impact of strategic planning on the sustainable development in municipalities classified (A) in the West bank	Accepted
(H2, b)	There is a statically significant impact of the strategic planning on the knowledge management in municipalities classified (A) in the West bank	Accepted
(H2, c)	There is statically significant impact of the knowledge management on the sustainable development in municipalities classified (A) in the West bank	Accepted

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the limitations, conclusions and recommendations of the study in order to help the Ministry of Local Government and West Bank municipalities rank “A” Which is concentrated in the governorates of the West Bank. to address weaknesses and strengthen strengths to achieve the sustainable development goals, which is a global call for all institutions of all public and private sectors. based on the results derived from data analysis results in chapter four, where the researcher will propose some recommendations in addition to some suggestions for future studies.

5.1. Conclusions of Questions

5.1.1. Conclusions of First Study Questions

Based on the results derived from the analysis of study questions in chapter four the study concludes the following:

5.1.2. The Conclusions of First Question

Finding is clear that the total average of strategic planning of all three dimensions among the employees in municipalities classified (A) in the West Bank represents the level of moderate, all dimensions represent the level of medium and located between monitoring and evaluation dimension and strategy formulation. Comparison between the dimensions of strategic planning, the dimension of strategic plan formulation scored the highest, while the lowest was monitoring and evaluation dimension.

The finding also indicated that the highest item of (strategic objectives of the municipality are achievable in formulating the strategic objectives) with moderate degree, while the lowest is (Employees participate in formulating strategic objectives after a strategic analysis of the municipality's internal and environment) with moderate degree.

Moreover, the highest item in implementation of strategy is (the financial resources necessary to implement the strategic plan are secured.) with moderate degree, while the lowest item is (It is required to provide the senior management with periodic reports on the process of implementing the strategic plan) with moderate degree.

In addition, the highest item in monitoring and evaluation dimension is (the municipality applies the concepts of accountability and transparency to the officials in charge of monitoring and evaluation process of the strategic plan) with moderate degree ,while the lowest item is (the municipality applies the concepts of accountability and transparency to the officials in charge of monitoring and evaluation process of the strategic plan) with moderate degree.

5.1.3. The Conclusions of Second Question

The study found out the level of sustainable development in Palestinian Municipalities "A" has a moderate degree; the highest is economic development sustainability, while environment development sustainability is the lowest.

In addition, the findings indicate that items of social and human development sustainability are moderate degree, where the highest is (the municipality possesses highly qualified and knowledgeable human resources), while the lowest item is (The municipality has integrated strategies to qualify its cadres in providing services).

The results also added that all items of environment development sustainability dimension are moderate degree, where the highest is (the municipality is keen to communicate with advanced external parties in order to reduce pollution by using clean materials), while the lowest is (the environmental management system used conforms to international standards).

The results also indicated that all items of economic development sustainability dimension are moderate degree, the highest is (the municipality applies the occupational safety and health system permanently), while the lowest is (the municipality has a fair wage system in line with the job description).

5.1.4. The Conclusions of Third Question

The degree of all items of the level of implementing knowledge management in municipalities classified "A" in the West Bank are moderate, where the highest is information technology, while the lowest is human resources.

The results also showed that all items of information technology are moderate, where the results showed that (the information system provides the employee with the necessary data and information to facilitate various job tasks and duties) is the highest, while (the information technology systems in the municipality assist in the communication process for the various activities) is the lowest.

The results also add that all items of human resources are moderate, where the highest is (Staffs are trained to provide them with skills in different specialized fields), while (The best administrative competencies are selected to fill the posts) is the lowest.

The results also showed that all items of sharing knowledge are moderate, where the results indicate that (the central management style contributes to reducing the ability to

share knowledge) is the highest, while (Lessons learned from experiences and expertise's are disseminated to all employees) is the lowest.

In addition, the results show that all items of application of knowledge are moderate, where (The municipality adopts modern knowledge and science for the purpose of developing its activities) is the highest, while (The municipality monitors the level of individuals' application of what they have learned from training and exchange of experiences) is the lowest.

5.2. Conclusions of Testing the Study Hypothesizes

Based on the results derived from the analysis of testing hypothesizes in chapter four the study concludes the following:

5.2.1. Conclusions of Testing the First Hypothesis (SPSS)

Finding show there is statically significant impact of strategic planning on sustainable development in classified municipalities "A" in West bank. The results of the first hypothesis were revealed by testing variation of independent variable can be clarified by the dependent variable sustainable development, so results show that there is statically significant impact of strategy formulation on sustainable development and makes positive contribution. Findings also show there is statically significant impact of strategy implementation on sustainable development.

In addition, findings show, there is statically significant impact of strategy implementation on sustainable development, and this variable makes positive contribution. Where result indicate monitoring and evaluation makes positive contribution when explaining sustainable development and statistically significant.

5.2.2. Conclusions of Testing the Second Hypothesis (SMARTPLS3)

The result indicated significant impact of the strategic planning on the knowledge management in municipalities classified “A” in the West Bank, in addition result indicate significant impact of the knowledge management on the sustainable development, through testing insure that knowledge management moderating totally the relationship between strategic planning and sustainable development.

5.3. Recommendation

- Establishing monitoring and evaluation department for strategic plans to ensure achievement strategic goals.
- Analyzing indicators of the dimensions of sustainable development using knowledge management to achieve the sustainable development goals for the year 2030 as much as possible, when updating and formulation strategic plans in municipalities.
- Follow up courses, workshops and conferences received by employees to implement knowledge.
- Actual participation in the strategic plans of employees and holding periodic meetings to present what has been accomplished and suspended.
- Informing new employees of strategic plans.
- Encouraging development programs, modern methods and creative initiatives.
- Developing criteria for evaluating employee performance.
- Developing an information infrastructure (experiences, lessons learned and experiences), by using technology to share knowledge

5.4. Limitations of the Study

- Lack of awareness of municipalities and society of the importance of the questionnaire and not giving it importance and priority.

5.5. Future Studies

The researcher will suggest in this section some research topics that may be conducted for future researches, as the following:

- Various studies to measure the impact of knowledge management as a moderating variable for different variables for various sectors.
- A sterile study to measure the level of consistency of national development plans to achieve the 2030 sustainable development goals.
- A sterile study to measure the level of objectivity of the strategic objectives of the national development plans.

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Appendix

Appendix (1): The Questionnaire Modification Process

Dimensions	First Draft (No. of Items)	First Modification (No. of Items)	Final Modification (No. of Items)
Formulation strategic	25 & 26	25 & 26	25 & 26
Information technology	8 & 10	8 & 10	8 & 10
Sharing knowledge	14 & 17	14 & 17	14 & 17
Application knowledge	19	19	19
Economic	57	57	57
Environment	51	53	53

Total of Items	9	9	9
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Appendix (2) List of Questionnaire Evaluators

Number	Name	Mobile	E mail	Affiliation
1	Dr. Muhamad Saleemh	0594555385	Mohammad.sleimi@ptuk.edu.ps	Palestine Technical university
2	Dr. Hani Shtayeh	059803449	hshtaya@birzeit.edu	Birzeit University
3	Dr. Raed Iriqat	0595386355	Raed.iriqat@auup.edu	Arab American University
4	Dr.Ahmad Zaid	0599426835	a.zzaid@ptuk.edu.ps	Palestine Technical university
5	Dr.Muhammad Nazzal	0594656244	m.nszal@ptuk.edu.ps	Palestine Technical university
6	Dr. Deyab Jarrar	0599819434	tjarrar@qou..edu	Al-Quds Open University

➤ Questioner

Dears

Greetings

The researcher is conducting a study on “knowledge management as a moderating variable in the relationship between strategic planning and sustainable development” as a case study for “class A municipalities” in the West Bank, in order to complete the requirements for obtaining a master’s degree in strategic planning and fundraising - Arab American University, please read the paragraphs of the attached questionnaire and choose The answer that reflects the actual reality, noting that the information that will be filled out by you will be treated confidentially and will only be used for scientific research purposes.

Researcher: Asma Hadroos

Email: a.hadrous@student.aaup.edu

Section One: Demographic and functional Data

Please put a tick (✓) in the appropriate place for each of the following

1. gender	female	<input type="checkbox"/>	male	<input type="checkbox"/>								
2.Age	Less than 30	<input type="checkbox"/>	from 30 -40	<input type="checkbox"/>	from 41-50	<input type="checkbox"/>	more than 50	<input type="checkbox"/>				
3.Degree	High School	<input type="checkbox"/>	B.A	<input type="checkbox"/>	Master's	<input type="checkbox"/>	Diploma	<input type="checkbox"/>	PhD	<input type="checkbox"/>	Ph.D and above	<input type="checkbox"/>
4.Functional Title	employee	<input type="checkbox"/>	Head of the Department	<input type="checkbox"/>	Division head	<input type="checkbox"/>	manager	<input type="checkbox"/>	head a unit	<input type="checkbox"/>		
5. Years of service	Less than 5 years	<input type="checkbox"/>	From 5 - 10 years	<input type="checkbox"/>	from 11-15 years	<input type="checkbox"/>	16-20 years	<input type="checkbox"/>	More than 20 years	<input type="checkbox"/>		

The following are the themes of the study represented in knowledge management as an intermediary variable in the relationship between strategic planning and sustainable development. Please tick (**correct sign**) in the box that expresses (from your point of view) your agreement with each of the statements listed below:

Paragraphs		Strongly Disagree	Disagree	neutral	Strongly agree	agree
Theme 1 : information system						
First dimension: human resource						
1	Employees receive adequate training on the use of information systems					
2	The data extracted from the information technology systems is characterized by its accuracy.					
3	The information technology systems in the municipality assist in the communication process for the various activities.					
4	Easy way to connect to IT systems.					
5	When inquiring about information, the response time is short.					
6	The information system provides the employee with the necessary data and information to facilitate various job tasks and duties.					
Second dimension : Human Resource						
7	Staff are trained to provide them with skills in different specialized fields.					
8	Employees are motivated to continuously develop in their tasks.					
9	The best administrative competencies are selected to fill the posts.					
10	There is an approved and written plan for the development of human resources in municipality.					
11	The staff is fully aware of the objectives of the municipality.					
Third Dimension :sharing knowledge						
12	There is a clear mechanism for sharing information.					
13	Lessons learned from experiences and expertise are disseminated to all					

	employees.					
14	The clarity of the municipality's objectives contributes to increasing their ability to participate in knowledge.					
15	The clarity of the municipality's vision contributes to increasing their ability to participate in knowledge.					
16	Mutual trust between employees contributes to improving their ability to share knowledge.					
17	The central management style contributes to reducing the ability to share knowledge.					
18	The fair performance incentive system in the municipality contributes to enhancing the ability of workers to share knowledge.					
The fourth dimension: application of knowledge						
19	There is a continuous improvement in the work and performance of the municipality from the knowledge gained.					
20	The municipality monitors the level of individuals' application of what they have learned from training and exchange of experiences.					
21	The municipality adopts modern knowledge and science for the purpose of developing its activities.					
22	The municipality provides the requirements and tools for the application of knowledge.					
23	Allocating financial allocations for the application of knowledge to develop the performance of its employees.					
24	The municipality shall provide an advanced technical infrastructure that helps in the application of information/knowledge.					
Paragraphs		Strongly disagree	Disagree	neutral	Strongly agree	agree
Theme 2 : strategic planning						
First Dimension : Strategy formulation						
25	Employees participate in formulating strategic objectives after conducting a strategic analysis of the municipality's internal and external environment.					
26	The municipality publishes the components of strategic planning (its mission and future vision) for the community to the internal audience "employees".					
27	The municipality publishes the components of strategic planning (its mission and future vision) to the external public.					

28	The objectives of the municipality are formulated in a flexible manner that allows modification according to different variables.					
29	The general strategic objectives of the municipality are defined in line with its strategic direction.					
30	The strategic objectives of the municipality are achievable.					
Second Dimension: strategy implementation						
31	The strategic objectives before implementing the strategic plan are compared with the set plan.					
32	The financial resources necessary to implement the strategic plan are secured.					
33	The timetable required to implement each component of its strategic plan is monitored.					
34	The municipality is working on defining the necessary roles for officials to implement the strategic plan.					
35	It is required to provide the senior management with periodic reports on the process of implementing the strategic plan.					
36	Top management is working on developing a program mechanism and practical procedures to implement the strategic plan.					
Third dimension : monitoring and evaluation						
37	The municipality form a team responsible for monitoring and evaluation process.					
38	The annual review reports of the strategic plan are relied upon.					
39	Top management conducts an interim evaluation of the strategic plan implementation process.					
40	The municipality relies on an electronic system to monitor progress in implementing the strategic plan.					
41	Monitoring and follow-up of the strategic operational plan is carried out continuously by the work team responsible for implementation.					
42	The municipality applies the concepts of accountability and transparency to the officials in charge of monitoring and evaluation process of the strategic plan.					
Paragraph :		Strongly disagree	Disagree	Neutral	Strongly agree	Agree
Theme 3: sustainable development						
First dimension : Development and social and human sustainability						
43	Experienced and competent locals are involved in finding appropriate solutions to problems and challenges.					
44	The municipality is keen to implement the social responsibility system "its responsibility					

	towards the community".					
45	The municipality possesses highly qualified and knowledgeable human resources.					
46	The municipality meets the needs of the local community in an active and proficient manner.					
47	The municipality takes into account the diversity of desires of the society in which it operates in a fair manner.					
48	The municipality has integrated strategies to qualify its cadres in providing services.					
Second Dimension : development and environmental sustainability.						
49	The environmental management system used conforms to international standards.					
50	The municipality has special activities and programs that support serious environmental impacts.					
51	The municipality is developing new programs that are suitable for its employees with regard to sustainable development.					
52	The municipality uses the knowledge method to support environmental performance "preserving the environment".					
53	The municipality is keen to communicate with advanced external parties in order to reduce pollution by using clean materials.					
Third dimension : Economic development and sustainability						
54	The municipality applies the occupational safety and health system permanently .					
55	The municipality achieves a balance between growth and the environment.					
56	The municipality uses guaranteed economic models in order to achieve sustainability.					
57	The municipality has a fair wage system in line with the job description.					
58	The municipality provides quality services at the lowest costs					
59	The municipality generates financial returns by using fewer resources.					

Thanks

المُلخَص

تهدف الدراسة إلى معرفة مدى إدراك واستخدام إدارة المعرفة في التخطيط الاستراتيجي لتحقيق التنمية المستدامة، ولتحقيق الهدف الرئيسي تُحقق الدراسة أهدافاً فرعية. تستخدم الدراسة الحالية أسلوب البحث الكمي، وقد تم استخدام الاستبيان كأداة، تم تطويرها لجمع البيانات الأولية للفئة المستهدفة من الموظفين في ستة بلديات مصنفة "أ" في شمال الضفة الغربية. بلغت عينة الدراسة 342 مستجيباً من الفئة المستهدفة المتاحة، في حين تم استخدام برنامج (SPSS 25.0) و (SMARTPLS3) لتحليل البيانات التي تم جمعها.

تُشير النتائج أن المتوسط الإجمالي للتخطيط الاستراتيجي لجميع الأبعاد الثلاثة في البلديات المصنفة "A" في شمال الضفة الغربية متوسطة المستوى، كما و توصلت الدراسة إلى أن مستوى التنمية المستدامة في البلديات الفلسطينية "أ" ذا درجة متوسطة، بينما تُشير إلى أن درجة جميع بنود مستوى تطبيق إدارة المعرفة متوسطة ; حيث أن المتوسط الحسابي (3.57) (لُبعد تكنولوجيا المعلومات وهو مستوى متوسط ، أما المتوسط الحسابي لمشاركة المعرفه بلغ (3.26) وهو متوسط أيضاً ، وجاء المتوسط الحسابي للموارد البشرية (3.04) بما يعني أنه بمعدل متوسط ، وأخيراً جاء المتوسط الحسابي لتطبيق المعرفة (3.21) بمعدل متوسط .

كما تُظهر النتائج أن هناك تأثيراً ذو دلالة إحصائية للتخطيط الاستراتيجي على التنمية المستدامة في البلديات المصنفة "أ" ، كما تُشير النتائج أن تأثيراً كبيراً للتخطيط الاستراتيجي على إدارة المعرفة .

توصي الدراسة بإنشاء دائرة متابعة وتقييم للخطط الإستراتيجية لضمان تحقيق الأهداف الإستراتيجية في البلديات ، تحليل مؤشرات أبعاد التنمية المستدامة باستخدام إدارة المعرفة لتحقيق أهداف التنمية المستدامة لعام 2030 قدر الإمكان ودمجها عند إعداد الخطط وتحديثها ، المشاركة الفعلية في الخطط الإستراتيجية للموظفين وعقد اجتماعات دورية لعرض ما تم إنجازه والعالق منها،

إطلاع الموظفين الجدد على أهداف الخطط الإستراتيجية ، متابعة الدورات وورشات العمل و المؤتمرات التي يشارك بها الموظفون لتطبيق المعرفه، تشجيع البرامج التطويرية والطرق الحديثه والمبادرات الابداعية، تطوير المعايير لتقييم الموظفين و أخيراً تطوير بنية تحتية للمعلومات والتجارب والخبرات والدروس المستفادة لتشارك المعرفه.

تُشير الباحثة الى أنَ التحدي الرئيسي للدراسة هو عدم وعي البلديات والمجتمع بأهمية

الاستبيان وعدم إعطائه الأهمية والألوية.