



Arab American University – Jenin

Faculty of graduate studies

**The Reality of Strategic Planning in Palestinian
Government Institutions and its Relationship to
Institutional Performance: Jenin Municipality as a
Case Study**

By

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**This thesis was submitted in partial fulfillment of the
requirements for the master's degree in**

Strategic planning and fundraising

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**Palestinian Government Institutions and its Relationship to
Institutional Performance: Jenin Municipality as a Case Study**

By

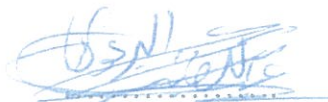
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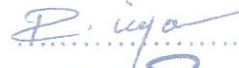
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Declaration

The work provided in this thesis, unless otherwise refereed, is the researcher's own work and has not been submitted for any other degree or qualification.

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A handwritten signature in blue ink, consisting of several overlapping horizontal strokes with a vertical line crossing them.

Date:

28/6/2022

Dedication

First, I dedicate this project to God Almighty our creator, our strong pillar, our source of inspiration and wisdom.

Then I would to dedicate this project and appreciate intangible and tangible efforts and contribution of my family specially my father and mother.

Also, I dedicate our success to my supervisor, and my friends who supported me during this study.

Abstract

This thesis aimed to discuss the reality of strategic planning in Palestinian government institutions and its relationship to institutional performance: Jenin Municipality as a case study. In order to conduct this research, a case study methodology with an exploratory descriptive analytical approach was adopted, using a questionnaire to collect the necessary primary data through using the haphazard sampling technique. The population of the thesis are all the employees working at the Jenin's municipality, 440 employees and workers. The thesis will be applied to the Jenin's municipality employees, 210 employees, it is a non-probability sample especially a convenience sample from each department was selected, from different job positions and experiences. The findings indicate that there is a positive relationship between strategic planning and institutional performance, and that strategic planning exists in Palestinian Government Institutions, particularly in Jenin Municipality. The study showed that improving strategic planning and having a clear vision and mission have the main impact on raising the quality of institutions. The study recommended the need to adopt strategic planning by local institutions and focus on the essential relationship between strategic planning and the process of achieving goals.

Key Words:

Governmental Institutions, Administration, Institutional Performance, Strategic Planning.

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Chapter 1: Introduction

1.1 Background

Institutions operate in a dynamic and highly complex environment, supporting their individuals while being influenced by a variety of external forces such as the political, economic, cultural, technological, and social environment, which is becoming more sophisticated by the day, and completely changing opportunities. These institutions are also impacted by our world's immense and rapid development, which makes management's tasks to achieve the institutions' goals more difficult. Institutions must be ready to adjust their surrounding environment in order to continue, grow, and survive. (Nel, 2016)

Hence, there is a need for strategic planning, which differs from the usual long-term planning. In other words, strategic planning focuses on the "big picture" and setting goals, values, and priorities. Strategic planning is the method that enables officials to direct the institution instead of moving from mere daily administrative operations, and facing crises to a different vision of internal and external dynamic factors that are capable of achieving change in the surrounding environment, thus achieving better effective direction for their institutions. (O'Regan, 2017)

Strategic planning works on developing the aims, values and priorities. This means that Important and contradictory institutional matters have to be recognized and controlled. Therefore, it is very important to give an attention to the atmosphere and environment, and there must be directions for realpolitik and stakeholders. The process of planning takes a huge role at the top of management tasks. (Quinn, 2019)

Commitment to the strategic plan needs to be built through focusing on identifying difficulties, critical matters, arranged actions and applications (Vila, 2018).

According to that, strategic planning is related to strategic management. Since

1980s, much criticism has gone into strategic planning; however, this study is going to show that it is useful to apply strategic planning in local governmental institutions like Jenin's municipality. It is hoped that this study will conclude many positive results: An evolutionary coherent relationship between strategic planning and the municipality's performance of its tasks, significant effect of how to implement strategic planning and follow the correct steps (objectives, formulation, preparation, implementation, monitoring and evaluation of strategic planning) on the completion of the duties of municipality employees. (Rahman, 2019)

The concept of Institutional performance, as well as the quality of public-service delivery focuses on the activities of various types of formal organizations that develop, implement, or regulate public-sector activities and private delivery of goods to the public. Institutional performance in the government service is one of the most complex terms to put into effect through everyday tasks in official domains; it is a unique blend of individual efforts, subdivision activities, and overall organizational performance.

1.2 The Problem of Research

Institutions that fail to plan for the future are vulnerable to losing their opportunity to expand their resource base or to improve and diversify their services. They risk falling behind the changing needs and requirements of the local community, which they aim to serve. In a Palestinian environment that is characterized by instability and accelerated economic, social, political, and cultural changes; Institutions have to manage themselves in a meaningful and conscious manner that enables them to overcome that's reality, to increase their chances of survival and success in achieving their objectives, and this will not be achieved without strategic planning.

This study aims to assure that strategic planning is not only an essential basis

for the implementation of the institution work but also the establishment of the institutional structure and the improvement of its risk management and portfolio management performance,

So, the main question that the study will answer is “ What is the reality of strategic planning in Palestinian government institutions and its relationship to institutional performance: Jenin Municipality as a case study?”

1.3 The Importance of The Research

Thesis's importance centers in that it tries to explore one of the most essential terms in the world of management, it aims to find out more about strategic planning and factors which affect it. It is known that this concept is considered recent and modern in developing countries especially in Palestine. Thus, thesis findings are expected to provide value to different parties:

- The importance of this thesis stems from the importance of its topic which deals with the strategic planning, and its originality that in that is one of the first studies that examine this important topic.
- Managers are able to design a strategic plan for the institutions. This helps to determine the duties of each employee and shows them the future plan of each task.
- Employees are able to identify strategic planning and keep with their works and duties according to this plan.
- The availability of this thesis as a reference helps researchers to benefit from the results.
- It contributes to provide recommendations to decision makers and officials in governmental institutions.

1.4 The Objectives of the Research

The main aim of this thesis is to:

- Recognize the reality of strategic planning in Palestinian government institutions and its relationship to institutional performance and Jenin Municipality as a case study, and this contributes to achieve the sub aims:
- Formulating statistically significant differences according to the respondents' answers regarding the reality of strategic planning and its relationship to successful institutional performance.
- Realize the effect of strategic planning on the institutional performance at Jenin's institutional performance.
- Suggest a set of solutions which are useful to decrease the negative effects resulting from the wrong application of strategic planning.
- Describe the employees' trends toward the strategic planning use in the Jenin's municipality, and its impact on their performance.

1.5 Questions of The Research

This research aims to find answer to the main questions, these are:

1. How the reality of strategic planning can be described in Palestinian government institutions and its relationship to institutional performance and Jenin Municipality as a case study?
2. How can we formulate the statistically significant differences according to the respondents' answers regarding the reality of strategic planning and its relationship to successful institutional performance?
3. What is the effect of strategic planning on the institutional performance at Jenin's institutional performance?

4. What are the solutions which will be useful to decrease the negative effects resulting from the wrong application of strategic planning?
5. How can we describe the employees' trends toward the strategic planning use in the Jenin's municipality, and its impact on their performance?

1.6 Research Hypothesis

By conducting a descriptive quantitative method, the results approve the following hypothesizes

1.6.1 The Main Hypothesis

There is no statistically significant impact on the level of importance ($\alpha \leq 0.05$) of strategic planning on the performance of the municipality of Jenin.

1.6.2 Sub Hypothesis

- There is no statistically significant relationship at the level of ($\alpha \leq 0.05$) between the existence of strategic plan and the performance of the municipality of Jenin.
- There is no statistically significant relationship at the level of ($\alpha \leq 0.05$) between the implementation of the strategic plan and the performance of the municipality of Jenin.
- There is no statistically significant relationship at the level of ($\alpha \leq 0.05$) between the monitor and evaluation of the strategic plan and the performance of the Municipality of Jenin.
- There is no relationship between strategic planning and employee performance in Jenin municipality due to age, gender, job position, or department.

1.7 Research Outline

Following the first chapter that contained background, problem, objectives, questions, hypothesizes and the methodology of the research.

The second chapter will include the literature review that is related to the definition and the main topics of strategic planning and institutional performance, it also will include the previous related studies.

The third chapter will include the methodology of the research in details, that will include explaining research design, data resources, research limitation, research approach, research tools, research sample and tools validity and reliability.

Finally, the fourth chapter will include the findings and results of the research that form answers of the main questions of the research, and it will summarize the research with recommendations and references.

1.8 Research Limitation

- Human limitation: the questionnaire was distributed on 200 employees.
- Location limitation: this study was done in Jenin municipality.
- Temporal limitation: the study was conducted in 2020/2022.

1.9 Research Variables

Independent Variable: Strategic Planning

Dependent Variable: Institutional Performance

Relationship between Variables: A positive relationship. If strategic planning increases, the level of institutional performance will improve.

1.10 Summary

This chapter included all main parts and aspects of the research, these are: background, problem, objectives, questions, significance, hypothesizes, the methodology of the research and the research outline.

Chapter 2: Literature Review

2.1 Introduction

This chapter deals with the literature related to the topic under consideration; The reality of strategic planning in Palestinian governmental institutions and its relationship with institutional performance: Jenin Municipality as a case study.

This chapter includes two main parts; in the first, the researcher reviews the most important and latest views, perspectives, and findings of scholars and researchers in line with the research topic, for the sake of building a theoretical basis of the current study.

In the second part, the researcher reviews a number of important studies that previously dealt with similar topics by reviewing their titles, tools, and findings, so the researcher can find out differences and consensus between these studies on the one hand, and between them and his study on the other hand.

2.2 The Concept of Strategy

In spite of the concept's relative modernity, especially in the field of management, the linguistic origin of the term "Strategy" returns to the Greek word "strategos or estrategos", which means the "arts of war and battle management" (Garrido, 2016)

Actually, there is a great deal of disagreement and division among concerned researchers and scholars over the definition of the term Strategy, as well as its importance, previous requirements, how it can be conducted, and even who is supposed to be tasked with formulating it.

In fact, at the moment that an institution decides or specifies its mission and defines the set of goals it should aspire to achieve as prerequisites for bringing about

this mission, the business strategy begins to be formed based on these goals, i.e., leaders begin to put their perspective of the methodology or articulated mechanism that the institution deems appropriate to follow for the purpose of achieving these goals, containing the three main steps, analysis, integration and implementation. (Dess, 2017)

Far from the traditional institutional fundamental concepts; vision, mission, objectives, etc., strategy is actually unique in its meaning and paradigmatic concept, as it represents the consequential result and final outcome of the group of choices that executives make to specify when and who to act in order to bring about the best possible long-term benefits. (Poulfelt, 2018)

In line with this concept, linking between strategy and the goals set for bringing about the mission, National Minority AIDS Council (2019) defines strategy as a coordinated mechanism that an institution adopts in response to a critical issue or goal. (National Minority AIDS Council , 2019)

In general, the term “strategy” has plenty of definitions set by scholars, centered on one principle. Some define it as a method or a path of action related to an aspect that represents permanent importance to the institution as a whole.

Where others assert that strategy is that package of plans and activities developed by an institution for the purpose of ensuring compatibility and harmony between the institution’s mission and goals from one hand, and the surrounding environment in which the institution operates from the other hand, for more effective and efficient performance. (Perez, 2020)

By talking about strategy, the concept brings us to the central point of strategy, which is planning, which is the first and most important function of management, in the next section we will talk about it.

2.3 Planning

According to Mohammadian (2017), Planning, otherwise known as forethought, is a crucial managerial function that includes the formulation of several kinds of articulated plans that aim at achieving an ideal balance between needs and demands of the institution in light of the currently available resources. (Mohammadian, 2017)

However, it is really crucial for those in charge in an institution to understand both the nature of the relationship and the difference between the two concepts; planning and forecasting, lest the concepts and their consequent procedures may overlap, which could lead to a set of overlaps, duplications, and contradictions among the goals and objectives stated. (Armstrong, 2018)

With regard to the term, Forecasting, its meaning revolves around the process of predicting what the future will look like for the institution and its surrounding environment, which facilitates to anticipate the pressures and challenges that stem from the future changes which need to be faced and cured. While the concept of planning revolves around anticipating should be according to several scenarios, and how activities and actions leading to these future predictions can be, so decision-makers can choose the most appropriate and applicable scenarios (Mohammadian, 2017)

The planning process is based on: (Al-Mawdieh, 2020)

- The definition of the goals and objectives to be achieved,
- Creating clear and detailed strategies to implement,
- Creating, arranging, and controlling the proper tools for the strategies' implementation,
- Gearing and monitoring the implementation process performance in its various stages according to its optimal context.

2.4 The Importance of Strategic Planning

Scholars and academics have always considered the good strategy equivalent to the 'desired outcome,' on the premise that efficient and integrated planning for the future will necessarily lead to a good future. In this sense, McKeown (2017) asserted that "strategy is about shaping the future" in the course of utilizing the available competencies for the purpose of reaching the desirable ends. (McKeown, 2017)

Scholars believe that the importance and necessity of strategic planning stem from the strengths that an institution acquires in the case of implementing strategic planning in its supposed correct form.

As a requirement to achieving strategic planning, the formulation of the main goals aimed at bringing out the institution's vision is considered as the basis of the implementation of participation principle in the institution, where the formulation of the goals is a collective effort that emerges from the bottom-up, due to the need to intensive dialogues and argues among the various institutional levels, for the purpose of collecting all the necessary data about the internal and external environments, which, in turn, paves the way to deeper awareness and recognition of the surrounding environments as well as the several influencing environmental factors, with a broader perspective. (Drucker, 2016)

Thus, one of the most important strategic planning benefits is to learn and practice the method of discussion and intellectual cross-fertilization among the institution's members from different levels, which constitutes a real significant strength for the institution as it facilitates the development and improvement of both work team members competencies and experiences, supports the institutional culture, enhances the level of professional ethics. (Porter, 2018)

Improving the decision-making ability of those in charge of the institution is one more crucial strategic planning benefit. Decision-making, in fact, as the core operation in the institutional processes, means everything, on the premise that no goals will be achieved without a proper decision-making process. (Quinn, 2019)

Strategic planning can give decision-makers an integrated picture of the various options available to them, and it can also help them anticipate all kinds of potential emergencies, such as the failure of the decision-making process, as well as the negative or adverse consequences that come with it, and plan how to address, mitigate, and deal with them. (Rumelt, 2020)

Furthermore, strategic planning strives to improve the efficiency of a business. Defining goals and the activities that go along with them, as well as building an effective and efficient reaction to a variety of internal and external events and pressures, are all essential benefits of the strategic planning process.

All of the above prepare the way for a culture of accountability, in which each member of the staff takes full responsibility for the tasks that are assigned to him, as long as these activities are assigned appropriately and in accordance with competent strategic planning.

Taleghani (2020) believes that strategic planning has a group of super important benefits for institutions activities like follows: (Taleghani, 2020)

- **Enhancing Outcomes:**

Having a clear mission, goals, and action plan will definitely have a positive influence on the institutions' performance while having an articulated future plan accompanied by a proper follow-up system will help in the accomplishment of the institutions' goals as well as enhancing its transparency and accountability.

- **Directing and enhancing concentration:**

Proper strategic planning requires the institution to perform the necessary changes or updates, to think ahead, re-focus, organize and adjust the course of the institution's activity, in other words, to perform the necessary changes, whatever is needed.

- **Problem Solving**

Strategic planning is an effective tool useful in solving problems and directing the management for proper utilization of emerging opportunities, in other words, in facing all emergencies that need a rapid intervene.

- **Learning and Team Building**

The adequate implementation of strategic planning in the institution constitutes a great opportunity to facilitate member's learning and to enhance their commitment within the institution as well as relevant individuals.

- **Developing communication skills and marketing activities:**

Strategic planning is an important tool for developing communication skills and marketing activities by means of marketing activities through an articulated future plan, especially since the solid strategic plan is considered as a prerequisite for investors to make their decision about joining, supporting, and investing in the institution.

- **Assisting institutions to avoid current and eventual future crises:**

Strategic planning is capable of providing help and assessment for institutions to avoid their crises, where the current or the future ones, by assisting them in identifying their available current resources, developing them, and acquiring more resources and skills, which ultimately leads to providing better performance and services.

In the same context, Hall (2021) argues that strategic planning is important and crucial for institutions, whatever are the services they are providing for several reasons: (Hall, 2021)

- Clarifying the general framework and the trend that gears and supports the institution's management.
- Defining and determining one common vision and, in turn, the same goals for all members within the institution.
- Increasing the level of commitment of the institution towards its goals based on its declared vision.
- Improving the quality of the provided services by the institution to the end beneficiary, in addition to developing more adequate methods for measuring and evaluating these services, hence, the end beneficiary satisfaction.
- Increasing and improving the support and development activities for the members within the institution.
- Determining the institution's precise priorities and resources for more efficient performance.
- Improving the institution's ability to deal properly with potential external risks and emergencies.
- Assisting institutions in managing their crises.

Mohammadian (2017), in turn, adds several important benefits to strategic planning in this regard:

- Helping the institution to stay in touch in a state of efficient responsivity to the needs and requirements of the surrounding environment, in addition to its role in contributing to the institution's stability, growth, and development.
- Strategic planning provides a strong basis for creating a supervision system of the progress in the implementation of the directed tasks in pursuit of the stated institution's vision, in addition, to develop the necessary tools for assessment of the results and implications of such progress.
- Strategic planning helps in the creation and preparation of new development programs for the institution.
- From the standpoint of governance, strategic planning enables the institution to think ahead in a clear, organized, and systematic manner which forms a great benefit for those in charge to set goals and formulate policies in a focused, clear and targeted manner, helping executives in managing and gearing the institution's performance in the right targeted direction.

2.5 Strategic Planning in Palestine

Of course, it not possible to talk much about sound strategic planning in the Palestinian institutions under the rule of the Israeli occupation that has spared no effort in disturbing and hindering the Palestinian development effort in all of its forms.

According to Radaidah, (2016), the concept of strategic planning has spread in Palestine since 1993, the year in which the Oslo Agreement was signed, as various Palestinian institutions in cooperation with the Palestinian Ministry of Planning &

International Cooperation began to develop development plans based on the reality in Palestinian society and while targeting the desired future. (Al-Radaideh, 2016)

These development plans aimed in the first place to meet the basic needs of the Palestinian citizens while aiming at bringing out comprehensive development as the desired future of the Palestinian society.

Planning experience in Palestine is distinguished by progressive development, since the advent of the Palestinian National Authority to the homeland in 1994 planning took local practicality gradually began in preparing Emergency Qualification Program (ERP) in collaboration with the World Bank, this was followed by setting the Palestinian investment program for two years (1996-1997), then moved to short-term programs and medium-term plans (Ministry of Planning and International Cooperation, Emergency and Investment Plan 2003-2004). Palestinian municipalities have adopted the strategic developmental planning in tune with the policy of the Ministry of Local Government, which was contained in its strategic plans for the institutionalization of the municipal and village councils work, then specialized committees were formed for drafting and developing these plans (Al-Qeeq, 2015)

Despite the beginning of the strategic planning process in Palestine since the mid-nineties of the twentieth century, that timing did not, in fact, constitute a solid beginning for continuous development in planning processes, gives the sharply fluctuating political and security situations that took place in Palestine since then, which impeded planning process badly.

2.6 Obstacles to the Planning Process in Palestine

Many researchers have identified number of obstacles, here some of obstacles which Asmaa Omar (2019) mentioned, which can be summed up as follows: (Omar, 2019)

- The Israeli occupation was and still remains the main stumbling block, not only for the planning process but also for all aspects of Palestinian life, given the violent racist practices against the Palestinian people and their institutions.
- One of the most crucial impacts of the Israeli occupation on Palestinian life is the ailing and fragile economy, unable to provide the necessary financial resources for planning, reconstruction, and development processes, which in turn led to the dependence of planning & development sector in Palestine almost entirely on the foreign financial support and donor countries which did not adequately abide by its pledges, in addition to some unprofessional practices by these donors, e.g., imposing foreign experts and observers who in fact consumed a large amount of the aid granted to the Palestinian Authority.

And according to Al-Qeeq (2015):

- The Palestinian society is suffering from an undeveloped fragile infrastructure, which is considered as a direct influence of the long years of occupation and marginalization.
- In addition to all obstacles resulting from the Israeli occupation, administrative and financial corruption within the institutions of the Palestinian Authority is considered as one of the most crucial obstacles to the strategic planning in Palestine due to the wastage of resources and random spending associated with it.
- The phenomena of irrational management within the institutions of the Palestinian Authority as emerging governmental institutions, in addition to the

lack of coordination in light of the multiplicity of references, led to a slowdown in the pace of planning and reduced the chances of its success.

2.7 Ministry of Local Government in Palestine

Historically, the local government committees in Palestine didn't enjoy real powers or role but rather factitious administrations since the ear of the Ottomans in Palestine. However, all of this has completely changed since the inception of the Palestinian Authority who granted these local governments a pioneering and real role in the Palestinian society. This was evidently represented in the inception of the Ministry of Local Government in Palestine in the year 1994, which was followed by the Palestinian Authority's issuance of the Palestinian Local Authorities Law No. 1 of 1997, which granted the Ministry broad powers that enabled it to independently supervise the local bodies' performance, as well as the Election Law No. 5 of 1996 in addition to its amendments. (World Bank Group, 2017)

Nevertheless, one of the most important pillars that supported these local bodies' role and powers was the local elections that took place in Palestine between the years 2004 and 2006, which actually increased their legitimacy and administrative powers. (Parliament of Andalusia, 2014)

As the Ministry of Local Government was incepted in 1994, the Palestinian lands in the West Bank and Gaza Strip were divided into sixteen local governments: Jerusalem, Hebron, Bethlehem, Jericho, Nablus, Qalqilya, Jenin, Tulkarm, Ramallah, North Gaza, Gaza, Khan Yunis and Rafah.

2.8 Strategic planning in the Ministry of Local Government in Palestine

According to the Ministry of Local Government (2009), Strategic planning in the Ministry of Local Government has been facing various kinds of obstacles that made it incapable of achieving its strategic goals since the ministry's inception. The success of inspired strategic plans by implementing the strategic objectives and the achievement of strategic goals was not, in fact, possible in the face of the political and security instability that the Palestinian lands witness as a result of the disruption of the establishment of the independent Palestinian state with sovereignty over the entire Palestinian lands.

The illegal Israeli settlements extending increasingly in various parts of the West Bank so far, which were present in the Gaza Strip until 2005, have been playing a crucial role in hindering the achievement of the Ministry's strategic goals. This is in addition to the arbitrary occupation measures; partial and total closures, the erection of military checkpoints, and the building of the Apartheid Wall, all of this in addition to the siege imposed on the Gaza Strip since 2006 and the aggressive Israeli wars in the Gaza Strip.

In fact, the aforementioned reasons, in addition to the dilemma of the ailing Palestinian economy and fragile and irregular international support, were sufficient for the Ministry's inability to achieve its comprehensive and sustainable strategic plans or even to adopt holistic future visions aiming at the comprehensive development and modernization of the Palestinian society. Instead, it leaned on preparing and implementing minimal plans and goals that were often represented in the infrastructure projects serving the Palestinian residential communities, including; water networks, electricity, sewage, roads, public buildings, slaughterhouses, waste treatment, etc., in

addition to some educational and training projects aimed at raising the efficiency of employees in the administrative and financial aspects.

According to the Ministry of Local Government (2009), the Minister of Local Government issued his instructions on 17/9/2009 to set the ministerial strategic plan for the coming five years, based on four main pillars:

The first: The responsibilities of the Ministry of Local Government as defined by the thirteen governmental plan as follows:

- 1- Enabling the local authorities to practice their effective institutional capabilities.
- 2- Enhancing the Ministry's efficiency in planning, directing, and supervising in the local government sector.
- 3- Enhancing democracy, transparency, and partnership.
- 4- Improving the implementation of the concept of partnership between the local authorities from one hand and the public and private sectors from the other hand.

The second: The exclusive and complete reliance on the competencies of the well-trained Ministry's staff.

The third: The plan expresses the strategic developmental trends of both the Local Government sector and the Ministry.

The fourth: the adaptation of the social issues in the plan preparation and implementation. However, among the most crucial and intrinsic results of this plan was the formulation of the Ministry's vision and mission, which in fact constitute the foundations of the Ministry's strategic planning.

Vision

With effective community participation, rational and responsible local governance is capable of achieving long-term, all-encompassing development.

Ministry of Local Government (Palestine) vision

Good Local Governance able to achieve sustainable development with effective community participation

Message:

A highly innovative ministry focused on strengthening the capabilities of local government units in order to help them to achieve the welfare of their citizens and governmental institutions within the framework of good local governance.

Strategies Purposes:

1. Providing Local Institutions with effective institutional capabilities.
2. Increasing the Ministry's efficiency in performing its responsibilities of planning, supervision, and guidance in the Local Governance field.
3. Increasing democracy, visibility, and community participation in the Local Governance Field.
4. Promoting the principle of collaboration between local governments and both the private and public fields in order to participate in local development and financial independence.

2.9 Mission

A innovative ministry devoted solely to the benefit of establishing local authorities with improved features and advanced resources in the pursuit of bettering the well-being of their citizens through rational local governance.

Based on the scientific strategies used to prepare strategic plans, the issue of defining the major strategic goals is primarily determined by the findings of internal and external analyses that draw and express the institution's current reality in an integrated manner.

In this context, a SWOT analysis was carried out for the Ministry, like follows:

2.10 Ministry of Local Government SWOT Analysis

2.10.1 Strengths

- 1- The senior management support for the comprehensive development.
- 2- Having a qualified and skilled staff.
- 3- The presence of teamwork spirit.
- 4- The adequacy of equipment and supplies.
- 5- The adequate knowledge of the followed procedures.
- 6- The availability of automated systems and databases.
- 7- Good public relations.
- 8- Having a training center.
- 9- Having the local government laws and regulations.
- 10- Having a planning law.

2.10.2 Weaknesses

- 1- The lack of incentives and motivation system.
- 2- The weak data exchange and internal communication systems.
- 3- Inefficient institutional structure.
- 4- Unsuitable Ministerial headquarters.

- 5- The ambiguity of the role of public relations.
- 6- Poor logistical support.
- 7- Unqualified employees.
- 8- The lack of functional staff numbers, some employees' seriousness, and functional rotation policy.
- 9- The ambiguity of clear job description and clear social type concept.
- 10- The lack of declared stated regulations.
- 11- The lack of local development policies.

2.10.3 Opportunities

- 1- Having a national governmental plan.
- 2- The availability of foreign support.
- 3- Partnerships with the private sector and local community.
- 4- Having a legal basement.
- 5- The ministerial trend towards automation.
- 6- Social Participation.
- 7- The presence of governmental laws and policies (Administrative Development Center)
- 8- Supporting governmental policies.
- 9- The ministerial trend towards the competition of the strategic planning.

2.10.4 Threats

- 1- The Israeli Occupation and internal division.
- 2- The stoppage of foreign support.
- 3- The lack of legal awareness within the local government sector.
- 4- The weak implementation mechanisms.

- 5- The incompleteness, clarity, and adequacy of some laws and regulations.
- 6- The negative impact of cultural aspects.
- 7- The presence of a large number of local bodies.
- 8- Weak resources and competencies.
- 9- The lack of efficient community participation mechanisms.

Based on the gathered data and the articulated data resulted from the SWOT analysis, decision-makers within the ministry developed the main strategic goals of the Ministry for the years 2010-2014 as follows:

2.11 Strategic goals of the Ministry for the years 2021 - 2022

- 1- Encouraging managerial independence and increasing the decentralization in the local bodies.
- 2- Enhancing the policy-drawing and planning in the Ministry.
- 3- Securing and providing an adequate internal work environment in the Ministry.
- 4- Enhancing the Ministry's capabilities in local and regional planning fields.
- 5- Enhancing the Ministry's capabilities in directing and supervising the local bodies.
- 6- Developing a legal basis that encourages the partnership between the local bodies from one hand and the public and private sectors from the other hand.

2.12 Jenin Municipality

Jenin Municipality is one of the first primary local bodies affiliated with the Ministry of Local Government in Palestine since its inception. The first municipal council in Jenin was established in the year 1886 during the Ottoman era, where Turkish legislation remained in effect until 1954. In the year 1982, the Israeli occupation

dismissed the municipal council's members and assumed responsibility till 1995, the year in which Jenin Municipality became affiliated with the Palestinian Ministry of Local Government. Like other Municipalities, Jenin Municipality had its first municipal council elected in 2005.

Jenin Municipality, like other municipalities, provides various services in different fields for the population of Jenin. According to the official statistics, Jenin's population has increased from 26,650 in 1997 to 53,721 in 2021, according to the Palestinian Central Bureau of Statistics (PCBS, n.d). These services can be classified as follows:

- **The field of environment and infrastructure**
 - 1- Roads and transportation
 - 2- Water areas
 - 3- Sewage
 - 4- Solid waste
 - 5- Rainwater drainage
- **The field of Social development**
 - 1- Education
 - 2- Social protection (handicapped people, women, and children)
- **The field of culture and sports**
- **Health field**
- **The field of local economic development**
 - 1- Agriculture
 - 2- Trading
 - 3- Industry
- **The field of administration and rational governance**

- 1- Planning and organizing
- 2- Security and disaster management
- 3- Municipal Administration and Governance

2.13 Jenin Municipality Strategic Plan Goals

According to Jenin Municipality (2017), decision-makers stated the main strategical goals as follows:

- 1- Recognizing and describing the current status of the institution by identifying the priorities, opportunities, and obstacles to the development process in Jenin.
- 2- Formulating a comprehensive development vision for development efforts in Jenin within a four-year timeframe.
- 3- Defining the most important issues in all development fields in Jenin.
- 4- Establishing integrated strategic goals as well as preparing implementation plans.
- 5- Defining the development programs and the components of these programs as well as projects.
- 6- Preparation of an integrated implementation plan with a timetable and cost estimations.
- 7- Setting a defined and clear mechanism for the supervision of those in charge of programs' implementation, in addition to progress measures as well as the measuring tools.

2.14 Review of Related Literature

In this section, the researcher reviews a major part related to the review of related literature, or the previous studies that dealt with similar topics to the topic under

consideration, as he reviews the most important findings of these studies for the purpose of comparing them with the results of the current study.

(Herriman and Prior) 2010 conducted their study that aimed at exploring the influence of the implementation of strategic planning in the local government sector in wales, Australia. The results of the study showed that there is an increased democracy and interest in participation. Also, the study focused on that strategic planning has been improved through the last few decades for the purpose of benefiting from its influences. The study showed that are many challenges and shared opportunities that faced those in charge in the process of implementing strategic plans.

Another researcher aimed at studying strategic management and planning issues in particular to examine their effect on the general performance of companies. Karel et al., (2013) concluded that there is a significant positive relationship between practicing strategic planning and management and the quality of general performance in companies. As a general conclusion, the study asserted that there is a relation between the state of performance of strategic planning and the institutions' principles.

Salkic (2014) conducted a study aimed at examining the effect of strategic planning on public institutions' management. The research results pointed out that using strategic planning in a public institution increases the efficiency and effectiveness of managing institutional resources rationally and decreases the ability to customize resources according to personal performance, feelings, aspirations, or some kind of response to particular political pressure.

One more study conducted by Algarm (2019) aimed to identify the impact of strategic thinking on the improvement of the institutional performance in the Ministry of Education and Higher Education in Palestine through identifying the patterns of

strategic thinking, the degree of the practice of strategic thinking, and the obstacles to practicing the strategic thinking according to the perspective of the Ministry's employees in the southern governorates of Palestine. The findings showed that there is a high degree of approval in the institutional performance axis in the Ministry and that there is a statistically significant positive relationship between strategic thinking and the improvement of institutional performance.

Alshantf and Ghazaly (2018) conducted their study with the title of "The reality of strategic planning at Coastal Municipalities Water Utility (CMWU). The researchers depended on the evaluation of the institution's vision, mission, and objectives as the basis of the institutional strategic planning. Developmental strategies, as well as implementation, monitoring, and evaluations, plans were assessed, in addition to the performance of the necessary internal and external environment analyses. According to the study findings, the respondents highly approved the fact of strategic planning implementation at (CMWU). However, there were no significant average differences in responses due to age, gender, job title, or educational qualifications; however, there was a significant difference in responses due to the years of experience.

In their conclusion, the researchers found that the adequate formulation of the institution's mission, in addition to the employees' awareness about it in all of their activities, is the cornerstone in the matter of successful strategic planning and its implementation. Finally, the researchers recommended making room for employees to participate in the strategic planning process at their institution.

Kharroub and Mansour (2019) attempted to investigate the impact of strategic planning in Palestinian Municipalities on the quality of service provided to citizens. The researcher found through the data analysis they carried out that there is a positive

correlation between strategic planning and the quality of the municipalities' services, i.e., strategic planning has a positive impact on enhancing the municipalities' performance, assurance, responsiveness, empathy, reliability, and tangibility. The same is true for the four fundamental factors of the Municipalities; vision, mission, objectives, and strategic potions.

In regard to beneficiaries satisfaction, findings found that the level of beneficiaries satisfaction towards Jenin Municipality services was moderate. The main recommendations to Palestinian Municipalities are the promotion of the quality culture within the institution, as well as encouraging employees to participate in the continuous improvement efforts and the culture of creativity and innovation.

Radaidah (2016), in his study titled as Strategic Planning in Palestinian Local Government, Reality, and Capabilities. Case Study – West Bank. The researcher aimed to investigate the reality of strategic planning in Palestinian local government, the extent of its implementation in the institutions affiliated with local government, and the most important obstacles and difficulties facing the implementation process.

The results found that the majority of respondents, including heads of municipalities, their deputies, and head of local councils, are aware of the average level and are aware of the requirements and mechanisms of strategic planning, in addition to their awareness of dealing with financial and material resources, time factor and environment preserving in line with strategic planning.

The researcher recommended the reformulation of the local government mission to be clearer and more articulated, in addition to focusing on increasing cadres and committees specialized in Strategic planning and intensifying training programs for the staff members from all levels in the Palestinian local government.

Al-Mawdieh, Reda (2020) the purpose of this study was to discover the reality of strategic planning in the faculties of educational sciences at Jordanian private universities. The study population of (84) academic staff was given a questionnaire. A total of (67) questionnaires were obtained, with seven of them being excluded. The analysis of the remaining (60) questionnaires revealed a high level of strategic planning in Jordanian private universities. In addition, academic success was prevalent in Jordanian private universities. Furthermore, there was a positive significant correlational relationship between the level of strategic planning reality and the level of academic excellence in Jordanian private colleges at (a [less than or equal to (0.05)]).

Farhad Analoui & Akram Samour (2012) in their study aimed to explore whether non-governmental institutions' (NGOs') managers think and use strategy in their daily operations, to assess the impact of its applications on the performance of NGOs and to test the validity of the “dynamic model of strategic management” originally used for small and medium-sized enterprises (SMEs) in the Gaza Strip, Palestine.

This empirical study is concerned with NGOs' managers located in the Gaza Strip in Palestine. The primary data collection tool was a survey questionnaire. For data analysis, triangulation is used, which is a combination of qualitative and quantitative approaches.

This first study adds to the current body of knowledge and our comprehension of strategic management as regarded by NGO managers by contextualizing its application in Palestine.

It was found out that majority of non-governmental organizations (NGOs) used strategic management systems and saw strategic management as an important tool for

improving service delivery quality, achieving goals, and improving overall institutional performance. Furthermore, the fundamentals of the "dynamic model" developed for SMEs are applicable to Palestinian NGOs.

Abusharekh, Nader H.; Al Shobaki, Mazen J.; Abu-Naser, Samy S.; El Talla, Suliman A. (2020) In their study, the researchers recognized modern strategic planning for smart infrastructure in universities, where the researchers used a descriptive and analytical approach, via a distributing questionnaires to a sample of workers at the University of Palestine, where the sample population is (234) employees and the sample size is (117) employees (90) employees responded. The study yielded a number of findings, the most important of which are: the presence of a high level of satisfaction with modern strategic infrastructure planning at the University of Palestine, where the percentage reached (70.48 percent). The findings also revealed that, with the exception of the scientific qualification factor, there are no statistically significant differences in modern strategic infrastructure planning based on demographic variables. The study made several recommendations, the most important of which are as follows: The need for universities to improve their practice of modern strategic planning for smart infrastructure.

Mohammed W. Almudallal (2016) In his study, he examined the impact of strategic planning on crisis management in Palestinian service sector firms, as well as how it is used in times of hardship if they occur.

This study conducted a literature review on both strategic planning and crisis management in developing countries. The qualitative method is used in this paper because it allows the researcher to gain a better understanding of the phenomenon.

As a result, first and foremost, a firm's managers and leaders will be able to develop their strategies using a practical approach to preventing or mitigating the effects of crises. Second, managers will be able to think strategically in the midst of a crisis, allowing them to deal with it more effectively. Third, firms will have leaders and teams capable of instilling hope and strategic direction in their employees.

Mueen El-Mobayed (2016) The purpose of this research was to determine the extent to which strategic planning is associated with growth in small industrial businesses in Palestine. The Gaza Strip case. On the one hand, the study shed light on strategic planning in small companies, its significance, the degree of development and use, as well as the participation involvement in setting strategic plans and ability to adapt with the internal and external environment to be taken into account; on the other hand, the study dealt with expansion in small businesses, focusing on four key competitors aspects of growth, which are: expansion of: sales/ revenues, customer/ customer satisfaction, and customer retention.

The study sought to determine whether there is a link between strategic planning and growth in small businesses. This study relied heavily on both analytical descriptive and field study methods, in which a special questionnaire was prepared and designed, then distributed to a sample of (200) small industrial businesses in the Gaza Strip; the researcher retrieved (165) questionnaires out of (200), and the received questionnaires were exploited and analyzed using the (SPSS) software application for the "Statistical Package for the Social Science," including percentiles values, f According to the findings of this study, 41.2 percent of firms prepare strategic plans, while 58.8 percent do not.

Hamdan K. Muhammad, El Talla A. Suliman, J. Shobaki Mazen & Samy S. Abu-Naser (2020) Their study conducted to find strategic sensitivity and its impact on

improving the innovative behavior of Palestinian NGOs in the Gaza Strip, and the study used the descriptive analytical approach and the questionnaire as the main tool for collecting data from employees of associations working in Gaza Strip governorates, and the cluster sample method was used, and the sample size was reached (343) individuals (298) questionnaires were retrieved, and the following results were reached: The relative weight of strategic sensitivity was 79.22 (%), and the relative weight of creative behavior was 78.99 (%), a statistically significant relationship between all strategic sensitivity and creative behavior, and the presence of a sensitivity effect The strategy's strategy on creative behavior, there are statistically significant differences in the scale dimensions attributable to the gender variable and the differences were in favor of females, there are no statistically significant differences between the averages of strategic sensitivity due to the age variable, and the educational qualification, and there were no statistically significant differences in creative behavior according to The gender variable, age, educational qualification, specialization, and the study presented a set of recommendations, the most important of which are: the need for civil institutions in Gaza Strip to seek funding from external countries in order to provide self-income for associations to face crises and give them independence Mechanism in order to keep them to carry out their role in society, the need to follow up the strategic plan of civil institutions using e-mails as they pave the way to reach excellence and creativity in the field of work.

Abu Khader, Sameh (2020) study, intended to evaluate the effect of strategic planning on employee performance in Palestinian banks, and to assess the alignment of strategic plans with the bank's vision and mission, as well as the alignment of resources with plans.

A cross-sectional descriptive study was conducted to evaluate bank employees' conceptions of the strategic plan development process in branches of banks operating in Palestine and specialized departments. A sample of 407 Palestinian bank employees was chosen from a total population of approximately 7001. A self-administered questionnaire was used to collect data for the study. The total number of questionnaires distributed was (407), of which (320) were completed and returned, resulting in a response rate of 12%. (78.6 percent).

The findings revealed that strategic planning exists in the targeted banks operating in Palestine, that the different dimensions used for strategic planning evaluation show a consistency of the factors in use throughout the bank, and that respondents were highly in agreement with most of the aspects of the various dimensions, indicating efficient and effective strategic planning operations in the targeted banks operating in Palestine.

In banks, there is a clear relationship between strategic planning and employee performance. Where improved strategic planning and the presence of a clear vision and mission have the greatest impact on raising the quality of employee performance. The feedback of employees working in Palestinian banks, who are typically the implementers of developed strategic plans, was not taken into account. Efforts must be made to distribute the available resources (human and financial) required in the process of effective strategic plan implementation, including meeting identified goals in a cost-effective manner. Developing and improving communication channels between bank senior management and employees work in banks to provide avenues for employee feedback to be considered by bank senior management, particularly when banks are developing marketing plans.

2.15 Comment on Previous Literature

The authors discovered several discrepancies among researchers' efforts in gauging institutional performance based on the literature presented above. Some of these efforts focused on overall institutional performance, while others focused on individual performance, such as detecting weighting factor for each category of skill packages, which helped authors establish their proposed model by combining macro and micro performance levels and quantifying the features of the proposed model on various levels. The authors developed their proposed model based on the prior literature study and the analysis of various theoretical facts. This previous study formed the literature review of the current thesis.

In general, the previous studies are very well structured, ideas are clear and the writing is concise and argumentative. their literature review is comprehensive and the researchers managed to successfully discuss the importance of their research, from both a theoretical and an applied perspective. Both research questions and hypotheses are derived and sustained by the literature review, and are pertinent to their proposed study.

2.16 The concept of institutional performance

In light of the various developments and changes that we encounter in our lives and the great emergence of the role and productivity of institutions, strategic planning has become a mainstay at the present time for the progress of institutions based on them due to their great role in the development and development of institutional performance, as strategic planning in institutions helps to give skills and knowledge And experiences in developing institutional performance, improving the work environment and accomplishing tasks better, as institutional performance is one of the most important elements within institutions to maintain their work. Institutional performance, and this indicates that it is an integrated and interconnected work system. Institutional performance sets standards for measuring performance, whether for the individual or the organization in general. By measuring performance, the extent to which strategic plans are implemented and accomplished are known.

From this, the concepts of institutional performance have become a subject of interest to researchers and the role of institutional performance in the participation and empowerment of workers in order to form mutual trust between leadership and workers and work to motivate them and participate in decision-making. Therefore, attention to the performance of individuals and human resources contributes to improving performance in general and Achieving the goals of the organization

Numerous organizations have moreover realized that their long-term progression and victory depends on their speculation not as it were in their accessible money related assets, but too in their human assets as capital that's more imperative than all fabric components. Maybe what affirms the thought processes of organizations towards the interest and strengthening of laborers is the presence of the concept of the have to be desert the conventional show of authority and go towards transformational authority, which accepts in cooperation and discussion, through making numerous radical changes that maximize the part of the person towards embracing imaginative considering methods And creating an entrepreneurial soul that accomplishes superior rates of execution within the brief and long term.

Institutional performance is one of the things covered in secret, since there are few compositions that have been uncovered to it Differences in its understanding and investigation of its measurements, and regulation performance is an coordinates framework for the comes about of the organization's work in The light of its interaction with the components of its inside and outside environment, and it incorporates three measurements, which are (Makhamar et al., 2000):

- Performance of people in their institutional units.
- The performance of organizational units inside the system of the common arrangements of the institution.
- The performance of the institution within the setting of the social, financial(economic) and cultural environment.
- Institutional performance varies from any of them, in spite of the consideration of its concept on these three measurements. Organization execution contrasts from person performance and organizational unit execution, but in reality it is the whole of both, in expansion to the impacts of the social and cultural environment on them.

2.17 Definition of institutional performance

Institution performance :It could be a degree of the institution's capacity to realize the objectives that were defined and recognized through the institution's vision and mission at least conceivably taken a toll (Kraj, 2003).

The study of the Arab Administrative Development Organization (2008) characterized organization execution as the system The coordinates comes about of the organization's work within the light of its interaction with its inside and outside environment and regulation performance According to this definition, it comprises of:

1. The performance of people working in their field of specialization.
2. The performance of utilitarian divisions or organizational units inside the system of the common approaches of the institution.
3. The performance of the institution inside the system of the social, political, economic and cultural environment.

The capacity of the institution to realize proficiency and viability within the organization depends to a huge degree on its part in building an organization organization that empowers the organization to perform exceptionally, which compares to the reestablished nature of the capacities of the administration The taking after (Al-Tayeb, 1999):

- Work on the coherence of the organization within the execution of its goals and stability.
- Working on adjusting and adjusting the organization to the renewable changes within the environment.
- Creating frameworks that offer assistance to the organization to investigate future prerequisites and work to realize them when required.

2.18 Condition of performance indicators

Among the conditions that must be met within the performance indicators:

- Direct: meaning that the marker measures the result it looks for to measure, not at a better or lower level.
- Objective: the pointer must be clear and not covered in equivocalness, particularly with respect to what it needs to measure.

- Adequate: It ought to degree the specified result in an fitting way.
- Quantitative measures: Quantitative pointers are numerical in nature, whereas subjective pointers are graphic notes.
- Detailed: The pointers ought to be detailed, on the off chance that conceivable, to assist track whether particular bunches take part in exercises or advantage from them in one way or another.
- Practical: particularly in case it can be gotten in a customary way and at a sensible level, where directors request data that can be collected on an continuous premise which is adequate to bolster their decisions.
- Reliable: adequate quality information to back the decision-making handle.

Organization performance is one of the essential regulatory forms through which educate can be created and upgraded This prepare incorporates a cautious examination and examination of the arrangements and hones taken after in terms of arranging, usage, authority, human and fabric assets, and organizational culture for teach. It too shows up exceptionally critical through the data and information it gives approximately the execution of the institution, the degree to which its arranged objectives are achieved, and the vital implies to realize them; It too gives chairmen with the opportunity to display qualities and shortcomings in different regulatory capacities, and to rethink the built up programs and arrangements (Abdul Mohsen, 2002).

2.19 Aims of institutional performance

1-The ability to develop the departments of the organization by recognizing and assessing problems and obstacles.

2-Verifying the capacity of the organization's divisions to work on the objectives and accomplish them to know what has been accomplished from what has been planned.

3-Efficiency and the capacity to form ideal utilization of accessible assets such as human resources, reduce financial uses, and keep up the same quality and performance (Al-Shahat, 1999).

4-Finding criteria to measure the extent of worker fulfillment and the extent of client satisfaction.

5-Create a climate of competition in performance inside the organization.

A comparison can be made between the estimation of organization performance and the traditional estimation of execution (Mkhaimer, 2000) concurring to the taking after table:

| Compare | individual performance | performance of organizational units | institutional performance |
|------------------------|---|---|---|
| Measurement indicators | Standard time. Standard cost. Standard goals. | The degree of division of labour. The degree of specialization. Central degree. Output systems. Communication activities. | The degree of social acceptance organization's decisions. The degree of independence at work The organization . The availability of a specific ideology for work . The extent of social representation in the organization |

2.20 Employees satisfaction

Employee satisfaction and the importance of their satisfaction:

The satisfaction of the workers shows the extent to which individuals accept their work and the extent of their achievement of their work. The assumption of the workers is very important because it affects the measurement of their performance and effectiveness at work. In their work as well, so if the majority of workers are satisfied with their work, the overall performance of the institution will be high.

In individual performance, it centers on particular things in order to develop and improve it. In an attempt to create organization performance, it embraces a comprehensive assessment of the execution of the institution at the key level and what it aims to within the future, in order to decide the quality of execution in any institution. Efforts to improve performance grant the most excellence comes about and are supported by the higher authority, which is the manager's work, the want for continuous advancement and change, and progressing person and organization execution. It does not differ in terms of the strategies utilized, but the distinction is the level of goals. As it were (Khansa Muhammad 2018 p. 35) The institution could be a gather of Generation forms or administrations interacting with each other are set inside the offices to encourage their administration and development, and any deformity within the prepare or its interaction with other forms leads to a deformity within the products and services of the institution to customers.

2.21 Previous studies

The study of Green and others (2006 and Green) entitled " The impact of Strategic Human Resource Management on Firm Performance and HR Professional ' Work Attitude and Work Performance." The review pointed to survey the effect of key arranging for human assets on organization execution, as well as its effect on person execution, commitment to institutionalization, and work fulfillment by specialists in human assets divisions. The ponder focused on supervisors working within the United States within the fabricating segment. Key arranging for human assets was measured. Organization execution, person performance, job fulfillment, and commitment to the institution. The foremost noticeable comes about of the consideration were the taking after: The vital administration of human assets incorporates a positive and coordinate effect on organization execution, the key administration of human assets specifically and emphatically influences regulation commitment, the vital administration of human assets has a link with individual performance as well. Job satisfaction positively affects institutional commitment

According to a study carried out by Halaika (2007) entitled "The Reality of Strategic Planning in Civil Organizations in the Southern West Bank and its Relationship to Performance" ,This study pointed to recognize the reality of vital arranging in NGOs within the south of the West Bank and its relationship to execution and the degree of application of vital arranging inside these educate. NGOs, and the think about community consisted of all workers within the higher organizations, within the NGOs - south of the West Bank, which numbered (382), the analyst utilized the graphic explanatory approach. The ponder come to a few comes about, including that NGOs have an over normal capacity to hone key arranging Which the reality of key arranging

in NGOs is above average, which there's a significant commitment to vital arranging in raising the level of performance, and there are no factually critical contrasts between the reaction of laborers in NGOs almost the execution of their teach due to the a long time of encounter, the number of representatives, and the nature of the institution's work. The foremost critical proposals of the consider are the have to be execute key arranging in NGOs in an compelling and commonsense way in all its stages, and to include laborers at all levels amid the improvement and detailing of key plans for organizations, and consideration to fabric and ethical motivations, back NGOs with qualified cadres, and give a database for NGOs through expanded organizing. among them.

2.22 Enhancing institutional performance

Private organizations confront complex energetic situations influenced by numerous changes and changes in their inner conditions and the information of their outside situations, and these organizations require ceaseless work to make strides their performance levels and create their capabilities for this encounter. The method of progressing regulation performance is considered an coordinates prepare that includes arranged and comprehensive exercises for the organization as a entirety, and is carried out in understanding with clear and particular techniques, plans and programs. This affirms the significance, complementarity and progression of the method of moving forward organization performance, beginning from the slip by of a period of time to get its come about, which needs its lastingness, and the quick and progressive changes require its coherence. Organization performance exercises influence all human, organizational, natural and compassionate measurements that incorporate the human component, and organizational that incorporates structure, leadership, incentives and technology, whereas environmental incorporates values, thoughts and rules of behavior (Barakat, 2005).

2.23 Obstacles to performance appraisal

The process of evaluating institutional performance faces many difficulties for more than one reason, namely:

- Inability to develop specific standards that measure the quantity and quality of the outputs and the performance of the institution.
- The absence of a human cadre with sufficient experience to carry out the assessment processes

- Facing difficulties at the beginning of the evaluation process due to analysis, diagnosis and matters related to evaluation such as studies
- Inability to know or determine the variables that will be measured and their relationship to each other
- Facing difficulties at the beginning of the evaluation process due to analysis, diagnosis and matters related to evaluation such as studies.

2.24 Factors that affect performance

There are many factors that affect the performance of your organization.

1-Internal Factors: These factors are of organizational origin and depend on:

Human Factors: The workforce within an organization and the conditions and factors that affect its performance.

Rewards and incentives

Personal training and rehabilitation level

Human structure such as age and gender

Proportional relationship between position and the educational qualifications of those who work in that position

Technical Factors: These include the technical aspects and those that affect them.

Work provided and product quality

Workplace and organizational design

Technology used in the workplace

Proportional relationship between production capacity and storage capacity in a company

Ratio of workers to machines in the organization

2-External factors:

Impacts that occur outside the organization and affect the organization:

- Social and cultural factors
- Economic factors
- Technical factors

- Political and legal factors

2.25 Types of performance evaluation data

- Watching and Observing
- Measurable Cards: Complaints, Missing Customers and Money
- Performance progress reports
- Studies and research

2.26 Performance metrics

First: the traditional model: which is based on:

- input
- Processes
- outputs

Correct actions

Second: The Balanced Performance Evaluation Model: It is one of the strategic performance measurement and evaluation tools, which was developed in 1992 by Robert Kaplan and David Norton from Harvard University. Only one side and consists of:

- vision and mission
- Financial performance
- Beneficiaries
- Education and growth
- internal operations

Chapter 3: Methodology and Procedures

3.1 Introduction

This chapter includes a detailed description of the procedures followed by the researcher in implementing the study, and then a description of the study's approach, the study population and its sample, as well as the steps that the process of building and applying the study tool went through. It also includes a description of the procedures undertaken by the researcher in terms of study design and the statistical treatments used. To analyze the results, the following is a description of these procedures.

3.2 Research Methodology

Through the researcher's briefing on the theoretical educational literature and previous studies, and a deep understanding of the aspects and dimensions of the phenomenon related to the subject of the study, and in order to achieve its objectives, the researcher used the descriptive approach as it is the most appropriate to reach accurate and comprehensive knowledge about the problem of the study, and to achieve a better and more accurate perception of the phenomenon under study, This was done by distributing a questionnaire to answer the questions of the study.

Hossein Nassaji (2019) defined the descriptive-analytical approach as: "It is the research method chosen by the researcher to help him obtain data that enables him to answer research questions from its sources."

3.3 Research Methodology

3.3.1 Method

It is a case empirical study of the Jenin municipality, the researcher used quantitative descriptive method in analyzing data to describe the general state of the research variables at Jenin's municipality.

A questionnaire tool was distributed among Jenin Municipality employees; in order to know their opinion. Questionnaires play an important role in the process of collecting data. The questions developed must be consistent with the statement of study objectives and provide details useful for data analysis.

The researcher intended to check whether the critical components of the study are possible, so a small-scale pilot study was carried out. Pilot study is used preliminary in order to investigate the methods that have been set for the research.

3.3.2 Data Collection Tool

In order to collect data, the researcher used questionnaire and distributing it haphazardly on the employees of the municipality, through using the haphazard sampling technique, with a sample size of 200 employee.

3.3.3 Research Population

All the employees working at the Jenin's municipality, 440 employees and workers.

3.3.4 Research Sample

The research will be applied to the Jenin's municipality employees, 200 employees, it is a non-probability sample especially a convenience sample from each department was selected, from different job positions and experiences.

3.3.5 Data collection methods

The researcher relied on two types of data:

3.3.5.1 Primary Data

By researching on the field side, by distributing questionnaires to study some of the research vocabulary, collecting and compiling the necessary data, and then unpacking and analyzing it using the statistical program “SPSS (Statistical Package

for Social Science), and using appropriate statistical tests in order to reach valuable indications and indicators that support the subject of the study.

3.3.5.2 Secondary data:

The researcher referred to books, periodicals, articles, reports, research and previous studies related to the subject under study, in addition to looking at relevant Arab and foreign references that the researcher may consider to contribute to enriching the study in a scientific way. The study, as well as taking a general perception of the latest developments in the field of study.

3.4 Study population and sample

The study population consists of Jenin municipality employees, who are (440) male and female employees.

Table (3.1) shows the distribution of the study population:

| | Job Title |
|----------------------------|------------|
| Head of Department | 6 |
| Division Department | 24 |
| Employee | 410 |
| Total | 440 |

3.4.1 Study Sample

A survey sample consisting of (30) male and female employees from Jerico Municipality was selected, and the study tool – the questionnaire – was applied to this sample with the aim of verifying the validity of the tool for application to the entire population of the study, by calculating the validity and reliability coefficient

by appropriate statistical methods, and the sample was excluded Exploratory from the actual study.

3.4.2 Field Sample

The field sample for the actual study amounted to (210) male and female employees from Jenin Municipality, which was calculated according to the sample selection law (Afaneh, 1997, p. 325), as follows:

$$\text{Sample Size} = \frac{MN}{1 + (MN * \alpha^2)}$$

whereas:

MN: is the size of the total community.

α : level of significance.a

$$\text{Sample Size} = 210 \approx 209.5 = \frac{440}{(440 * (0.05^2)) + 1}$$

Based on this percentage, the researcher distributed (220) questionnaires to the study sample, and retrieved (210) questionnaires with a percentage of (95.45%), and this percentage is considered excellent for conducting statistical analysis in order to reach the best and most accurate results.

The following table (3.2) provides an accurate description of the study sample, as it shows the frequencies and percentages of the distribution of the sample members according to the demographic study variables: (**gender, educational qualification, years of service, job title**)

Table (3.2)

Distribution of Study Sample

| Data | Variable | Frequency | Percentage |
|------|----------|-----------|------------|
|------|----------|-----------|------------|

| | | | |
|----------------------|-------------------------------|------------|------------|
| Sex | Male | 138 | 65.7 |
| | Female | 72 | 34.3 |
| | Total | 210 | 100 |
| Qualification | Bachelor | 181 | 86.2 |
| | Postgraduate | 29 | 13.8 |
| | Total | 210 | 100 |
| Service Years | less than 5 years | 39 | 18.6 |
| | From 5-less than 10 years old | 26 | 12.4 |
| | 10 years and more | 145 | 69 |
| | Total | 210 | 100 |
| Job Title | Head of the Department | 49 | 23.3 |
| | Division Head | 15 | 7.1 |
| | Employee | 146 | 69.5 |
| | Total | 210 | 100 |

3.5 The Study Tools

☒ **First: The questionnaire:** In order to achieve the objectives of the study, the researcher built the questionnaire as a main tool, being the most suitable for this type of field studies. **The researcher divided the study tool into three main sections:**

1. The first section: It is the personal data, and it consists of (gender, educational qualification, years of service, job title).
2. The second section: consists of the first questionnaire, which is related to assessing the reality of strategic planning in the Palestinian local authorities – Jenin municipality as a model – and it consists of five main areas:

- ❖ **The first domain:** strategic analysis, and it consists of (8) items.
 - ❖ **The second domain:** the strategic choice, and it consists of (8) items.
 - ❖ **The third domain:** strategic direction, and it consists of (8) items.
 - ❖ **The fourth domain:** the implementation of the strategy, and it consists of (8) items.
 - ❖ **The Fifth domain:** Evaluation and Control, and it consists of (8) items.
3. The third section: consists of the second questionnaire, which is related to assessing the reality of developing institutional performance in the Palestinian local authorities – Jenin municipality as a model – and it consists of two areas:
- ❖ The first field: the institution's style and performance, and it consists of (17) items.
 - ❖ The second field: employee performance, and it consists of (11) items.

3.6 Steps to build the questionnaire

After reviewing the theoretical educational literature and previous studies related to the subject of the study, and surveying the opinions of a selection of specialists through personal interviews of an informal nature, and based on the continuous directives of the academic supervisors, the researcher built the study tool – the questionnaire – according to the following steps:

- 1- Determining the main areas covered by the study tool.
- 2- Drafting the paragraphs of each field.
- 3- Preparing the study tool in its initial form, consisting of (5) areas and (40) paragraphs.

- 4- Presenting the study tool to the academic supervisors in order to test its suitability for the purposes of the study, and to amend what it deems inappropriate.
- 5- Arbitration of the study tool by presenting it to a group of educational arbitrators from faculty members in Palestinian universities, and some specialists in various fields of work. Annex shows the members of the arbitration committee and their places of work.
- 6- In light of the opinions of the arbitrators and the supervision of the academic supervisor, some paragraphs of the questionnaire were modified in terms of deletion, addition and modification; To reach the resolution in her final image.

3.7 The validity and reliability of the first questionnaire

3.7.1 The Validity of Questionnaire

It means making sure that the questionnaire will measure what it was prepared to measure, and the honesty of the questionnaire means “the questionnaire’s inclusion of all the elements that must be included in the analysis on the one hand, and the clarity of its paragraphs and vocabulary on the other hand, so that it is understandable to everyone who uses it. The researcher verified the validity of the questionnaire’s paragraphs in several ways:

✓ Face Validity

The term (Face Validity) refers to the degree to which the test measures what is supposed to be measured, which is a preliminary procedure for selecting the scale. (Gunder, 2016)

The researcher presented the study tool – the questionnaire – in its initial form, to a group of specialized arbitrators from Faculty members in Palestinian universities,

It is called content validity, and it means the degree to which the test measures the content to be measured. The validity of the content requires two things: the validity of the paragraphs, and the validity of the inspection. The validity of the paragraphs is concerned with whether the test paragraphs represent the content or not. The test sample is inclusive of the content or not. (Yousef, 2019)

Where the researcher calculated the internal consistency of the questionnaire's paragraphs, by applying it to the pilot study sample of (30) male and female employees from Jenin Municipality, by calculating the correlation coefficients between each paragraph and the total degree of its domain, and the table (3.3) shows the correlation coefficients between each paragraph, and the total score for its field:

| First Domain | | | Second Domain | | | Third Domain | | | Fourth Domain | |
|--------------------|-------------|--------|------------------|-------------|--------|---------------------|-------------|--------|------------------|-------------|
| Strategic Analysis | | | Strategic Choice | | | Strategic direction | | | Strategic impact | |
| paragraph | Correlation | (Sig.) | Paragraph | Correlation | (Sig.) | Paragraph | Correlation | (Sig.) | Paragraph | Correlation |
| 1 | .628** | .000 | 1 | .704** | .000 | 1 | .802** | .000 | 1 | .885** |
| 2 | .793** | .000 | 2 | .885** | .000 | 2 | .613** | .000 | 2 | .885** |
| 3 | .857** | .000 | 3 | .883** | .000 | 3 | .636** | .000 | 3 | .885** |
| 4 | .854** | .000 | 4 | .883** | .000 | 4 | .531** | .000 | 4 | .885** |
| 5 | .875** | .000 | 5 | .798** | .000 | 5 | .836** | .000 | 5 | .885** |
| 6 | .824** | .000 | 6 | .833** | .000 | 6 | .870** | .000 | 6 | .885** |
| 7 | .783** | .000 | 7 | .803** | .000 | 7 | .861** | .000 | 7 | .885** |
| 8 | .655** | .000 | 8 | .916** | .000 | 8 | .837** | .000 | 8 | .885** |
| | | | | | | | | | Fifth Domain | |
| | | | | | | | | | Evaluation | |

| Paragraph | C |
|-----------|---|
| 1 | |
| 2 | |
| 3 | |
| 4 | |
| 5 | |
| 6 | |
| 7 | |
| 8 | |

It is clear from the previous table that all correlation coefficients are significant at the level of significance ($\alpha \leq 0.01$).

✓ **Structure Validity**

Structure or concept validity refers to the ability of the test to predict theoretical predictions of the measured trait, ability, or behavior. If the test is effective in measuring that trait or ability (truthful), then the scores on it must predict those expectations and assumptions. (Borsboom, 2014)

Structural validity is one of the measures of validity of the tool, which measures the extent to which the goals that the tool wants to reach, and shows the extent to which each field of study is related to the total score of the questionnaire items.

In order to verify the structural validity of the study tool, the researcher calculated the correlation coefficients between the total score of each field of the questionnaire with the total score of the questionnaire items as a whole, and the table (3.4) shows the correlation coefficient between the total score of each field of the questionnaire, with the total score of the questionnaire items.

Table (3.4)

**Correlation coefficient between the total score of each field of the questionnaire
with the total score of the questionnaire**

| | Domain | Correlation | Statistical significance |
|----|--------------------|-------------|--------------------------|
| 1. | Strategic Analysis | .871** | 0.000 |

| | | | |
|----|---------------------------------|---------------|--------------|
| 2. | Strategic Choice | .954** | 0.000 |
| 3. | Strategic Direction | .980** | 0.000 |
| 4. | Strategic Implementation | .980** | 0.000 |
| 5. | Evaluation | .896** | 0.000 |

** The correlation is statistically at the level of significance ($\alpha \leq 0.01$).

The previous table shows the correlation coefficients between the total score for each field of the resolution with the total degree of the resolution paragraphs as a whole, which shows that the indicated correlation coefficients are a function at the level of significance ($\alpha \leq 0.01$).

3.7.2 Questionnaire Reliability

The stability of the questionnaire means that this questionnaire gives the same result if the questionnaire is repeated more than once under the same conditions and conditions, or in other words that the stability of the resolution means stability in the results of the questionnaire and not changing them significantly if it is redistributed to the sample members several times during periods of time specific.

Or in other words, the stability of the questionnaire means that the answer to the study tool will be almost the same if it is repeatedly applied to the same people at multiple times (Al-Assaf, 1995, p. 430).

The researcher verified the stability of the two study tools by applying them to the same exploratory sample in two ways:

✓ Split-Half Coefficient

The researcher calculated the stability of the questionnaire by the method of split-half, where the paragraphs of the questionnaire were divided into two parts: the first part represents the individual questions, and the second part represents the even

questions, then the correlation coefficient (r) was calculated between the average scores of the individual questions and the average scores of the paired questions, then the correlation coefficients were corrected Using the Spearman-Brown Coefficient, as follows:

$$\text{Reliability coefficient} = \frac{2r}{1 + 2r}$$

where (r) is the correlation coefficient, and the table (3.5) shows the results:

Table (3.5) split-half method for measuring resolution stability

| | Domain | Paragraphs No | Correlation | Corrected correlation |
|----|---------------------------------|---------------|-------------|-----------------------|
| 1. | Strategic Analysis | 8 | .881 | .937 |
| 2. | Strategic Choice | 8 | .836 | .911 |
| 3. | Strategic Direction | 8 | .723 | .839 |
| 4. | Strategic Implementation | 8 | .893 | .943 |
| 5. | Evaluation | 8 | .900 | .948 |
| | Total | 40 | .917 | .957 |

Through the results shown in the previous table, it is clear to us that the value of the corrected correlation coefficient (Spearman Brown) is high, and this indicates that the resolution has a high degree of stability; Which reassured the researcher to apply it to the study sample.

✓ Cronbach's Alpha

The researcher used the Alpha Cronbach method to measure the stability of the resolution. Table (3.6) shows the following results:

**Table (3.6) Cronbach's alpha coefficient to measure the stability of the resolution
(strategic planning)**

| | Domain | Paragraphs No | Cronbach's alpha |
|--|--------|---------------|------------------|
|--|--------|---------------|------------------|

| | | | |
|----|---------------------------------|---|-------------|
| 1. | Strategic Analysis | 8 | .911 |
| 2. | Strategic Choice | 8 | .939 |
| 3. | Strategic Direction | 8 | .930 |
| 4. | Strategic Implementation | 8 | .959 |
| 5. | Evaluation | 8 | .950 |
| | Total | | .983 |

The results shown in the previous table indicate that the value of the Cronbach's alpha coefficient was high for each of the resolution areas, ranging between (.9110, 0.959), and the total value of the Cronbach's alpha coefficient for all the resolution items was (.983), and this indicates that the resolution enjoys With a high degree of stability, which reassured the researcher to apply it to the study sample.

3.8 The validity and reliability of the second questionnaire: (The reality of institutional performance development in the Palestinian local authorities)

The researcher verified the validity of the questionnaire by the following methods:

3.8.1 Questionnaire Validity

✓ Face Validity

The researcher presented the study tool - the questionnaire - in its initial form, to a group of specialized arbitrators from the faculty members in the Palestinian universities in the southern governorates, and some specialists in various fields of work, who thankfully judged the study tool, and based on the observations and directions made by the arbitrators, the researcher makes the amendments agreed

upon by most of the arbitrators, from amending, deleting or adding some paragraphs, to the final form of the questionnaire.

✓ Content Validity

The researcher set out to calculate the internal consistency of the questionnaire paragraphs, by applying it to the pilot study sample of (30) male and female employees of Jenin Municipality, by calculating the correlation coefficients between each paragraph and the total degree of the field to which it belongs, and the table (3.7) shows the correlation coefficient between each paragraph from Paragraphs of the field and its total score.

Table (3.7)

Correlation coefficient between each item of the domain and its total score
(institutional performance development questionnaire)

| First Domain | | | Second Domain | | |
|--------------------|-------------|--------|------------------|-------------|--------|
| Strategic Analysis | | | Strategic Choice | | |
| Paragraph | Correlation | (Sig.) | Paragraph | Correlation | (Sig.) |
| 1 | .871** | .000 | 1 | .892** | .000 |
| 2 | .848** | .000 | 2 | .906** | .000 |
| 3 | .771** | .000 | 3 | .923** | .000 |
| 4 | .838** | .000 | 4 | .838** | .000 |
| 5 | .806** | .000 | 5 | .949** | .000 |
| 6 | .584** | .000 | 6 | .861** | .000 |
| 7 | .814** | .000 | 7 | .897** | .000 |
| 8 | .654** | .000 | 8 | .905** | .000 |
| 9 | .771** | .000 | 9 | .906** | .000 |
| 10 | .798** | .000 | 10 | .881** | .000 |
| 11 | .732** | .000 | 11 | .850** | .000 |
| 12 | .747** | .000 | | | |
| 13 | .763** | .000 | | | |
| 14 | .880** | .000 | | | |
| 15 | .857** | .000 | | | |
| 16 | .835** | .000 | | | |
| 17 | .822** | .000 | | | |

** The correlation is statistically significant at the level of significance ($\alpha \leq 0.01$).

The previous table shows the correlation coefficient between each paragraph of the field, and its total score, which shows that the indicated correlation coefficients are a

function at the level of significance ($\alpha \leq 0.01$), and thus the domain is valid for what was set to measure it.

3.8.2 Questionnaire Reliability

The researcher verified the stability of the study tool by applying it to the same survey sample in two ways:

✓ Split-Half Coefficient

The researcher calculated the stability of the questionnaire by the method of split-half, where the paragraphs of the questionnaire were divided into two parts: the first part represents the individual questions, and the second part represents the even questions, then the correlation coefficient (r) was calculated between the average scores of the individual questions and the average scores of the paired questions, then the correlation coefficients were corrected Using the Spearman-Brown Coefficient, as follows:

$$\text{Reliability coefficient} = \frac{2r}{1 + r}$$

where (r) is the correlation coefficient, and table (3.8) shows the results:

**Table (3.8) the split-half method to measure the stability of the questionnaire
(institutional performance development)**

| | Domain | Paragraphs No | Correlation | Corrected correlation |
|----|---|---------------|-------------|-----------------------|
| 1. | Enterprise style and performance | 17 | .711 | .832 |
| 2. | Workers performance | 11 | .880 | .937 |
| | Total | 28 | .828 | .906 |

Through the results shown in the previous table, it is clear to us that the value of the corrected correlation coefficient (Spearman Brown) is high, and this indicates that the resolution has a high degree of stability; Which reassured the researcher to apply it to the study sample.

✓ Cronbach's Alpha

The researcher used the Alpha Cronbach method to measure the stability of the resolution. Table (4.8) shows the following results:

**Table (3.8) Cronbach's alpha coefficient to measure the stability of the resolution
(institutional performance development)**

| | Domain | Paragraphs No | Cronbach's alpha |
|----|----------------------------------|---------------|------------------|
| 1. | Enterprise style and performance | 17 | .815 |
| 2. | Workers performance | 11 | .974 |
| | Total | | .983 |

The results shown in the previous table indicate that the value of the Cronbach's alpha coefficient was high for each field of the resolution, and the total value of the Cronbach's alpha coefficient for all the paragraphs of the resolution was (.912), and this indicates that the resolution enjoys a high degree of stability, which reassured the researcher to apply it on the study sample.

3.9 Statistical methods and treatments used in the study

1. The statistical package (SPSS) program was used to analyze and process the data.
2. The following statistical treatments were used to ensure the validity and reliability of the study tools:
 - ✓ Pearson correlation coefficient to verify the internal consistency of the questionnaire, by finding the Pearson correlation coefficient between each item with the total score of its domain.
 - ✓ Pearson correlation coefficient to verify the validity of the structural consistency of the questionnaire, by finding the Pearson correlation coefficient between each of the fields of the questionnaire, and the total score for all paragraphs of the questionnaire.
 - ✓ Spearman-Brown Coefficient for the split-half to ensure the stability of the questionnaire items.
 - ✓ Cronbach's alpha correlation coefficient, to ensure the stability of the resolution items
3. The following statistical treatments were used to analyze the results of the field study:
 - ✓ Percentages, frequencies, arithmetic mean, and relative weight, to simplify the statistical process, and describe the sample of the researched study.
 - ✓ Independent Samples T Test
 - ✓ One Way Anova test for more than two independent samples.
 - ✓ Scheffe test to determine the direction of the differences, if any.

- ✓ Pearson's correlation coefficient to find the relationship between strategic planning in the Palestinian local authorities and the development of institutional performance.
- ✓ Multiple linear regression analysis to calculate the impact of strategic planning in the Palestinian local authorities in its five dimensions in developing institutional performance (Jenin municipality as a model).

Chapter 4: Research Findings

4.1 Introduction

This chapter includes a detailed presentation of the results of the study, by answering the study questions and reviewing the most prominent results of the study tool, which the researcher reached by analyzing its paragraphs.

Therefore, the researcher performed statistical treatments for the data collected from the study tool.

Using the Statistical Package for Social Studies (SPSS) program. "Statistical Package for the Social Sciences", for the results of the study presented and analyzed in this chapter.

To interpret the results of the study and judge the level of response, the researcher relied on the arrangement of arithmetic averages at the level of the domains of the tool as a whole, and the level of paragraphs in each field. The researcher determined the degree of approval according to the test approved for the study.

4.2 Criterion approved in the study

To determine the criterion adopted in the study, the length of the cells was determined in the five-point Likert scale by calculating the range between the degrees of the scale ($5-1 = 4$), and then dividing it by the largest value in the scale to get the length of the cell ($4/5 = 0.80$). , and then this value was added to the lowest value in the scale (the beginning of the scale is one true), in order to determine the upper limit of this cell, and thus the length of the cells became as shown in Table (4.1).

Table(4.1)**Explains the criteria used in the study**

| Cell length | corresponding relative weight | degree of approval |
|------------------------|--------------------------------------|---------------------------|
| From 1 – 1.80 | from 20%-36% | Very few |
| Greater than 1.80-2.60 | greater than 36%-52% | Few |
| Greater than 2.60-3.40 | greater than 52%-68% | Mid |
| Greater than 3.40-4.20 | greater than 68%-84% | Big |
| Greater than 4.20-5 | greater than 84%-100% | Very big |

In order to answer the questions of the study, the researcher analyzed the data obtained from the respondents' responses to the study tool, and used the appropriate statistical methods, as the researcher relied on the arithmetic averages, and the relative weights for each field of the questionnaire.

It also relied on the arrangement of arithmetic averages and relative weights at the level of paragraphs in each field, and the researcher determined the degree of approval according to the test adopted in the study.

4.3 Answering the study questions

The researcher answered the study questions by analyzing the data, focusing on the two highest and lowest paragraphs, interpreting their results, and comparing them with previous studies.

Results related to the first question and their interpretations:

1. What is the reality of strategic planning in the Palestinian local authorities (Jenin municipality as a model) from the point of view of its employees?

To answer this question, the arithmetic mean, standard deviation, and relative weight for each field of study were used according to the reality of strategic planning

in the Palestinian local authorities (Jenin municipality as a model) from the point of view of its employees, and table (4.2) illustrates this:

Table (4.2)
Resolution Domain Analysis

| | Domain | SMA | standard deviation | Relative weight% |
|-------|-------------------------|------|--------------------|------------------|
| 1. | Strategic Analysis | 3.12 | .904 | 62.34 |
| 2. | Strategic Choice | 3.07 | .889 | 61.33 |
| 3. | Strategic Direction | 2.97 | .907 | 59.39 |
| 4. | Strategy Implementation | 2.97 | .907 | 59.39 |
| 5. | Evaluation | 2.81 | .969 | 56.20 |
| Total | | 2.99 | .861 | 59.75 |

The previous table shows that the arithmetic mean of the reality of strategic planning in the Palestinian local authorities (Jenin municipality as a model) from the point of view of its employees is equal to (2.99), the standard deviation is equal to (0.861), and the relative weight is (59.75%), and this means that there is agreement with a medium degree, The researcher attributes this to:

- The results of this study are relatively in agreement with the study of
- The results of this study differed relative to the study of

Analysis of the questionnaire's paragraphs: (The reality of strategic planning in the Palestinian local authorities - Jenin municipality as a model - from the point of view of its employees):

1. Analysis of the paragraphs of the first field "Strategic Analysis":

Table (4.3) shows the arithmetic mean, standard deviation, relative weight, as well as the order for each of the paragraphs of the first field:

Table (4.3)

Analysis of the paragraphs of the first field

| | Paragraph | SMA | S.D | Average | Rank |
|---|--|------|-------|---------|------|
| 1 | The municipality determines its strategies based on an analysis of the needs of stakeholders in the local community. | 3.44 | .938 | 68.86 | 1 |
| 2 | The opportunities available in the external environment are identified for their investment. | 3.26 | 1.046 | 65.24 | 2 |
| 3 | Hazards in the external environment are identified to be met. | 3.16 | 1.067 | 63.14 | 3 |
| 4 | The internal environment is analyzed to identify strengths to be strengthened. | 3.14 | 1.025 | 62.86 | 4 |
| 5 | The internal environment is analyzed to identify weaknesses and to address them. | 2.97 | 1.080 | 59.43 | 7 |
| 6 | Invests analysis of the internal and external environment in identifying appropriate strategies. | 2.99 | 1.007 | 59.81 | 6 |
| 7 | The municipal administration scrutinizes the vision and translates it into strategic actions through its plans. | 3.10 | 1.051 | 62.00 | 5 |
| 8 | The employees participate in analyzing the internal and external environment of the municipality. | 2.85 | 1.230 | 57.05 | 8 |

Table (4.3) shows that the two highest paragraphs in this field are:

Paragraph No. (1), which states: “The municipality determines its strategies based on the analysis of the needs of stakeholders in the local community.” It ranked first in a large degree, with a relative weight (68.86%), and the researcher attributes this to:

Paragraph No. (2), which states: “The opportunities available in the external environment are identified for investment.” It ranked second with a medium degree, and a relative weight (65.24%), and the researcher attributes this to:

And that the two lowest paragraphs in the field are:

Paragraph No. (8), which states: “The workers participate in the analysis of the municipality’s internal and external environment.” It ranked last in a medium degree, with a relative weight (57.05%).

Paragraph No. (5), which states: “The internal environment is analyzed to identify weaknesses to address them.” It ranked penultimate with a medium degree, and a relative weight (59.43%), and the researcher attributes this to:

2. Analysis of the paragraphs of the second field “strategic choice”:

Table (4.4) shows the arithmetic mean, standard deviation, relative weight, as well as the order of each paragraph of the second field:

Table (4.4)

Analysis of the paragraphs of the second field

| | Paragraph | SMA | S.D | Average | Rank |
|---|---|------------|------------|----------------|-------------|
| 1 | The municipal administration participates with all departments in developing strategic alternatives. | 3.06 | .954 | 61.24 | 4 |
| 2 | The strategic option that fits with the municipality's mission is chosen. | 3.20 | 1.034 | 64.00 | 2 |
| 3 | It adopts precise procedures to choose the appropriate strategy for it. | 3.01 | .971 | 60.29 | 6 |
| 4 | It adheres to the programs and timetables that it sets to achieve its goals. | 3.06 | 1.022 | 61.24 | 3 |
| 5 | Focuses on the appropriateness of each strategic option with the factors of the external environment. | 2.97 | .983 | 59.43 | 7 |
| 6 | Develops several strategic alternatives commensurate with the plans developed. | 2.93 | 1.056 | 58.67 | 8 |
| 7 | It sets several suitable strategic alternatives to face the expected crises. | 3.05 | 1.101 | 60.95 | 5 |
| 8 | It adopts strategic decisions that are consistent with the established plans. | 3.22 | 1.041 | 64.48 | 1 |

Table (4.4) shows that the two highest paragraphs in this field are:

Paragraph No. (8), which states: “It adopts strategic decisions that are consistent in accordance with the established plans.” It ranked first with a medium degree, and a relative weight (64.48%), and the researcher attributes this to:

Paragraph No. (2), which states: “The strategic option that fits with the municipality’s mission is chosen.” It ranked second with a medium degree, and a relative weight (64%), and the researcher attributes this to:

And that the two lowest paragraphs in the field are:

Paragraph No. (6), which states: “It sets several strategic alternatives commensurate with the established plans.” It ranked last in a medium degree, with a relative weight of (58.67%), and the researcher attributes this to:

Paragraph No. (5), which states: “focusing on the appropriateness of each strategic option with the factors of the external environment.” It ranked before the last with a medium degree, and a relative weight (59.43%), and the researcher attributes this to:

3. Analysis of the paragraphs of the third field “strategic direction”:

Table (4.5) shows the arithmetic mean, standard deviation, relative weight, as well as the order for each of the paragraphs of the third field:

Table (4.5)
analysis of paragraphs of the third field

| | Paragraph | SMA | S.D | Average | Rank |
|---|---|------|-------|---------|------|
| 1 | The municipality's administration has a clear strategic vision for the future. | 3.00 | 1.126 | 60.10 | 6 |
| 2 | The municipality's message is characterized by defining the frameworks and limits through which the individuals working are distinguished by creativity and excellence. | 3.06 | 1.107 | 61.24 | 5 |
| 3 | The general objectives are consistent with the strategic direction of the municipality. | 3.09 | .994 | 61.71 | 4 |
| 4 | The municipal administration adopts values and principles that govern its behavior. | 2.97 | 1.004 | 59.33 | 7 |
| 5 | It enlightens its employees with its vision. | 2.86 | 1.089 | 57.14 | 8 |
| 6 | It matches its goals with the values of society. | 3.15 | 1.099 | 62.95 | 2 |
| 7 | Its objectives are flexible and have the ability to adapt to changes. | 3.15 | 1.047 | 63.05 | 1 |
| 8 | It develops its strategic objectives clearly and in writing. | 3.10 | 1.115 | 62.10 | 3 |

It was found from Table No. (4.5) that the two highest paragraphs in this field are:

Paragraph No. (7), which states: “Its goals are flexible and have the ability to adapt to changes.” It ranked first with a medium degree, and a relative weight (63.05%), and the researcher attributes this to:

Paragraph No. (6), which states: “It matches its goals with the values of society.” It ranked second with a medium degree, and a relative weight (62.95%), and the researcher attributes this to:

And that the two lowest paragraphs in the field are:

Paragraph No. (5), which states: “It gives the workers insight into its vision.” It ranked last in a medium degree, with a relative weight (57.14%), and the researcher attributes this to:

Paragraph No. (4), which states: “The municipality’s administration adopts values and principles that govern its behavior.” It ranked penultimate with a medium degree, and a relative weight (59.33%), and the researcher attributes this to:

4. Analysis of the paragraphs of the fourth field "Strategy implementation"

Table (4.6) shows the arithmetic mean, standard deviation, relative weight, as well as the order of each paragraph of the fourth field:

Table (4.6)

Paragraph Analysis of the Fourth Field

| | Paragraph | SMA | S.D | Average | Rank |
|---|--|------------|------------|----------------|-------------|
| 1 | The municipal administration is committed to the detailed annual plans for the implementation of the strategic plan. | 3.01 | 1.056 | 60.29 | 3 |
| 2 | Adhere to the institutional structure you designed to implement the plan. | 3.00 | 1.000 | 59.90 | 4 |
| 3 | It applies the administrative systems that it set to implement the plan. | 3.04 | 1.064 | 60.86 | 2 |
| 4 | The capabilities of its employees are developed to help them implement plans and programs. | 2.90 | 1.071 | 57.90 | 7 |
| 5 | It implements the strategic plans within the specified time period and with the available pre-planned resources. | 2.93 | .938 | 58.57 | 5 |

| | | | | | |
|---|---|------|-------|-------|---|
| 6 | It works to invest the necessary funds to implement its plans. | 3.15 | 1.087 | 63.05 | 1 |
| 7 | It seeks to create an encouraging institutional culture towards the implementation of the strategic plan. | 2.91 | .979 | 58.29 | 6 |
| 8 | Provides appropriate incentives to implement the strategic plan. | 2.80 | 1.080 | 56.00 | 8 |

Table (4.6) shows that the two highest paragraphs in this field are:

Paragraph No. (6), which states: “It works to invest the funds necessary to implement its plans,” ranked first in a medium degree, with a relative weight of (63.05%), and the researcher attributes this to:

Paragraph No. (3), which states: “Apply the administrative systems that you set to implement the plan.” It ranked second with a medium degree, and a relative weight (60.86%), and the researcher attributes this to:

And that the two lowest paragraphs in the field are:

Paragraph No. (8), which states: “Availability of the appropriate incentives to implement the strategic plan,” ranked last with a medium degree, and a relative weight (56%), and the researcher attributes this to:

Paragraph No. (4), which states: “The capabilities of its employees are developed to help them implement plans and programs.” It ranked pen ultimately with a medium degree, and a relative weight of (57.90%), and the researcher attributes this to:

5. Analysis of the paragraphs of the fifth field “Assessment and Control”:

Table (4.7) shows the arithmetic mean, standard deviation, relative weight, as well as the order of each paragraph of the fifth field:

Table (4.7)
analysis of the paragraphs of the fifth field

| | Paragraph | SMA | S.D | Average | Rank |
|---|--|------|-------|---------|------|
| 1 | The municipality's administration exercises an oversight role on the implementation of the strategic plan. | 2.98 | 1.196 | 59.52 | 2 |
| 2 | Track a clear and written monitoring system. | 2.96 | 1.144 | 59.24 | 3 |
| 3 | It uses performance indicators to monitor the implementation of its strategic plan. | 2.98 | 1.094 | 59.62 | 1 |
| 4 | It uses specialists from outside the municipality to conduct an evaluation of its performance. | 2.82 | 1.167 | 56.48 | 5 |
| 5 | Benefit from the results of the evaluation in the development of its work. | 2.86 | 1.087 | 57.24 | 4 |
| 6 | Employees are informed of the evaluation forms before filling out. | 2.62 | 1.088 | 52.38 | 7 |
| 7 | It evaluates the performance of employees periodically and regularly. | 2.59 | 1.159 | 51.71 | 8 |
| 8 | It works to improve the performance of employees in light of the evaluation results. | 2.66 | 1.097 | 53.14 | 6 |

It was found from Table (4.7) that the two highest paragraphs in this field are:

Paragraph No. (3), which states: "It uses performance indicators to monitor the implementation of its strategic plan." It ranked first with a medium degree, and a relative weight (59.62%), and the researcher attributes this to:

Paragraph No. (1), which states: "The municipality administration exercises an oversight role on the implementation of the strategic plan." It ranked second with a medium degree, and a relative weight (59.52%), and the researcher attributes this to:

And that the two lowest paragraphs in the field are:

Paragraph No. (7), which states: "It evaluates the performance of employees periodically and regularly." It ranked last with a low degree, and a relative weight (51.71%); Although this paragraph ranked last, it came in a medium degree, and the researcher attributes this to:

Paragraph No. (6), which states: “The employees are informed of the evaluation forms before mobilization.” It ranked penultimate with a medium degree, and a relative weight (52.38%), and the researcher attributes this to:

The results related to the second question and their interpretations:

2. What is the level of institutional performance development in the Palestinian local authorities - Jenin municipality as a model - from the point of view of its employees?

To answer this question, the arithmetic mean, standard deviation, and relative weight for each field of study were used according to the level of institutional performance development in the Palestinian local authorities - Jenin municipality as a model - from the point of view of its employees, and table (4.8) illustrates this:

Table (4.8)

Resolution Domain Analysis

| | Domain | SMA | S.D | Average |
|----|---|-------------|--------------|--------------|
| 1. | Enterprise style and performance | 2.90 | .901 | 58.09 |
| 2. | Workers performance | 2.52 | 1.028 | 50.46 |
| | Total | 2.71 | .934 | 54.28 |

The previous table shows that the arithmetic mean according to the level of institutional performance development in the Palestinian local authorities - the municipality of Jenin as a model - from the point of view of its employees is (2.71), the standard deviation is equal to (0.934), and the relative weight is (54.28%), which means that there is agreement with a degree of medium, and the researcher attributes this to:

- The results of this study are relatively in agreement with the study

- The results of this study differed relative to the study

Analysis of the paragraphs of the second questionnaire: (The level of institutional performance development in the Palestinian local authorities - Jenin municipality as a model from the point of view of its employees)

1. Analysis of the paragraphs of the first field "the style and performance of the institution"

Table (4.9) shows the arithmetic mean, standard deviation, relative weight, as well as the order for each of the paragraphs of the first field:

Table (4.9)

Analysis of the paragraphs of the first field

| | Paragraph | SMA | S.D | Average | Rank |
|----|---|------|-------|---------|------|
| 1 | The municipality administration applies modern management and leadership methods in order to achieve excellence. | 2.83 | 1.160 | 56.67 | 1 |
| 2 | She is keen to achieve the goals within the specified times. | 2.91 | 1.118 | 58.19 | 2 |
| 3 | Develops tactical plans to address potential problems. | 2.85 | 1.103 | 57.05 | 13 |
| 4 | Do human relations between employees. | 2.87 | 1.116 | 57.33 | 11 |
| 5 | It encourages collaborative relationships and teamwork among employees. | 2.88 | 1.063 | 57.62 | 9 |
| 6 | It relies on scientific methods in predicting future possibilities that will positively or negatively affect overall performance. | 2.59 | 1.096 | 51.71 | 16 |
| 7 | Ideas for the implementation of the municipality's strategy are exchanged between management and workers. | 2.70 | 1.201 | 54.10 | 14 |
| 8 | The principles of total quality are applied. | 2.96 | 1.123 | 59.24 | 8 |
| 9 | Responds to the opinions of local community members and their development initiatives. | 3.11 | 1.148 | 62.29 | 6 |
| 10 | It constantly monitors the mechanisms of providing its services to the local community. | 3.30 | 1.018 | 66.10 | 4 |
| 11 | Take advantage of technological applications in evaluating its activities and services. | 3.20 | 1.144 | 64.00 | 5 |
| 12 | The municipality's administrative activities are subject to a continuous process of evaluation. | 2.86 | 1.006 | 57.14 | 12 |

| | | | | | |
|----|---|------|-------|-------|----|
| 13 | The technical activities of the municipality are subject to continuous evaluation. | 2.88 | 1.073 | 57.52 | 10 |
| 14 | Development projects funded by international bodies and Arab aid invest in improving the quality of their services. | 3.36 | 1.094 | 67.14 | 3 |
| 15 | Achieve the best results with the resources and energies available in it. | 3.00 | 1.130 | 59.90 | 7 |
| 16 | Putting the right person in the right place | 2.41 | 1.204 | 48.29 | 17 |
| 17 | It sets a strategic vision to direct the efforts of employees towards achieving the desired goals | 2.67 | 1.146 | 53.33 | 15 |

Table (4.9) shows that the two highest paragraphs in this field are:

Paragraph No. (1), which states: “The municipal administration applies modern management and leadership methods with the aim of achieving excellence.” It ranked first with a medium degree, and a relative weight (56.67%), and the researcher attributes this to:

Paragraph No. (2), which states: “It is keen to achieve the goals within the specified times.” It ranked second with a medium degree, and a relative weight (58.19%), and the researcher attributes this to:

And that the two lowest paragraphs in the field are:

Paragraph No. (16), which states: “It works to put the right person in the right place,” occupied the last rank with a small degree, and a relative weight (48.29%), and the researcher attributes this to:

Paragraph No. (6), which states: “It depends on scientific methods in predicting future possibilities that negatively or positively affect the general performance.” It ranked before the last with a small degree, and a relative weight (51.71%), and the researcher attributes this to:

2. Analysis of the paragraphs of the second field "Performance of workers":

Table (4.10) shows the arithmetic mean, standard deviation, relative weight, as well as the order for each paragraph of the second field:

Table (4.10)
Analysis of the paragraphs of the second field

| | Paragraph | SMA | S.D | Average | Rank |
|----|---|------|-------|---------|------|
| 1 | Working to help employees achieve their plans. | 2.49 | 1.077 | 49.81 | 9 |
| 2 | It helps employees achieve their goals. | 2.51 | 1.121 | 50.29 | 6 |
| 3 | Provides a supportive environment for creativity to improve the quality of services provided. | 2.56 | 1.153 | 51.14 | 4 |
| 4 | Allows employees to present new initiatives, ideas and proposals | 2.58 | 1.110 | 51.52 | 3 |
| 5 | Establishes guidelines for action to ensure the most effective methods of performing tasks and functions. | 2.60 | 1.026 | 52.10 | 1 |
| 6 | Reward the worker for the extra effort he puts in | 2.55 | 1.362 | 51.05 | 5 |
| 7 | Determine the training needs of employees using scientific methods. | 2.60 | 1.183 | 51.90 | 2 |
| 8 | The development of the strengths of the employees | 2.50 | 1.207 | 50.10 | 8 |
| 9 | Workers are left free to choose their fields based on their capabilities | 2.51 | 1.187 | 50.29 | 7 |
| 10 | The municipal administration sets standards for measuring employee efficiency. | 2.47 | 1.211 | 49.43 | 10 |
| 11 | The efficiency of employees is measured according to their performance in completing tasks. | 2.37 | 1.262 | 47.43 | 11 |

Table (4.10) shows that the two highest paragraphs in this field are:

Paragraph No. (5), which states: "It sets guidelines for work to ensure that the most effective ways to perform tasks and jobs are followed." It ranked first with a medium degree, and a relative weight (52.10%), and the researcher attributes this to:

Paragraph No. (7), which states: “The training needs of workers are determined using scientific methods.” It ranked second with a small degree, and a relative weight (51.90%), and the researcher attributes this to:

And that the two lowest paragraphs in the field are:

Paragraph No. (11) which states: “Employees’ efficiency is measured according to their performance in completing tasks.” It ranked last with a low degree, and a relative weight (47.43%), and the researcher attributes this to:

The results related to the third question and their interpretations

- 3. Is there a statistically significant effect at the level of significance ($0.05 \geq \alpha$) for the application of strategic planning in developing institutional performance in the Palestinian local authorities - Jenin municipality as a model -?**

To answer this question, the researcher verified the following hypothesis:

There is no statistically significant effect at the level of significance ($0.05 \geq \alpha$) for the application of strategic planning in developing institutional performance in the Palestinian local authorities - Jenin municipality as a model. The researcher used multiple linear regression analysis

(Multiple Linear Regression) to measure the impact between the application of strategic planning in its five dimensions, and the development of institutional performance in Jenin Municipality, according to the following table (4.11):

Table (4.11)

Multiple Linear Regression Analysis

| R | R Square | F | F(significance) Sig. | Beta non- standard | t | T(sig.) | independent variables | de v |
|-------------------|----------|---------|-------------------------|-----------------------|-------|---------|----------------------------|-------------------|
| .878 ^a | .770 | 171.684 | .000 ^b | -.007 | -.056 | .955 | Strategic Analysis | Ins per dev |
| | | | | .154 | 1.681 | .094 | Strategic Choice | |
| | | | | .212 | 2.112 | .036 | Strategic Direction | |
| | | | | .410 | 4.246 | .000 | Strategy implementation | |
| | | | | .147 | .836 | .404 | Control and Assessment | |

It is clear from the previous table that the (sig) value of the test (F) is equal to (0.000b), which is less than the significance level ($\alpha \leq 0.05$), and thus the null hypothesis was rejected, and this indicates the existence of a statistically significant effect at the significance level ($\alpha \leq 0.05$).) for the application of strategic planning in developing institutional performance in the Palestinian local authorities - Jenin municipality as a model -, where the value of the coefficient of determination was ($R^2 = .770$), and this indicates that 77% of the change in the total degree of institutional performance development in the municipality of Jenin is due to the application of planning The strategic in its five dimensions (strategic analysis, strategic choice, strategic direction, strategy implementation, evaluation and control), and the rest is due to other factors, and the researcher attributes this to:

The results related to the fourth question and their interpretations

4. Is there a statistically significant correlation at the level of significance ($0.05 \geq \alpha$) between the average degrees of the study sample's estimation of

the reality of the implementation of strategic planning and the average of their estimates of the level of institutional performance development in the Jenin municipality?

To answer this question, the researcher verified the following hypothesis:

There is a statistically significant correlation at the level of significance ($0.05 \geq \alpha$) between the average degrees of the study sample's estimate of the reality of the implementation of strategic planning and the average of their estimates of the level of institutional performance development in the Jenin municipality.

Where the Pearson test was used to find the relationship between the average degrees of the study sample's estimate of the reality of the application of strategic planning and the average of their estimates of the level of institutional performance development in the Jenin municipality, according to the results shown in **Table (4.12)**:

| | Statics | The overall degree of the reality of institutional performance development in the Jenin municipality |
|--|-------------|--|
| Strategic Analysis | Correlation | .814** |
| | (sig) | .000 |
| Strategic Choice | Correlation | .831** |
| | (sig) | .000 |
| Strategic Direction | Correlation | .777** |
| | (sig) | .000 |
| Strategic Implementation | Correlation | .777** |
| | (sig) | .000 |
| Assessment and Control | Correlation | .856** |
| | (sig) | .000 |
| The overall degree of the reality of the application of strategic planning | Correlation | .862** |
| | (sig) | 0.000 |

** The correlation coefficient is statistically significant at the 0.01 . significance level

It was found from the previous table that the total probability value (sig) is equal to (0.000), which is less than the significance level ($\alpha \leq 0.05$), as well as for the rest of the five domains, and thus the null hypothesis was rejected, and this indicates the existence of a positive, statistically significant correlation at the level of significance ($\alpha 0.05$) for the reality of applying strategic planning in its five dimensions (strategic analysis, strategic choice, strategic direction, strategy implementation, evaluation and control), and between their average estimates of the level of institutional performance development in Jenin Municipality. From the previous results, it was found that the value of the total correlation coefficient is (0.862**), and this indicates that the relationship between them is positive (strong), and the researcher attributes this to:

- The results of this study are in agreement with the study
- While the results of this study differed relatively with the study of

The results related to the fifth question and their interpretations

- 5. Are there statistically significant differences at the level of significance ($\alpha 0.05$) between the average scores of the study sample members of the reality of the implementation of strategic planning and the level of institutional performance development in the Jenin municipality due to the study variables (sex, educational qualification, years of service, job title)?**

To answer this question, the following hypotheses were verified:

- ❖ **The first hypothesis:** There are no statistically significant differences at the level of significance ($0.05 \geq \alpha$) between the average degrees of estimation of the study sample members of the reality of strategic planning and the level of institutional performance development in the Jenin municipality due to the gender variable (male, female).

To verify this hypothesis, the T-Test of two independent samples was used (Independent Samples T Test) to test the differences between the mean scores of the study sample members, and the results are shown in Table (4.13):

Table (4.13) Results of two independent samples t-test

| Statics sig | Sig. | T (Exam) | S.D | SMA | No | Sex | Domain |
|-------------|--------|----------|-------|------|-----|--------|--------------------------|
| Non-sig | .097// | 1.667 | .971 | 3.19 | 138 | Male | Strategic Analysis |
| | | | .746 | 2.98 | 72 | Female | |
| Sig | .008 | 2.660 | .967 | 3.17 | 138 | Male | Strategic Choice |
| | | | .680 | 2.87 | 72 | Female | |
| Non-sig | .341// | .954 | .989 | 3.01 | 138 | Male | Strategic Direction |
| | | | .725 | 2.89 | 72 | Female | |
| Non-sig | .341// | .954 | .989 | 3.01 | 138 | Male | Strategic Implementation |
| | | | .725 | 2.89 | 72 | Female | |
| Non-sig | .105// | 1.626 | 1.045 | 2.89 | 138 | Male | Assessment and Control |
| | | | .789 | 2.66 | 72 | Female | |
| Non-sig | .084// | 1.739 | .951 | 3.05 | 138 | Male | Total Mark |
| | | | .644 | 2.86 | 72 | Female | |

It was found from Table (4.13) that the probabilistic value (sig.) of the total score of the questionnaire is (0.084), which is greater than the significance level ($\alpha \geq 0.05$), which indicates that the null hypothesis was not rejected, and this means that there are no statistically significant differences at the level of significance. $0.05 \geq \alpha$) between the mean scores of the study sample's estimation of the reality of strategic planning and the level of institutional performance development in the Jenin municipality due to the gender variable (male, female), and the researcher attributes this to:

❖ **The second hypothesis**

There are no statistically significant differences at the level of significance ($\alpha 0.05$) between the average scores of the study sample's assessment of the reality of

strategic planning and the level of institutional performance development in the Jenin municipality due to the educational qualification variable (bachelor, postgraduate).

To verify this hypothesis, the T-Test of two independent samples was used (Independent Samples T Test) to test the differences between the mean scores of the study sample members, and the results are shown in Table (4.14):

Table (4.14)
Results of two independent samples t-test

| Statics sig | Sig. | T (Exam) | S.D | SMA | No | Sex | Domain |
|-------------|--------|----------|-------|------|-----|--------------|--------------------------|
| Non-sig | .460// | .740 | .919 | 3.14 | 181 | Bachelor | Strategic Analysis |
| | | | .808 | 3.00 | 29 | Postgraduate | |
| Sig | .033 | 2.178 | .931 | 3.10 | 181 | Bachelor | Strategic Choice |
| | | | .521 | 2.84 | 29 | Postgraduate | |
| Non-sig | .562// | .582 | .934 | 2.98 | 181 | Bachelor | Strategic Direction |
| | | | .720 | 2.88 | 29 | Postgraduate | |
| Non-sig | .562// | .582 | .934 | 2.98 | 181 | Bachelor | Strategic Implementation |
| | | | .720 | 2.88 | 29 | Postgraduate | |
| sig | .005 | 2919 | 1.009 | 2.86 | 181 | Bachelor | Assessment and Control |
| | | | .581 | 2.48 | 29 | Postgraduate | |
| Non-sig | .135// | 1518 | .894 | 3.02 | 181 | Bachelor | Total Mark |
| | | | .606 | 2.82 | 29 | Postgraduate | |

It was found from Table (4.14) that the probabilistic value (sig.) of the total score of the questionnaire is equal to (0.135), which is greater than the significance level ($\alpha \geq 0.05$), which indicates that the null hypothesis is not rejected, and this means that there are no statistically significant differences at the level of significance ($0.05 \geq \alpha$) between the average scores of the study sample's estimation of the reality of strategic planning and the level of institutional performance development in the Jenin municipality due to the

educational qualification variable (bachelor, postgraduate studies), and the researcher attributes this to:

❖ **The Third hypothesis**

There are no statistically significant differences at the level of significance ($\alpha 0.05 \geq$) between the average scores of the study sample members' estimation of the reality of strategic planning and the level of institutional performance development in the Jenin municipality due to the variable years of service (less than 5 years, from 5 to less than 10 years, 10 years or more).

To verify the validity of this hypothesis, the One Way Anova analysis was used to test the differences between the mean scores of the study sample members, and this is evident according to the following table (4.15):

Table (4.15)

One Way Anova Test Results

| Statics sig | Sig. | F exam | Double average | Freedom degree | Double total | Source | Domain |
|-------------|--------|--------|----------------|----------------|--------------|----------------|---------------------|
| Non-sig | .469// | .759 | .621 | 2 | 1.243 | between groups | Strategic Analysis |
| | | | .819 | 207 | 169.441 | Within groups | |
| | | | | 209 | 170.684 | Total | |
| Non-sig | .198// | 1.633 | 1.284 | 2 | 2.569 | between groups | Strategic Choice |
| | | | .786 | 207 | 162.783 | Within groups | |
| | | | | 209 | 165.352 | Total | |
| Non-sig | .297// | 1.222 | 1.002 | 2 | 2.005 | between groups | Strategic Direction |
| | | | .820 | 207 | 169.819 | Within groups | |

| | | | | | | | |
|----------------|--------|-------|-------|-----|---------|-----------------------|---------------------------------|
| | | | | 209 | 171.824 | Total | |
| Non-sig | .297// | 1.222 | 1.002 | 2 | 2.005 | between groups | Strategy impleme ntation |
| | | | .820 | 207 | 169.819 | Within groups | |
| | | | | 209 | 171.824 | Total | |
| Non-sig | .204// | 1.602 | 1.497 | 2 | 2.993 | between groups | Assessme nt and control |
| | | | .934 | 207 | 193.424 | Within groups | |
| | | | | 209 | 196.417 | Total | |
| Non-sig | .304// | 1.197 | .886 | 2 | 1.772 | between groups | Total |
| | | | .740 | 207 | 153.261 | Within groups | |
| | | | | 209 | 155.033 | Total | |

It was found from Table (4.15) that the probabilistic value (sig.) of the total score of the questionnaire is (0.304), which is greater than the significance level ($\alpha \geq 0.05$), which indicates that the null hypothesis was not rejected, and this means that there are no statistically significant differences at the level of significance ($0.05 \geq \alpha$) between the mean scores of the study sample's estimate of the reality of strategic planning and the level of institutional performance development in Jenin municipality due to the variable years of service (less than 5 years, from 5 to less than 10 years, 10 years and more).

❖ The fourth hypothesis

There are no statistically significant differences at the level of significance ($\alpha 0.05$) between the average scores of the study sample's assessment of the reality of the application of strategic planning and the level of institutional performance development in the Jenin municipality due to the job title variable (head of department, head of division, employee).

To verify the validity of this hypothesis, the One Way Anova analysis was used to test the differences between the mean scores of the study sample members, and this is evident according to the following table (4.16):

Table (4.16)

One Way Anova Test Results

| Statics sig | Sig. | F exam | Double average | Freedom degree | Double total | Source | Domain |
|-------------|--------|--------|----------------|----------------|--------------|----------------|-------------------------|
| Non-sig | .677// | .390 | .320 | 2 | .641 | between groups | Strategic Analysis |
| | | | .821 | 207 | 170.043 | Within groups | |
| | | | | 209 | 170.684 | Total | |
| Non-sig | .718// | .332 | .264 | 2 | .528 | between groups | Strategic Choice |
| | | | .796 | 207 | 164.824 | Within groups | |
| | | | | 209 | 165.352 | Total | |
| Non-sig | .039// | 3.291 | 2.648 | 2 | 5.296 | between groups | Strategic Direction |
| | | | .804 | 207 | 166.528 | Within groups | |
| | | | | 209 | 171.824 | Total | |
| Non-sig | .039// | 3.291 | 2.648 | 2 | 5.296 | between groups | Strategy implementation |
| | | | .804 | 207 | 166.528 | Within groups | |
| | | | | 209 | 171.824 | Total | |
| Non-sig | .186// | 1.695 | 1.583 | 2 | 3.166 | between groups | Assessment and control |
| | | | .934 | 207 | 193.251 | Within groups | |
| | | | | 209 | 196.417 | Total | |
| Non-sig | .274// | 1.303 | .964 | 2 | 1.928 | between groups | Total |
| | | | .740 | 207 | 153.105 | Within groups | |
| | | | | 209 | 155.033 | Total | |

It was found from Table (4.16) that the probability value (sig.) for the total score of the questionnaire is (0.274), which is greater than the significance level ($\alpha \geq 0.05$), which indicates that the null hypothesis is not rejected, and this means that there are no statistically significant differences at the level of significance ($\alpha 0.05$) between the average scores of the study sample's estimation of the reality of the implementation of strategic planning and the level of institutional performance development in Jenin municipality due to the job title variable (section head, division head, employee).

Chapter 5: Results and Recommendations

5.1 Results

The results show that the relation between strategic planning and institutions' performance was positive and this indicates the effect of strategic planning on the performance of institution:

- The probabilistic value (sig.) of the total score of the questionnaire is (0.084), which is greater than the significance level ($\alpha \geq 0.05$), which indicates that the null hypothesis was not rejected, and this means that there are no statistically significant differences at the level of significance. ($0.05 \geq \alpha$) between the mean scores of the study sample's estimations of the reality of strategic planning and the level of institutional performance development in the Jenin municipality due to the gender variable (male, female)
- The probabilistic value (sig.) of the total score of the questionnaire is equal to (0.135), which is greater than the significance level ($\alpha \geq 0.05$), which indicates that the null hypothesis is not rejected, and this means that there are no statistically significant differences at the level of significance ($0.05 \geq \alpha$) between the average scores of the study sample's estimation of the reality of strategic planning and the level of institutional performance development in the Jenin municipality due to the educational qualification variable (bachelor, postgraduate studies).
- The probabilistic value (sig.) of the total score of the questionnaire is (0.304), which is greater than the significance level ($\alpha \geq 0.05$), which indicates that the null hypothesis was not rejected, and this means that there are no statistically significant differences at the level of significance ($0.05 \geq \alpha$) between the mean scores of the study sample's estimate of the reality of strategic planning and the level of institutional performance development in Jenin municipality due to the

variable years of service (less than 5 years, from 5 to less than 10 years, 10 years and more).

- The probability value (sig.) for the total score of the questionnaire is (0.274), which is greater than the significance level ($\alpha \geq 0.05$), which indicates that the null hypothesis is not rejected, and this means that there are no statistically significant differences at the level of significance ($\alpha 0.05$) between the average scores of the study sample's estimation of the reality of the implementation of strategic planning and the level of institutional performance development in Jenin municipality due to the job title variable (section head, division head, employee).
- There is an existence of strategic planning in the Palestinian Government Institutions, the various dimensions used for the assessment of strategic planning show a consistency of the factors in use throughout the Palestinian governmental institutions.
- Strategic planning intensity is determined by managerial, environmental and institutional factors.
- Respondents were highly in agreement with most of the factors of the various dimensions indicating an efficient and effective operations of the strategic planning in the targeted institution in Palestine (Jenin Municipality).
- Various factors within the dimensions were found to be affecting the strategic planning at governmental institutions in Palestine either positively or negatively. This study shows that, all factors under the mission, and planning were consistent and cumulatively contribute positively to the strategic planning in the overall terms.

- There is a high correlation between the strategic planning and the governmental institutions' performance in Palestine. Where improved strategic planning and the existence of a clear vision and mission have the main effect in raising the quality of institutions' performance.

5.2 Recommendations

According to the results, the researcher suggests the following recommendations.

- The strategic planning must be adopted by local institutions in order to keep up with environmental and situational changes and previously mentioned variables.
- The management at governmental institutions in Palestine should clarify the strategic plans for all employees and clarify the importance and the reflection of the appropriate implementation of strategic plans on the performance improvement for employees. Focusing on the crucial relation between the strategic planning and the process of objectives achievement.
- Efforts need to be made to allocate the available resources (Human & Financial) required in the process of the effective implementation for the strategic plans including reaching the agreed upon objectives
- Capacity building program regarding strategic planning process and tools are highly needed to further develop the knowledge and skills of staff who are involved in strategic planning process.

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5.4 Appendixes

Appendix (1): list of arbitrators

1. Dr. Shaher Obeid
2. Mr. Muntaser Hamdan
3. Dr. Fathallah Ghanem
4. Dr. Ahmad Herzallah
5. Dr. Shareef Abu Karsh
6. Dr. Wahab Sabbagh

Appendix (2): Instrument of the study

Arab American University

Faculty of Graduate Studies
Department of Strategic Planning and Fundraising

Dear Jenin's municipality employees,

The researcher has the honor to place in your hands the tool of this study, which is a questionnaire to collect information related to his study about:

**The Reality of Strategic Planning in Palestinian Government Institutions and its
 Relationship to Institutional Performance: Jenin Municipality as a Case Study**

This is in order to obtain a master's degree from the Department of Strategic Planning and Fundraising at the Faculty of Graduate Studies at the Arab American University. For this reason, the researcher designed this questionnaire, which aims to identify the nature of the relationship between strategic planning and the development of institutional performance in the Jenin municipality in the light of some variables. You are kindly requested to read the paragraphs of the questionnaire and put a mark (✓) in front of the alternative that expresses your appreciation for the degree of its practice or its availability, and I am confident that the objectivity and honesty of the response will have the most profound impact in reaching more accurate results on which the researcher depends, and the information provided by you in This questionnaire will be used for scientific research purposes only.

Yours sincerely

Researcher: Muhammad Abu Al-Hija

Mobile: 0597485533

Part One: Personal Data: Please put a tick (✓) in the appropriate place.

1. Gender: ☐ Male ☐ Female

2. Qualification: ☐ Bachelor's ☐ Postgraduate studies
3. Years of service: ☐ less than 5 years ☐ 5-10 years
☐ more than 10 years
4. Job title: ☐ Head of department ☐ head of division
☐

Part Two: A questionnaire to identify the reality of strategic planning in the Jenin municipality and its impact on developing institutional performance:

First: Strategic Planning:

| * | Paragraph/degree of approval | Very large | large | medium | few | Very few |
|--|--|------------|-------|--------|-----|----------|
| The first area: strategic analysis | | | | | | |
| 1 | The municipality determines its strategies based on an analysis of the needs of stakeholders in the local community. | | | | | |
| 2 | The opportunities available in the external environment are identified for their investment. | | | | | |
| 3 | Hazards in the external environment are identified to be met. | | | | | |
| 4 | The internal environment is analyzed to identify strengths to be strengthened. | | | | | |
| 5 | The internal environment is analyzed to identify weaknesses and to address them. | | | | | |
| 6 | Invests analysis of the internal and external environment in identifying appropriate strategies. | | | | | |
| 7 | The municipal administration scrutinizes the vision and translates it into strategic actions through its plans. | | | | | |
| 8 | The employees participate in analyzing the internal and external environment of the municipality. | | | | | |
| The second area: the strategic choice | | | | | | |
| 1 | The municipal administration participates with all departments in developing strategic alternatives. | | | | | |
| 2 | The strategic option that fits with the municipality's mission is chosen. | | | | | |
| 3 | It adopts precise procedures to choose the appropriate strategy for it. | | | | | |
| 4 | It adheres to the programs and timetables that it sets to achieve its goals. | | | | | |

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|---|---|--|--|--|--|--|
| 5 | Focuses on the appropriateness of each strategic option with the factors of the external environment. | | | | | |
| 6 | Develops several strategic alternatives commensurate with the plans developed. | | | | | |
| 7 | It sets several suitable strategic alternatives to face the expected crises. | | | | | |
| 8 | It adopts strategic decisions that are consistent with the established plans. | | | | | |
| The third area: strategic direction | | | | | | |
| 1 | The municipality's administration has a clear strategic vision for the future. | | | | | |
| 2 | The municipality's message is characterized by defining the frameworks and boundaries through which the individuals working are distinguished by creativity and excellence. | | | | | |
| 3 | The general objectives are consistent with the strategic direction of the municipality. | | | | | |
| 4 | The municipal administration adopts values and principles that govern its behavior. | | | | | |
| 5 | It enlightens its employees with its vision. | | | | | |
| 6 | It matches its goals with the values of society. | | | | | |
| 7 | Its objectives are flexible and have the ability to adapt to changes. | | | | | |
| 8 | It develops its strategic objectives clearly and in writing. | | | | | |
| Fourth area: Strategy Implementation | | | | | | |
| 1 | The municipality administration is committed to the detailed annual plans for the implementation of the strategic plan. | | | | | |
| 2 | You adhere to the organizational structure you designed to implement the plan. | | | | | |
| 3 | It applies the administrative systems that it set to implement the plan. | | | | | |
| 4 | The capabilities of its employees are developed to help them implement plans and programs. | | | | | |
| 5 | It implements the strategic plans within the specified time period and with the available pre-planned resources. | | | | | |
| 6 | It works to invest the necessary funds to implement its plans. | | | | | |
| 7 | It seeks to create an encouraging organizational culture towards the implementation of the strategic plan. | | | | | |

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| 8 | Provides appropriate incentives for the implementation of the strategic plan. | | | | | |
| Fifth Domain: Evaluation and Control | | | | | | |
| 1 | The municipality's administration exercises an oversight role on the implementation of the strategic plan. | | | | | |
| 2 | Track a clear and written monitoring system. | | | | | |
| 3 | It uses performance indicators to monitor the implementation of its strategic plan. | | | | | |
| 4 | It uses specialists from outside the municipality to conduct an evaluation of its performance. | | | | | |
| 5 | Benefit from the results of the evaluation in the development of its work. | | | | | |
| 6 | Employees are informed of the evaluation forms before filling out. | | | | | |
| 7 | It evaluates the performance of employees periodically and regularly. | | | | | |
| 8 | It works to improve the performance of employees in light of the evaluation results. | | | | | |

Second: Institutional Performance Development:

| * | Paragraph/degree of approval | Very large | large | medium | few | Very few |
|---|---|------------|-------|--------|-----|----------|
| The first area: the style and performance of the institution | | | | | | |
| 1 | The municipality administration applies modern management and leadership methods in order to achieve excellence. | | | | | |
| 2 | She is keen to achieve the goals within the specified times. | | | | | |
| 3 | Develops tactical plans to address potential problems. | | | | | |
| 4 | Do human relations between employees. | | | | | |
| 5 | It encourages collaborative relationships and teamwork among employees. | | | | | |
| 6 | It relies on scientific methods in predicting future possibilities that will positively or negatively affect overall performance. | | | | | |
| 7 | Ideas for the implementation of the municipality's strategy are exchanged between management and workers. | | | | | |
| 8 | The principles of total quality are applied. | | | | | |

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| 9 | Responds to the opinions of local community members and their development initiatives. | | | | | |
| 10 | It constantly monitors the mechanisms of providing its services to the local community. | | | | | |
| 11 | Take advantage of technological applications in evaluating its activities and services. | | | | | |
| 12 | The municipality's administrative activities are subject to a continuous process of evaluation. | | | | | |
| 13 | The technical activities of the municipality are subject to continuous evaluation. | | | | | |
| 14 | Development projects funded by international bodies and Arab aid invest in improving the quality of their services. | | | | | |
| 15 | Achieve the best results with the resources and energies available in it. | | | | | |
| 16 | Putting the right person in the right place | | | | | |
| 17 | It sets a strategic vision to direct the efforts of employees towards achieving the desired goals | | | | | |
| The second area: employee performance | | | | | | |
| 1 | Working to help employees achieve their plans. | | | | | |
| 2 | It helps employees achieve their goals. | | | | | |
| 3 | Provides a supportive environment for creativity to improve the quality of services provided. | | | | | |
| 4 | Allow employees to present new initiatives, ideas and proposals. | | | | | |
| 5 | Establishes guidelines for action to ensure the most effective methods of performing tasks and functions. | | | | | |
| 6 | Reward the worker for the extra effort he puts in. | | | | | |
| 7 | Determine the training needs of employees using scientific methods. | | | | | |
| 8 | The development of the strengths of the employees. | | | | | |
| 9 | Workers are left free to choose their fields based on their abilities. | | | | | |
| 10 | The municipal administration sets standards for measuring employee efficiency. | | | | | |

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| 11 | The efficiency of employees is measured according to their performance in completing tasks. | | | | | |
|----|---|--|--|--|--|--|

Thank you for your cooperation

الجامعة العربية الامريكية
كلية الدراسات العليا
قسم التخطيط الاستراتيجي وتجديد الاموال

الأخوة العاملين والأخوات العاملات في بلدية جنين

السلام عليكم ورحمة الله وبركاته،،،

تحية طيبة وبعد،،،

يتشرف الباحث بأن يضع بين يدي سيادتكم أداة هذه الدراسة وهي عبارة عن استبانة لجمع المعلومات المتعلقة بدراسته حول:

**واقع التخطيط الاستراتيجي في الهيئات المحلية الفلسطينية وأثره في الأداء
المؤسسي: بلدية جنين نموذجاً**

وذلك لنيل درجة الماجستير من قسم التخطيط الاستراتيجي و تجديد الاموال بكلية الدراسات العليا في الجامعة العربية الامريكية، ولهذا قام الباحث بتصميم هذه الاستبانة التي يهدف من خلالها التعرف إلى طبيعة العلاقة بين التخطيط الاستراتيجي وتطوير الأداء المؤسسي في بلدية جنين في ضوء بعض المتغيرات، لذلك يرجى من سيادتكم التكرم بقراءة فقرات الاستبانة ووضع علامة (✓) أمام البديل الذي يعبر عن تقديركم لدرجة ممارستها أو توافرها، وإنني على ثقة بأن الموضوعية وصدق الاستجابة سوف يكون لهما أعمق الأثر في الوصول إلى نتائج أكثر دقة يعتمد عليها الباحث، كما أن المعلومات الواردة من طرفكم في هذه الاستبانة ستستخدم لأغراض البحث العلمي فقط.

وتفضلوا بقبول فائق الاحترام والتقدير

الباحث: محمد أبو الهيجاء

جوال/0597485533

| | | | | | |
|--|--|--|--|--|--|
| 1. | تشارك إدارة البلدية جميع الاقسام في تطوير البدائل الاستراتيجية. | | | | |
| 2. | يتم اختيار الخيار الاستراتيجي الذي يتناسب مع رسالة البلدية. | | | | |
| 3. | تعتمد إجراءات دقيقة لاختيار الاستراتيجية المناسبة لها. | | | | |
| 4. | تلتزم بالبرامج والجدول الزمنية التي تضعها لتحقيق أهدافها. | | | | |
| 5. | تركز على مدى ملائمة كل خيار استراتيجي مع عوامل البيئة الخارجية. | | | | |
| 6. | تضع عدة بدائل استراتيجية تتناسب مع الخطط الموضوعية. | | | | |
| 7. | تضع عدة بدائل استراتيجية مناسبة لمواجهة الأزمات المتوقعة. | | | | |
| 8. | تتبنى قرارات استراتيجية تتسم وفق الخطط الموضوعية. | | | | |
| المجال الثالث: التوجه الاستراتيجي | | | | | |
| 1. | تمتلك إدارة البلدية رؤية استراتيجية مستقبلية واضحة. | | | | |
| 2. | تتصف رسالة البلدية بأنها محددة الأطر والحدود التي يتميز من خلالها الأفراد العاملين بالإبداع والتميز. | | | | |
| 3. | تتسم الأهداف العامة مع التوجه الاستراتيجي للبلدية. | | | | |
| 4. | تتبنى إدارة البلدية قيم ومبادئ تحكم سلوكها. | | | | |
| 5. | تقوم بتبصير العاملين فيها برؤيتها. | | | | |
| 6. | تقوم بمطابقة أهدافها مع قيم المجتمع. | | | | |
| 7. | تتسم أهدافها بالمرونة وذات مقدرة على التكيف مع المتغيرات. | | | | |
| 8. | تقوم بتطوير أهدافها الاستراتيجية بشكل واضح ومكتوب. | | | | |
| المجال الرابع: تنفيذ الاستراتيجية | | | | | |
| 1. | تلتزم إدارة البلدية بالخطط السنوية التفصيلية لتطبيق الخطة الاستراتيجية. | | | | |
| 2. | تلتزم بالهيكل التنظيمي الذي صممه لتنفيذ الخطة. | | | | |
| 3. | تطبق الأنظمة الإدارية التي وضعتها لتنفيذ الخطة. | | | | |
| 4. | يتم تطوير قدرات العاملين فيها لمساعدتهم على تنفيذ الخطط والبرامج. | | | | |
| 5. | تقوم بتنفيذ الخطط الاستراتيجية بالفترة الزمنية المحددة وبالموارد المتاحة المخطط لها مسبقاً. | | | | |
| 6. | تعمل على استثمار الأموال اللازمة لتنفيذ خططها. | | | | |
| 7. | تسعى إلى إيجاد ثقافة تنظيمية مشجعة نحو تنفيذ الخطة الاستراتيجية. | | | | |
| 8. | توفر الحوافز المناسبة لتنفيذ الخطة الاستراتيجية. | | | | |
| المجال الخامس: التقييم والرقابة | | | | | |
| 1. | تمارس إدارة البلدية دوراً رقابياً على تنفيذ الخطة الاستراتيجية. | | | | |

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| 2. | تتبع نظام مراقبة واضح ومكتوب. | | | | |
| 3. | تستخدم مؤشرات أداء لمراقبة تنفيذ خطتها الاستراتيجية. | | | | |
| 4. | تستعين بمختصين من خارج البلدية لإجراء تقييم لأدائها. | | | | |
| 5. | تستفيد من نتائج التقييم في تطوير عملها. | | | | |
| 6. | يتم إطلاع العاملين على نماذج التقييم قبل التعبئة. | | | | |
| 7. | تقوم بتقييم أداء الموظفين بشكل دوري ومنظم. | | | | |
| 8. | تعمل على تحسين أداء العاملين في ضوء نتائج التقييم. | | | | |

ثانياً: تطوير الأداء المؤسسي:

| م | الفقرة/ درجة الموافقة | كبيرة جداً | كبيرة | متوسطة | قليلة | قليلة جداً |
|-----------------------------------|---|------------|-------|--------|-------|------------|
| المجال الأول: أسلوب وأداء المؤسسة | | | | | | |
| 1. | تطبق إدارة البلدية أساليب الإدارة والقيادة العصرية بهدف تحقيق التميز. | | | | | |
| 2. | تحرص على تحقيق الأهداف خلال الأوقات المحددة. | | | | | |
| 3. | تضع خططاً تكتيكية لمواجهة المشكلات المحتملة. | | | | | |
| 4. | تفعل العلاقات الإنسانية بين العاملين. | | | | | |
| 5. | تشجع العلاقات التعاونية والعمل الجماعي بين العاملين. | | | | | |
| 6. | تعتمد على الأساليب العلمية في توقع الاحتمالات المستقبلية المؤثرة سلباً أو إيجاباً على الأداء العام. | | | | | |
| 7. | يتم تبادل الأفكار الخاصة بتنفيذ استراتيجيات البلدية بين الإدارة والعاملين. | | | | | |
| 8. | تطبق مبادئ الجودة الشاملة. | | | | | |
| 9. | تستجيب لآراء أفراد المجتمع المحلي ومبادراتهم التطويرية. | | | | | |
| 10. | تتابع باستمرار آليات تقديم خدماتها للمجتمع المحلي. | | | | | |
| 11. | تستفيد من التطبيقات التكنولوجية في تقييم أنشطتها وخدماتها. | | | | | |
| 12. | تخضع الأنشطة الإدارية للبلدية لعملية تقييم مستمرة. | | | | | |
| 13. | تخضع الأنشطة الفنية للبلدية للتقييم المستمر. | | | | | |
| 14. | تستثمر مشروعات التطوير الممولة من الهيئات الدولية والمساعدات العربية في تحسين جودة خدماتها. | | | | | |

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| 15. | تحقق أفضل النتائج بالموارد والطاقات المتاحة فيها. | | | | |
| 16. | تعمل على وضع الشخص المناسب في المكان المناسب | | | | |
| 17. | تضع رؤية استراتيجية لتوجيه جهود العاملين نحو تحقيق الأهداف المنشودة | | | | |
| المجال الثاني: أداء العاملين | | | | | |
| 1. | تعمل على مساعدة العاملين على تحقيق خططهم. | | | | |
| 2. | تعمل على مساعدة العاملين على تحقيق أهدافهم. | | | | |
| 3. | توفر بيئة داعمة للإبداع لتحسين جودة الخدمات المقدمة. | | | | |
| 4. | تسمح للعاملين بتقديم المبادرات والأفكار والمقترحات الجديدة | | | | |
| 5. | تضع مبادئ توجيهية للعمل لضمان اتباع الطرق الأكثر فعالية لأداء المهام والوظائف. | | | | |
| 6. | تكافئ العامل عن الجهد الإضافي الذي يبذله | | | | |
| 7. | تحدد الاحتياجات التدريبية للعاملين باستخدام الأساليب العلمية. | | | | |
| 8. | تطور نقاط القوة لدى العاملين | | | | |
| 9. | تترك الحرية للعاملين باختيار مجالاتهم بناء على قدراتهم | | | | |
| 10. | تضع إدارة البلدية معايير لقياس كفاءة الموظف. | | | | |
| 11. | يتم قياس كفاءة الموظفين وفقاً لأدائهم في إنجاز المهام. | | | | |

شكراً لحُسن تعاونكم