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Faculty of graduate studies

**The role of management by objectives in
building Palestinian governmental institutions from
strategic perspective**

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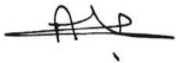
Declaration

I declare that this Master dissertation has been composed by based on my own work, unless stated otherwise. I confirm that this Master's thesis is my own work and I have documented all sources and material used; no other person's work has been used without due acknowledgement.

All references and verbatim extracts have been quoted. and all urces of information, including graphs and data sets, have been specifically acknowledged. To my best knowledge, this Master dissertation has not been accepted in any other previous, application for a degree, in whole or in part.

Name: Abeer Othman Kharroubi

Signature

A handwritten signature in black ink, appearing to be 'A. O. K.', written over a horizontal line.

Date: /5/2021

In the name of Great God

“Allah will raise those who have believed among you and those who were given knowledge, by degrees

Al-Mujadalah, 11

Acknowledgment

Thank God for his grace, and after God has blessed me to finish this research, I extend my thanks and my great EST gratitude to those who rise every day to be free and develop.

To who has given her life on our way..... To my mother for her spirit of peace.

To those who gave us tenderness and safety..... To my father, may God rest his soul.

To who was next to me every day.....To my husband.

To my daughters and children.....You are my hope.

To my brothers and sisters..... You have my love.

As my thesis has ended, I would like to express my gratitude to my supervisor Dr. Soheil Salha, and Co- Supervisor Dr Majeed Mansour. Without their criticism, patient guidance and careful correction, this thesis would not have been completed.

Abstract

These theses aim to identify the reality of the Palestinian administrative system in government institutions in terms of terms of management by objectives and commitment to the goals in Palestinian institutions, and the role of senior management in building and strengthening the capabilities of employees and their desire to implement the objectives of the institution. In addition to identifying the challenges of applying the theory in the context of institution building to achieve employment. Improving results and these results will help make change possible in our government institutions through the main question of the thesis (what is the role of Managing by objectives in building Palestinian government institutions from a strategic perspective?).

The thesis community included the Palestinian Central Bureau of Statistics as a case study where the dual methodology was used quantitative and qualitative, and the quantitative approach was represented in a questionnaire attributed to the study variables related to the responses of the sample members to the role of management. With objectives in the construction of institutions from a strategic perspective (variable gender - age - administrative level - academic qualification - specialization - specialization in addition to a relationship (link) between the axes of the thesis, the qualitative methodology is shown through interviews conducted with a number of senior management staff and supervisory positions of department managers and heads of departments, and their opinions and recommendations on building institutions and employing management with objectives were taken as a modern administrative approach. As their number reached 120 employees

The results concluded that there is a negative impact on the respect of senior management of new ideas and opinions, the absence of an audit system for daily reports, a negative impact at the senior management level to link incentives to performance, in addition to the absence of a system of knowledge transfer between individuals.

The letter recommends that senior management respect new ideas and opinions aimed at enhancing the level of availability of the basic elements of management with the objectives of the Palestinian Central Bureau of Statistics, upgrading the audit system for daily reports, establishing a management information system to compare performance and achievements with specific objectives, and establishing a system of incentives within certain criteria and transferring knowledge between the employer and employees and between the employees themselves.

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Chapter one:

General frame of research



Introduction:

The dynamic and rapid developments taking place in the present era, particularly technological and cognitive, have affected many community systems, particularly in the main (administrative and economic) areas, have imposed on these societies to initiative plans and policies and facing the inevitability of change. Changing their method of managing their activities according to correct scientific foundation: The most important element of success is the human.

In spite of the recent development of Palestinian governmental institutions in terms of functional and administrative organization (such as structures, schedules of appointments, control ... etc.), it is noticed that job dissatisfaction is found in most governmental institutions due to favoritism, and not putting the right man in the right place, indifference to years of service and academic qualification, adoption of some appointments and promotions according to social relations instead of professional¹, lack of respect for the administrative hierarchy by some officials, which sometimes leads to weaken the higher management. Officials 'indifference to amendments' necessity of the current system and their lack of conviction that the real defect comes from Above (from the top of the pyramid). If there is an intention to strengthen the role of internal control and accountability according to the approved standards and to implement reform and change in the institution, the objectives and effectiveness of the outputs will be achieved. In other words, there is a need to follow a strategy on the structural and organizational aspects. Liberating the public administration in order to get rid of obstacles and challenges that hinder the governmental administrative reform process.²

To arrange the internal house in the institution, we must first know that every member counts as part of production process. Of course, qualifications, capabilities, desires, years of service and

¹(Aman: Government appointments and promotions. No clear criteria, December 15, 2016)

² (Al-Qadir)

finally the strengths must be reinforced to achieve uniqueness. On the other hand, weaknesses must be improved to achieve the required level and attract the talents for vacancies. These steps require a supportive culture and faith from all parties as a great necessity for establishing free independent Palestine (State of law and justice)³

The conclusion is: The importance of applying organizational justice in our institutions, especially government institutions, as the workers 'feeling of fair by their managers in the institution leads to positively modifying their attitudes and affects their behavior. Thus, their performance and confidence are incited to cooperate and this, ultimately raise the institution level.⁴

³(Moses)

⁴(Regulatory justice and its impact on administrative empowerment in Algerian institutions, -2016 Issue: 07 -)

Research problem:

It aims to explore the relationship between Palestinian institutions' management and human / financial resources.

So, we have to identify ways to implement management by objectives or management by results. There is also a need to modify the current strategy and situation by applying this scientific administrative method based on partnership of both employer and employees. As a result, both aims of the institution and employees are achieved.

Several studies, which have been done internally and externally, must be taken into consideration. For example, "*Applying management with aims in governmental institution and its impact in qualifying alternative leadership*" A survey has been conducted on Ministry of Interior and National Security /Gaza recommends an increasing attention to modern management methods due to their positive effects on upgrading workers performance, enhancing the partnership and supporting them for the advantage of work itself.

So the problem of research is limited in the answer of this main question:

What is the role of management by aims in building the Palestinian governmental institutions from a strategic perspective?

Research justifications:

- 1- Management by aims is one of administrative strategies which include complete elements of administration: (planning / organizing / redirecting / censorship)
- 2- It is an administrative method for achieving the institution aims and it justifies its existence.
- 3- It is a scientific, dynamic and untraditional method to achieve desired effects
- 4- It effectively manages human resources.
- 5- It is an approach to evaluate performance and turn institutions to positive competition in the globalized world.

Aims of research:

This research aims to measure the results of implementation of “management by aims” theory on governmental institution and its effect on the employee’s performance. It focuses on Palestinian Central Bureau of Statistics employees to reach the desired goal: Reform in the administrative performance.

Other minor aims include:

- 1- To identify the limit of applying management by aims in the Palestinian institutions.
- 2- The role of higher management in building, strengthening and developing the capabilities of employees of various administrative levels in government institutions in light of the administrative mobility of retirement, rotation or other reasons that lead to a change in administrative positions.
- 3- To measure the employees ’desire to apply the management by aims method through identifying the opinions of the various supervisory groups.
- 4- To identify the challenges facing the application of management by aims method within the context of institution building.
- 5- To benefit from the results of implementing management by objectives, its philosophy, its principles and adopting them as a modern and unconventional scientific management method in government institutions to bring about the desired change and improvement.

The Importance of Research:

This thesis gains its importance from the novelty of its subject matter compared to the traditional administrative system in most institutions. The conflict between the superior- subordinate which leads to failure of desired goals within the specified period. Lack of job satisfaction for a remarkable percentage of employees, which led to distancing from basic values such as belonging, commitment, cooperation, etc.

Countries 'desire to advance their institutions in an era of dynamism and new rapid changes, in addition to internal and external challenges through an integrated administrative system based on the approach of management by aims. It has proven its effectiveness in developing administrative performance in the various fields wherever it has been applied, such as (banking, communications, and in the educational sector in some countries of the world)⁵

Research Questions:

- 1- What are the basic constituents of managing with the existing objectives of the public office in the northern governorates of the State of Palestine?
- 2- How are the basic components of management by goals applied in the public office in the northern governorates of the State of Palestine?
- 3- What is the effectiveness of management with goals in achieving the institution's objectives in the public office in the northern governorates of the State of Palestine?
- 4- How does the implementation of management by objectives contribute to improving the performance of human resources in the public office in the northern governorates of the State of Palestine?

⁵Invalid source specified.

- 5- What are the main reasons that prevent the senior management from implementing the management by objectives system in the public service in the northern governorates of the State of Palestine?

Research Hypotheses:

The research hypotheses were addressed in light of the problem of this thesis. Accordingly, the main hypotheses of the research can be formulated as follows:

- 1- 1- There are no statistically significant differences at the level of ($\alpha \leq 0.05$) in the responses of the sample members towards the role of management by aims in building institutions from a strategic perspective due to the gender variable.
- 2- There are no statistically significant differences at the level of ($\alpha \leq 0.05$) in the responses of respondents towards the role of management by goals in building institutions from a strategic perspective, due to the age variable.
- 3- There are no statistically significant differences at the level of ($\alpha \leq 0.05$) in the responses of respondents towards the role of management by goals in building institutions from a strategic perspective due to the variable of the management level.
- 4- There are no statistically significant differences at the level of ($\alpha \leq 0.05$) in the responses of the sample members towards the role of management with goals in building institutions from a strategic perspective due to the qualifications variable.
- 5- There are no statistically significant differences at the level of ($\alpha \leq 0.05$) in the responses of the sample members towards the role of management with goals in building institutions from a strategic perspective due to the variable of specialization.

- 6- There are no statistically significant differences at the level of ($\alpha \leq 0.05$) in the responses of the sample members towards the role of management by goals in building institutions from a strategic perspective, due to the years of experience variable.
- 7- There is no statistically significant relationship (correlation) at ($0.05 \alpha \leq$) between the study axes.

Research Limitations:

- 1- Spatial boundaries: The research includes all institutions of the State of Palestine and its civil ministries according to the general budget approved for the year 2015, but it will be limited to the Palestinian Central Bureau of Statistics as a case thesis, as 120 forms will be distributed.
- 2- Time limits: The research deals with the emergence and development of management with goals between the past and the present.

Keywords

- 1- Management by objectives / is the latest schools of modern management as it is a management work method that is carried out jointly between the president and subordinates in addition to it includes the elements of the entire management of (planning - organization - guidance - control)
- 2- Participatory/Goal-setting by both the President and subordinates
- 3- Senior Management / Top pyramid in each department

Trust between the President and the Subordinate/The Reciprocal and Complementary Relationship between the President and the Subordinate

It is a new term and an Arabic word derived from the integration of the words (engineering) and (management) or re-engineering of processes i.e. starting from scratch, not repairing and restoring the status quo.

Chapter Two:

Theoretical Frame and Literature Review

Introduction

Recently, Management for goals is an effective management strategy, which has emerged and combined the basic management elements (planning, organization, directing, and control) and the individual goals of human resources. It optimally uses and invests all human resources in the organization to achieve both the vision and goals of the organization and subordinates.

Despite the researchers' disagreement on the concept of management by goals, there is a conviction about the introduction of strategic planning and strategic management. It focuses on the necessity of personal satisfaction and motivation, which is the philosophy of this management: absence of conflict between the goals of both organization and individuals.

As we mentioned before, the first person who shed light on management by goals was the intellectual Peter Drucker, an American economist writer of Austrian origin who studied management at Clermont College in California and was called the developer of management thought. In his theory (management by objectives) in 1954, he says that every member in a business contributes something different, except that everyone must contribute towards a common goal. Their efforts must also work in the same direction and match each other to produce a comprehensive, complete "whole," in which there are unrequired gaps, frictions, or duplication in effort.⁶

⁶(Al-Kurdi, 1954)

Management by objective: History and Evidences

Management by objective is one of the administrative strategies that allow the use of all available resources and direct the efforts towards vision at the same time. It also creates a team spirit and aligns the goals of the individual "employee" with the common and general interest of the enterprise.

The application of management by goals is one of the most recent modern management schools. An administrative method takes place in a participatory manner between the superior and subordinates. If the right conditions are available, then the employees love work and be innovative. It is the most effective way to motivate, achieve and satisfy their physiological safety needs, which is the essence of this theory.

Consequently, management by goals is the primary key to achieving the desired results, and it is the responsibility of any employee who undertakes a specific task to achieve the desired results and differentiate between alternatives to take appropriate decisions⁷. As Adam Smith, the true founder of classical economics, said in his book *The Wealth of Nations*, "Give me what I need, and you will get from me In return, for what you need."⁸ " This means achieving the goals of the institution by taking into account the personal goals of the individual and facilitating access to achieve them.

Management by objective defines as an administrative method based on the elements of complete management and the style of management either face-to-face or individually for an individual . It depends on determining the desired erformance of work to achieve the goals of the organization itself. Not to recruit the work to the advantage of personal circumstances or goals. Goals management focuses on the necessity of personal conviction, satisfaction and motivation because optimistic goals concerns with personal effeciency and aims. ⁹

⁷(Peaceful, April 17, 2019)

⁸ Revolution of nations 1776

⁹(Goal Management Book - The Way of the Superior Manager, April 17, 2019)

This method depends on the participation of workers in determining the goals that they must achieve in their work. There must be an agreement between each boss and his subordinates, regardless of their levels, about the objectives and required results. It expresses participation and empowers workers, so it is not a method that cannot be disputed or debated¹⁰.

It is a philosophy in management based on the connection between the individual performance and his goals on one side and the objectives of the organization on the other. This system is based on performance and results and not on the basis of personality or other considerations.

In 1965, Peter Drucker wrote a book called (Managing for Results), in which he spread modern management among the people after World War II and is most famously known as the father of modern management¹¹

Among the most important principles of this thinker are (find the axiom) and explain it by realizing the basic desires of a person to find the growth of a wonderful opportunity in your project, and (help your employees to develop themselves).¹²

One of the most important of his sayings is: Every successful administrator must master the following as basic principles "arrange your goals according to priorities and make your intentions pure to God Almighty, then implement and evaluate the results as well as criticize institutions that prioritize the institutional system and plans and ignore the human element"¹³

Peter Drucker sets a number of conditions that must be met:¹⁴

- ❖ Goals are set with employees.
- ❖ Objectives are formulated on both quantitative and qualitative levels
- ❖ The goals must be difficult and motivating. Neither they are easy nor impossible.
- ❖ The reports about employee's development and training are written daily not constantly.
- ❖ Rewards (recognition, appreciation and / or reward related to performance) is a requirement and essential thing in managing by goals.

- ❖ The basic principle is growth and development, not sanctions.

In 1975, Douglas Macgregor, relying on Drucker's proposal, made a new approach to evaluating subordinates and their performance. Both subordinates and superiors reviewed the proposed goals and agreed upon the final formula, which serves later as a standard basis for performance and behavior. Thus, the evaluation by superiors and the self-evaluation of subordinates are shown and created motivation to achieve the desired goals.

(Albrecht) also outlined the management by goals from the perspective of thinkers and researchers and defined it comprehensively as a behavioral pattern for the manager whereby he studies the expected future and potential opportunities for development to lead the organization's personnel to achieve the required results and personal goals at the same time.¹⁵

Mali defines it as a strategy for planning and collecting results in a way that achieves the objectives of the administration and meets the needs of individuals. This strategy is based on the basic idea of defining goals by management members and working to achieve them under supervision that encourage managers' autonomy and individual freedom.¹⁶

That management by goals has been developing during the past thirty years to reach its current form. It started as an evaluation of performance, and then it expanded to include planning and supervision to end as a comprehensive administrative process. An integrated one that combines the various management functions and works on the continuous development of available resources (human, material, technical and moral) and cooperation between superiors and subordinates to define advanced moving goals and achieve the required results based on objective criteria.

¹⁵(Wahab D. M.)

¹⁶(Wahab D. M.)

Then he explained that managing for goals came after the succession of studies and research in administrative thought and mentioned two prominent theories, namely scientific management and human relations. These two theories applied one element and neglected the other element. They based on the application experiences of the previous theories. Managing for goals tried to combine the advantages of scientific management with human relations and avoid previous mistakes taking into account all the factors surrounding and may affect the extent of its success or failure. Those factors can be divided into organizational, technical, humanitarian and environmental.

He reviewed several definitions of managing for goals by a number of researchers. They agreed on some definitions and disagreed on others but all met in the most important element in it, which is the goal and the importance of integrating the institution objectives with the individual's goals. The participation in defining and developing goals and cooperation to increase the effectiveness at work. He defined managing for goals as an integrated leadership style in the administrative network with its multiple meanings such as managing for goals and results or managing for results. Then a comparison of managing for goals was made between traditional and modern management practices. He explained that traditional management included management by regulations, activity and reaction, personal attraction, crisis, concession, and good news. He added that the administrative leadership is not the person who has the authority to make decisions, but rather the person who leads with participation and is a member of a complete integrated team. He also accepts the ideas of the team and does not resist them.

The relationship between him and the team members is giving and taking, Coaching and being guided. In addition to impact and influence towards serving the common goals.

According to (A. Ahmed Al-Sayed Sukari, 2017)¹⁷, it is a theory and method of administrative work in which goals are defined collectively to achieve maximum work for a certain period. The factors that hinder the achievement of these goals are defined to be rectified. At the end of the specified period, the results are reviewed and analyzed to evaluate the performance of subordinates so that they could move away from inappropriate ones and set other alternatives that enable the institution to achieve its goals at the least effort and cost possible. The principles of managing for goals are (participation - commitment - taking responsibility and raising the spirits). Everyone's participation in decision-making is considered to raise the person's value and his/her job satisfaction.

As for the modern practices, they were participatory management, management by delegation, management by exception, management by communication and information, behavior and results management, and management with multiple goals. The practices all share a number of advantages that managing for goals may benefit from such as satisfaction, cooperation and opportunities to satisfy the needs of individuals and deepen the desire to increase productivity. As for the traditional practices, they differ from managing for goals and contradict them. They have various problems and negative effects, which are low morale, lack of relationships between management and individuals, poor performance and low productivity.

It is a comprehensive approach to development, a new way of thinking, and an organic mobile approach that combines the full management functions and works on the continuous development of available resources (financial - human - technical - moral) . It focuses on cooperation between superiors and subordinates to define mobile and advanced goals and achieve the required results based on objective criteria.

¹⁷(Sukkari, 2017)

Here we would like to point out that there are several modern models that are consistent with managing for goals and its philosophy such as (the integrated leadership style in the administrative network, the effective role model). In addition to the Japanese experience or the Japanese model in management and the so-called cooperative or contributory society and (Uchi) theory Z, which states that every worker is a manager to signify the self –interest and overall interest merging which depends on three main principles:

- 1- Confidence between administration and employees.**
- 2- Managers 'skill in recognizing and developing the energies of their subordinates.**
- 3- Good relations that distinguish the relations of the two parties (administration and individuals)¹⁸**

In short, managing for goals is the human activity that aims to employ the available material and human resources, organize them, and work to enhance their capabilities by various means to achieve the desired planned goals, taking into consideration the surrounding conditions to achieve sustainable development.

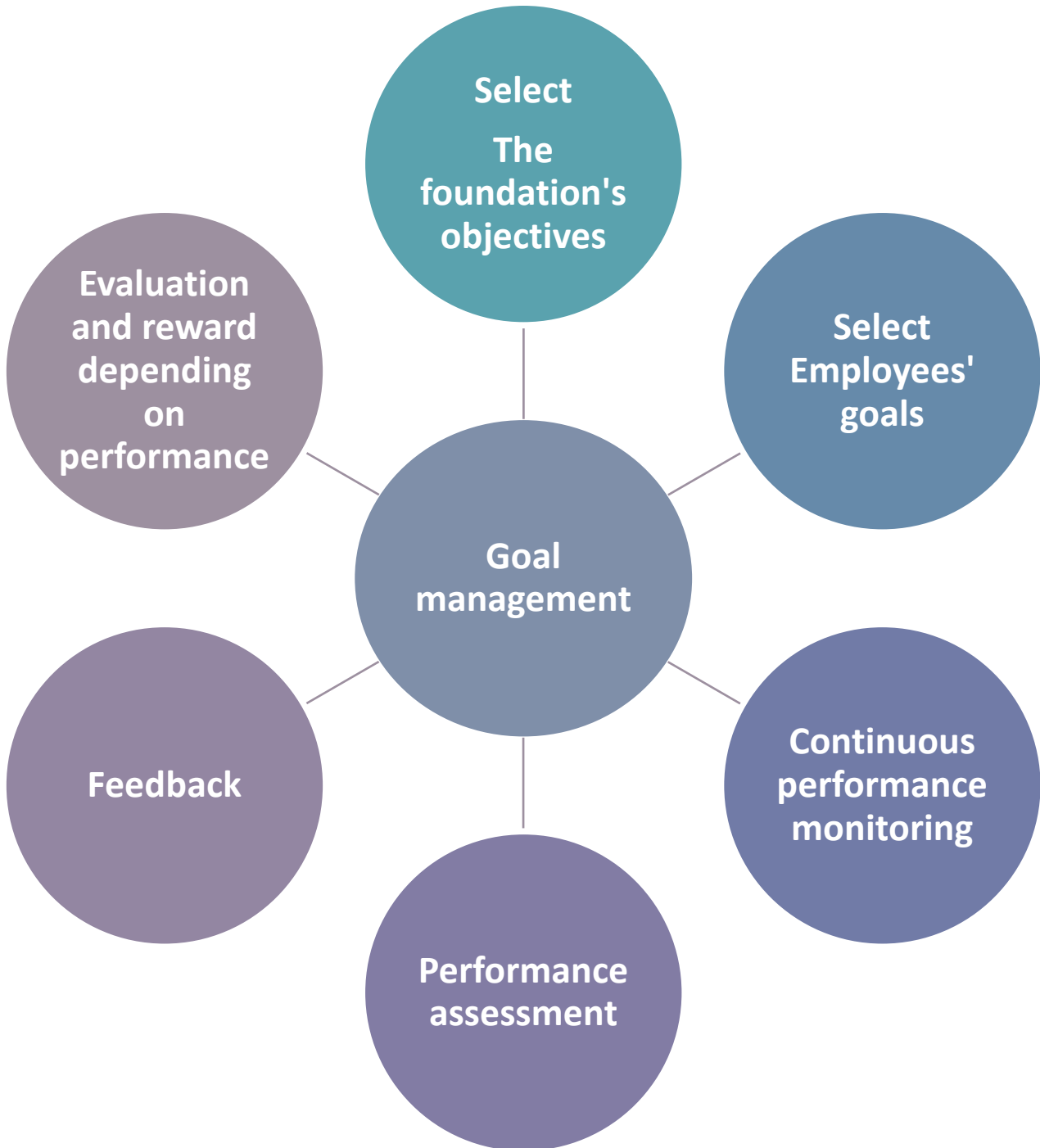
Knowing that every time and place has its excellence and progress requirements. The twenty-first century is the century of technology and innovative, unconventional ideas. It is a century of management engineering and the abandonment of old methods by adopting various up to date methods. By that, we mean the fundamental improvements in all performance elements of cost, quality, service and speed must be involved.¹⁹

¹⁸(Management with objectives - theory and practice, 2008)

¹⁹Revolution of nations

Stages of managing for goals

Steps to implement management with objectives according to Darker



The previous figure shows the steps for implementing management by objectives:

- 1-Determine the goals that we want to accomplish at the enterprise level
- 2- Based on the goals that we set in the first step, we define the goals to be accomplished by each employee.
- 3- Continuous monitoring of performance and progress towards achieving goals.
- 4-performance appraisal
- 5- Correction and guidance
- 6- Evaluation and reward according to performance

Advantages of managing by objectives:

- 1-Achieving the objectives justifies the existence of any organization
- 2-By this concept, individuals are committed to planning their actions and pre-thinking in advance of how to achieve the agreed goals.
- 3-It provides management with targets for improving censorship.
- 4-Management by objectives helps in improving incentives.
- 5-Managing by objectives makes it easy to identify and define problems.
- 6- Improving management performance.
- 7-Judging the results and not based on general or personal opinions

Literature Review:

Introduction

Previous studies are considered a major reference for research that can be relied upon and used as a guide to reinforce the idea of research and not to repeat and start from where others have ended. In addition to avoid making mistakes that, they were exposed to and follow the recommendations in their studies.

In this research, the researcher inferred some previous studies through electronic and office research related to the topic of management by objectives. The focus was on how to implement management by objectives in some Arab and foreign countries and their results. Although most studies focused on specific topics or specific institutions, it was among the general objectives of this thesis.

1- Thesis of Majid Muhammad Al-Farra and Ashraf Adnan Al-Hindi February / 2017 AD - Jumada I / 1438 AH

The application of management by objectives in government institutions and its impact on qualifying alternative leadership

Case thesis: Ministry of Interior and National Security - Gaza Strip

The thesis aimed to identify the reality of implementing management by objectives in government institutions and its impact on qualifying alternative leadership. The researcher adopted the descriptive and analytical approach to achieve this. The thesis population consisted of workers in supervisory positions in the civil side of the Ministry of Interior and National Security - Gaza Strip where about (452) employees were involved. The comprehensive survey was used for the thesis community, and the questionnaire was used to collect information. 452 questionnaires were distributed to the thesis population, and 402 questionnaires were retrieved. The thesis concludes:

To increase the participation of subordinates in the administrative process and focus on increasing the support of the higher management to the subordinates for the interest of the work.

**2- The thesis of Amin Hawass - Tiara University / Ahlam Houari - Mostaganem University
(Algerian Journal of Economics and Finance Issue: 08 - September 2017)**

Institutions as a major determinant of countries' economic performance / case thesis - South Korea

The central premise of this paper was that "the primary and main factor in a country's long-term economic performance is its social infrastructure. The latter means those governmental institutions and policies that provide incentives for individuals and companies in the economy." The two researchers have identified good social infrastructure that provides an environment conducive to achieving high levels of worker share of output through strengthening productive activities, encouraging the accumulation of physical and human capital, acquiring skills, innovation and technology transfer from abroad. Such a social infrastructure applies prices correctly, enabling individuals to achieve social returns from their activities, such as earning their own profits.

3- The thesis of Muhammad Tawfiq Shabir 2015

The reality of implementing management by objectives in Palestinian universities in Gaza and its impact on the participation of subordinates in decision-making

The thesis aimed to identify the reality of applying management by objectives method in the Palestinian universities in the Gaza Strip and its impact on the participation of subordinates in taking decisions. To achieve these goals, the descriptive and analytical approach was used. The thesis community consists of workers in the following universities (Islamic, Al-Azhar, and Palestine Al-Aqsa) totaling (2439) people. The questionnaire was used as a basic analysis tool to

be applied to the thesis sample which is consisting of (400) people. Most importantly, the thesis found the necessity of consulting subordinates in the achieved goals and any other problems that may hinder aims. Through taking part in decision making, subordinates help to overcome obstacles, and enhance their skills (defining goals- planning- censorship- evaluation – communication skills – decision making). The thesis also revealed that senior management faces difficulties in defining some standards that measure employee performance more comprehensively, especially goals or things that are not quantifiable

.

4- Thesis of Zaidi and Wissam (2015)

The role of management by goals in organizational learning

The thesis aimed at presenting the conceptual and theoretical framework of both management by goals and organizational learning. Trying to shed light on the vital role that management by goals plays in organizational learning, it identified the reality and achievement of both management by goals and organizational learning in "Arcelor Metal" Algeria.

Most importantly, the thesis recommends updating the use of management by objectives method by clarifying the organization mission and strategic planning to all members of the organization. In addition to encouraging self-control, which is the basis of management by goals to achieve the maximum participation in setting goals, planning and delegating powers in all levels of organization largely.

5- Dr. Nora Awad Abdullah Al-Qarni 2015

The application of management by objectives method degree in Balqarn governorate schools for the secondary stage from teacher's point of view.

The aim of the research is to identify the degree of application of management by objectives method in the schools of the province of Belqarn for the secondary stage from teacher's point of view. In order to achieve the goal of the research, the researcher developed a questionnaire that included (34) paragraphs distributed into four areas (setting goals, a practical plan / continuous review and evaluation). After verifying their consistency and validity, questionnaires were applied to a sample of (68) teachers, data was collected and information was analyzed using SPSS.

The research showed management by goals method was applied to a medium degree and with an arithmetic average of (3.45). The evaluation field came first with an arithmetic average of (3.57). In the second place, setting goals with an arithmetic average of (3.39) thirdly, a practical plan with an arithmetic average (3.26). Fourthly, the field of continuous follow-up, with a mean of (3.23). Results also showed no statistically significant differences at the level of significance (0.05) for the estimated research sample individuals on the application of the management by objectives method degree according to the research variables.

The research included recommendations, the necessity of involving teachers in setting goals, preparing plans and continuous review and evaluation, so that management by objectives method level in the province of Balqun is high.

6- The thesis of Muhammad Mubarak Muhamah Al-Rashidi (2014)

The effect of using management by goals on employee performance

The thesis aimed to measure and analyze the administration's use of objectives impact in these dimensions (participation, commitment, trust between the superior and subordinates, and feedback) in the National Petroleum Corporation in Kuwait. The questionnaire was used as a basic

analysis tool and was applied to the thesis sample consisting of (380) employees, who were chosen from thesis community.

The most important thing recommended by the thesis is applying feedback between the boss and subordinates as an evaluation strategy to define goals and reformulate them. The thesis also showed that participation in decision-making is one of the effective management methods in the end.

7-The thesis of Rami Muhammad Ali Al-Abd (2014)

The degree of school principals in "Ramallah and Al-Bireh" governorate application of management for goals theory and its relationship to teachers 'job satisfaction.

The thesis aimed to find out to which degree school principals in Ramallah and Al-Bireh governorate apply administration for goals theory, and its relationship to teacher's job satisfaction.

It also aimed to clarify the role of the thesis variables: gender, job title, academic qualification, and years of experience from the point of view of the thesis sample.

The thesis sample consisted of (388) individuals. About (92) managers and directors, and (296) teachers were chosen by the random stratified method. The thesis concluded that management by goals philosophy should be strengthened and adopted in educational institutions due to its role in improving both Managers and teachers performance. Therefore, active participation in setting goals positively contributes to achieving them and raising the degree of job satisfaction.

8- The thesis of Sumayabint Suleiman Al-Rahili (2009)

Management by objectives at Umm Al-Qura University in Makkah Al-Mukarramah: Effectiveness of implementation and obstacles from the point of view of those in charge of administrative work at the university

The thesis aimed to identify the reality of applying management by objectives method at Umm Al-Qura University and value its work effectiveness, to identify the most prominent obstacles that limit its application and how they can be overcome From the point of view of those in charge of administrative work, whose number is (325) managers (in administrative work or faculty members assigned to administrative work) from all branches of Umm Al-Qura University in the city of Makkah Al-Mukarramah. The most important finding of the thesis is to spread a culture of management by goals principles and train administrators in various administrative departments on the needed skills to apply the theory.

9-Dr. Muhammad Falah Ali Khawalda (2011)

The degree of application of management by objectives at the International Islamic Sciences University in Amman from the employees' point of view

This thesis aimed to define the degree of application of management by objectives at the International Islamic Sciences University in Amman from the employees' point of view. The thesis population consisted of (178) faculty members and (263) administrators distributed over six colleges representing all members of the thesis community.

A questionnaire was consisted in its final form of (40) items that the researcher constructed after determining the extent of their credibility, and they were divided into four areas: - setting goals, developing a practical plan / periodic review, and evaluating the annual achievement. The questionnaire was applied to the thesis sample of (441). To treat the data statistically, the

arithmetic means, standard deviations, and the t-test were used. The thesis found that the degree of application of management by objectives at the International Islamic Sciences University in Amman from the employees' point of view was generally average. It also showed that there are no statistically significant differences at the significance level (0.05) between the arithmetic averages. The degree of application of management by objectives at the International Islamic Sciences University in Amman from the employees' point of view is attributable to the job role. In light of the thesis results, the researcher recommends applying the method of management by objectives in the administration of the International Islamic Sciences University and conducting similar studies on other educational institutions and using other means of data collection.

10- Thesis of Musa bin Suleiman Saad Al-Harbi, Mu'tah University, 2008: The role of management by goals in developing the competencies of school principals in the Tabuk educational region from their point of view

This thesis aimed to identify the role of management by objectives method in developing the competencies of school principals in the Tabuk educational region from their point of view. It sought to answer the following two questions: 1-What is the role of management by objectives method in developing the competencies of school principals from their point of view? 2- Are there statistically significant differences ($\alpha \geq 0.05$) between the averages about the role of management by goals method in developing the competencies of school principals in the Tabuk educational region due to the variables of academic qualification, experience and interaction between them?

The thesis population consisted of (301) managers, and the thesis sample was (261) directors in the Tabuk educational region for the academic year 2007/2008. A (questionnaire) was used that included (49) paragraphs that included six areas: (setting goals, planning, organizing and coordinating, implementing and following up, evaluation, and human competencies). The **Seco's metric** properties were verified by appropriate scientific methods. The thesis has shown the following results

: 1- The role of management by objectives method to develop the competencies of school principals was to a high degree.

2 - There are no statistically significant differences at the level of significance ($\alpha \geq 0.05$) between the averages about the role of management style by goals for school principals due to the benefit of experience, academic qualification, and the interaction between them.

In light of this thesis result, it is recommended to: Create the appropriate administrative environment to apply the method of management by objectives and provide the necessary means for its success at school administration level.

Foreign studies

1- Management by Objectives (MBO) imperatives to transform higher education for a globalized world.

Reverend (Father Ofojebe, Wenceslaus N., EyiucheIfeoma (PhD) NnamdiAzikiwe University, Oka Nigeria.

The sample included 510 respondents who were selected through a stratified sampling technique. Institutions are stratified according to the type of institution (University, College of Education and Applied Arts).

Through choosing random sampling, two universities, two colleges and a polytechnic university were obtained. So that six universities, six colleges, and three polytechnics were chosen. From these institutions, a sample of 510 respondents (15 registrants, 45 program directors, 75 college / school deans, and 375 department heads were selected). The results summarized the fact that management by objectives is one of the management strategies along with other strategies that will help to transform higher education in line with global trends.

The administration of higher education institutions in southern Nigeria has agreed to apply primary education regulations in the areas of vision, research, curriculum, innovative leadership and quality assurance to meet global challenges with a focus on the institution's mission and strategic objectives.

It is imperative that these institutions implement a classified system within the broader institutional context, which is closely linked to quality assurance mechanisms, and is supported by the development of appropriate performance evaluation tools that are robust, reliable and meaningful.

Management by objectives should be an imperative in the administration of higher education and each higher institution should design its own unique (management by objectives) procedure that suits its specific need. The senior management will engage other stakeholders to create an enabling environment for the effective development and implementation of the procedure (i.e. in terms of funding and facilities). When this is done, the inputs to institutions will be transformed through the managing by objectives process to produce the desired outcomes of higher education for a globalized world.

2-Thesis by Dr. Teo, Tech Shun, London School of Business and Finance, Singapore
Postdoctoral researcher Prof. Dr. Lu, Kim Cheng Patrick, Visiting Professor, Singapore
Institute of Human Resources

Effect of goal setting on employee effectiveness to improve organization effectiveness:

The paper presented the results of a commercial research project conducted by researchers at XYZ (Singapore)

The paper presented the results of a commercial research project conducted by researchers at XYZ (Singapore) at the time of this pilot thesis, XYZ, which was established in 1986, had 100 employees.

The main participants in this research are managers who has various jobs within XYZ, such as sales, marketing, customer support, application support, logistics, and administrative departments. Participants' profiles vary in terms of the administrative level (position), their jobs (department or department), gender, age, educational background (level), tenure, and the number of direct reports (employees) to reflect the demographics of the thesis participants.

Here, there was a consensus among the participants in the research interview that goal setting has a role in the relationship that it depicts in the conceptual model. It has an impact on employee effectiveness and ultimately improving the organization's effectiveness. They also emphasized the importance of goal-setting theory for human resources management “and that the beneficial effect of goal setting on task performance is one of the most powerful and successful tools.

3- XhavitIslam iEnis Mulolli Naim Mustafa Aggarwal 2018

Use management by objectives as a performance appraisal tool for employee satisfaction

This thesis deals with the importance of applying MBO as a performance appraisal method (PA) in enhancing employee effectiveness. A self-administered questionnaire was used, and the number of survey participants was 172 employees from 13 companies operating in Kosovo. The thesis aims to determine the importance of establishing goals, communication goals, planning goals, setting control points, commitment of employees to setting goals, freedom and independence in performing duties, and continuous communication as steps to achieve MBO method in employee effectiveness.

The thesis questionnaire was prepared, the responses obtained, and an econometric model was created in order to experimentally test this relationship. IBM SPSS v.23.0 software was used for the results obtained. Results and proposals are presented through the matching t-test, independent sample t-test, a nova, person and correlation used as hypothesis tests. The economic results suggested that the MBO method should be used as a means of evaluating performance as the effectiveness of the employees is the optimizer. It also resulted in the individual employee's performance appraisal. The clear definition of the results are the biggest criteria of all the other activities of the MBO method that we have taken in this thesis to raise the effectiveness of employees in the organization.

**4- Kenneth R. Thompson Fred Luthans University of Nebraska Willbann D. Terpening
University of Notre Dame.**

**The impact of management on objectives on performance and satisfaction in the public of
the organizational sector**

This field thesis examined the effects of MBO on measures of quantitative and qualitative performance, job satisfaction, and supervision among employees in a human services agency.

Although not all of the quantitative measures improved significantly, the combined measure of quantity of performance and one of the two measures of quality showed significant improvement following the implementation of MBO. Satisfaction with supervision also improved significantly but not job satisfaction.

The thesis supports the use of MBO in public sector organizations. Management by Objectives (MBO) has been advocated as a tool to improve management effectiveness for more than twenty-five years.

5- Rodgers, Robert Hunter, John E.

The influence of management by goals on organizational productivity

It is proven that setting goals, participating in decision-making and objective feedback increases productivity. As a combination of these three processes, MBO should also lead to increased productivity. A meta-analysis of these studies supported this prediction: 68 of the 70 studies showed rising in productivity and only two studies showed declining. The literature reviews on MBO indicate that various problems were encountered in implementing MBO programs.

One factor was expected to be essential to success: the level of commitment of senior management to MBO. Proper implementation starts at the top and requires support and participation from top

administration. The results of the meta-analysis showed that when the commitment of top management was high, the average gain in productivity was 56%. When commitment was low, the average gain in productivity was only 6%..

6-Kinga Hoffmann-Burdzińska Olaf Flak University of Silesia in Katowice 2016 managing by objectives as a way to measure the team effectiveness.

The thesis aimed to present managing by objectives method in measuring the effectiveness of teams.

The main elements of this method - goals and tasks - were used to measure the work of teams on the same project. Quantitative measures allow goals and tasks to evaluate teams' effectiveness and compare them. The research methodology was an experiment conducted using online management tools called Gooer® and Tasker® based on a system of organizational terminology. This theoretical basis represents the system and the positivist approach to management. However, this approach was developed in the hybrid research method. This paper contains results and quantitative conclusions about difference effectiveness. For this purpose, the following metrics were used: number of goals and tasks in each group, number of actions taken by team managers, duration of teamwork, number of goals and task releases.

Despite the fact that the method of management by objectives is precisely described and defined, the human contribution to the method application in practice remains decisive. However, the originality of this paper comes from the implementation of online management tools that are based on the system of organizational terminology and their use to measure human behavior.

7-Conny Antoni thesis -

Managing by Goals - An Effective Tool for Teamwork?

In recent years, many companies have introduced organizational teamwork that requires changes in leadership behavior and systems as well. Thus, a renewed interest has arisen in Management to Objectives (MBO) as a means of leading self-organizing teams. However, how do MBO systems work and how effective are they? The MBO system was analyzed for a company in the construction supply industry. This company implemented MBO at the team level five years ago. In order to explore the mechanisms and effects of MBO at the team level, a model was tested for group goal setting. One hundred seventy-six employees of twenty-six teams participated in the thesis, but only twenty-one groups with objective productivity data were included in the team-level analyzes. It is assumed that the commitment of the group goal and the group goals which are supervised by the interdependence of tasks on the group operations as a mediating variable of group effectiveness. The results do not consistently support this model. Group goals and commitment to goals predict group productivity and job satisfaction but group operations only mediate the relationship with job satisfaction. The moderation effect of task bonding cannot be supported. The consequences of developing a model for MBO at the team level and implementing effective MBO systems are discussed.

8-Ugwu Cynthia Ifedilichukwu

2012 Management by Objectives as a Tool for Organizational Performance (Case Study from Alawwal Bank Palestinian Legislative Council· Enugu Main Branch)

The main objective of this thesis is to study management by objectives as a tool for organizational performance with a focus on First Bank of Nigeria to the (Palestinian Legislative Council) . The problem of this thesis is that management cooperation in Nigeria lacks enough techniques to

manage them effectively. Some of these tools are not even used and when used, they are not used properly.

The objective / hypotheses of the study was to determine the various problems affecting the management of goals as a tool for organizational performance at the level of both managers and employee's participation in setting goals which are achieved in the organization. Data were collected from both primary and secondary sources. The main sources of primary data were face-to-face oral interviews and the questionnaire conducted among staff. The main tool used to collect the data was the questionnaire.

Data were presented in tables as frequency distributions and in analysis. In testing hypotheses, and statistics a ratio test (Z-test) was applied. The main findings of the study were: MBO helps obtain full commitment from all employees to work together towards a common goal; that is a good and fast salary, promotion at its appointed time and improves the good relationship with administration. There is also a recognition of `achievements workers performance and thus enhances the organization performance when adopting management by objectives.

The thesis recommended that managers should consult their subordinates in setting up unit objectives that rise hierarchy from where they are modified, collected, approved and distributed throughout the organization.

(Morso) There should be independence in implementing plans once the goals are agreed upon. The individual should enjoy wide discretion in choosing the means to achieve goals without being directed by a higher-ranking manager. Finally, the thesis revealed many positive effects and the importance of management through goals to modern management of organizations, especially in Nigeria.

There are some conditions in this process. Management processes through goals requires that each unit manager draw up his department goals with his subordinates in line with the company's centrally stated goals and miss

Similarities and differences between the current thesis and previous thesis, whether Arab or foreign studies

Similarities between the current thesis and previous thesis in terms of the importance of management with objectives to achieve the objectives of the institution, where all thesis agreed that the adoption of the management method with objectives is the main way to reach the objectives of the institution in a timely manner where the human resource is the most important resource in the institution, and therefore the officials must achieve the goals of the subordinates to reach job satisfaction by participating the employee in setting goals, estimating the employee and strengthening the employee's ideas and skills, applying the incentive system in addition to participating in decisions and this is all in Achieving organizational justice in the organization to create leadership, create job satisfaction and improve performance to achieve efficient and effective outcomes.

The differences were the focus of this thesis on realistic future recommendations based on knowledge of the reality of most institutions and what to work on for reform and change, as well as our focus on organizational justice and functional justice, which are one of the most important goals of employees.

Comment on previous studies

Thesis	Thesis Community	The objective of the thesis	Recommendations
Thesis of Majid Mohammed al-Farra and Ashraf Adnan al-Hindi	Staff in supervisory positions	To identify the reality of the implementation of the administration with the objectives in government institutions and their impact on the qualification of alternative leadership	Increasing the ministry's attention to modern management methods because of its positive effects on the performance and advancement of employees and their performance, increasing the participation of subordinates in the administrative process and focusing on increasing the support of senior management of subordinates in the interest of the work.
Amine Hawass Thesis	Government institutions and policies that provide incentives for individuals and companies in the economy	Identify good social infrastructure by implementing management with objectives	The social infrastructure applies prices correctly and enables individuals to achieve social returns from their activities such as private returns.
Thesis of Mohammed Tawfiq Speer	University staff (Islamic, Al-Azhar, Al-Aqsa Palestine)	Learn about the reality of applying the management method with objectives in Palestinian universities in the Gaza Strip and its impact on the participation of subordinates in decision-making	The need to inform senior management about the objectives achieved first and consult them on any problem that encounters the ways in which the goals are achieved by participating subordinates in decisions that help overcome obstacles, and to promote the involvement of subordinates in skills (goal setting, planning, oversight-evaluation-communication skills - participation in decision-making, the study revealed that senior management has difficulties in identifying some criteria that measure employee performance more comprehensively, especially goals or things that are not quantic.
Thesis of Zaidi Wissam	The Foundation for "ArsalMital" Algeria	Presentation of the intellectual and theoretical framework of both management objectives and organizational learning	To update the use of the management method with objectives, by clarifying the organization's mission and planning, as well as promoting self-control, which is the basis of management with objectives, maximum participation in goal-setting, planning and delegation of

			powers to a large extent at all levels of organization.
Dr. Noura Awad Abdullah Al-Qarni	Belqarn secondary schools from the point of view of teachers.	The degree of application of the management method with objectives in the schools of Belqarn governorate for the secondary level from the point of view of teachers	The need to involve teachers in setting goals, preparing plans, continuous review and evaluation so that the levels of application of the management method are high in The Province of Belqon
Thesis of Mohammed Mubarak Mohammed Al-Rashidi	National Petroleum Corporation of Kuwait	Measuring and analysing the impact of management's use of objectives in its dimensions (participation, commitment, trust between the president and subordinates, and feedback)	The need to practice feedback between the President and subordinates as an evaluation strategy for setting and reformulating objectives
The Thesis of Rami Mohammed Ali Al-Abd	School teachers in Ramallah and Al-Bireh governorate	Know the degree to which school principals in Ramallah and Al-Bireh province apply the management theory with objectives, and its relationship to the job satisfaction of teachers	The need to strengthen the philosophy of management with objectives and adopt it in educational institutions, as it plays a role in improving the performance of managers and teachers alike
Thesis of SomayaBint Suleiman Al-Rahi	Administrative work at Um al-Qura University	Learn about the reality of applying the management method with objectives at Um al-Qura University and the effectiveness of its use on work	Promoting a culture of goal management principles and training managers in different management departments on the skills needed to apply the management method with objectives
Dr. Mohammed Falah Ali Khawla	Faculty members and administrators spread over six faculties at the International Islamic University in Amman	To know the degree of implementation of management with objectives at the International Islamic University of Sciences in Amman from the point of view of the employees.	The need to apply the management method with objectives in the management of the International Islamic University of Sciences and to conduct similar studies on other educational institutions and use other means of data collection.
Musa bin Sulaiman Saad al-Harbi University	School principals in Tabuk Education District	Learn about the role of management with objectives in developing the competences of school principals in the Tabuk Education District	Creating the right management environment to implement the management style with objectives and provide the necessary means for its success at the school management level.

<p>Pastor (Father Ofojebe, Wenceslaus N. The government has also set up a special committee to address the issue of the use of the "green" media in the media.</p>	<p>Program managers, deans of colleges/schools and heads of departments</p>	<p>Goal-by-goal management (MBO) the imperatives of transforming higher education for a globalized world</p>	<p>The management's objectives should be imperative in the management of higher education and each higher institution should make a unique design (management with objectives) that fits its specific need.</p>
<p>Thesis by Dr. Teo, Tek and Prof. Dr. Lu, Kim Cheng Patrick</p>	<p>Managers of various functions within XYZ</p>	<p>The impact of targeting on staff effectiveness to improve the effectiveness of the organization:</p>	<p>The importance of goal-setting theory for HR Management" and that the useful effect of setting goals on mission performance is one of the most powerful and successful tools.</p>
<p>XhavitIslami EnisMulolli Naim Mustafa Aggarwal</p>	<p>Random sample of employees from 13 companies operating in Kosovo</p>	<p>Identify the importance of establishing objectives, communication objectives, planning objectives, identifying control points, employee commitment to set goals, freedom and independence in the performance of duties, and continuous communication, as steps to achieve MBO the way in employee effectiveness</p>	<p>The MBO method should be used as a means of evaluating performance as staff effectiveness is improved.</p>
<p>The government's policy of "re-examining" the state of the country's economic and political policies is a key consideration for the development of the country's economic and political development.</p>	<p>Employees of the Human Services Agency.</p>	<p>Knowledge of the impact of management on the performance and satisfaction of the regulatory sector audience</p>	<p>The study supports the use of MBO in public sector organizations.</p>
<p>Rodgers, Robert Hunter, John E.</p>	<p>Random samples of production companies</p>	<p>Impact of goal management on organizational productivity.</p>	<p>Senior management's commitment to MBO.</p>
<p>Kinga Hoffmann-Burdzińska Olaf Flak University of Silesia in Katowice</p>	<p>Several teams from different projects</p>	<p>Provide a management approach with objectives in measuring the effectiveness of teams</p>	<p>Despite the fact that the objective management method is accurately and specifically described, the human contribution to the</p>

			<p>application of the method in practice remains crucial</p> <p>Quantitative metrics of goals and tasks allow teams to assess the effectiveness of teams and compare teams with each other.</p>
Conny Antoni	Twenty-six teams from a company in the construction supply industry	Find out how MBO systems work and how effective they are	Commitment to the goals is a group productivity and job satisfaction, but group processes only mediate the relationship to job satisfaction.
Ugwu Cynthia Ifedilichukwu	First Bank of Nigeria PLC	Study management by objectives as a tool for organizational performance	He recommended that managers should consult their subordinates in setting up a unit of objectives that would rise in the hierarchy. There should be autonomy in the implementation of plans once the objectives have been agreed, and the individual should have the discretion to choose the means to achieve goals without being directed by a senior manager. Finally, the study revealed many of the positive effects and importance of management through objectives to the management of modern-day organizations, particularly in Nigeria. It requires that each unit manager set his goals with his subordinates in line with the company's centrally stated objectives and mission.

Chapter Three

Methodology, community and sample thesis

4.1 Introduction

This chapter presents the methodology used in the preparation of this thesis in terms of the thesis tool, the thesis community, the thesis sample, the consistency of the thesis tool's honesty test, and the statistical tools and processing used.

4.2 Thesis Tools (there are two tools in the thesis)

The thesis aims to identify the role of management in building government institutions from a strategic perspective. To achieve this, a questionnaire on the relevant thesis variables has been developed, and its sincerity and consistency have been confirmed.

1. The questionnaire

The thesis tool (resolution) is divided into two parts:

Section 1 - General and personal data: includes gender, age, current employment, scientific qualification, specialization and years of experience.

Section II - Institutional Reality:

It is the focus of the thesis and the second part includes five axes:

1. The first axis: the availability of key elements of management with objectives and the participation of subordinates in the making of goals
2. The second axis: applying the basic elements of management with objectives in the organization
3. The third axis: the degree to which the basic elements of management are achieved with objectives
4. The fourth axis: the availability of the basic elements and components of management with objectives and improving the performance of human resources
5. The fifth axis: the availability of the basic elements and components of management with objectives and between performance evaluations.

2- Interviews

The researcher interviewed a number of the 5 general managers of the Central Bureau of Statistics who answered several questions designed and approved by supervisors and arbitrators.

4.3 Thesis Population

The thesis population included 120 general managers, department directors and department heads in the Palestinian Central Bureau of Statistics.

4.4 Thesis Sample

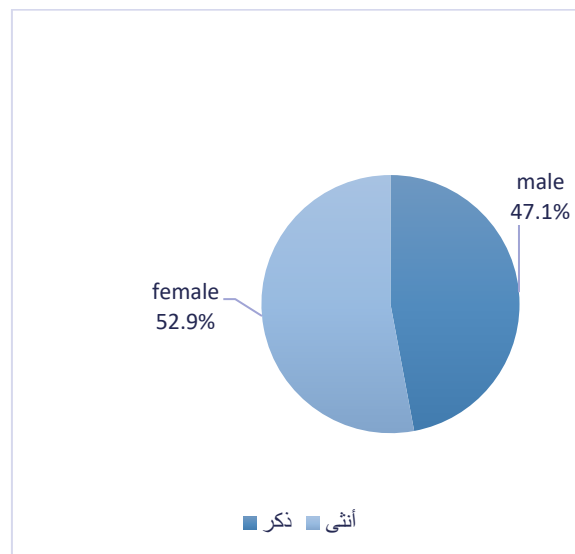
120 questionnaires were distributed representing all members of the thesis community (comprehensive inventory). 102 employees were recovered, the sample size of the community was 85%, which is a statistically representative sample, and the rest refused to cooperate (they represent 15% of the thesis community).

4.5 Description of the thesis sample

In this section, the sample of this thesis sample is described through its distribution according to general data.

1.5.4 Description of the thesis sample by gender:

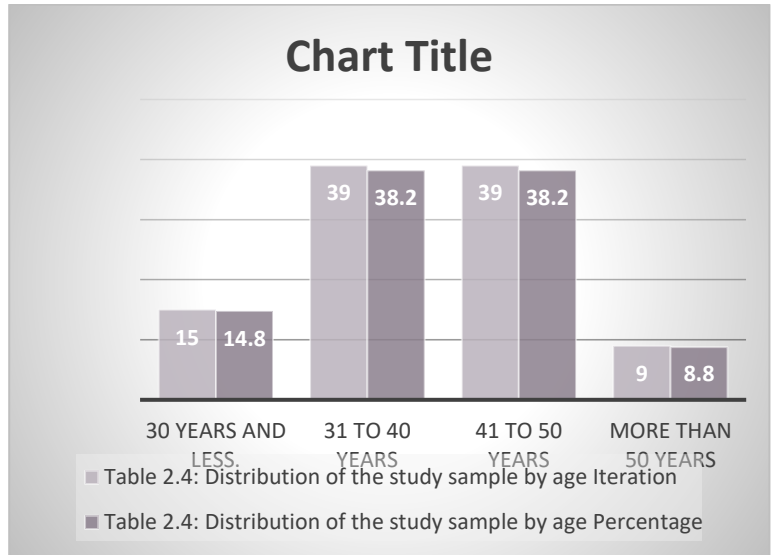
Table 1.4: Distribution of the thesis sample by gender		
gender	Frequency	Percentage
Male	48	47.1
Female	54	52.9
Total	102	100



From table 1.4, 47.1% of the sample thesis sample is male, while 52.9% of the sample members are female.

2.5.4 Description of the thesis sample by age:

Table 2.4: Distribution of the thesis sample by age		
Age	Frequency	Percentage
30 years and less.	15	14.8
31 to 40 years	39	38.2
41 to 50 years	39	38.2
More than 50 years	9	8.8
Total	102	100



From the 2.4% table, 14.8% of the sample thesis sample were 30 years of age and 38.2% were aged 31 to 40, 38.2% were aged 41 to 50, and 8.8% of the sample members were over 50 years of age.

3.5.4 Description of the thesis sample by administrative level:;

Table 3.4: Distribution of the thesis sample by administrative level		
Management level	Frequency	Percentage
Department Manager	48	47.1
General Manager	13	12.7
Head of Department Below	41	40.2
Total	102	100

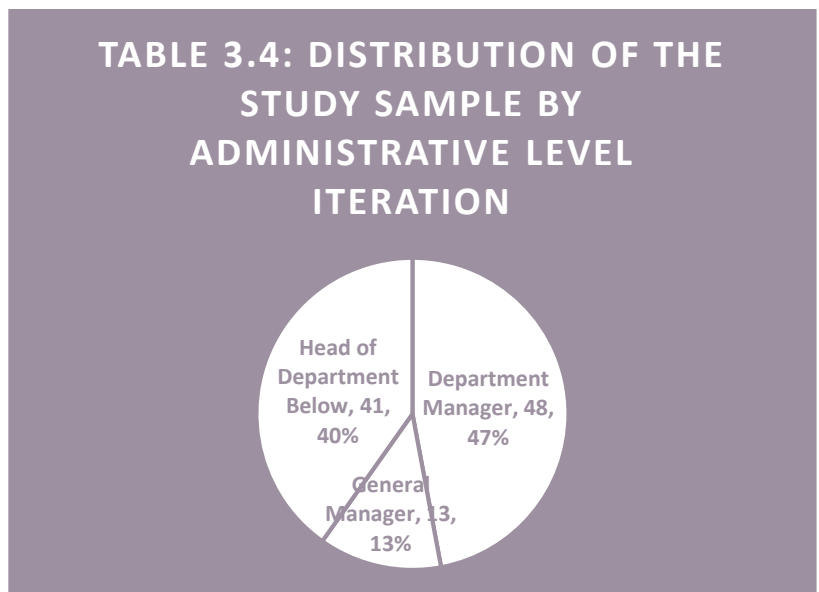
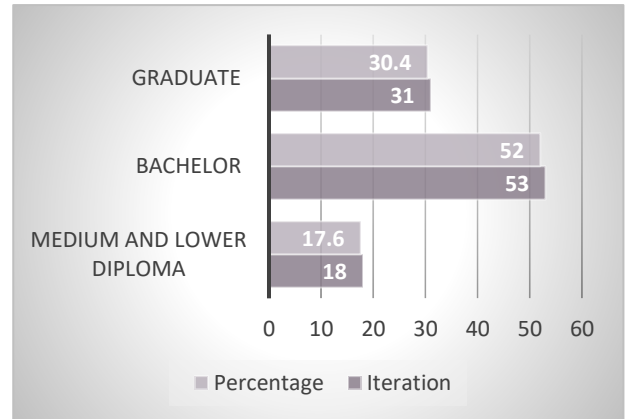


Table 3.4 indicates that 47.1% of the thesis sample work as department directors, 12.7% work as general managers, and 40.2% work as heads of departments below.

4.5.4 Description of the thesis sample by scientific qualification:

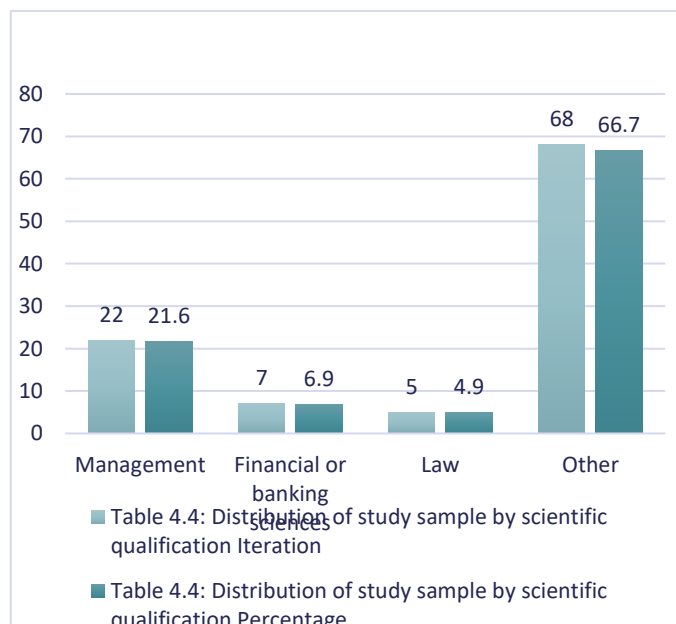
Table 4.4: Distribution of thesis sample by scientific qualification		
Scientific qualification	Frequency	Percentage
Medium and lower diploma	18	17.6
Bachelor	53	52
Graduate	31	30.4
Total	102	100



From the table 4, 17.6% of them have an intermediate diploma, 52.0% are with Bachelor's degrees and 30.4% of the sample members have a higher degree

5.5.4 Description of the sample thesis sample by specialty:

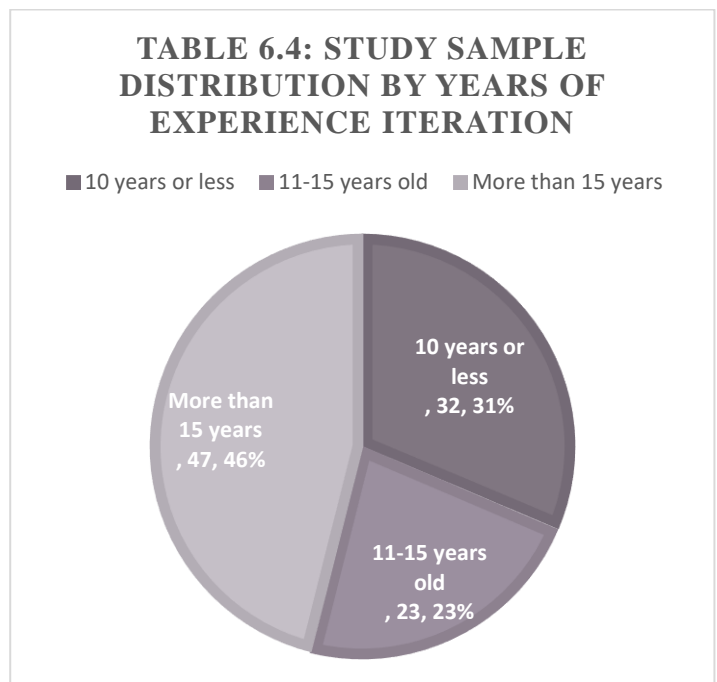
Table 4.4: Distribution of thesis sample by Specialization		
Specialization	Frequency	Percentage
Management	22	21.6
Financial or banking sciences	7	6.9
Law	5	4.9
Other	68	66.7
Total	102	100



From table 5.4, 21.6% of the sample members have management specialties, 6.9% are financial and banking sciences, 4.9% have law, and 66.7% of sample members have other specialties.

6.5.4 Description of the thesis sample by years of experience

Years of experience	Frequency	Percentage
10 years or less	32	31.4
11-15 years old	23	22.5
More than 15 years	47	46.1
Total	102	100



From the table 6.4, 31.4% of the sample members have 10 years of experience, 22.5% of their 11-year-olds to 15 years, and 46.1% of sample members have more than 15 years of experience.

6.4 Validate the thesis instrument

The researcher presented the questionnaire (thesis tool) to a number of specialists (arbitrators) to test the correctness in the questionnaire in terms of:

- Virtual Honesty: Where the measurement of the information collection tool is tested to what the thesis is designed for in a virtual manner.
- Content authenticity: The authenticity of the content has been tested to the extent to which the scale is measured in measuring the characteristics of the object that the search aims to measure.

The questionnaire was adjusted based on the observations of the specialists (arbitrators). The amendments were to reformulate some sub-axes to suit the main central questions, in addition to modifying the target group to the supervisory functions of the Palestinian Central Bureau of Statistics

Reliability of the thesis tool

The researcher calculated the stability of the resolution using the Chronbach Alpha internal consistency coefficient and the stability factor (0.942), a high stability factor indicating the stability of the thesis instrument. At the axis level, the values of the internal consistency coefficient were as follows:

Table 7.4: Chronbach Alpha coefficient for thesis domains and total score

Domain	Internal Consistency Coefficient (Chronbach Alpha)
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	0.842
Applying key elements of management to goals in your organization	0.779
The degree to which the core elements of management achieve the objectives	0.817
The availability of key elements and components of management with objectives and improved human resources performance	0.842
The availability of key elements and components of management with objectives and performance evaluation	0.840
Total score	0.942

8.4 Statistical treatment

Statistical processing was carried out through the encoding of answers, then the data was entered into the computer, and the data was analyzed and the results extracted using the Statistical Program for Social Sciences (SPSS), where analysis and testing were conducted, and the results were extracted. The most important statistical methods used by the researcher are repetitions, percentages, computational averages, standard deviations, ANOVA.

In order to interpret the results, the following balance was adopted for the mathematical circles:

Arithmetic medium	The degree of approval
High	3.50-5.00
Medium	2.50-3.49
Low	1.00-2.49

The encoding of the answers (answer values) was as follows:

Strongly Agree.	=	5
Agree	=	4
Neutral	=	3
not agree	=	2
Strongly Disagree.	=	1

Chapter Four

Data Analysis and Hypotheses Testing

This chapter includes a presentation of the results reached in accordance with the objectives of the thesis in the light of the analysis and discussion of thesis questions and test hypotheses, after the researcher entered the data and information to the computer using the program (SPSS).

1.5 Results of answering thesis questions

To answer the thesis's questions regarding the role of management objectives in building government institutions from a strategic perspective, a relative repetition and distribution of respondents' answers to the answers to the questions was extracted for each of the five axes. Standard averages and deviations were calculated for all paragraphs of the form. To calculate the degree of approval, the approval balance was used.

The five central questions are:

1. To what extent are the key elements of management with objectives and the participation of subordinates in making goals?
2. To what extent are the core elements of management applying the objectives in the organization?
3. How objective are the key elements of management achieved?
4. To what extent are the core elements and components of management providing goals and improving the performance of human resources?

5. To what extent are the core elements and components of management providing goals and performance evaluation?

The results of the analysis of the thesis's questions were as follows:

1.1.5 The first question is: How well are the key elements of management with goals and the participation of subordinates in making goals?

The committee sought to establish a new government in the area of the national security system. The highest approval of the respondents in the question of the commitment of employees to the enterprise plan of action (4.03) was less in the question of respect for new ideas and opinions by senior management in the organization (3.55).

Table 1.5: The availability of key elements of management with objectives and the participation of subordinates in the making of goals

Axis/Vertebrae	Strongly Agree		Agree		Neutral		not agree.		Strongly Disagree		Total		
	Frequency	%	Frequency	%	Frequency	%	Repeat	%	Repeat	%	Average arithmetic	Standard deviation	Degree Agree
The first axis: the availability of key elements of management with objectives and the participation of subordinates in the making of objectives											3.77	0.86	High
There's trust between the president and the subordinates in the institution.	26	25.5	46	45.1	11	10.8	14	13.7	5	4.9	3.72	1.14	High
Managers share their employees' goals	17	16.7	53	52	16	15.7	8	7.8	8	7.8	3.62	1.10	High
Senior management respects new ideas and opinions in the organization	12	11.8	53	52.0	21	20.6	11	10.8	5	4.9	3.55	1.00	High
Employee participation in the making of goals increases belonging to the organization	26	25.5	54	52.9	13	12.7	4	3.9	5	4.9	3.9	0.99	High
Employees adhere to the organization's business plan	29	28.4	57	55.9	9	8.8	4	3.9	3	2.9	4.03	0.9	High

2.1.5 Second question: How far are the basic elements of management applying the objectives in the organization?

The committee sought to establish a new government in the area of the national security system. The highest approval of the respondents in the question on staff commitment to tasks and responsibilities (3.97) was the lowest in the question of the existence of a daily reporting audit system (3.37).

Table 2.5: How basic management elements apply goals in your organization

Axis /Vertebrae	Strongly Agree		Agree		Neutral		not agree		Strongly Disagree		Total		
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Average arithmetic	Standard deviation	Degree Agree.
The second axis: the implementation of the basic elements of management with objectives in the organization											3.76	0.71	High
Senior management provides the right environment for implementing goals	22	21.6	48	47.1	18	17.6	12	11.8	2	2	3.75	0.99	High
Powers and responsibilities are distributed based on the formulation of objectives	13	12.7	49	48	22	21.6	16	15.7	2	2	3.54	0.97	High
Employees are committed to tasks and responsibilities	19	18.6	68	66.7	8	7.8	7	6.9	0	0	3.97	0.74	High
There is a system of control and follow-up by senior management	24	23.5	58	56.9	12	11.8	7	6.9	1	1	3.95	0.85	High
Daily achievement reports are made	12	11.8	53	52	15	14.7	17	16.7	5	4.9	3.49	1.06	Medium
There is an audit system for daily reports.	11	10.8	43	42.2	26	25.5	17	16.7	5	4.9	3.37	1.04	Medium

3.1.5 Question 3: How well are the key elements of management achieving the goals?

The committee sought to establish a new government in the area of the national security system. The highest approval of the respondents in the question of the organization's ownership of the appropriate competencies to achieve its strategic and operational objectives (4.05) was less agreeable in the question of linking senior management incentives to achieving the objectives set (3.29).

Table 3.5: The degree to which the key elements of management achieve goals

Axis/Vertebrae	Strongly Agree		Agree		Neutral		not agree.		Strongly Disagree		Total		
	Repeat	%	Repeat	%	Repeat	%	Repeat	%	Repeat	%	Average arithmetic	Standard deviation	Degree Agree
The third axis: the degree to which the core elements of management achieve the objectives											3.54	0.78	High
The organization has the right competencies to achieve its strategic and operational objectives	31	30.4	52	51	14	13.7	3	2.9	2	2	4.05	0.86	High
Management provides full support to employees to achieve the goals	14	13.7	43	42.2	32	31.4	9	8.8	4	3.9	3.53	0.97	High
Regular meetings are held at close times to ensure that the goals are achieved	8	7.8	51	50	20	19.6	19	18.6	4	3.9	3.39	1.01	Medium
The management of the organization is satisfied with the performance of its employees	9	8.8	44	43.1	43	42.2	5	4.9	1	1	3.54	0.77	High
Senior management links incentives to achieving goals set	10	9.8	42	41.2	24	23.5	20	19.6	6	5.9	3.29	1.08	Medium

4.1.5 Question4: To what extent are the basic elements and components of management providing goals and improving the performance of human resources?

The committee sought to establish a new government in the area of the national security system. The highest approval of the respondents in the first two questions was the existence of a staff performance training system and the second on the impact of the management method on the goal of job satisfaction among employees.3.76 In contrast, the less approval in the question of the enterprise having a knowledge transfer system among individuals (3.44).

Table 4.5: The availability of key elements and components of management with objectives and improved human resources performance.

Axis/Vertebrae	Strongly Agree		Agree		Neutral		not agree		Strongly Disagree		Total		
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Average arithmetic	Standard deviation	Degree Agree.
The fourth axis: the availability of key elements and components of management with objectives and improved human resources performance											3.59	0.82	High
There is a system of training courses to develop staff performance	24	23.5	47	46.1	16	15.7	13	12.7	2	2	3.75	1.02	High
Courses are related to an individual's work	17	16.7	51	50	15	14.7	16	15.7	3	2.9	3.62	1.03	High
The foundation has a system for the transfer of knowledge between individuals	6	5.9	56	54.9	21	20.6	15	14.7	4	3.9	3.44	0.95	Medium
There is follow-up and evaluation to see the impact of training	11	10.8	50	49	21	20.6	16	15.7	4	3.9	3.47	1.01	High
Goal management affects the level of job satisfaction of employees.	18	17.6	53	52	23	22.5	5	4.9	3	2.9	3.76	0.9	Medium

Question 5: To what extent are the core elements and components of management having objectives and performance evaluation?

The committee sought to establish a new government in the area of the national security system. The highest approval of the respondents in the question of the existence of the performance appraisal system in the institution (4.32) in contrast was the least approval in the special question the distribution of rewards and incentives based on achievements (3.09).

Table 5.5: The availability of key elements and components of management with objectives and performance evaluation

Axis/vertebrae	Strongly Agree		Agree		Neutral		not agree		Strongly Disagree		Total		
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Average arithmetic	Standard deviation	Degree Agree.
The fifth axis: the availability of the basic elements and components of management with objectives and the evaluation of performance											3.74	0.7	High
The organization has a performance appraisal system	42	41.2	54	52.9	3	2.9	3	2.9	0	0	4.32	0.68	High
Performance evaluation is a way to improve employee performance	21	20.6	57	55.9	10	9.8	12	11.8	2	2	3.81	0.96	High
The staff are informed of the outcome of their assessment.	34	33.3	55	53.9	8	7.8	3	2.9	2	2	4.14	0.83	High
Goal management reveals strengths and weaknesses through feedback	17	16.7	53	52	19	18.6	13	12.7	0	0	3.73	0.89	High
Goal management results in foundations and criteria for evaluating the degree of achievement.	17	16.7	46	45.1	27	27	11	10.8	1	1	3.66	0.92	High
Rewards and incentives are distributed based on achievements	13	12.7	30	29.4	26	25.5	19	18.6	14	13.7	3.09	1.24	Medium
Employees are promoted based on achievements	12	11.8	35	34.3	23	22.5	17	16.7	15	14.7	3.12	1.25	Medium

2.5 Testing assumptions of the thesis

1.2.5 First Main Hypothesis

There are no statistically significant differences at the level $0.05) \alpha \leq$ (in the responses of the sample members to the role of management with objectives in institution building from a strategic perspective, attributable to the gender variable.

To examine the first hypothesis, the researcher used a test (T) for two independent samples, and table 6.5 indicates the results of the first hypothesis examination.

Table 6.5: Means, standard deviations, test t and the level of significance of thesis domains according to gender variable

Domains	males(n= 48)		Females (n = 54)		Value	Level of significance
	Mean	Deviation	Mean	Deviation	T	
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	3.86	0.85	3.68	0.76	1.11	0.27
Applying key elements of management to goals in your organization	3.74	0.63	3.62	0.67	0.894	0.373
Achieving key elements of management with objectives	3.66	0.6	3.47	0.8	1.301	0.196
The availability of key elements and components of management with objectives and improved human resources performance	3.73	0.65	3.51	0.86	1.46	0.148
The availability of key elements and components of management with objectives and performance evaluation	3.74	0.74	3.66	0.68	0.544	0.588
Total score	3.74	0.6	3.59	0.63	1.28	0.205

- **statistically at level ($\alpha \leq 0.05$)**

It is noted from table (6.5) that there are no statistically significant differences at the level ($\alpha \leq 0.05$) in the responses of the individuals of the sample to the role of management with objectives in institution-building from a strategic perspective attributable to the variable of the gender, where the statistical significance values were all greater than (0.05)

1.2.5 Second Main Hypothesis

There are no statistically significant differences at the level) $\alpha \leq 0.05$) in the responses of the sample members to the role of management with objectives in institution building from a strategic perspective, due to the age change.

To examine the second hypothesis, the researcher used One Way ANOVA, the table (7.5) refers to the means and standard deviations of the thesis axes according to the age variable, while the table (8.5) refers to the results of the examination of the second hypothesis.

Table 7.5: Means and standard deviations of the main thesis axes according to age variable

Domains	30 years and less. (n=15)		31-40 n=(39)		41-50 n(39)		More than 50 (n=9)	
	mean	Deviation	mean	Deviation	Mean	Deviation	mean	Deviation
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	3.8	0.676	3.395	0.915	4.041	0.568	4.111	0.825
Applying key elements of management to goals in your organization	3.656	0.686	3.62	0.594	3.718	0.696	3.796	0.749
Achieving key elements of management with objectives	3.667	0.644	3.395	0.756	3.605	0.698	3.911	0.649
The availability of key elements and components of management with objectives and improved human resources performance	3.693	0.728	3.431	0.865	3.672	0.684	4	0.648
The availability of key elements and components of management with objectives and performance evaluation	3.629	0.608	3.535	0.757	3.81	0.676	4	0.666
Total score	3.689	0.546	3.475	0.642	3.769	0.566	3.964	0.658

Table 8.5: Results of the ANOVA of the main thesis domains according to the age variable

Domains	Source of variance	Total squares	Degrees of freedom	Mean squares	Value	Level of significance
					F	
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	Between groups	9.411	3	3.137	5.499	0.002
	Within groups	55.902	98	0.57		
	Total	65.313	101			
Applying key elements of management to goals in your organization	Between groups	0.328	3	0.109	0.25	0.861
	Within groups	42.853	98	0.437		
	Total	43.181	101			
The degree to which the core elements of management achieve the objectives	Between groups	2.423	3	0.808	1.602	0.194
	Within groups	49.42	98	0.504		
	Total	51.843	101			
The availability of key elements and components of management with objectives and improved human resources performance	Between groups	2.874	3	0.958	1.646	0.184
	Within groups	57.031	98	0.582		
	Total	59.906	101			
The availability of key elements and components of management with objectives and performance evaluation	Between groups	2.416	3	0.805	1.649	0.183
	Within groups	47.871	98	0.488		
	Total	50.287	101			
Total score	Between groups	2.641	3	0.88	2.43	0.07
	Within groups	35.511	98	0.362		
	Total	38.152	101			

Statistically at level ($\alpha \leq 0.05$)

It should be noted from the table (8.5) that there are no statistically significant differences at the level of ($\alpha \leq 0.05$) in the responses of the members of the sample towards the role of management with objectives in institution-building from a strategic perspective due to the change of age, in the axes (application of the basic elements of management with objectives In the organization, the degree to which the basic elements of management are achieved with objectives, the availability of the basic elements and components of management with objectives, and the extent to which the basic elements and components of management are achieved with objectives and between the evaluation of performance(where the statistical significance values were greater than (0.05), while the statistical significance values were greater than (0.05), while the statistical significance was greater than (0.05), while Statistically significant differences in the focus of the availability of the basic elements of management with objectives and the participation of subordinates in the making of objectives, and to illustrate those differences, the researcher used the Chevy test for dimensional comparison, as described in table (9.5).

Table (9.5): Scheffe test results for comparison in the focus of the availability of key elements of management with objectives and the participation of subordinates in the making of goals, depending on the age variable

Age	30 or less	31-40	41-50	More than 50
30years or less		0.405	-0.241	-0.311
31-40			-0.646*	-0.716
41-50				-0.07
More than 50				

Statistically at level ($\alpha \leq 0.05$)

Table (9.5) indicates differences between the averages of the extent to which the basic elements of management are available with objectives and the participation of subordinates in the making of goals, according to the age variable, between the age groups (31-40), and (41-50) and for the benefit of the age group (41-50).

The third main hypothesis

There are no statistically significant differences at the level) $\alpha \leq 0.05$)in the responses of the sample members to the role of management objectives in institution-building from a strategic perspective, due to the change in management level.

To examine the third hypothesis, the researcher used the analysis of variance; the table (10.5) refers to the means and standard deviations of the thesis axes according to the variable of the administrative level, while the table (11.5) refers to the results of the examination of the third hypothesis.

Table 10.5: Means and standard deviations of the main thesis axes according to the administrative level variable

Domains	Department Manager		General Manager		Head of Department Below	
	(n=48)		n=(13)		n=(39)	
	Average	Deviation	Average	Deviation	Average	Deviation
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	3.829	0.795	4.385	0.443	3.493	0.791
Applying key elements of management to goals in your organization	3.729	0.681	3.962	0.553	3.528	0.625
Achieving key elements of management with objectives	3.638	0.736	3.754	0.628	3.41	0.706
The availability of key elements and components of management with objectives and improved human resources performance	3.542	0.758	4.015	0.728	3.566	0.776
The availability of key elements and components of management with objectives and performance evaluation	3.759	0.668	3.868	0.811	3.564	0.709
Total score	3.699	0.61	3.997	0.559	3.512	0.602

Table 11.5: One Way ANOVA of the main thesis domains according to the administrative level variable

Domains	Source of variance	Total squares	Degrees of freedom	mean squares	Value	Level of significance
					f	
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	Between groups	8.229	2	4.115	7.136	0.001
	Within groups	57.084	99	0.577		
	Total	65.313	101			
Applying key elements of management to goals in your organization	Between groups	2.088	2	1.044	2.515	0.086
	Within groups	41.093	99	0.415		
	Total	43.181	101			
The degree to which the core elements of management achieve the objectives	Between groups	1.702	2	0.851	1.68	0.192
	Within groups	50.141	99	0.506		
	Total	51.843	101			
The availability of key elements and components of management with objectives and improved human resources performance	Between groups	2.44	2	1.22	2.102	0.128
	Within groups	57.466	99	0.58		
	Total	59.906	101			
The availability of key elements and components of management with objectives and performance evaluation	Between groups	1.284	2	0.642	1.298	0.278
	Within groups	49.003	99	0.495		
	Total	50.287	101			
Total axis grade	Between groups	2.443	2	1.221	3.386	0.038
	Within groups	35.709	99	0.361		
	Total	38.152	101			

Statistically at level ($\alpha \leq 0.05$)

It should be noted from the table (11.5) that there are no statistically significant differences at the level ($\alpha \leq 0.05$) in the responses of the members of the sample towards the role of management with objectives in institution-building from a strategic perspective attributable to the change in the administrative level, in the

axes (application of the basic elements of management B Objectives in the organization, the degree to which the basic elements of management are achieved with objectives, the availability of the basic elements and components of management with objectives, and the extent to which the objectives of the management are achieved, where the values of statistical significance were greater than (0.05), while Statistically significant differences were found in the focus of the availability of the basic elements of management with objectives and the participation of subordinates in the making of objectives, and to illustrate those differences, the researcher used Scheffe test for dimensional comparison, as described in table (12.5)

Table (12.5): Results of the Scheffe test for dimensional comparison in the focus of the availability of key elements of management with objectives and the participation of subordinates in the development of objectives, according to the variable management level

Management level	Department Manager	General Manager	Head of Department Below
Department Manager		-0.555	0.3365
General Manager			0.89193*
Head of Department Below			

statistically at level ($\alpha \leq 0.05$) *

Table (12.5) indicates differences between the averages of the extent to which the core elements of management are available with objectives and the participation of subordinates in the development of objectives, according to the management level variable, between the management level categories (general manager), (head of department below), and for the management level (general manager).

1.2.5 Fourth Main Hypothesis

There are no statistically significant differences at the level) $\alpha \leq 0.05$) in the responses of the sample members to the role of management with objectives in institution building from a strategic perspective, due to the change in scientific qualification.

To examine the fourth hypothesis, the researcher used One Way ANOVA; the table (13.5) refers to the means and standard deviations of the thesis axes according to the variable of the scientific qualification, while the table (14.5) indicates the results of the examination of the fourth hypothesis

Table 13.5: Means and standard deviations of the main thesis axes according to the variable of scientific qualification

Domain	Medium and lower diploma		Bachelor		Graduate	
	(n=18)		(n=53)		(n=31)	
	Mean	Deviation	Mean	Deviation	Mean	Deviation
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	3.644	0.543	3.604	0.904	4.11	0.645
Applying key elements of management to goals in your organization	3.38	0.639	3.585	0.629	4.011	0.582
Achieving key elements of management with objectives	3.444	0.56	3.445	0.722	3.826	0.737
The availability of key elements and components of management with objectives and improved human resources performance	3.222	0.831	3.585	0.753	3.884	0.673
The availability of key elements and components of management with objectives and performance evaluation	3.659	0.586	3.585	0.757	3.903	0.649
Total axis grade	3.47	0.494	3.561	0.643	3.947	0.542

statistically at level ($\alpha \leq 0.05$ *)

Table 14.5: One Way ANOVA of the main thesis domains according to the variable of scientific qualification

Domains	Source of variance	Total squares	Degrees of freedom	Average squares	Value P	Level of significance
The availability of key elements of management with objectives and the participation of subordinates in the making of goals	Between groups	5.322	2	2.661	4.391	0.015
	Within groups	59.991	99	0.606		
	Total	65.313	101			
Applying key elements of management to goals in your organization	Between groups	5.494	2	2.747	7.216	0.001
	Within groups	37.687	99	0.381		
	Total	43.181	101			
The degree to which the core elements of management achieve the objectives	Between groups	3.128	2	1.564	3.178	0.046
	Within groups	48.715	99	0.492		
	Total	51.843	101			
The availability of key elements and components of management with objectives and improved human resources performance	Between groups	5.065	2	2.532	4.572	0.013
	Within groups	54.841	99	0.554		
	Total	59.906	101			
The availability of the basic elements and components of management with objectives and between performance evaluation	Between groups	2.01	2	1.005	2.061	0.133
	Within groups	48.277	99	0.488		
	Total	50.287	101			
Total score	Between groups	3.72	2	1.86	5.347	0.006
	Within groups	34.432	99	0.348		
	Total	38.152	101			

Statistically at level ($\alpha \leq 0.05$)

It should be noted from the table (14.5) that there are no statistically significant differences at the level ($\alpha \leq 0.05$) in the responses of the members of the sample towards the role of management with objectives in the construction of institutions from a strategic perspective attributable to the variable of scientific qualification, in the axis (availability of elements and components The basic objectives of management and performance evaluation) where the statistical **significance** values were greater than (0.05), while statistically significant differences were found in the axes (the availability of the basic elements of management with objectives and the participation of subordinates in the development of objectives, the application of the basic elements of management with objectives in the organization, The degree to which the basic elements of management are achieved with objectives, the availability of the basic elements and components of management with objectives and the improvement of human resources performance) and to illustrate those differences, the researcher used Scheffe test for dimensional comparison, as described in table (15.5).

Table (15.5-A): Results of Scheffe test for dimensional comparison in the focus of the availability of key elements of management with objectives and the participation of subordinates in the development of objectives, according to the variable of scientific qualification

Scientific qualification	Medium and lower diploma	Bachelor	Graduate
Medium and lower diploma		0.0407	-0.465
Bachelor			-0.5059*
Graduate			

Statistically at level ($\alpha \leq 0.05$)

Table (15.5-a) indicates differences between the averages of the availability of key elements of management with objectives and the participation of subordinates in the development of objectives, according to the variable of scientific qualification, between the categories of scientific qualification (bachelor) and (graduate studies) and for the benefit of the category of scientific qualification (graduate studies).

Table (15.5-B): Results of Scheffe test for comparison in the focus of the extent to which the basic elements of management are applied to objectives in the organization, according to the variable of scientific qualification

Scientific qualification	Medium and lower diploma	Bachelor	Graduate
Medium and lower diploma		-0.205	-0.6311*
Bachelor			-0.42585*
Graduate			

statistically at level $\alpha \leq 0.05$ *

Table (15.5-b) indicates differences between the averages of the degree of achievement of the basic elements of management with objectives, according to the variable of the scientific qualification, between the categories of scientific qualification (bachelor) and (intermediate and lower diploma), and (graduate studies) and for the benefit of the category of scientific qualification (graduate studies).

Table (15.5-C): Results of Scheffe test for comparison in the axis of the degree of achievement of the basic elements of management with objectives, according to the variable of scientific qualification

Scientific qualification	Medium and lower diploma	Bachelor	Graduate
Medium and lower diploma		0.0008-	0.3814-
Bachelor			0.3805-
Graduate			

Table (15.5-c) indicates differences between the averages of the degree of achievement of the basic elements of management with objectives, according to the variable of the scientific qualification, between the categories of scientific qualification (bachelor) and (intermediate and lower diploma), and (graduate studies) and for the benefit of the category of scientific qualification (graduate studies)

Table (15.5-D): Results of Scheffe test for dimensional comparison in the focus of the availability of the basic elements and components of management with objectives and improving the performance of human resources, in accordance with the variable of scientific qualification.

Scientific qualification	Medium and lower diploma	Bachelor	Graduate
Medium and lower diploma		0.3627-	0.6616
Bachelor			0.299-
Graduate			

Statistically at level ($\alpha \leq 0.05$)

Table (15.5-d) indicates differences between the averages of the availability of the basic elements and components of management with objectives and improving the performance of human resources, according to the variable of scientific qualification, between the two categories of qualification (intermediate and lower diploma), and (graduate studies) and for the benefit of the degree of qualification (graduate).

1.2.5 Fifth Main Hypothesis

There are no statistically significant differences at the level (0.05α) in the responses of the sample members to the role of management with objectives in institution building from a strategic perspective, due to the specialization variable.

To examine the fifth hypothesis, the researcher used One Way ANOVA; the table (16.5) refers to mathematical averages and standard deviations of the thesis axes according to the specialization variable, while table (17.5) refers to the results of the examination of the fifth hypothesis.

Table 16.5: Means and standard deviations of the main thesis domains according to the specialization variable

Domains	Management		Financial and banking sciences		Law		Other	
	n=(22)		n=(7)		n=(31)		n=(68)	
	Average	Deviation	Average	Deviation	Average	Deviation	Average	Deviation
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	3.9	0.515	3.429	0.594	2.72	1.064	3.832	0.83
Applying key elements of management to goals in your organization	3.917	0.454	3.048	0.75	3.233	0.63	3.699	0.656
Achieving key elements of management with objectives	3.873	0.631	3.029	0.725	3.36	0.518	3.529	0.721
The availability of key elements and components of management with objectives and improved human resources performance	3.745	0.539	3.2	0.712	3.2	0.693	3.641	0.832
The availability of key elements and components of management with objectives and performance evaluation	3.857	0.6	3.51	0.419	3.657	0.644	3.664	0.764
Total score	3.858	0.44	3.243	0.492	3.234	0.573	3.673	0.65

Table 17.5: One Way ANOVA of the main thesis domains according to the specialization variable

Domains	Source of variance	Total squares	Degrees of freedom	Average squares	Value	Level of significance
					P	
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	Between groups	6.962	3	2.321	3.897	0.011*
	Within groups	58.351	98	0.595		
	Total	65.313	101			
Applying key elements of management to goals in your organization	Between groups	5.052	3	1.684	4.328	0.007*
	Within groups	38.129	98	0.389		
	Total	43.181	101			
The degree to which the core elements of management achieve the objectives	Between groups	4.392	3	1.464	3.024	0.033*
	Within groups	47.451	98	0.484		
	Total	51.843	101			
The availability of key elements and components of management with objectives and improved human resources performance	Between groups	2.487	3	0.829	1.415	0.243
	Within groups	57.419	98	0.586		
	Total	59.906	101			
The availability of key elements and components of management with objectives and performance evaluation	Between groups	0.891	3	0.297	0.589	0.624
	Within groups	49.397	98	0.504		
	Total	50.287	101			
Total axis grade	Between groups	3.001	3	1	2.789	0.045*
	Within groups	35.15	98	0.359		
	Total	38.152	101			

Statistically at level ($\alpha \leq 0.05$)

It should be noted from the table (17.5) that there are no statistically significant differences at the level ($\alpha \leq 0.05$) in the responses of the sample members towards the role of management with objectives in institution-building from a strategic perspective due to the variable specialization, in axes (availability of elements and components The basic objectives of management and improving the performance of human resources, the availability of the basic elements and components of management with objectives and performance evaluation where the statistical values were greater than (0.05), while statistically significant differences were found in the axes (the availability of the basic elements of management with objectives and participation Subordinates in the making of objectives, applying the basic elements of management with objectives in the organization, the degree to which the basic elements of management achieve the objectives) and to illustrate those differences, the researcher used Scheffe test for dimensional comparison, as described in table (18.5).

Table (18.5-A): Scheffe test results for dimensional comparison in the focus of the availability of key elements of management with objectives and the participation of subordinates in the making of goals, according to the specialization variable

Specialization	Management	Financial and banking sciences	Law	Other
Management		0.4714	1.18000*	0.0676
Financial and banking sciences			0.7086	-0.404
Law				-1.11235-*
Other				

Statistically at level ($\alpha \leq 0.05$)

Table (18.5-a) indicates differences between the averages of the extent to which the basic elements of management are available with objectives and the participation of subordinates in the making of objectives, according to the specialization variable, between the categories of specialization (management), (law), and (others), and in favour of the specialty category (law).

Table (18.5-B): Results of Scheffe test for dimensional comparison in the focus of the extent to which the basic elements of management apply the objectives of the organization, according to the specialization variable

Specialization	Management	Financial and banking science	Law	Other
Management		0.86905*	0.6833	0.2181
Financial and banking sciences			-0.1857	-0.6509
Law				-0.4652
Other				

Statistically at level ($\alpha \leq 0.05$)

Table (18.5-c) indicates differences between the averages of the degree of achievement of the basic elements of management with objectives, according to the specialization variable, between the categories of specialization (management) and (financial and banking sciences), and for the benefit of the specialty category (management)

Table (18.5-C): Results of Scheffe test for dimensional comparison in the focus of achieving the basic elements of management with objectives, according to the specialization variable

Specialization	Management	Financial and banking science	Law	Other
Management		0.8442	0.5127	0.3433
Financial and banking sciences			-0.3314	-0.5008
Law				-0.1694
Other				

Table (18.5-c) indicates that there are differences between the averages of the degree of achievement of the basic elements of management with objectives, according to the specialization variable, between the categories of specialization (management) and (financial and banking sciences), (graduate studies) and for the benefit of the specialization category (management)

4 Sixth Main Hypothesis

There are no statistically significant differences at the level (0.05α) in the responses of the sample members to the role of management with objectives in institution building from a strategic perspective, due to the change in years of experience.

To examine the sixth hypothesis, the researcher used the analysis of ANOVA; the table (19.5) refers to the means and standard deviations of the thesis axes according to the variable of the years of experience, while the table (20.5) refers to the results of the examination of the sixth hypothesis

Table 19.5: Means and standard deviations of the main thesis axes according to the variable years of experience.

Domains	10 years or less		15-11		More than 15 years	
	(n=32)		n=(23)		n=(47)	
	Mean	Deviation	Mean	Deviation	Mean	Deviation
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	3.563	0.677	3.435	1.037	4.064	0.65
Applying key elements of management to goals in your organization	3.552	0.59	3.623	0.716	3.791	0.658
Achieving key elements of management with objectives	3.469	0.688	3.47	0.571	3.668	0.794
The availability of key elements and components of management with objectives and improved human resources performance	3.538	0.739	3.487	0.758	3.723	0.797
The availability of key elements and components of management with objectives and performance evaluation	3.518	0.631	3.689	0.742	3.818	0.724
Total score	3.528	0.543	3.541	0.632	3.813	0.63

Table 20.5: One-way ANOVA of the main thesis axes according to the variable of the years of experience

Domains	Source of variance	Total squares	Degrees of freedom	Average squares	Value P	Level of significance
The availability of key elements of management with objectives and the participation of subordinates in the making of goals	Between groups	8.017	2	4.009	6.926	0.002*
	Within groups	57.296	99	0.579		
	Total	65.313	101			
Applying key elements of management to goals in your organization	Between groups	1.174	2	0.587	1.384	0.255
	Within groups	42.007	99	0.424		
	Total	43.181	101			
The degree to which the core elements of management achieve the objectives	Between groups	1.004	2	0.502	0.977	0.38
	Within groups	50.84	99	0.514		
	Total	51.843	101			
The availability of key elements and components of management with objectives and improved human resources performance	Between groups	1.121	2	0.56	0.944	0.393
	Within groups	58.785	99	0.594		
	Total	59.906	101			
The availability of key elements and components of management with objectives and performance evaluation	Between groups	1.712	2	0.856	1.744	0.18
	Within groups	48.576	99	0.491		
	Total	50.287	101			
Total score	Between groups	1.983	2	0.991	2.714	0.071
	Within groups	36.169	99	0.365		
	Total	38.152	101			

Statistically at level ($\alpha \leq 0.05$)

It should be noted from the table (20.5) that there are no statistically significant differences at the level of ($\alpha \leq 0.05$) in the responses of the sample members towards the role of management with objectives in institution-building from a strategic perspective due to the change of years of experience, in the axes (application of the basic elements of management B Objectives in the organization, the degree to which the basic elements of management are achieved with objectives, the availability of the basic elements and components of management with objectives, and the extent to which the objectives of the management are achieved, where the values of statistical significance were greater than (0.05), while Statistically significant differences were found in the focus of the availability of the basic elements of management with objectives and the participation of subordinates in the making of objectives, and to illustrate those differences, the researcher used Scheffe test for dimensional comparison, as described in table (21.5).

Table (21.5): Scheffe test results for dimensional comparison in the focus of the availability of key elements of management with objectives and the participation of subordinates in the development of objectives, depending on the variable years of experience

Years of experience	years or less 10	11-15	More than 15 years
years or less 10		0.1277	-0.50133*
11-15			-0.62905*
More than 15 years			

Statistically at level ($\alpha \leq 0.05$)

Table (21.5) indicates differences between the averages of the focus of the availability of key elements of management with objectives and the participation of subordinates in goal-making, according to the variable years of experience, between the categories of years of experience (10 years and under), (11-15), and (over 15 years) and for the benefit of the experience years category (over 15 year

6.2.4 The seventh main hypothesis:

There is no statistically significant relationship (correlation) at the level ($\alpha \leq 0.05$) between the focus of the thesis.

To examine the seventh hypothesis, the correlation coefficient test was used and the 22.5 table indicates the results:

*Table 22.5: Analysis of a correlation factor between the axes of the thesis

		The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	Applying key elements of management to goals in your organization	The degree to which the core elements of management achieve the objectives	The availability of key elements and components of management with objectives and improved human resources performance	The availability of key elements and components of management with objectives and performance evaluation										
The extent to which the core elements of management are objective and the participation of subordinates in the making of objectives	Link coefficient		0.603	0.636	0.553	0.598										
	Level of significance		*0.0001	*0.0001	*0.0001	*0.0001										
Applying key elements of management to goals in your organization	Link coefficient				0.651	0.585	0.616									
	Level of significance				*0.0001	*0.0001	*0.0001									
The degree to which the core elements of management achieve the objectives	Link coefficient							0.739	0.742							
	Level of significance							*0.0001	*0.0001							
The availability of key elements and components of management with objectives and improved human resources performance	Link coefficient											0.646				
	Level of significance											*0.0001				
The availability of key elements and components of management with objectives and performance evaluation	Link coefficient															
	Level of significance															

Table (22.5) indicates that there are binary links between each of the thesis axes, with all statistical indications (0.0001

Interview results

Five general managers were interviewed in the Central Bureau of Statistics and the questions and answers were as follows:

Question One:

To what extent does the management employ targets in Palestinian institutions?•

There is a desire to apply the management method with objectives within the Palestinian Central Bureau of Statistics and work is under way to apply this modern method.

- Palestinian institutions in the past 10 years have relied on clear strategies in the development of their operational plans through the preparation of sector strategies that contain general objectives and sub-objectives, where institutions evaluate the reality of the progress of work in their institution by assessing the extent to which these public and private goals are achieved and thus employ all their potential to achieve those goals.

Question Two:

What is the role of senior management in building, strengthening and developing the capabilities of employees at various administrative levels in government institutions under the administrative mobility of retirement, recycling or other reasons that lead to a change in management positions?

The role of senior management is focused on:

Making annual plans and monitoring evaluation.

Senior management plays a pivotal role in reducing the level of functional combustion by creating an environment for employees to participate effectively in building their abilities at the administrative and technical level and using the latest administrative methods that make them

the ultimate effectiveness of development by opening up opportunities and levels of management that enhance capabilities on different names.

A database of all employees through which training courses and participants are identified, the training needs of the employees are identified and followed up by general manager.

Question Three:

How much do employees want to apply management to objectives by identifying the views of different management groups?

The management of the objectives achieves the staff member's highest requirements through a fair evaluation of him, where the evaluation is measured by the extent to which the objectives he participated in were achieved and therefore the employee will push to strengthen the management with the objectives because it will provide him with an assessment coupled with the extent to which he achieved the goals.

Question Four:

What are the challenges of implementing the management approach with objectives in the context of institution building? •

The biggest challenge in applying the management method with objectives is the absence of clear public or private objectives or subsidiary of the employee is enforceable and commensurate with the technical and administrative level of the employee and commensurate with the specificity of the organization and commensurate with the time required for it, and in the absence of this the evaluation of achieving the objectives will be devoid of professionalism and therefore will not reflect the technical and administrative level of the employee and the institution, and that the failure to achieve the goals will not necessarily reflect the presence of weaknesses of the employees or the institution .

- Most of the challenges facing the application of the theory are lack of funding and lack of the necessary material resources according to their point of view

Question Five:

What is the benefit of the results of the implementation of the management with the objectives, its philosophy, its principles and its adoption as a modern and non-traditional scientific management method in government institutions to bring about the desired change and improvement?

There are many successful experiences in the field of management by objectives in government institutions, which are evident by comparing successive strategic plans over the past ten years, and the Palestinian Central Bureau of Statistics can take the earliest example where more than one strategic plan was prepared and during the preparation of each plan there was an evaluation of the previous strategic plan. During the evaluation (internal or external by other institutions), the significant impact on the promotion of management philosophy with objectives. It has also had a significant impact on raising the credibility of the Department at the national, regional and international levels.

At the technical level, the department has had a significant impact on making fundamental changes in work methodologies through the development of work from the traditional method of data collection to the use of the latest methods and technologies in collecting data from the field, which played the central role of setting a general goal that was periodically assessed and pursued until it reached the advanced level of management and statistical work

Chapter Five
Results, Conclusions and
Recommendations

1.6 Research results:

1.1.6:It provides the essential elements of **management by objective** and the participation of subordinates in goal making.

- There was a high consensus among the respondents regarding both the availability of the basic elements for managing the goals and the participation of subordinates in goal making in the Palestinian Central Bureau of Statistics.
- Respondents' attitudes towards the question regarding employees' commitment to the institution's work plan got the highest score.
- The least consensus was in the respondents' orientations regarding the questions of this axis in the question of senior managements' respect of new ideas and opinions in the institution.

2.1.6 Apply the basic elements of managing by aims in an organization

- There was a high agreement in the respondents' orientations regarding the application of the basic elements of management to the objectives of the institution in the Palestinian Central Bureau of Statistics.
- The highest agreement in the respondents' orientations regarding the questions of this axis was in the question of employees' commitment to tasks and responsibilities.
- The least consensus was in the respondents' attitudes regarding the questions of this axis towards the question if an auditing system for daily reports exists.

3.1.6 The degree to which the basic elements of management by objective are achieved

- There was a high agreement in the respondents' attitudes regarding the basic element's achievement of managing for aims in the institution of the Palestinian Central Bureau of Statistics.
- The highest agreement in the respondents' attitudes regarding the questions of this axis was in the question regarding the institution's possession of the appropriate competencies in order to achieve its strategic and operational objectives.
- The least consensus was in the respondents' attitudes regarding the questions of this axis in the question related to the higher management linking goals to incentives.

4.1.6 Provide the basic elements and components of management by objective and between improving the performance of human resources

- There was a high agreement in the respondents' attitudes between the availability of the basic elements and components of managing for goals and improving the performance of the human resources in the institution of the Palestinian Central Bureau of Statistics.
- The highest agreement in the respondents' orientations regarding the questions of this axis was in the question regarding first, a system of training courses to develop the performance of employees. Secondly, the effect of the managing for goals on the level of job satisfaction.

- The least consensus was in the respondents' attitudes regarding the questions of this axis about the question regarding the institution's possession of a system for transferring knowledge between individuals.

5.1.6 Provide the basic elements and components between management by objective and performance evaluation

There was a high agreement in the respondents' attitudes regarding the availability of the basic elements and components between managing for aims and the performance evaluation in the Palestinian Central Bureau of Statistics.

- The highest agreement in the respondents' attitudes regarding the questions of this axis was in the question about the performance appraisals system in the institution.
- The least consensus was in the respondents' attitudes regarding the questions of this axis in the question that rewards and incentives are distributed based on the accomplishments achieved.

We conclude that:

- 1- The basic elements for managing for goals are available in the Palestinian Central Bureau of Statistics but there is a weakness in the higher management's respect for new ideas and opinions.
- 2- There is an application of the basic elements in the Palestinian Central Bureau of Statistics but with a weak system for checking daily reports.
- 3- The competencies and human resources are capable of achieving the goals of the institution but there is a weakness in linking incentives to achievements.
- 4- There is an ability to improve and enhance human resource capabilities but with no knowledge transfer system in the organization.
- 5- There is a system for performance appraisals in the institution with weakness in the distribution of rewards and incentives based on achievements.

2.6 Conclusions:

1- The basic elements of managing for aims are available in the Palestinian Central Bureau of Statistics. Subordinates also participate in making special goals in the Palestinian Central Bureau of Statistics. This has strengthened the commitment of PCBS employees to the institution's work plan. On the other hand, there was a negative impact of the senior management's respect level to new ideas and opinions and this limits the basic elements of managing for goals.

2- The basic elements of managing for goals are applied to the Palestinian Central Bureau of Statistics, which strengthens the employees' commitment to tasks and responsibilities. On the other hand, the auditing system level for daily reports has negative impact on the basic elements of managing for goals application.

3- The basic elements of managing for goals have been achieved in the Palestinian Central Bureau of Statistics, which strengthens the institution's possession of the appropriate competencies to achieve its strategic and operational goals. On the other hand, there was a negative impact at the level of the higher management's linking of incentives to achieving the goals which are set at the level of achieving the management for goals basic elements in the Palestinian Central Bureau of Statistics.

4- The level of availability between the basic elements and constituents of managing for objectives and improving the performance of human resources in the institution in the Palestinian Central Bureau of Statistics is high. This has been strengthened by the system of training courses to develop the performance of employees and it is related to the effect of managing for goals method on the level of the employee's satisfaction.

However, there was a negative impact on the institution's possession of a transferring knowledge system between individuals at the level of the basic elements and constituents of the management by objectives and improving the performance of human resources in the institution at the Palestinian Central Bureau of Statistics.

- 6- The level of the basic elements and constituents available for managing for goals and performance appraisal in the Palestinian Central Bureau of Statistics is high. The performance appraisal system has strengthened this in the institution. However, a negative impact at the level of rewards and incentives distribution based on the accomplishments achieved was found on the level of the basic elements and constituents available for managing for goals and between performance appraisals.
- 7- Note that the higher the educational level, years of experience and administrative level, the higher the positive impact to achieve the basic elements of the administration with the objectives in the Palestinian Central Bureau of Statistics.

Summary:

- 1- Subordinates participate in setting goals but the higher management does not respect their new opinions.
- 2- Subordinates commit to the tasks and responsibilities with no audit system for daily reports.
- 3- The basic elements of managing for goals are achieved. However, the higher management does not link incentives to achieving the set goals.
- 4- The performance of human resources and enhancing their capabilities are improved with no system for transferring knowledge between individuals.
- 5- Although there is a special system for evaluating employees 'performance, incentives and rewards are not linked to accomplished achievements.

Discussing the results of the personal interview with the general managers

- 1- By examine the answers; we notice that the idea of this theory exists. It is a method whose results lead to change and reform, and ultimately to the achievement of goals. The seriousness of the employees and officials in applying this method are also noticed.
- 2- The role of the top management is to set strategies and executive plans through general and special goals, and to create an effective job environment to build capabilities through training courses.
- 3- A fair evaluation according to the achievements and to the extent of achieving the goals must be found.

- 4- We conclude that the most important challenges centered on the absence of goal's clarity for the employee, which negatively affects the achievement of goals and thus leads to the weak technical and administrative level of both the employee and the organization.

Comparison of the research tools results (questionnaire and personal interview)

Firstly: In terms of the intersection of the answers:

- 1- There is an agreement in terms of the main elements of managing for goals theory. We note that the element of participation and commitment to the organization's work plan was present in the results of the respondents.
- 2- The respondents agreed that there are competencies to achieve strategic and operational goals.
- 3- A system to improve the performance of human resources and enhance their capabilities in terms of training, courses, participations, etc is found.
- 4- A clear evaluation system through the achievements and the extent of achieving the goals is found, but rewards and incentives are not based on the achievements themselves.

Secondly: In terms of conflicting answers

- 1-The higher management respect for new ideas and opinions in the organization is controversial
- 2- The institution's reporting audit system is also controversial
- 3- There is no clear rewards and incentives system based on achievements and achieved goals.

3.6 Recommendations based on analysis:

- 1- It is a necessity for the higher management to respect new ideas and opinions in order to enhance the availability of basic elements level in managing for goals in the Palestinian Central Bureau of Statistics. A training must be provided to apply managing for goals theory to reach its leadership role.
- 2- The necessity of upgrading the reports audit system level to enhance basic elements application in managing for goals at Central Bureau of Statistics
- 3- Establishing an administrative IT system to compare performances and achievements related to specified goals at Palestinian Central Bureau of Statistics.
- 4- Establishing incentives system within certain standards to encourage the application of managing for goals theory, and link it to achievements and performance appraisal as a necessity. at Palestinian Central Bureau of Statistics
- 5- The need to transfer knowledge between the superior and the subordinate and among the subordinates themselves at Palestinian Central Bureau of Statistics.

4.6 In order to reach (organizational justice) in government institutions and apply managing for goals from a strategic perspective, we recommend the following: -

Reengineering: is a new term that we can work with if we are determined to change. It is an Arabic word derived from the merging of the words (engineering) and (management) or re-engineering processes. This means starting over from scratch, not reforming and restoring the existing situation, and leaving the basic structures as it is used to be. Rather, it means completely abandoning the old, established and traditional management that is currently followed (management by regulations), which depends on activities and duties and does not care about the outputs. A new and different thinking approach to achieve goals, improve the institutions performance, and revive them through organizational reconstruction.

From here, we can address appointments and promotions, which are the right of every graduate, and justice, can be achieved through -

- 1- Establishing a central bank for jobs supervised by the General Personnel Council, approving the seniority of the graduation year in appointment. Therefore, we will be fair to the old graduates and reduce favoritism in the appointment.
- 2- Employees are followed- up by those responsible because there is no failed innovative employee who is unable to achieve success. There is a manager who is unable to implement managing for goals.
- 3- Adopting a training system according to the requirements, whether internally or externally. It must be distributed fairly, not by moodiness, and so on.

- 4- Linking the manager's evaluation with the employee's evaluation so that it is a direct relationship. In administratively civilized countries, such as Singapore, follow this methodology, interpret it as there is no bad employee, but there is a non-administrative manager who is unable to follow-up the employees, and discover their capabilities in the right place. So, if the employee's evaluation is low, the manager's evaluation must be low.

From this point, we move to promotions, which must be related to seniority as well. If the management is sound, there is an enhancement of their employees' capabilities following-up and interest, I think there is no need for competition within the department. Everyone works and everyone achieves the goals, so it is unreasonable for the new employee to be promoted and the old employee remains the same.

- 2- Distinguishing the creative employee by means of incentives, whether material or moral, according to the available capabilities.
- 3- The application of self-monitoring, periodic monitoring and accountability to reduce administrative and financial corruption due to applying managing for goals.
- 4- Working with the administrative hierarchy system to maintain the value of those responsible and to reduce chaos and favoritism.
- 5- The necessity of having a follow-up and auditing system for the daily reports in the organization and concentration on feedback between the boss and subordinates as an evaluation strategy in order to define goals and reformulate them.
- 6- Adopting a public complaints and accountability system to deter any employee who may be tempted to commit any kind of corruption.

Therefore, if this methodology is applied, the tense relations between employees and officials will be limited. In addition to limiting opportunism and bribery, and providing justice among employees. This leads to achieve both job satisfaction and institution goals within the specified period.

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بسم الله الرحمن الرحيم

الأخ الكريم/الأخت الكريمة

السلام عليكم ورحمة الله وبركاته

تقوم الباحثة بعمل دراسة حول دور الإدارة بالأهداف في بناء المؤسسات الحكومية من منظور استراتيجي، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجنيب الأموال من الجامعة العربية الأمريكية.

لذا نرجو منكم التكرم بالمساعدة في الحصول على المعلومات والبيانات الواردة في الاستبانة، مع العلم أن المعلومات التي سيتم الحصول عليها سوف تكون سرية وستستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم،،،

الباحثة

عبير عثمان طه الخروبي

القسم الأول: البيانات العامة والشخصية

يرجى وضع علامة (✓) في خانة الإجابة الصحيحة

- 1- الجنس
 أنثى ذكر
- 2- العمر:
 30 سنة فأقل 40-31 50-41 أكثر من 50
- 3- الوظيفة الحالية
 مدير دائرة مدير عام
- 4- المؤهل العلمي
 ثانوية عامة دبلوم متوسط بكالوريوس دراسات عليا
- 5- التخصص:
 إدارة علوم مالية أو مصرفية قانون أخرى
- 6- سنوات الخبرة:
 10 فأقل 15-11 أكثر من 15

القسم الثاني: الواقع المؤسسي

يرجى وضع (✓) في خانة الإجابة المناسبة

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الفقرة
					أولاً: مدى توفر العناصر الأساسية للإدارة بالأهداف ومشاركة المرؤوسين في صنع الأهداف
					يوجد ثقة بين الرئيس والمرؤوسين في المؤسسة
					يشارك المدبرون موظفيهم في تحديد أهداف المؤسسة
					تحتزم الإدارة العليا الأفكار والآراء الجديدة في المؤسسة.
					مشاركة الموظف في صنع الأهداف تزيد من الانتماء للمؤسسة
					5-يلتزم الموظفون بخطة عمل المؤسسة

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الفقرة
					ثانياً: -تطبيق العناصر الأساسية للإدارة بالأهداف في المؤسسة
					1-توفر الإدارة العليا البيئة المناسبة لتطبيق الأهداف
					2-يتم توزيع الصلاحيات والمسؤوليات بناء على صياغة الأهداف
					3-يلتزم الموظفون بالمهام والمسؤوليات
					4-يوجد نظام رقابة ومتابعة من قبل الإدارة العليا
					5-يتم عمل تقارير يومية للإنجازات
					6-يوجد نظام تدقيق للتقارير اليومية

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الفقرة
					ثالثاً:درجة تحقيق العناصر الأساسية للإدارة بالأهداف:
					1-تمتلك المؤسسة الكفاءات المناسبة لتحقيق أهدافها الإستراتيجية والتشغيلية
					2-تقوم الإدارة بتقديم كامل الدعم للموظفين من أجل تحقيق الأهداف
					3-يتم عقد اجتماعات دورية في أوقات متقاربة للتأكد من تحقيق الأهداف
					4-تشعر إدارة المؤسسة بالرضا عن أداء الموظفين فيها
					5-ترتبط الإدارة العليا الحوافز بتحقيق الأهداف الموضوعة

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الفقرة
رابعاً: مدى توفر العناصر والمقومات الأساسية للإدارة بالأهداف وبين تحسين أداء الموارد البشرية					
					1-يوجد نظام للدورات التدريبية لتطوير أداء الموظفين
					2-تكون الدورات مرتبطة بعمل الفرد
					3-تمتلك المؤسسة نظام لنقل المعرفة بين الأفراد
					4-يوجد متابعة وتقييم لمعرفة اثر التدريب
					5-يؤثر أسلوب الإدارة بالأهداف على مستوى الرضا الوظيفي عند الموظفين.

غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الفقرة
خامساً: مدى توفر العناصر والمقومات الأساسية للإدارة بالأهداف وبين تقييم الأداء					
					1-يوجد في المؤسسة نظام تقييم الأداء
					2-يعد تقييم الأداء أسلوب لتطوير وتحسين أداء الموظف
					3-يطلع الموظفين على نتيجة تقييمهم.
					4-يكشف أسلوب الإدارة بالأهداف عن نقاط القوة والضعف من خلال التغذية الراجعة
					5- ينتج عن أسلوب الإدارة بالأهداف أسس ومعايير لتقييم درجة الإنجاز.
					6- يتم توزيع المكافآت والحوافز بناء على الانجازات المحققة
					7-يتم ترقية الموظفين بناءً على الانجازات المحققة.

اذكري أي ظواهر سلبية في أسلوب الإدارة بالأهداف لا تساهم في تحقيق الأهداف

1.
2.
3.

اذكري أي أسباب ومعوقات ترى أنها تعيق تطبيق أسلوب الإدارة بالأهداف على وزارات ومؤسسات دولة فلسطين.

1.
2.
3.

ملخص الرسالة

تهدف هذه الأطروحات إلى التعرف على واقع النظام الإداري الفلسطيني في المؤسسات الحكومية من حيث الإدارة بالأهداف والالتزام بالأهداف في المؤسسات الفلسطينية، ودور الإدارة العليا في بناء وتعزيز قدرات الموظفين ورغبتهم في تطبيق أهداف المؤسسة. بالإضافة إلى تحديد التحديات التي تواجه تطبيق النظرية في سياق بناء المؤسسات لتحقيق التوظيف. تحسين النتائج وستساعد هذه النتائج في جعل التغيير ممكناً في مؤسساتنا الحكومية من خلال السؤال الرئيسي للأطروحة (ما هو دورا لإدارة بالأهداف في بناء المؤسسات الحكومية الفلسطينية من منظور استراتيجي؟).

اشتمل مجتمع الدراسة على الجهاز المركزي للإحصاء الفلسطيني كحالة دراسية حيث تم استخدام المنهجية المزدوجة الكمية والنوعية، وتمثل المنهج الكمي في استبيان منسوب إلى متغيرات الدراسة المتعلقة بردود أفراد العينة على دور الإدارة. بالأهداف في بناء المؤسسات من منظور استراتيجي (متغير الجنس-العمر-المستوى الإداري-المؤهل الأكاديمي-التخصص-إلى بالإضافة إلى علاقة (رابط) بين محاور الدراسة، أما المنهجية النوعية فتظهر من خلال مقابلات أجريت مع عدد من موظفي الفئة الإدارية العليا والوظائف الاشرافية من مديري الدوائر ورؤساء الأقسام حيث بلغ عددهم (١٢٠) موظفاً، وتم اخذ آرائهم وتوصياتهم حول بناء المؤسسات وتوظيف الإدارة بأهداف كنهج إداري حديث.

وخلصت النتائج إلى وجود تأثير سلبي على احترام الإدارة العليا للأفكار والآراء الجديدة، وغياب نظام تدقيق للتقارير اليومية، وتأثير سلبي على مستوى الإدارة العليا لربط الحوافز بالأداء، بالإضافة إلى غياب نظام نقل المعرفة بين الأفراد. كما لا يوجد نظام لتوزيع المكافآت والحوافز على أساس الإنجازات.

توصي الرسالة بضرورة احترام الإدارة العليا الأفكار والآراء الجديدة التي تهدف إلى تعزيز مستوى توافر العناصر الأساسية للإدارة مع أهداف الجهاز المركزي للإحصاء الفلسطيني، ورفع مستوى نظام التدقيق للتقارير اليومية، إنشاء نظام معلومات إدارية لمقارنة الأداء والإنجازات بأهداف محددة، وإنشاء نظام للحوافز ضمن معايير معينة ونقل المعرفة بين صاحب العمل والموظفين وبين الموظفين أنفسهم.