



**Arab American University  
Faculty of Graduate Studies**

**Factors Affecting Implementation of Procurement  
Strategies in Palestinian Public Sector: The  
Mediating Role of Procurement Performance**

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## Thesis approval

### **Factors Affecting Implementation of Procurement Strategies in Palestinian Public Sector: The Mediating Role of Procurement Performance**

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**Deceleration**

I am the undersigned Mohammed Mahmoud Abu Naim, holder ID Card No. (941590929), The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

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## **Dedication**

I would like to dedicate this study :

To my parents, God bless them and extend their life, for all supports and all that they have given me.

To my dearest brothers & sister, for your great existence in my life may Allah Bless all of you.

To my beloved wife (Dr. Houria Abu Naim), who is always the source of optimism and positive energy in my life.

To my beloved kids, my son (Rayan) and my daughter (Rima), I wish you success and happiness in your life., may God bless you and make you among His righteous, servants.

To all of you I dedicate this work

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I would like to thank all my participants who volunteered to participate in this study.

To all of you, once again, Thank You Very Much

## **Abstract**

The study aims to highlight factors affecting the procurement strategy implementations, as well as to check if the procurement performance plays a mediating role in enhancing the effect of selected factors in the implementations of procurement strategies in the Palestinian public sector. The study uses the quantitative research method, the structured questionnaire has been developed to collect the primary data, the targeted population is procurement staff in 99 Palestinian governmental institutions, while the study sample is 141 respondents in 22 governmental institutions, while the collected data analyzed by using the SPSS program to conduct the results, the study findings indicate that the selected factors are significantly correlated to procurement performance and implementation of procurement strategies in the Palestinian Public Sector. Moreover, the finding indicates that organizational structure, organizational culture, and resources and capabilities affect the implementation of procurement strategies in the Palestinian public sector, while transformational leadership doesn't affect the implementation of procurement strategies in the Palestinian public sector. The finding also indicates that procurement performance plays a mediating role in enhancing the effect of selected factors in procurement strategy implementations in the Palestinian public sector. The study recommends, That the Palestinian public sector should pay more attention to all selected factors, especially the organizational structure, and modified it in a way that activates the role of procurement staff to achieves the organization's objectives. It also should focus to activate the implementation of procurement strategy by aligning the procurement strategies with available budgets, involve all stakeholders and expert staff in formulating and implementing the procurement strategies, set and activate the KPIs to control and monitor the implementations process. The major limitation of the study is the data

collection was in an emergency period (COVID 19 virus) which made the contact with the governmental institutions and their procurement staff is very difficult. The researcher suggests conducting a study about the reforms in Palestinian public procurement law.

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**List of Abbreviations**

PPS : Palestinian Public Sector

PP : Public Procurement

OS : Organizational Structure

OC : Organizational Culture

TFL : Transformational leadership

RC : Resources and Capabilities

PRPC: procurement performance

IPS : Implementations of Procurement Strategies

## **Definitions :**

**Procurement Strategies:** a strategic approach designed to acquire desired works, goods, or services in the most appropriate manner, taking into account numerous factors and values . (Laryea 2019)

**Strategy Implementation:** Strategy implementation is putting policies and strategies into practice through the development of programs, procedures, and budgets. (Kiruthi,2001)

**Procurement Performance:** is a result of two components: procurement effectiveness "producing the desired result" and procurement efficiency "able to achieve desired results without wasting materials, time or energy".

**Organizational Structure:** a system that determines how specific activities are directed towards achieving the goals of the organization. How the information flows between different levels. (Kenton, 2020).

**Organizational Culture:** a set of shared values, beliefs, and norms that influence how employees think, feel, and act internally and externally.

**Transformational Leadership:** creates a valuable and positive change in followers with the ultimate goal of developing followers into leaders. (Mena, Hoek, & Christopher,2014)

**Resources and Capabilities:** Resources are the organization's productive assets; capabilities are what the organization can do. (Grant, 2016).

## **CHAPTER ONE**

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background**

Strategic management is the art, science, and craft to formulate, implement, and evaluate multifunctional decisions that lead the organizations to achieve their long-term goals (Waruiru,2009). There are a lot of organizations able to formulate excellent strategies. but they can't achieve their goals and they still face problems or in many cases closing down, as a result of poor strategy implementation. Strategy implementation is the second stage of strategic management, and it comes after strategy formulation, real action takes place in the strategic management process at this stage, because this is where the tactics in the strategic plan will turn into actions. The strategy implementation is focusing on “how” the activities will be carried out, “who” will do them, “when” will they be done, and “where” will the activities be conducted. Implementation of the strategy is the stage that requires the participation of the entire organization (Belyh,2019).

Public procurement is the process of purchasing products, services, and public works in the context of construction projects by national, regional, and local public authorities, procurement represents a set of strategic decisions taken to acquire capital assets and services to achieve the specific project or program objectives. (Tawiah and Russell, 2008). PP is the purchasing and logistics process in the public sector (Osuga et al., 2015) as cited by ( Mutai, & Okello, 2016).

Mutai and Okello (2016) mention in many countries, the public sector is the main market source for suppliers who sometimes demand up to 40 percent of national demand. For example, in the UK, public sector demand per year is £ 150 bn. therefore,



the UK government has developed the Public Contracts Regulations 2015 aimed at enhancing transparency and efficiency in the country's public procurement processes (British legislation, 2015). In Africa, given the importance of PP, the Public Procurement Conference was formed to consider issues of integrity and transparency in public procurement (Mutai& Okello 2016).

Under the exceptional conditions facing the Palestinian government related to Israeli occupations and lack of resources, the governmental institutions should exploit the available resources and capabilities in an effective and efficient manner. the implementations of procurement strategies is a process of executing policies, programs, and action plans to enable the organizations to utilize their resources in order to achieve the organizations' goals in the best possible ways. There are 99 governmental institutions in Palestine that comply under Palestinian general budget law as well as they are applying Palestinian public procurement law to enhance transparency in performing procurement processes (Decree-Law No. (8) of 2014 On general purchase) and (cabinet Resolution No. (5) of 2014 Public procurement system) (MOF,2019).

The Procurement Strategy refers to a long-term plan to obtain the necessary supplies in a cost-effective manner from the list of effective vendors who will deliver in high-quality goods on time while adhering to the terms of the purchase. The procurement strategy is usually based on a number of factors such as procurement timeline, available budget, the total cost of ownership (TCO), potential risk, and more (Bhuvaneswaran,2019).

To measure Procurement performance is required to have multiple measurement indicators. The basic general model includes time, quality, operational costs, delivery reliability, contract accuracy, continuous improvement, and partnership. This list can

be expanded according to the needs of the organization (Nawi, Songappenm, Nadarajan, Ibrahim, and, Mustapha,2017).

Bhuvaneswaran (2019) mention that businesses want to achieve value beyond cost savings. Therefore, procurement leaders are constantly seeking ways to improve their purchasing process and make it more sustainable. However, they don't want to make any decisions without the correct data. Consequently, they track a set of metrics such as KPIs. Procurement KPIs are a type of performance measurement tool used by organizations to assess and monitor the efficiency of procurement management. KPIs help these organizations to improve and organize spending, quality, time, and cost.

In addition, KPIs procurement indicators help companies keep abreast of overall process goals, procurement strategies, and business goals.

To obtain the desired result from strategies, it should be followed by effective and efficient implementation. There are many factors influence strategy implementation. therefore, the main study objective is identifying the key factors that have a significant impact on the implementation of procurement strategies in the Palestinian public sector, as well as find out if the procurement performance plays a mediating role in affecting procurement strategy implementation.

## **1.2 Problem Statement**

Formulating strategies is a very important matter for organizations to identify the goals and objectives to be achieved in a specific period, but formulating strategies is not enough to achieve these goals and objectives, it should follow by effective strategy implementation (Hrebiniak,2006). There are many organizations able to formulate strategies but they face problems to execute these strategies for many reasons.

Businesses and organizations use various management techniques and strategies to carry out the efficient functioning of their departments. Procurement strategies are one such form of management, where goods and services are acquired from different organizations or firms through an integrated procurement cycle. There are many factors affecting procurement performance and implementation of procurement strategies in Palestinian public sector.

The procurement process is one of the main supporting activities in the PPS and it's one of the main factors affecting the Palestinian state's budget. Where the amount of procurement of goods and services for the years of 2018 & 2019 were (988.2 million USD from all 4370.2 million of expenditure and 957 million USD from all 4577.4 million USD of expenditure, respectively ) which form approximately 22.6% of expenditure in 2018 & 21% of expenditure in 2019 ( MOF,2020 ). In addition, at the end of each year, every governmental institution should prepare their own annual procurement plans based on their procurement strategies in parallel with preparing annual general budget to be carried out next year.

Despite the importance of PP in the PPS, as it constitutes a major portion of the Palestinian public budget, but previous studies have rarely addressed this issue. This study focusing on the internal environment for governmental institutions, where Ochola Tubman, 2020 mentions that there are internal and external environments affect organizations' operations. The study examined the internal factors affecting procurement strategy implementation in the Palestinian public sector.

There are many of procurement plans and strategies in PPS don't achieve the organization's objectives or even don't implemented. therefore, the study will highlight the factors effecting the IPS in public sector institutions in Palestine. as well as to how

these factors affect improving the strategies implementation rather directly or through effect on procurement performance that also, in turn, affect procurement strategies implementation by measuring the relationship between different variables. Thus, it will be the first study seeking the impact of organizational structure, organizational culture, transformational leadership, and resources and capabilities and the role of procurement performance on the implementations of procurement strategies in the Palestinian public sector.

Therefore, the study seeks to answer the main study question: Do the selected factors affect whether directly or through the mediating role for procurement performance in the implementation of Palestinian public procurement strategies?

### **1.3 Study Objectives:**

This study aims to find out whether the selected factors affect directly or through the mediating role of procurement performance in implementing Palestinian public procurement strategies. To achieve the main study objective, the study also has to achieve the following sub-study objectives:

- ✓ To identify the degree of selected factors affecting the implementation of public procurement strategies in the PPS.
- ✓ To identify the degree of procurement performance in the PPS.
- ✓ To identify the implementation degree of public procurement strategies in the Palestinian Public Sector.
- ✓ To measure the differences of employees' awareness of selected factors, procurement performance, and implementation of public procurement strategies

due to demographic variables (gender, age, educational level, years of experience job title, and employer).

- ✓ To identify the relationships among selected factors, the implementation of public procurement strategies and procurement performance in the Palestinian Public Sector.
- ✓ To measure the impact of selected factors on the implementation of public procurement strategies and using procurement performance as a mediator in the Palestinian Public Sector.

#### **1.4 Study Questions**

The main study question that the study seeks to answer is: Do the selected factors affect whether directly or through the mediating role for procurement performance in the implementation of Palestinian public procurement strategies? In order to answer the main study question, the study also has to answer the following study sub-questions.

- ✓ What is the degree of selected factors affecting the implementation of public procurement strategies in the Palestinian Public Sector?
- ✓ What is the degree of procurement performance in the Palestinian Public Sector?
- ✓ What is the implementation degree of public procurement strategies in the Palestinian Public Sector?

## 1.5 Study Hypothesis

To achieve the main study objective, the study includes six main hypotheses to be tested about the selected factors, PRPC, and IPS, which are as the following:

H-1: Selected factors affecting the implementation of public procurement strategies in the Palestinian Public Sector plays a significant role in the Palestinian Public Sector.

H-2: Procurement performance plays a significant role in the Palestinian Public Sector

H-3: The implementation of public procurement strategies plays a significant role in the Palestinian Public Sector.

H-4: There is a significant differences in employees awareness's of selected factors affecting the implementation of public procurement strategies , procurement performance and implementation of public procurement strategies due to demographic variables (gender, age, educational level, years of experience job title , and employer)

H-4.1 There is a significant differences in employees awareness's of selected factors affecting the implementation of public procurement strategies , procurement performance and implementation of public procurement strategies due to gender.

H-4.2 There is a significant differences in employees awareness's of selected factors affecting the implementation of public procurement strategies , procurement performance and implementation of public procurement strategies due to age.

H-4.3 There is a significant differences in employees awareness's of selected factors affecting the implementation of public procurement strategies , procurement performance and implementation of public procurement strategies due to educational level.

H-4.4 There is a significant differences in employees awareness's of selected factors affecting the implementation of public procurement strategies , procurement performance and implementation of public procurement strategies due to years of experience.

H-4.5 There is a significant differences in employees awareness's of selected factors affecting the implementation of public procurement strategies , procurement performance and implementation of public procurement strategies due to job title.

H-4.6 There is a significant differences in employees awareness's of selected factors affecting the implementation of public procurement strategies , procurement performance and implementation of public procurement strategies due to employer.

H-5: Perception of Selected factors affecting the implementation of public procurement strategies are significantly correlated to procurement performance and implementation of procurement strategies in the Palestinian Public Sector.

H-6: Procurement performance plays a mediating role in the impact of selected factors affecting the implementation of public procurement strategies in the implementation of procurement strategies in Palestinian Public sector.

## **1.6 Study Importance**

**Theoretical Importance:** The importance of the study comes because it is one of the first studies measuring the impact of organizational structure, organizational culture, transformational leadership, and resources and capabilities in public procurement performance and procurement strategy implementations in the Palestinian

public sector, also it will benefit the procurement departments, future researchers and other institutions who want to conduct studies about public procurement.

**Empirical Importance** The importance of the study comes because of Palestinian public procurement forms about (21-23%) of the Palestinian general budget (MOF,2019). In addition, the decision-makers in governmental institutions will benefit from this study, where it will help them to find out the deficiencies and strength in the procurement performance and procurement strategies implementations in the Palestinian public sector.

### **1.7 Study Structure:**

This study consists of five chapters, chapter one introduction, chapter two the study methodology, chapter three literature review, chapter four data analysis and discussion, and chapter five conclusions and recommendations.

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

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

**Chapter Three :** This chapter presents the study methodology, it includes seven sections which are study design, data collection, study instrument, the population of



the study, the sample of the study, statistical approach and, end with the conceptual model.

**Chapter Four:** This chapter analyzes the collected data, introduce the respondent demographic profile, answer the study questions, and testing the hypothesis.

Moreover, it summarizes the result and compares them with previous similar studies findings.

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

## CHAPTER TWO

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## CHAPTER TWO

### 2. LITERATURE REVIEW

There are many studies that have been done about the implementation of the strategy and factors affecting it in different types of institutions. This literature review consists of two main sections. **The First Section** is a theoretical literature review, this section introduces the definition of strategy implementation in the previous studies as well as the importance of strategy implementation, in addition, it will present an overview of the main concepts and keywords of study variables and their dimensions and importance. **The Second Section** is an empirical literature review, it will summarize the findings, limitations, and recommendations of previous studies about the factors affecting the implementation of the strategies.

#### 2.1 Theoretical Literature Review

This section introduce the definition and importance of strategy implementation in the previous studies. Moreover, it present an overview of the main concepts of study variables and their importance and dimensions.

##### 2.1.1 Strategy Implementation

Although the importance of strategic management and the clear problems associated with its implementation, academics have largely ignored it (Atkinson, 2006). For many managers, strategy formulation is difficult while implementation throughout the organization is more difficult. without effective implementation, no business strategy can succeed. most managers know about strategy development more than its

implementation (Hrebiniak, 2006). Strategy implementation is the process of translating strategic plans into action. As part of the decision-making process, the implementation of the chosen strategy is one of the key stages. Implementation of the strategy includes all those actions needed to translate the strategy into practical ideas, this is through the management coming up with the procedure and correspondent budget guided by the strategy and aiming at achieving the goals of an organization.

Kiruthi (2001) as cited by Awuor (2017) Strategy implementation is putting policies and strategies into practice through the development of programs, procedures, and budgets. The strategy is implemented as a series of steps, program investments, and moves that take place over a long period of time. Strategy implementation comprises allocating adequate financial resources, personnel, and time, and establishing a chain of command or an organizational structure (Ochola,2020). Implementation is often understood as “putting something into practice “enacting” or “achieving” something (Miller, 1999) as cited by (Al-Kandi, Asutay,& Dixon, 2013). The most comprehensive definition of strategy implementation, which assesses the entire process and stakeholders: is a "dynamic, iterative and complex process consisting of a series of decisions and the activities of managers and staff - influenced by a number of factors. And interrelated external factors - to turn strategic plans into reality in order to achieve strategic objectives (Yang Li et al.,2008) as cited by (Al-Kandi, Asutay,& Dixon, 2013). Implementing the strategy is one of the most business challenges facing managers, Challenges can be attributed, to the ever-changing external environment, lack of resources, inadequate regulatory systems (Muema, 2012).

Through the previous definitions of strategy implementation we conclude that the strategy implementation is 1) one of the key stages of strategic management 2) the processes, procedure, and actions of translating the strategy into practical ideas

3)decision-making, 4)development of programs, procedures, and budgets, 5) allocating adequate financial resources, personnel, and time, 6)assesses the entire process and stakeholders.

### **2.1.2 Procurement Strategies**

Procurement strategies is a financial plan to manage your budget, workflow, and production timelines and keep everything aligned with organization objectives. Without the procurement strategy, it is almost impossible to keep the cash flow smoothly and even. Each organization's procurement strategy must be uniquely designed to meet business needs (Biedron,2019). The strategy you create should take into account the current situation of the organization and its protocols, stakeholder participation in the procurement strategy, market conditions, and the organization's objectives. The procurement strategy is very important to the organizations as it reduces error and loss of savings opportunities, identify approved buyers, and eliminate dissident spending, align procurement with organization objectives, improve efficiency, timely delivery, ensure compliance to procurement regulations, and manage supplier relationships for more suitable contracts (Biedron,2019).

Laryea (2019) described the procurement strategy as a strategic approach designed to acquire desired works, goods, or services in the most appropriate manner, taking into account numerous factors and values such as time, finance, budget, risks, and opportunities. The main objective of the procurement strategy is to provide teams with a range of methods and best practices in line with the organization's core interests. It helps increase profitability by reducing overhead, reducing delays and speeding up the supply chain. In this context, they should provide new opportunities for improvement in production or delivery, for example through improving supplier

relationship management. The main role of the procurement function is to ensure the availability of all raw materials, equipment, industrial consumables, and production services. With the evolves of supply chain structure, buyers assume new responsibilities, like managing supplier relationship, innovation, and corporate social responsibility (CSR), the impact of these tasks can be measured by its impact on the supply chain. The company's ability to grow depends in part on its ability to implement a permanent procurement strategy. This strategy will help the supply chain achieve excellence by aligning procurement with organization objectives and minimizing costs. the procurement strategy reflects the main objectives of the procurement function. By taking into account the following elements (quality, cost and delivery triangle) during the planning phase, you will be able to develop a clear strategy and provide your teams with everything they need to achieve their goals (Mouton,2019).

From previous definitions of procurement strategy we conclude procurement strategy are: 1) a financial plan ,2) manage a budget, workflow, 3)production timelines, 4) reducing errors and loss of savings opportunities,5) identifying approved buyers, 6) aligning procurement with organizations objectives, 7) ensure procurement complies with regulations, 8) acquiring desired works, goods, or services in the most appropriate manner, 9) ensure the availability of all raw materials, equipment, industrial consumables, and production services.

### **2.1.3 Procurement Performance**

Performance management has become an essential component of modern public sector management, as many developed and developing countries need to measure organizational and individual efficiency in order to ensure that public sector institutions

fulfill their mission (Rhodes et al.,2012) as cited by (Patrucco, Luzzini, & Ronchi, 2016). Moreover, performance management is important for a government function - public procurement (PP) - which has become increasingly complex, controlling a related share of public expenditures (up to 70%; for example, in Greece) and national gross domestic product (GDP) (up to 25%; e.g., in the Netherlands) (OECD, 2013). The ability of public departments to work largely depends on rationalizing this relevant share of expenditures, and the potential contribution to the organizational performance that the procurement function provides depends largely on how this function is managed and controlled, which make PP - performance management systems are particularly relevant. PP has evolved from a set of written activities filled with references to a strategic function that promotes efficiency in public institutions, organizes markets, and promotes sustainable development (Thai 2008).

According to Van Weele (2006) as cited by Kakwezi, & Nyeko, (2019) mention that procurement performance is a result of two components: procurement effectiveness and procurement efficiency

Efficiency and effectiveness are commonly used in procurement and supply management. They appear similar, but have different meanings, by definition and practice. Efficiency is defined as: "the ability to accomplish the desired outcomes without wasting time, effort, and materials. Effectiveness is "achieving the desired result". From a layman's perspective, effective results are the goal, and the effective way to achieve this is without wasting resources. As Peter F. Drucker, author of *The Effective Executive: "The Definitive Guide to Getting the Right Things Done"*, mentions, "Efficiency is doing the thing right. Effectiveness is doing the right thing." Efficiency is how the procurement process is managed, while effectiveness focuses on achieving the end result ( Kim Cullen ,2020).

In particular, the PP system aims to provide efficiency and "value for money" in the use of public funds (Erridge & McIlroy ,2002). Performance management is concerned with seeking to answer the basic question about whether the procurement system ultimately performs according to its objectives, and in the event of performance gaps, the type of corrective actions must be identified ( Patrucco, Luzzini, & Ronchi, 2016 ). In addition, PRPC is the base of an organization's success because it contributes to competitive procurement and the acquisition of high-quality goods that place the organization's products or services at a competitive advantage in the market. Poor procurement performance cause financial loss due to poor quality Labor materials, loss of value for money, and price inflation (Barsemoi, Mwangagi, & Asienyo, 2014). Thus, we conclude that PRPC is 1- acquisition of high-quality goods that place the organization's products or services at a competitive advantage. 2- performs according to organizations objectives, and in the event of performance gaps 3- provide efficiency and "value for money.

#### **2.1.4 Transformational Leadership**

Mena, Hoek, & Christopher (2014) describe TFL as the leadership style that leads to change in individuals and social systems. as well as TFL creates a valuable and positive change in followers with the ultimate goal of developing followers into leaders. while, Bass & Riggio (2006) argued that TFL is a process of advancing to a higher level of morale and motivation by helping leaders and followers each other to create a major change in the lives of individuals and organizations. Also, Dvir, Eden, Avolio, & Shamir (2002) mention that TFL exercises additional influence by expanding and upgrading followers' goals and giving them the confidence to perform beyond



expectations. TFL present charismatic behaviors, stimulate inspirational motivation, provide intellectual stimulation, and treat followers with individualized consideration. These behaviors transform followers to help the leaders to evaluate the potential ability of all followers to fulfill current commitments, while also the expansion of their future responsibilities to reach their most possible capabilities and create the highest levels of performance (Alsayed, Motaghi, & Osman, 2012). Wang et al. 2016, Singh et al, (2017) as cited by Wang & Cruz (2018) mention, TFL is the process by which leaders and followers are involved in a way that raises each of them to higher levels of motivation and morality, which leads to a relationship between mutual stimulation and upgrading that may turn followers into leaders and the leaders into moral agents.

Transformational leaders make their followers have a common vision and goals for an organization, they make followers innovative solver of problems, and they develop the leadership ability of followers by directing and confronting them. Leader positive behavior help in developing good relationships (Dasborough & Ashkanasy, 2002). After it was first conceptualized by a political scientist (Burns 1978). Wright and Pandey, (2015) mention, TFL became one of the most prominent theories of organizational behavior. Unlike leadership based on individual gains and reward exchange for effort, transformational leaders stimulate behavior by changing their followers' attitudes and assumptions. To guide and inspire individual efforts, these leaders transform their followers by increasing their awareness of the importance of organizational outcomes and thereby stimulating their higher needs and making them transcend their self-interest for the sake of the organization. Olsen, (2011) define the TFL is a specific style of leadership includes the ability to bring about profound change within the organization, also he mentioned in his study that transformational leaders demonstrate four important factors or behaviors: they convey a high degree of faith and

confidence in the group's ability to achieve goals, and they effectively model desired behaviors for outstanding performance, demonstrate an interest in people, and encourage cooperation.

Through all previous defines, TFL are: 1) leadership style ,2) creating valuable and positive change in followers, 3) developing followers into leaders, 4) high levels of motivation and morality, 5) a common vision and goals for the organization ,6) developing the leadership ability and innovation of solving problems, 7) changing followers 'attitudes and assumptions, 8) guide and inspire individual efforts, and 9) increasing followers' awareness.

Jyoti and bhau (2015) mention that TFL consists of four dimensions which are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. TFL is the key to change, through its own influence factors (such as idealized influence, intellectual stimulation, inspirational motivation, and individual consideration).

### **2.1.5 Organizational Structure**

An OS is a system that determines how specific activities are directed towards achieving the goals of the organization. It also determines the way of information flows between different levels within the organization (Kenton, 2020). OS is the way of the job is formally divided, gathered and coordinated (Sablinski 2003). Moreover, Nnabuike ( 2009) as cited by Shabbir (2017) mentioned that the organizational structure is to create a structure or reform an existing structure to suit the organizational environment and technology requirements. The OS determines how to assign, control and coordinate the roles, powers, responsibilities and how information flows between

different levels of an organization (Gregory, Lampkin, Alan, Gerry & Bongjin, 2012) as cited by (Ochola, 2020). Strategy implementation is a process that cuts across the organization's hierarchy and requires a team with each level to play a supporting role for others. The organization's strategic level plays an important role in ensuring that the resources necessary to implement the strategy and develop appropriate structural alignment are available (Daft, 2010) as cited by (Ochola, 2020). OS is functional, divisional and matrix structure adopted by the organization to achieve its desired performance and achieve its objectives. Functional structure is created so that every part of the organization is grouped according to its purpose (Ochola, 2020).

Robbins (1990) as cited by Kim (2005) mention that the OS determines the distribution of tasks, reporting lines, formal coordination mechanisms in addition to interaction patterns. Goldhaber, Dennis, Richetto, and Wiio (1984), describe the OS as "the relationships network and roles found throughout the organization".

Through all previous defines, The OS are: 1) create a structure or reform an existing structure 2) directed the activities towards organization goals, 3) information flows between different levels, 4) divided, gathered, and coordinated the jobs 5) align the organization environment and technology requirements. 6) assign, control, and coordinate the roles, powers, responsibilities, 7) distribution of tasks, reporting lines, formal coordination mechanisms in addition to interaction patterns.

Shabbir (2017) mention that there are four dimensions of an OS which are the number of layers in the hierarchy, the nature of formalization, loose/blurred internal and external boundaries and appropriate technology. those dimensions may effect on employees' performance if not appropriately formed.

### 2.1.6 Organizational Culture

OC is a set of shared values, beliefs, and norms that influence how employees think, feel, and act internally and externally. In Schein's viewpoint, culture is “a pattern of shared basic assumptions that a group learns while solving its problems of external adaptation and internal integration, and it is taught to new members as the right way they perceive, think and feel about the problems, OC can also enhance business attitudes and behaviors which lead to increase organizational effectiveness (George et al., 2005) as cited by (Pujoyono, Akbar, Djaenuri, & Ilham, 2019).

OC is the pattern of values, norms, beliefs, attitudes, and assumptions that form and organize the ways in which people behave and the ways how things are performed (Eldridge and Crombie, 1974) as cited by (Gesuka, & Namusonge, 2013).

Tharp (2009) as cited by Cera & Kusaku (2020) defined culture as a "social process", moreover, describing culture as a pattern of shared basic assumptions that the group has learned while solving its problems related to external adaptation and internal integration, which have worked well enough to be considered valid, and thus, Is taught to new members as the right way to perceive and feel these problems.

Desson & Clouthier (2010) defined OC as "the personality of an organization; capable of guiding thought and action from its members at work, and important in the values, beliefs, attitudes, and personal behavior of important actors, which determines the way the organization operates.

OC is a pattern of common core assumptions, which are formed when organization members solve problems of external adaption and internal integration. These assumptions are very difficult to observe. It is related to employee behavior, which is easy to notice. Therefore, the employees' behavior has to be analyzed when

investigating Organizational culture (Ginevičius, & Vaitkūnaite, 2006). The common core beliefs that a group espouses and learns, that direct group members' thoughts, perceptions, feelings, and actions, and which are typical for the whole (Bourgeois & Brodwin, 2004). OC represents a complex pattern of common beliefs, expectations, ideas, values, attitudes, and behaviors among the members of the organization which develops over time (Patrick, Moses & Martin, 2019).

Through the previous definitions of OC, OC are 1) the influencing of employees' thoughts, feelings, and act internally and externally. 2) a pattern of shared basic assumptions that a group learns while solving its problems of external adaptation and internal integration, 3) the ways in which people behave and the ways how things are performed. 5) social process, (6) The personality of an organization. 7) a complex pattern of common beliefs, expectations, ideas, values, attitudes, and behaviors among the members of the organization.

### **2.1.7 Resources and Capabilities**

Resources are the organization's productive assets; capabilities are what the organization can do (Grant, 2016). Resource-based theory, Penrose developed this theory in 1959. It is a way of analyzing and identifying the strategic advantages of a firm based on its Assets, skills, capabilities, and intangible assets as an organization (Ochola, 2020). Each firm develops competencies based on its resources, And when well developed, they become the source of the firm's competitive advantage (Ochola, 2020). This theory is important to this study, where the effective implementation of the procurement strategy requires human, financial, and intangible resources.

An institution's capabilities - built on its resource base - are fundamental to its leadership behavior and performance. In addition to governmental institution's control over resources such as land, buildings, and budgets, it also controls the capabilities needed to manage, and transfer these resources. Creating value from public resources are essential to an efficient and effective government (Klein, Mahoney, McGahan, & Pitelis, 2013). Government organizations transform resources into outputs and deploy resource services to achieve specific goals (Penrose, 1959). The concept of resources is vital to organizations' resource-based, capabilities, and behavioral approaches. Public institutions produce “generic” products - that is, they do not buy and sell their products on the market, relying on financial firms for standards and doing business (Mises, 1944) as cited by (Klein, Mahoney, McGahan & Pitelis, 2013).

Public organizations are resource bundles - the main difference in comparison with private firms is the goal. In contrast to the focus of private companies on economic profits, the goal of public institutions is achieving the public interest (or create value) (Klein, Mahoney, McGahan, & Pitelis, 2013).

Organizational resources are commonly defined as productive factors, which comprises tangible or intangible resources which owned or control by the organizations (Nevo & Wade, 2010, p. 164; Wernerfelt, 1984). The resources comprise a variety of assets such as capital, equipment, brand, skilled staff, procedures, and knowledge (Wernerfelt, 1984). Moreno, Pinheiro, & Joia, (2012) The heads of public sector organizations are behaving in public resources, and they should do so in a way that allows the organization's capabilities to adapt effectively to new situations.

The public organizations can operate in a competitive environment in order to obtain funding sources for their activities. Long-term financing depends on the

organization's ability to continuously present and deliver goals and results to all stakeholders (Hawrysz , 2018).

Through previous definitions of RC ,we conclude the resources are 1) the organization's productive assets; 2) human, financial, and intangible resources. 3) lands, buildings, and budgets, 4) productive factors tangible or intangible 5) capital, equipment, brands, skillful staff, procedures, and knowledge. And capabilities are 1) what the organization can do. 2) abilities and competencies developed based on the organization's resources, 3)capabilities are the ability to adapt effectively to new situations based on available resources.

This section of literature review introduced an overview about the factors affecting the procurement strategies implementations, which are organizational structure, organizational culture, transformational leadership and resources and capabilities in addition to the mediator which are the procurement performance, in order to provide deep understanding for all study's variables.

## **2.2 Empirical Literature Review**

The effectiveness of the entire planning process decreases if the strategies developed are not implemented (Siddique and Shadbolt, 2016). Significantly, organizations have failed to implement about 70% of their new strategies (Franklen et al, 2009). According to Johnson (2004), 66% of the organization's strategies were not implemented. According to Kaplan and Norton (1996), 95% of organization employees do not know or understand the organization's strategy, at this section the researcher will present previous studies findings of factors affecting strategy implementations, limitations and recommendations.

### **2.2.1 Selected Factors and Implementation of Procurement Strategies.**

Moinkett (2015) indicates The organizational structure plays an important role in strategy implementation. Geothermal Development Company has a flexible organizational structure that allows adjustments during strategy implementation. Muema (2012) identified the factors affecting strategy implementation among local non-governmental organizations in Nairobi, are lack of commitment by senior management to the implementation of the strategy; poor leadership style of managers, Insufficient funds, lack of human resources, economic forces and donor pressure. Moreover, the study recommended that management ensure the recruitment and deployment of qualified and competent individuals. NGOs should implement approaches such as effective remuneration management systems aimed at enhancing the commitment of the manager. NGOs should improve integrated communication plans to improve implementation of the strategy.

Ochola (2020) Mention that the factors affecting implementation of procurement strategy among regulatory parastatals in Nairobi County are the most variables have a positive effect on procurement strategy implementation was Information communication technology, then resource allocation, managerial competence, and organization structure. The findings indicate that management should give more attention to stakeholders and organizational culture to obtain benefit from these factors.

The study recommended that the studies may be carried out on other variables affecting the implementation of the procurement strategy but not taken into account in this study or the same variables for different populations, locations.



Al-Kandi, Asutay & Dixon (2013) examined the factors affecting the implementation of the strategy and its results: evidence from Saudi banks.

The factors are as follows: (1) process and personnel factors, including involvement and communication; (2) project factors like time and the priority of the decision; (3) organizational factors, including top management support, religion, and organizational structure. Contrary to expectations, other cultural and external factors, like resource allocation, people, commitment, and motivation, appear less important with regard to the outcomes of strategic decisions. In addition, it was also revealed that all the correlation coefficients are positive between independent factors and the outcomes.

Awuor (2017) examined factors that affect the strategy implementation of the international humanitarian and development non-governmental organization in Kenya through take Mercy Corps as a Case Study. This study aimed to contribute to the development and implementation of the strategy by assessing the factors affecting the implementation of the strategy with the international humanitarian and development NGO sector with a focus on Mercy Corps.

The result revealed that the key factors affecting the implementation of the strategy are staff engagement involvement, technological factors, external environment, appropriate strategic decision, availability of resources, organizational structure, as well as inclusiveness. Strategies in Kenya Mercy Corps are mostly developed by a senior management team with minimal support staff. Therefore, the study recommended that international humanitarian and development NGOs perform better. There is a need to develop elements for the proper implementation of the strategy in order to achieve

success in its commitments. In addition, staff inclusiveness is needed from the beginning of strategic planning to the implementation phase.

Apiyo, & Mburu (2014) examine factors affecting procurement planning in Kenya's provincial governments, the study concludes that insufficient competencies for procurement staff, lack of administrative support, information and communication technology tools, and budgetary procedures affect procurement planning

Patrick, Moses, & Martin (2019) mention that the organizational culture, organizational resources, management style, and communications have a positive influence on the strategies implementation.

The study recommends NGOs use better management styles that involve all employees such as democratic style, where all employees are oriented to achieve the strategic objectives. Moreover, NGOs should have a culture that allows employees to have the training and professionalism and rewarding of Outstanding employees to motivate them to participate effectively to implement the strategy, and attain the strategic goals easily.

One of the limitations of E. Wright and K. Pandey (2015) study - TFL in the Public Sector: Does Structure Matter? is the use of cross-sectional data to test causal claims. As a result, causation can be reversed. Transformational leadership may be the cause (rather than the product) of reduced organization use of the hierarchy or greater use of lateral/upward communication and performance measurement.

Scheepers & Reddy (2019) mentioned in his study Influence of Organizational Culture on Strategy Execution In A South African Organization: The findings show that the dimensions of organizational culture range between a variety of strong, medium, and weak associations with the dimensions of strategy implementation.

Achievement orientation has the highest effect on strategy implementation dimensions and then the second highest was the future planning orientation.

The Research limitations were that the population was represented by one large organization in the South African, so the results may not be generalized to other populations. Future studies could include other industries and countries.

### **2.2.2 Selected Factors and Procurement Performance**

Barsemoi, Mwangagi, & Asienyo (2014) mention the study analyzed the factors affecting the procurement performance of the private sector in Kenya.

The correlation between the independent variables (employee competency, organizational structure, quality management, and information technology) and the dependent variable (procurement performance) was tested using regression analysis. The study indicates that applying of IT in Henkel Chemicals (E.A) Procurement process was the highest factor affecting procurement performance compared to employee competence, organization management, moreover, quality management was the lowest factor affecting procurement performance.

Cera, & Kusaku (2020) Factors Influencing Organizational Performance: Work Environment, Training-Development, Management, and Organizational Culture. they considered in their study four factors that affect organizational performance: Organizational culture, work environment, training, development, and management.

The study concludes that the work environment, development of training and management are important determinants of organizational performance. At the same

time, organizational culture is not positively associated with organizational performance.

Jyoti and bhau (2015) mention in their study Transformational leadership and Job performance The leader member exchange, and satisfaction with the leader play a mediating role between transformational leadership and job performance.

The leader member exchange leads to clear relationships between the leader and followers, which helps both of them to have a good working relationship. which lead at the end to increase the ability of leaders to influence the follower to work efficiently for the organization, then enhances job performance.

Moreover, they said the limitations was that the study is a cross-sectional investigation, in which responses were collected from respondents at a specific time. Moreover, the study is limited to government degree colleges operating in the Jammu district. In addition, Respondents may be reluctant to provide the correct information due to their defensive stance.

Kiage (2013) mentions in his study that procurement planning has a significant impact on procurement performance, it also accounts for 26.9% of variations in procurement performance, while resource allocation accounts for 17.2%, staff competency accounts for 20.1 %, and contract management accounts for 23.3% of variations in procurement performance.

Table( 1) Empirical Studies in Foreign Countries

#	The Author	Study Title	Study Design	Conclusions	Recommendations	Limitations	Future Studies
1	Ochola, (2020).	Analysis of factors influencing implementation of procurement strategy among regulatory parastatals in Nairobi County	Quantitative	The most variables have a positive effect on procurement strategy implementation was Information communication technology, then resource allocation, managerial competence, and organization structure.	The study recommend that management should give more attention to stakeholders and organizational culture to obtain benefit from these factors.	Respondents tend to be suspicious of the researcher, and some respondents are also expected to feel anxious about the extent of the information they have to present without any repercussions.	Some study with other variables which influence implementation of procurement strategy but were not considered in this study or the same variables to different populations, locations and other sectors of economy in Kenya.
2	Patrick, Moses & Martin , 2019	Factors Affecting Strategy Implementation Among Local Nongovernmental Organizations In Kenya: A Survey Of Ngos In Nairobi County	Quantitative	The results indicate that organizational culture influences the implementation of strategic plans. In addition, all goals in organizational resources had a positive mean showing that	various NGOs should use better management styles that incorporate all employees like the democratic style where all employees are associated in achieving set strategic objectives. In addition, NGOs must have a more specific culture that allows training, professionalism and reward for better-performing employees to motivate them to	*****	*****

				they all had an effect in strategy implementation	implement and achieve strategic goals with ease.		
3	Kakwezi, & Nyeko, (2019)	Procurement Processes And Performance: Efficiency And Effectiveness Of The Procurement Function Patrick Kakwezi, Sonny Nyeko	Quantitative	Organizations that have consistent performance measures for their procedures, processes, and plans experience less customer dissatisfaction and employee turnover than those without.	Reduce professional staff turnover .  there must be continuous improvement in the efficiency of internal processes and systems and public entities must maintain structures that avoid unnecessary costs.	*****	Implementation factors in purchasing measures.  Challenges encountered when measuring purchasing performance in achieving targets.  Benefits of measuring purchasing performance.
4	Awuor, (2017).	Factors influencing strategy implementation and performance of international humanitarian and	Qualitative	The result revealed that the key factors affecting the implementation of the strategy are staff engagement involvement,	There is a need to develop elements for the proper implementation of the strategy in order to achieve success in its commitments. In addition, staff		Conducting study about the factors influencing strategy implementation and performance of

		development non-governmental organizations in kenya: a case study mercy corps		technological factors, external environment, appropriate strategic decision, availability of resources, organizational structure, as well as inclusiveness.	inclusiveness is needed from the beginning of strategic planning to the implementation phase		maltinational organizations
5	Moinkett ,(2015)	Organizational Structure And Strategy Implementation At Geothermal Development Company In Kenya	Qualitative	The organizational structure plays an important role in strategy implementation. Geothermal Development Company has a flexible organizational structure that allows adjustments during strategy implementation	The study recommended that the company should reduce heavy reliance on strategic partners and work towards self-sufficiency. The GDC should also look outside the borders of Kenya, especially in Uganda and Southside to generate and export surplus energy using the Northern Kenya Corridor	One of the major limitations of the study was the fact that the study was a case study whose implications are more for the organization or GDC rather than other firms in the industry. Therefore, more cross-sectional research is required before the results are announced as universal in the application.	A cross-sectional survey in the energy sector that includes companies dealing with power generation, such as hydropower, geothermal and thermal energy, the strategy implementation process, the importance of the structure strategy, and the challenges of implementing the joint strategy Making.
6	Apiyo, Mburu, (2014)	Factors affecting procurement planning in county governments in	Quantitative and qualitative method	insufficient competencies for procurement staff, lack of administrative support, communication	The study recommends that all departments submit their procurement plans to the Procurement Department in a	The study used questionnaires to collect data that was left with the	suggested to be carried out the same study in other counties to find out

		Kenya: a case Study of Nairobi City County		and information technology tools and budgetary procedures influence procurement planning	timely manner within the specified deadlines. The study recommends that procurement personnel should have adequate professional qualifications in the procurement and supply chain	respondents to be collected later after it was completed. Associated problems were loss of questionnaires, incomplete questionnaires, and lack of information.	if the same results can be obtained.
7	Kiage, (2013).	Factors affecting procurement performance: A case of ministry of energy.	Quantitative	<p>The study indicates that Planning, resource allocation, staff competency, and contract management positively affected procurement performance at the Ministry of Energy.</p> <p>where the planning explains about 27% of the variations in procurement performance while resource allocation, staff competency, and contract management explain 17%, 20%, and 23% respectively variations in procurement performance of MOE.</p>	<p>Plans are not static and annual purchase plans must be prepared Participatory, it is frequently reviewed to improve the ministry's procurement performance.</p> <p>The procurement process should be managed by qualified and experienced procurement professionals.</p>	*****	The researcher recommends further research to investigate the other factors that affect procurement performance



8	Muema (2012)	Factors influencing strategy implementation among local non-governmental organizations in Nairobi, Kenya	Quantitative	concluded that the key factors affecting the implementation of the strategy in NGOs in Nairobi are poor communication; lack of commitment by senior management to the implementation of the strategy; poor leadership style of managers, Insufficient funds, lack of human resources, economic forces and donor pressure	The study recommend that management ensure the recruitment and deployment of qualified and competent individuals. NGOs should implement approaches such as effective remuneration management systems aimed at enhancing the commitment of the manager. NGOs should improve integrated communication plans to improve implementation of the strategy	*****	*****
9	Hrebinia k., (2006)	Obstacles to Effective Strategy Implementation	Qualitative	the study indicates that the main obstacles to effective strategy implementation are, – An inability to manage change – Poor or vague strategy – Not having guidelines or a model to guide implementation efforts – Poor or inadequate information sharing – Unclear responsibility and accountability,	A strategy implementation model to guide execution tasks, and a discussion of how to manage the large-scale changes often inherent in the implementation process.	*****	*****

10	Schraeder, Tears, & Jordan, (2005).	Organizational culture in public sector organizations	Qualitative	Training and leadership by example can be effective methodologies for enhancing cultural awareness and bringing about cultural change in organizations	*****	*****	*****
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**Table (2) Empirical Studies in Arab Countries**

	<b>The Author</b>	<b>Study title</b>	<b>Study design</b>	<b>Conclusions</b>	<b>Recommendations</b>	<b>Limitations</b>	<b>Future studies</b>
1	Al-Obthani, & Ameen, (2019).	Association between Transformational Leadership and Smart Government among Employees in UAE Public Organizations	Quantitative	Transformational leadership did not show any form of significant impact on the actual implementation of the smart government system.	The public sector in the UAE should pay more attention to the transformational leadership characteristics of the management, which could support the usage of the smart governmental systems	The study measured general smart government use and did not focus on any service. Moreover, the study has not focused on the impact of demographic criteria.	For future studies, researchers can target individuals in the public sector, as well as they may conduct studies in the private sector and compare results.
2	Saad, & Abbas, (2018).	The impact of organizational culture on job performance: a study of Saudi	Quantitative	There are a positive correlation between organizational culture and job performance. Four sub-components of organizational culture are found, namely, Managing Change, Achieving Goals, Coordinating	The study recommends that policymakers at the university focus more on strengthening the organizational culture as a first measure, and then developing plans to grant	*****	Future research can be conducted to separately assess the impact of each component of organizational culture on performance.

		Arabian public sector work culture		Teamwork and Cultural Strength, , which positively affect job performance, but with varying degrees of severity and distinction. Only customer orientation was found negatively related to job performance.	and motivate those who achieve the goals, then prepare plans to envision the future of the organization after 2020 and finally. Focusing on teamwork to achieve the desired goals.		
3	El Talla, , Al Shobaki, Abu-Naser, & Abu Amuna, (2018)	The Nature of the Organizational Structure in the Palestinian Governmental Universities - Al-Aqsa University as A Model	Quantitative	There is a moderate level of satisfaction with the organizational structure prevailing in Palestinian public universities from the point of view of the administrative staff, at a rate (63.11%).	The management of Palestinian governmental universities should pay special attention to the organizational structure and amend it to achieve the goals of the universities and the aspirations of the employees. Universities should have the opportunity to participate in the restructuring of the organizational structure, the importance of solving employee problems and giving them the opportunity to contribute to solving their own problems, and the need to use the method of rotating employees periodically.	*****	***** *
4					The study recommended that the companies managements provide employees with the		

	Obeidat, Al-Hadidi, & Tarhini (2017).	Factors Affecting Strategy Implementation: A Case Study of Pharmaceutical Companies in the Middle East	Quantitative	The results showed that four factors of the operational process, namely resource availability, communication, and operational planning in addition to control and feedback, strongly influence the success of the strategy implementation.	necessary training and instructions during the implementation phase, to link the employee's performance with the overall rewards and rewards system in the organization during the implementation phase, and to enhance effective communication and coordination. During implementation operations.	*****	The same study in different context
5	Islam,Turk Murad,& Karim, (2017).	Do Sustainable Procurement Practices Improve Organizational Performance?	Quantitative	Sustainable procurement practices helped organizations realize better financial benefits by improving the organization's internal quality, operational process, innovation, efficiency, transparency, and social and environmental responsiveness.	The study indicates that the stakeholders involved in the entire procurement process need to participate and work together in order to advance the sustainable procurement agenda. Government is best for dealing with financing, regulation, and policy policy	*****	*****
6	Elbanna & Fadol, (2016)	An Analysis of the Comprehensive Implementation of Strategic Plans in Emerging Economies: The	Quantitative	The finding indicates that three factors of strategy formulation, namely, adoption of the intended mode of strategy, enhancing employees' participation, and minimizing political behavior significantly influence the comprehensiveness of strategic	*****	The study used perceptual measures for all study variables. Self-reported data pose potential problems such as memory failure.	The results should be further examined by future research in contexts other than the UAE to examine their generalizability

		United Arab Emirates as a Case Study		plan implementation, which in turn has a significant positive impact on the effectiveness of strategic planning. We discuss our empirical results, the potential influence of culture, implications for both theory and practice, the limitations of the research, and several avenues for future study.			
7	Al-Kandi, Asutay,& Dixon, (2013)	Factors Influencing The Strategy Implementation Process And Its Outcomes: Evidence From Saudi Arabian Banks	Quantitative	Indicates that factors from three main groups significantly influence strategic decision outcomes, thereby determining successful strategy implementation. These factors are as follows: (i) process and personnel factors, including involvement and communication; (ii) project factors such as time and the priority of the decision; (iii) organizational factors, including top management support, religion, and organizational structure. Contrary to expectations, other cultural and external factors, such as	*****	*****	*****

				resource allocation, people, commitment, and motivation, appear less significant with regard to the outcomes of strategic decisions.			
8	Abdalkrim , (2013)	The Impact of Strategic Planning Activities on Private Sector Organizations Performance in Sudan: An Empirical Research	Quantitative	The result confirms that all four variables of strategic planning activities are positively correlated with organizational performance in Sudanese private sector organizations.	Strategic planning and performance need a lot of research in underdeveloped countries in general and Sudan in particular. Moreover, there is a need for the financial institution and scientific research centers to introduce a more comprehensive strategic planning procedure to improve effectiveness.	The participants in this study were from one geographic region, Khartoum State. The most obvious limitations of the current study are limited in cost and time constraints which are reflected in the rate of respondents	Future research should be conducted on a larger scale by looking at more private companies from all over Sudan to verify the positive relationship between strategic planning activities and organizational performance.
9	ShannakO. , & Obeidat, (2012).	Culture and the Implementation Process of Strategic Decisions in Jordan	Qualitative	The three banks studied in Jordan followed a similar approach to implement most of their strategic decisions. It was the case in all three banks that an external Western company was asked to develop a strategic decision in order to help the bank to increase its performance.	*****	‘time limitations’ of this study was the reason why only three techniques were adopted to collect its data.	future research could adopt questionnaires in addition to interviews, documentation, and by adopting both qualitative and quantitative methods.
10	Al Mahri (2007)	Project Procurement			in order to maintain the link to Business Strategy and		Future research can investigate the

		Management: Procurement Strategy – The Missing Link Between Project And Business Strategies In The Oil & Gas Industry	Mixed	When procurement Strategy aligned to Corporate / Business Strategy will aim at achieving Project and Business Objectives, improve Contractor/Client relationship, and get its due share in Business Vision, Mission, and long-term strategic plan. Procurement processes in Oil & Gas require advanced strategies which are recommended for implemented.	achieve Strategic objectives, it is recommended that Oil & Gas Project Procurement Strategy should adopt advanced strategies mainly in the following areas: 1. Advanced Procurement Methods and Systems - Relationship Management: Partnering, D/B, etc. - Systems and Sub-Systems selection - Right Contractors and Consultants Selection 2. Proper Contracting Strategy - Contractor / Client Roles and Rights - Responsibilities of each party - Incentive contracts, Payment Systems and Risks Management 3. Realization of Corporate Business Strategy - Implementation of Proposed Model of Procurement Strategy - Implementation of a Procurement Strategy	*****	impact of a procurement strategy on project performance. Further evaluation can be made on whether effective procurement strategies improve project performance.
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					checklist developed for a project Hence, the details of these identified Procurement Strategy areas with recommendations for improvement will be given next.		
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Patrick, Moses & Martin, (2019), El Talla, Al Shobaki, Abu-Naser, & Abu Amuna, (2018), Obeidat, Al-Hadidi, & Tarhini (2017), Awuor, (2017), Moinkett ,(2015), and Al-Kandi, Asutay,& Dixon,(2013). All these researchers measured the impact of at least one of two factors handled in this study which are organizational structure and resources in the strategy implementations in different types of organizations.

Moses & Martin ,(2019), Saad & Abbas, (2018), Elbanna & Fadol, (2016) and Al-Kandi, Asutay,& Dixon,(2013) measured the impact of organizational culture in the strategy implementations in different types of organizations. Which are also handled in this study.

Ochola,(2020), measure the impact of organizational structure, organizational culture, resources allocation, information communication technology and managerial competence in the implementation of procurement strategy among regulatory parastatals in Nairobi County.

This study will be in line with these previous studies but it will be different and it will add to the body of knowledge, where this study will be the first study measure the impact of organizational structure, organizational culture, transformational leadership, and resources and capabilities in the implementation of public procurement strategies in the Palestinian public sector, as well as, it will use the procurement performance as a mediator in enhancing the effect of these independent variables in the implementation of public procurement strategies.

This literature review starts with the strategy implementation definition in various ways. as well as present an overview of organizational structure, organizational culture, transformational leadership, resources, and capabilities, procurement

performance, procurement strategies and strategy implementation. Moreover, It explained what are the factors affecting strategy implementation according to previous studies, what are the limitations and recommendations of previous studies. This study will be different due it will use the factors identified in previous studies as significant factors affecting strategy implementation. But it will measure the effect of these factors in procurement strategy implementation in the Palestinian public sector, in addition, it will measure if procurement performance plays a mediating role to enhance the influence of selected factors in affecting public procurement strategy implementation in the Palestinian public sector. This study will add value to the current set of knowledge about procurement performance and procurement strategy implementations. It will be a source of secondary data for researchers.

## **CHAPTER THREE**

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## **CHAPTER THREE**

### **METHODOLOGY**

This chapter outline the study design, primary and secondary data collection process, study instrument, questionnaire validity and reliability, the population and sample of the study, and method of data analysis, thesis conceptual model.

#### **3.1 Study Design**

The study design conducted to ensure that the different components of the study are integrated in a coherent and logical manner. as well as to reduce the chances of failure in order to effectively addressing the study problem. This quantitative study is designed to measure the impact of selected factors (OS, OC, TFL, and RC) and the mediating role of PRPC on the IPS in the PPS through using a survey which covered a purposive sample from the Palestinian government institutions and was restricted to procurement staff.

The study was developed in a manner where the respondents can easily express their opinions and thoughts about each item of selected factors, PRPC, and IPS.

#### **3.2 Data Collection**

Primary data collected by using structured questionnaire to identify the impact of selected factors on procurement strategies implementation either directly or through the mediation of PRPC. The variables were rated by using a 5 Likert scale from (5= strongly agree, to 1= strongly disagree). These questionnaires were in print and online form and they were given to the procurement staff in 33 governmental institutions of the Palestinian public sector. The questionnaires were designed to achieve the study

objectives. The secondary data were collected through a review of published and unpublished articles.

### **3.3.1 Study Instrument**

Data collected using a structured questionnaire. The questionnaire has four sections; . Each section has adequate and relevant study items on the variables. The First one has demographic items about the respondents ( gender, age, educational level, employers, years of experience and job title ) , the second section include selected factors, ( 1-organizational structure consist of 13 items, 2-organizational culture consist of 24 items, 3- transformational leadership consist of 12 items , and 4- resources and capabilities consist of 16 items), the third section has items about procurement performance, which include 4 items about efficiency, and 4 items about effectiveness, and the fourth section consist of 14 items about procurement strategy implementation

The study develops a five-point Likert scale (1- strongly disagree to 5- strongly agree) that used to collect data on the independent, mediator, and dependent variables.

The questionnaire passed through many steps before issuing the last version in order to be suitable and relevant to variables. as shown in table ( 1 ) the study used many scales in order to build a structured questionnaire, each scale in the table consist of the main items used in this study.

**Table(3): Questionnaire Scales**

Variable	Dimensions	Scale	Source
Organizational Structure	Organization layers	No. of layers, department communication , integration and decision making	<ul style="list-style-type: none"> <li>• Kim(2005)</li> <li>• Shabbir, (2017).</li> <li>• Borella, , Barcellos, Sachdev, , Merz, &amp; Galelli, A. (2017)</li> <li>• Ochola, (2020).</li> </ul>
	Formalizations	Amount of regulations	
	Technology	Availability and meets work requirements	
Organizational Culture	Organization Value	Involvement	<ul style="list-style-type: none"> <li>• Cera, , &amp; Kusaku, (2020)</li> <li>• Ginevičius, , &amp; Vaitkūnaite, (2006)</li> <li>• Iriqat ( 2017 )</li> </ul>
	Organization attitude	empowerment	
	Organization Norms	team orientation	
	Organization Expectations	capability development core value coordination integration creating change organizational learning	

Transformational Leadership	Idealized influence	Impact	<ul style="list-style-type: none"> <li>Bass &amp; Avolio ( 1995)</li> </ul> MLQ 6S
	Inspiration motivation	Motivations	
	Intellectual stimulation	Innovations	
	Individual consideration	Attention	
Resources and Capabilities	Tangible resources	Availability and meet requirements	<ul style="list-style-type: none"> <li>Ochola, (2020).</li> <li>Grant (2016).</li> </ul>
	Intangible resources	Availability and meet requirement	
	Human resources	Availability and meet requirement	
	Capabilities- value chain	Inbound , outbound and operating ability	
Procurement Performance	Efficiency	Time, cost, specifications and compliant	<ul style="list-style-type: none"> <li>Mbae, (2014).</li> <li>Patrucco, Luzzini, &amp; Ronchi, (2016).</li> <li>Kiage, (2013).</li> </ul>
	Effectiveness	Real need, defect free, in line with goals and Fair value	
	Finance	Availability and in line with goals	

Procurement Strategy Implementations	Stakeholders	Communication and integrations	<ul style="list-style-type: none"> <li>Ochola,. (2020).</li> </ul>
	Process	In line with goals, clarity and KPIs availability	
	Employees	Experiences, skills	

### 3.3.2 Validity and Reliability of The Questionnaire

#### 3.3.2.1 Validity of The Questionnaire

The questionnaire moved through many stages before issuing the final version which distributed to the respondents. When the first draft of the questionnaire had been done, the questionnaire was reviewed and edited by the supervisor then it was sent to five evaluators ( see Appendix No.1 ) for the evaluation of each variable and their dimensions and consistency with the main study objectives.

The researcher received feedback from four evaluators and the questionnaire was modifies based on some of their recommendations, the table no.( 2 ) shows the number of items for each variable in the modifications stages.

**Table (4): The Questionnaire Modification Process**

Dimensions	First Draft (No. of Items)	First Modification (No. of Items)	Final Modification (No. of Items)
Organizational structure	14	16	13
Organizational culture	16	24	24
Transformational leadership	12	12	12



Resources and capabilities	13	16	16
Procurement performance	8	8	8
Implementation of procurement strategies	<b>9</b>	<b>14</b>	<b>14</b>
<b>Total of Items</b>	<b>72</b>	<b>90</b>	<b>87</b>

In addition the study used Pearson Correlation matrix to measure the internal consistency of the questionnaire as showing in appendix 4 ( Tables A4.1- A4.6) , where the sig were less than .05 between all items with their main variables.

### 3.3.2.2 Reliability of the Questionnaire

A pilot study had been done for 15 questionnaires to test the questionnaire and ensure its reliability. The minimum number of questionnaires should be above (10) questionnaires (Fink, 2013).

This study used Cronbach Alpha test to calculate the questionnaire reliability, it was used for the instrument before the main survey. The acceptable Alpha value that meets the statistical requirement for the questionnaire to be characterized as reliable should be equal to or above 0.60 according to Hanze, (2015)

The alpha coefficient for all variables and their items is more than 0.60, which means the items have acceptable to high internal consistency. Which mean the measurement model is proved to be adequate, as shown in Table ( 3)

**Table (5): Cronbach's Alpha Value of Each Variable**

<b>Dimensions</b>	<b>No. of Items</b>	<b>Reliability</b>	<b>Result</b>
Organization layers	8	0.734	Pass
Formalization	2	0.643	Pass
Technology	3	0.798	Pass
<b>Organization structure</b>	<b>13</b>	<b>0.845</b>	<b>Pass</b>

Organizational Value	6	0.841	Pass
Organizational Attitude	7	0.609	Pass
Organizational Norms	4	0.859	Pass
Organizational Expectations	7	0.850	Pass
<b>Organizational culture</b>	<b>24</b>	<b>0.909</b>	<b>Pass</b>
Idealized influence	3	0.936	Pass
Inspiration motivation	3	0.915	Pass
Intellectual stimulation	3	0.942	Pass
Individual consideration	3	0.923	Pass
<b>Transformational Leadership</b>	<b>12</b>	<b>.971</b>	<b>Pass</b>
Tangible resources	2	0.784	Pass
Intangible resources	5	0.922	Pass
Human resources	4	0.831	Pass
Capabilities- value chain	5	0.903	Pass
<b>Resources and capabilities</b>	<b>16</b>	<b>0.895</b>	<b>Pass</b>
Efficiency	4	0.803	Pass
Effectiveness	4	0.897	Pass
<b>Procurement efficiency and effectiveness</b>	<b>8</b>	<b>.908</b>	<b>Pass</b>
Finance	3	0.865	Pass
Stakeholders	3	0.862	Pass
Process	5	0.909	Pass
Employees	3	0.798	Pass
<b>Procurement strategy implementation</b>	<b>14</b>	<b>0.941</b>	<b>Pass</b>

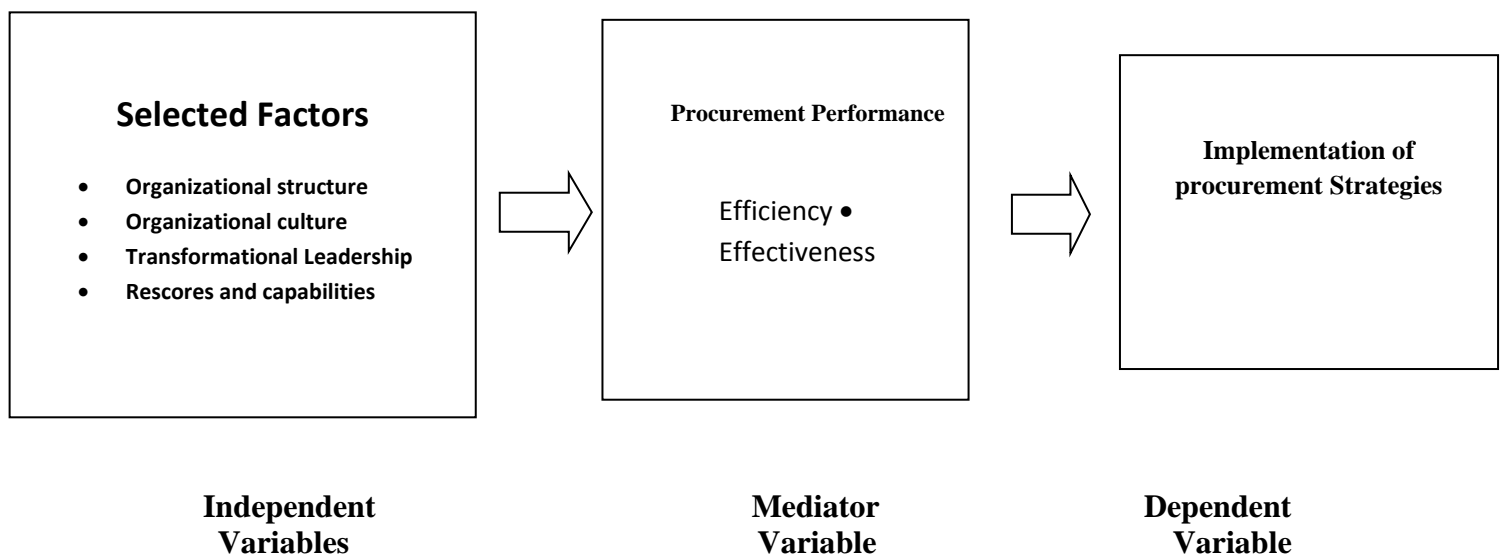
### 3.4 Population of Study

The targeted population of the study is the staff of the procurement department in (99) Palestinian governmental institutions (MoF,2019). these institutions comply under general budget law as well as they applying Palestinian procurement law. There are approximately hundreds of employees working in procurement in the Palestinian public sector but some of them haven't job titles related to procurement.

### 3.5 Sample of Study

This study based on a non-probability - purposive sampling technique in selecting the sample from public procurement institutions and departments in Palestine, where the questionnaire distributed to 200 procurement staff who are suitable to achieve the study objectives, from 33 Palestinian governmental institutions, while the respondents were ( 141 ) of the procurement staff working in 22 Palestinian governmental institutions. With 70.5 % of respondent rate.

### 3.6 Conceptual Model



**Figure (1): Conceptual Model**

Figure (1) show the relationship between selected factors, procurement performance and implementation of procurement strategies.

**The Selected Factors** are independent variables (organization structure, organization culture, transformational leadership, and resources and capabilities ), they affect on procurement strategies implementation directly or through procurement performance.

**PRPC** is the mediating variable, it is measured by efficiency (Meets time, meets budget, Meets technical Specification, Absence of any legal claims & proceedings) and effectiveness (User satisfaction, Fitness for purpose, Free from defects, Value for money.), it is affected by the selected factors and enhance the effect of selected factors on strategies implementation.

**IPS** is the dependent variable and it is affected by selected factors directly and through procurement performance.

### 3.7 Statistical Approach

The collected data analyzed by using SPSS version 19 (Statistical Packages of Social Sciences) Data coded for analysis. To analyze the data, this study used frequency to analyze and describe the demographic variables, while used the mean and standard deviation in descriptive statistics to measure the degree of selected factors, PRPC, and IPS in PPS. also, the study used one sample T-test to test the significant role of study variables in the Palestinian public sector, and one way ANOVA to test the impact the demographic variables (gender, age, educational level, years of experience job title, and employer) on employees awareness's of selected factors, procurement performance and implementation of public procurement strategies, Correlation matrix to examine the

relationships among study variables, whereas, multilinear regression to test the significant impact of selected factors and procurement performance on the implementation of procurement strategies in the Palestinian public sector.

## CHAPTER FOUR

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## CHAPTER FOUR

### 4. Data Analysis and Discussions

This chapter analyzes the collected data in order to achieve the main study objective. In addition, it discusses the findings and compares them with previous similar studies. The chapter starts with analyzing respondents' profiles, then it answers the study questions, and end in testing the study hypothesizes. The sample size was (141) participants, data were collected by using the Fifth-Likert scale. Data analyzed by using SPSS.

#### 4.1 Respondents Profile

Table ( 6 ) includes the data of the respondent in terms of gender, age, qualifications, years of experience, job titles, and employers.

**Table (6): Demographic Variables of Study**

Demographic Variables	Sample size (n=141)	
	Frequency	Percentage
<b>Gender</b>		
Male	84	59.6%
Female	57	40.4%
<b>Age</b>		
25 or less	6	4.2%
26-35	75	53.2%
36-45	51	36.2%
46 or more	9	6.4%

<b>Qualifications</b>		
Diploma	5	3.5%
Bachelor	115	81.6%
Master	21	14.9%
<b>Years of experience</b>		
Less than 3	30	21.3%
4-6	25	17.7%
7-10	43	30.5%
11 or more	43	30.5%
<b>Job title</b>		
Employee	64	45.4%
Head of Department	44	31.2%
Director of the Department	28	19.9%
General Manager	2	1.4%
Other	3	2.1%
<b>Employers</b>		
Ministry of finance	28	19.9%
Ministry of Public Works and Housing	17	12.1%
Ministry of Health	14	9.9%
Ministry of Education	16	11.3%
Others	66	46.8%

**Note : others employers are** 1- Ministry of National Economy, 2- Ministry of Social Development, 3- Ministry of Interior, 4- Ministry of culture 5- Ministry of agriculture 6- Ministry of Local Government 7- The Ministry of Awqaf and Religious Affairs, 8- Water Authority , 9- Authority of energy 10- Land Authority 11- WAFA News Agency 12- Jenin Governorate 13- Selfiet Governorate 14- Environmental Quality Authority, 15- Palestinian Agricultural Lending Foundation 16- General Secretariat for the Council of Ministers, 17- Higher Council for Youth and Sports 18- Palestinian Broadcasting Corporation

Table ( 6 ) show the ratio between (141) respondents of males and females are (59.6: 40.4), the ratio sounds reasonable due the percentage of working women in Palestinian public sector is 42.6 %. ( pcbs,2018).



Moreover, the most category of respondents ages was (26-35) age group with 53.2% of participants; while the second largest group is the respondents whose ages are (36-45), which represents 36.2% of participants, and the lowest category was 25 or less with 4.2 %. While the remaining 6.4 % represents the category of 46 years or more.

These percentages indicate that the respondents' sample consists mainly of the young and middle-aged procurement staff which are (26) to (45) years old, which form together 89.4% of the participant. From my point of view, this may due to and confirms, that the Palestinian state is a young state, as the majority of public sector staff are from the youth categories. Where in comparison with annual report of General Personnel Council 2016-2017, indicate that majority of civil service employees are from Youth with 67% of employees as well as employees whose age is less than 30 years form 7%.

The results also showed Participants' educational level. Most participants were holding a bachelor's degree, with 81.6% of the participants, postgraduate graduates (with a master's degree) were 14.9% of the participant . While the remaining 3.5% of the participant were holding diploma degrees. From my point of view, this ratios sound reasonable where in comparison with annual report of General Personnel Council 2016-2017, indicate that the percentage of employees who hold a postgraduate studies is 11% of the total civil service employees. The percentage of employees who hold a bachelor's degree is 70% of total civil service employees.

Regarding the participants years of procurement's experience, the most participant was in categories ( from 7-10 years and 11 years or more ) with 30.5% per each category, while the second category was 3 years or less with 21.3%, and the remaining 17.7% was for the category of 4-6 years of experience. that's mean 61% of participant have 7 years or more in procurement experience. In my point of view, it

sounds reasonable that the majority of participants have a medium to a high level of experience where it's in line with participant ages as most of them are young and middle-aged from 26-45 years.

In addition, the results also show the job title of the participants, where the percentage of participating employees was 45.4% and the head of department 31.2%, while the director of the department was 19.9 %, 1.4% for general managers, and the remaining 2.1% was for others.

Finally, The table also shows the employers for the participants, where the percentage of participants working at the Ministry of Finance were 19.9% and the participants whose working for the Ministry of Public Works and Housing were 12.1%, while respectively 11.3% and 9.9% are working in the Ministry of Education and Ministry of Health, and the remaining 46.8% are working in other institutions distributed to 18 governmental institutions. In my opinion these percentages are reasonable where most participants work in the Ministry of Finance and Ministry of Public Works and Housing, where the Ministry of Finance has a central tendering committee, for supplies and services, which execute all goods and services procurement process for all governmental institutions when the estimated cost of the procurement process exceeds 50,000 \$. while the Ministry of Public Works and Housing has a central tendering committee, for works. Which execute all works procurement process for all governmental institutions when the estimated cost of the procurement process exceeds 500,000 \$.(MOF,2020).

## 4.2 Research Questions

This section aims to answer the study questions based on the mean and the standard deviation, which shows the degree of the selected factors ( organizational structure, organizational culture, transformational leadership and resources and capabilities) procurement performance, and implementation of procurement strategies in the Palestinian public sector. To answer the study questions the Likert scale will consider the following judgment of the mean :

**Table (7) Submitted Data Analysis Procedures for Likert Scale Data**

Degree	Range
High	5-3.67
Moderate	3.66-2.34
Low	2.33-1

**Source: (Iriqat, 2019)**

- ✓ **To Answer The Study Question:** " What is the degree of selected factors affecting the implementation of public procurement strategies in the Palestinian Public Sector?

**Table (8): Descriptive Analysis of Selected Factors.**

	Items	Mean	Standard Deviation	Degree	Rank
<b>1</b>	Organizational structure	2.9520	.62273	Moderate	4
<b>2</b>	Organizational culture	3.2503	.72377	Moderate	3
<b>3</b>	Transformational leadership	3.3056	1.00636	Moderate	2
<b>4</b>	Resources and capabilities	3.4552	.64966	Moderate	1

Table ( 8 ) answer the question- What is the degree of selected factors affecting the implementation of public procurement strategies in the Palestinian Public Sector?. As shown in table (8) all selected factors affecting the implementation of public procurement strategies have a moderate degree in the Palestinian public sector.

The respondents believe that the highest factor degree in the Palestinian public sector is resources and capabilities with ( $M=3.4552$ ,  $SD=.064966$  ), which mean 68% of observations range between (4.10486) and (2.80554), the second-highest factor degree in the Palestinian public sector is transformational leadership with ( $M=3.3056$ ,  $SD=1.00363$ ), which mean 68% of observation range between (4.31196) and (2.29924), then organizational culture with ( $M=3.2503$ ,  $SD = .72377$ ) and the lowest factor degree in the Palestinian public sector is an organizational structure with ( $M=2.952$ ,  $SD=0.62273$ ). The findings show that the SD of OS, OC, and RC is low which means the respondents' answers tend to be close to the mean. While the SD of TFL is high which means the respondents' answers are spread out over a large range of values.

✓ **To Answer The Study Sub-Question: "** What is the degree of organizational structure in the Palestinian Public Sector?

**Table (9): Descriptive Analysis of Organizational Structure.**

Items	Mean	Std. Deviation	Degree	Rank
The organization has a few levels of organizational hierarchy .	2.83	1.082	Moderate	4
decisions are made quickly in the institution	2.81	1.140	Moderate	5
There is a high level of integration between departments in the organization	2.79	1.158	Moderate	6
Decisions are taken in a decentralized manner at the departmental level (operational).	2.73	1.027	Moderate	7
The employees are involved in the decision-making process	2.63	1.155	Moderate	8

Employees are empowered in their work	2.98	1.065	Moderate	3
The employees are delegated to carry out certain actions	3.59	.879	Moderate	2
I Contact staff quickly	3.70	.908	high	1
<b>Organization Layers</b>	<b>3.0071</b>	<b>.62478</b>	<b>Moderate</b>	<b>1</b>
the organization applies few rules and regulations to employees	2.75	.950	Moderate	2
The rules and regulations in the organization are clear	3.21	1.011	Moderate	1
<b>Formalizations</b>	<b>2.9787</b>	<b>.74259</b>	<b>Moderate</b>	<b>2</b>
The organizational structure corresponds to the technology used in the organization.	2.79	1.074	Moderate	1
The technology used is suitable for the organizational structure	2.78	1.020	Moderate	2
The institution is constantly developing the technological environment	2.77	1.176	Moderate	3
<b>Technology</b>	<b>2.7872</b>	<b>1.00398</b>	<b>Moderate</b>	<b>3</b>
<b>Organizational Structure</b>	<b>2.9520</b>	<b>.62273</b>	<b>Moderate</b>	

The lowest of selected factors important in the Palestinian public sector is an organizational structure with a moderate degree where the mean is (2.952) with (59%) of importance. In comparison to El Talla, , Al Shobaki, Abu-Naser, & Abu Amuna, (2018) the results are consistent to some extent, where the organizational structure has also a moderate degree in Palestinian Governmental Universities with a mean (3.1556) and (63.112%) of importance. which means the organizational structure in the Palestinian Governmental Universities performs a little bit better than the organizational structure in the Palestinian public sector. The researcher believes, based on his experience, that one of the reasons for this result is the weakness of the

technology used, as it doesn't meet with the work requirements, which confirmed by respondents where the mean of technology dimension was (2.7872).

The highest item of OS is (I Contact staff quickly) with (  $M= 3.70$ ,  $SD= .908$ ) this result sounds good due to organizational structure in the Palestinian public sector always tends to be tall OS which leads to poor communications due to the communications takes too long to pass through all the organization levels. In addition, 68% of observations range between (4.608) and (2.792) which mean it ranges between moderate to a high degree, the difference of observations may due to the different size of the organizations to which the respondents belong to. Which clearly noticed in the findings of the item ( The organization has a few levels of organizational hierarchy). where the ( $M=2.83$ ,  $SD=1.082$ ), as the SD is high and 68% of observations ranges between (3.913 - 1.747) which confirm the No. of layers is affected by the size of the organization, where the respondents belong to 22 different institutions, which also confirmed in the fourth hypothesis as there is a significant difference in employees awareness of OS due to employers. While the lowest item in OS is (The employees are involved in the decision-making process) with (  $M=2.63$ ,  $SD= 1.155$ ) which mean 68% of observations range between (3.785) and (1.475) which indicate that the employees rarely involved in the decision-making processes but we notice that the standard deviation in this item is high which in my point of view sound reasonable due to the sample contain different levels of employees', as well as the sample belong to various institutions.

✓ **To Answer The Study Sub-Question:** " What is the degree of organizational culture in the Palestinian Public Sector?

**Table (10): Descriptive Analysis of Organizational Culture.**

<b>Dimensions</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Degree</b>	<b>Rank</b>
The management enhances my creativity	2.54	1.198	Moderate	6
Management involved me in making decisions	2.69	1.128	Moderate	5
There is mutual respect with my colleagues	3.52	1.246	Moderate	2
Time is important at work	4.02	.960	High	1
Management develops the spirit of sincerity at work	3.49	1.181	Moderate	3
I feel that there is a shared value system at work	3.12	.996	Moderate	4
<b>Organizational Values</b>	<b>3.2293</b>	<b>.83797</b>		<b>2</b>
I love my work and consider it a sacred duty	3.95	1.084	High	4
I have a personal interest in improving the performance of the organization	3.85	.971	High	5
I talk about my organization in a positive way	3.81	1.048	High	6
I do my best to get my duties done right	4.37	.788	High	1
clients (beneficiaries) satisfaction is important to me	4.32	.720	High	2
There is a high degree of congruence between my personal values and the values of the organization I work for	3.45	1.038	Moderate	7
I am fully prepared to go beyond what is required of me to help my organization achieve success	4.03	.992	High	3
<b>Organizational Attitude</b>	<b>4.0053</b>	<b>.86648</b>	<b>High</b>	<b>1</b>
Experienced employees mentor less experienced colleagues	3.60	1.013	Moderate	1
I believe norms prevailing among employees encourage creativity and innovation	2.72	1.065	Moderate	2
I feel that the prevailing norms encourage challenge	2.70	1.055	Moderate	3
Managers view mistakes as a source of learning	2.67	1.151	Moderate	4
<b>Organizational Norms</b>	<b>2.9202</b>	<b>.89857</b>	<b>Moderate</b>	<b>3</b>
Managers simplify procedures to improve performance	2.91	1.162	Moderate	3
The administration publishes employees' achievements and highlights their work	2.23	1.104	Low	7

The administration is interested in developing its employees	2.71	1.150	Moderate	4
The management encourages employees to complete their work outside of working hours	2.52	1.093	Moderate	5
Employees take the initiative to enroll in training courses related to their work	3.06	1.206	Moderate	1
Employees have the opportunity to make business decisions without consulting the boss	2.40	1.055	Moderate	6
The administration provides its employees with job security	3.06	1.196	Moderate	2
<b>Organizational Expectations</b>	<b>2.6981</b>	<b>.82616</b>	<b>Moderate</b>	<b>4</b>
<b>Organizational Culture</b>	<b>3.2503</b>	<b>.72377</b>	<b>Moderate</b>	

The respondents believe that the third highest of selected factors important in the Palestinian public sector is an organizational culture with a moderate degree where the mean is (3.2503) with (64 %) of importance.

The highest dimension is the organizational attitude with ( $M = 4.0091, SD = .86648$ ) and the lowest dimension is organizational expectations with ( $M = 2.6981, SD = .82616$ ). The highest item is (I do my best to get my duties done right) with ( $M = 4.37, SD = .788$ ), while the lowest item is (The administration publishes employees' achievements and highlights their work) with ( $M = 2.23, SD = 1.104$ ). In my opinion, based on my experience these findings may be due to a result of the following: the majority of procurement staff as shown in respondents' demographic profile from young and middle-aged and they are full of energy and excited to improve their organizations', and make changes, but on the other side the policies, strategies and making decisions are often done by the high-level employees in the Palestinian public sector without involving the lower level of employees, or without giving the minimum of interest for their opinions. The SD is high in most of the OC items, in my point of view, it sounds



reasonable due to the sample belong to various organizations, and it is natural to have various organizational cultures.

✓ **To Answer The Study Sub-Question: "** What is the degree of transformational leadership in the Palestinian Public Sector?

**Table (11): Descriptive Analysis of Transformational Leadership.**

<b>Dimensions</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Degree</b>	<b>Rank</b>
I feel satisfied working with my current manager	3.66	1.139	Moderate	1
I have complete faith in my manager	3.45	1.186	Moderate	3
I am proud to be associated with my manager	3.52	1.125	Moderate	2
<b>Idealized Influence</b>	<b>3.5437</b>	<b>1.08336</b>	<b>Moderate</b>	<b>1</b>
The manager expresses with few simple words what we could and should do.	3.44	1.078	Moderate	1
The manager provides an appealing image of what we can do.	3.29	1.073	Moderate	3
My manager helps me find meaning in my work.	3.35	1.146	Moderate	2
<b>Inspiration and Motivations</b>	<b>3.3593</b>	<b>1.01659</b>	<b>Moderate</b>	<b>2</b>
My boss enables me to think about old problems in new ways.	3.20	1.166	Moderate	3
My manager provided me with new ways of looking at puzzling things	3.25	1.184	Moderate	1
My boss makes me rethink of ideas that they had never questioned before.	3.23	1.157	Moderate	2
<b>Intellectual Stimulation</b>	<b>3.2270</b>	<b>1.10649</b>	<b>Moderate</b>	<b>3</b>
The manager helps me develop myself	3.10	1.215	Moderate	2
The manager tells me how he thinks about what I am doing.	3.18	1.193	Moderate	1

The boss gives personal attention to others who seem rejected	2.99	1.210	Moderate	3
<b>Individual Consideration</b>	<b>3.0922</b>	<b>1.12271</b>	<b>Moderate</b>	<b>4</b>
<b>Transformational Leadership</b>	<b>3.3056</b>	<b>1.00636</b>	<b>Moderate</b>	

The second highest of selected factors importance in the Palestinian public sector is TFL with a moderate degree where the mean is (3.3056), with (66%) of importance. in comparison with Wright,& Pandey, (2010) "The respondents believe that there is a relatively high level of transformational leadership behaviors with the average score well above the scale midpoint".

The highest dimension in TFL is Idealized influence with (M= 3.5437, SD= 1.08336), the SD is high which mean 68% of observation range between ( 4.62706 - 2.46034), high to medium degree, in my opinion, it sounds reasonable due to the sample belong to various institutions and work with different managers. While the lowest dimension is (Individual consideration) with (M=3.0922, SD=1.12271). The highest item in TFL is ( I feel satisfied working with my current manager) with (M= 3.66, SD=1.139), while the lowest item in TFL is (The boss gives personal attention to others who seem rejected) with (M= 2.99, SD=1.210). The SD is high in most of the TFL items, in my point of view it sounds reasonable due to the sample belong to various departments, job levels and organizations, and it is natural to have various level of TFL.

✓ **To Answer The Study Sub-Question:** " What is the degree of resources and capabilities in the Palestinian Public Sector?

**Table (12): Descriptive Analysis of Resources And Capabilities.**

Items	Mean	Std. Deviation	Degree	Rank
Financial allocations (budget) meet all the needs of the organization	2.43	1.090	Moderate	2

The grants meet the needs of the institution that are not met by the budget allocations	2.65	1.070	Moderate	1
<b>Tangible Resources</b>	<b>2.5355</b>	<b>.97951</b>	<b>Moderate</b>	<b>4</b>
There is a computerized system that organizes the work	3.11	1.271	Moderate	2
The computerized program is suitable for the nature of the work	3.03	1.276	Moderate	5
Data organization is done in a fast manner using computerized programs	3.08	1.231	Moderate	3
Reports are issued in a fast manner using computerized programs	3.08	1.248	Moderate	4
Computerized reports and data contribute to improving decision-making	3.47	1.174	Moderate	1
<b>Intangible Resources</b>	<b>3.1532</b>	<b>1.08355</b>	<b>Moderate</b>	<b>3</b>
Employees are highly skilled in executing procurement	3.49	.968	Moderate	4
Employees know how to manage purchases	3.59	.964	Moderate	3
I have high skills in internal communication within the organization	3.89	.887	High	1
I have high skills in external communication within the organization	3.85	.828	High	2
<b>Human Resources</b>	<b>3.7039</b>	<b>.74439</b>	<b>High</b>	<b>2</b>
I have the ability to properly communicate with all stakeholder before the implementation of the purchase operations	4.00	.819	High	2
I have the ability to choose the appropriate purchase method for each purchasing process	4.12	.841	High	1
I have the ability to choose the right contract for each purchase	4.00	.878	High	3
I have the ability to manage suppliers correctly	3.99	.926	High	4
The organization exploit its capabilities in order to achieve its goals in the best possible way	3.52	1.011	Moderate	5
<b>Capabilities</b>	<b>3.9262</b>	<b>.76211</b>	<b>High</b>	<b>1</b>
<b>Resources And Capabilities</b>	<b>3.4552</b>	<b>.64966</b>		

The respondents believe that the most important item in the Palestinian public sector is resources and capabilities with (69%) of importance, and moderate degree with (  $M= 3.4552$ ,  $SD=.64966$  ), it sounds reasonable due governmental institutions need their resources either financial or human and other resources to be able to do their services, Government organizations transform resources into outputs and deploy resource services to achieve specific goals. (Penrose, 1959). In comparison with Ochola,(2020). the study indicates resource allocation and managerial competence ( resources and capabilities ) have a high degree among regulatory parastatals in Nairobi County with mean (4.45) and (4.32), respectively, which means the respondents believe that the resource allocation and managerial competence have (89%) and (86.4%) of importance, respectively.

The highest dimension of RC is capabilities with ( $M=3.9262$ ,  $SD=.76211$ ), while the lowest dimension degree of RC in PPS is tangible resources with ( $M= 2.5355$ ,  $SD=.97951$ ). The highest item in resources and capabilities is (I have the ability to choose the appropriate purchase method for each purchasing process) with ( $M=4.12$ ,  $SD=.841$ ), in my opinion this rationally where it reflects the medium and high procurement experiences of the respondents as it showed in respondents demographic profile, while the lowest item is (Financial allocations (budget) meet all the needs of the organization) with ( $M= 2.43$ ,  $SD=1.090$ ), in my opinion, this result sounds reasonable where it reflects the shortage in the Palestinian budget. But we notice that the SD is high in the dimensions of tangible resources and intangible resources, which may due to the sample belong to various institutions, where the ability to obtain resources from the general budget are different from institution to another, as well as the technological environment also different from institution to another.

**To Answer The Study Question: "** What is the degree of procurement performance in the Palestinian Public Sector?

**Table (13): Descriptive Analysis of Procurement Performance.**

	<b>Items</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Degree</b>	<b>Rank</b>
<b>1</b>	The organization gets its purchases (works, goods, and services) at the lowest possible cost	3.50	1.073	Moderate	3
<b>2</b>	The organization gets its purchases at the appropriate times	3.11	1.083	Moderate	4
<b>3</b>	The organization obtains its purchases with the required specifications	3.62	.953	Moderate	2
<b>4</b>	The organization complies with all legal procedures during the execution of the purchasing process	4.01	.866	High	1
<b>Efficiency</b>		<b>3.5621</b>	<b>.79122</b>		<b>1</b>
<b>1</b>	The procurement satisfy the actual need of the organization	3.45	1.066	Moderate	2
<b>2</b>	Purchases are aligned with the organization's goals	3.56	1.045	Moderate	1
<b>3</b>	The organization's Purchases are always free from defects	3.38	1.067	Moderate	3
<b>4</b>	The value of the purchases have deserved the money you pay for them	3.33	1.093	Moderate	4
<b>Effectiveness</b>		<b>3.4326</b>	<b>.93345</b>	<b>Moderate</b>	<b>2</b>
<b>Procurement Performance</b>		<b>3.4973</b>	<b>.80574</b>	<b>Moderate</b>	

Table (13) answer the question - What is the degree of procurement performance in the Palestinian Public Sector?

Where it shows the PRPC have a moderate degree in the PPS with (M= 3.4973, SD 0.80574 ), with low SD, which mean the 68% of observations range between (4.303)

and (2.69), moreover, all efficiency items have a moderate degree in Palestinian public sector except 4th item – (the organization comply with all legal procedures during the execution of purchasing process) – have a high degree in Palestinian public sector, which in my opinion may due to clarity of procurement law and procedures and high control of the procurement process from the competent authorities.

While the lowest item in PRPC is (The organization gets its purchases at the appropriate times) with moderate degree. In my point of view the answer of this item may affect on the circumstances in emergency period in 2020 as well as the financial crisis associated with the clearance problem (Maqasa) in 2019 and 2020, where this crisis prevented the Palestinian Authority to meet its obligations to suppliers and contractors, which in turn influence the ability of suppliers and contractors to complete their contracts and deliver the works, goods, and services at the deadline time.

**To Answer The Study Question: "** What is the degree of implementation of public procurement strategies in the Palestinian Public Sector?

**Table (14): Descriptive Analysis of Implementation Procurement Strategies.**

Items	Mean	Standard Deviation	Degree	Rank
The organization aligns purchasing strategies with the available budget	3.54	.858	Moderate	1
The organization provides the financial resources needed to implement the procurement strategies	3.48	.923	Moderate	2
The organization provides in-kind resources needed to implement procurement strategies	3.33	.892	Moderate	3
<b>Finance</b>	<b>3.4492</b>	<b>.79081</b>	<b>Moderate</b>	<b>1</b>
Each employee within the organization obtain the necessary information in a correct manner during the	3.40	.933	Moderate	3

implementation of procurement strategies				
Information on implementing procurement strategies is provided to stakeholders in a timely manner	3.45	1.038	Moderate	1
The senior management facilitates the process of coordination between all the concerned authorities in any decision or action taken	3.40	.963	Moderate	2
<b>Stakeholders</b>	<b>3.4161</b>	<b>.86663</b>	<b>Moderate</b>	<b>2</b>
The organization's procurement strategies are consistent with its objectives	3.45	.981	Moderate	2
The organization's procurement strategies are straightforward	3.46	1.011	Moderate	1
The organization uses indicators to measure performance for monitoring and evaluation	3.05	1.002	Moderate	5
The organization defines in a clear manner the mechanism of internal communication	3.18	1.037	Moderate	4
The organization defines in a clear manner the mechanism of external communication	3.30	.985		3
<b>Process</b>	<b>3.2879</b>	<b>.85869</b>	<b>Moderate</b>	<b>4</b>
The organization provides human resources needed to implement procurement strategies	3.38	.931	Moderate	1
Staff expertise is in line with procurement strategies	3.28	.986	Moderate	3
The employees' skills are in line with the procurement strategies	3.35	.941	Moderate	2
<b>Employees</b>	<b>3.3357</b>	<b>.80425</b>	<b>Moderate</b>	<b>3</b>
<b>Implementation of Procurement Strategies</b>	<b>3.3602</b>	<b>.72532</b>	<b>Moderate</b>	

Table ( 14 ) answered the question- What is the degree of implementation of procurement strategies in the Palestinian Public Sector?

Where the table shows the degree of implementation of public procurement strategies in the Palestinian public sector is moderate with (  $M=3.3602$ ,  $SD= 0.72532$ ), which means (68%) of the observations range between (4.08552) and (2.63488).

In addition, the most important dimension in the implementation of procurement strategy in Palestinian public sector is finance with ( $M=3.4492$ ,  $SD= .79081$ ), and (68.9%) of importance, and the lowest important dimension is the process with ( $M=3.2879$ ,  $SD=.85869$ ), and (65%) of importance. In comparison with Ochola,(2020). the respondents believe the degree of procurement strategy implementation among regulatory parastatals in Nairobi County is high with a mean (4.332).

The highest item in procurement strategy implementations is (The organization aligns purchasing strategies with the available budget) with ( $M= 3.54$ ,  $SD= .858$ ) and moderate degree, in my point of view, these findings is a result of lack of resources which force the organizations to organize and arrange their priorities and align their goals with their available budget, where the strategies are useless if the organization doesn't have resources to implement them. While the lowest item in procurement strategy implementations is (The organization uses indicators to measure performance for monitoring and evaluation) with ( $M=3.05$ ,  $SD=1.002$ ) and moderate degree, in my opinion, the governmental institution are rarely identify KPIs to measure their performance, but the SD is high which mean 68% of observations range between (4.052– 2.048), range from high – low degree, this high value of standard deviation may be due to different employers, as the sample belongs to 22 institutions. It is



expected to have various level of using performance indicators to be different from one institution to another.

### 4.3 Testing Hypothesis

H<sub>1</sub>-1: Selected factors affecting the implementation of public procurement strategies in the Palestinian Public Sector plays a significant role in the Palestinian Public Sector.

**Table (15): One-Sample Test- (Test Value = 3.67) For Selected Factors.**

<b>Dimensions</b>	<b>Mean</b>	<b>Std. deviation</b>	<b>T-value</b>	<b>Sig.</b>
Organization layers	3.0071	.62478	-.66291	.000
Formalization	2.9149	.74259	-.75511	.000
Technology	2.7872	1.00398	-.88277	.000
<b>Organizational Structure</b>	<b>2.9520</b>	<b>.62273</b>	<b>-.71801</b>	<b>.000</b>
Organizational Value	3.2293	.83797	-.44069	.000
Organizational Attitude	4.0091	.86648	.33912	.000
Organizational Norms	2.9202	.89857	-.74979	.000
Organizational Expectations	2.6981	.82616	-.97193	.000
<b>Organizational Culture</b>	<b>3.2503</b>	<b>.72377</b>	<b>-.41970</b>	<b>.000</b>
Idealized influence	3.5437	1.08336	-.12626	.169
Inspiration motivation	3.3593	1.01659	-.31066	.000
Intellectual stimulation	3.2270	1.10649	-.44305	.000
Individual consideration	3.0922	1.12271	-.57780	.000
<b>Transformational Leadership</b>	<b>3.3056</b>	<b>1.00636</b>	<b>-.36444</b>	<b>.000</b>
Tangible resources	2.5355	.97951	-1.13454	.000
Intangible resources	3.1532	1.08355	-.51681	.000
Human resources	3.7039	.74439	.03390	.590
Capabilities- value chain	3.9262	.76211	.25624	.000

<b>Resources and Capabilities</b>	<b>3.4552</b>	<b>.64966</b>	<b>-.21477</b>	<b>.000</b>
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The first hypothesis argued that the selected factors affecting the implementation of public procurement strategies in the Palestinian Public Sector play a significant role in the Palestinian Public Sector.

The study uses a one-sample t-test in order to evaluate whether the mean of selected factors was significantly differenced from (3.67), according to table (15) the significant value of the OS t-test were ( $t = -.71801$ ,  $p\text{-value} = .000$ ), indicates that the level of OS with the PPS is positively below the cutoff point 3.67, clearly ( $M = 2.9520$ ,  $SD = .62273$ ). Thus, we can accept the alternative hypothesis that OS plays a significant role in the PPS. In addition, the OS dimensions (layers, formalizations and technology) play a significant role in the PPS, where the ( $T = -.66291, -.75511, -.88277$ ) respectively and ( $p\text{-value} \leq .05$ ) for each of the three dimensions.

The table also show the significant value of OC t-test were ( $t = -.41970$ ,  $p\text{-value} = .000$ ) indicates that the level of OC with the PPS is positively below the cut of point 3.67, clearly ( $M = 3.2503$ ,  $SD = .72377$ ). Thus, we can accept the alternative hypothesis that OC plays a significant role in the PPS. In addition, the OC dimensions (organizational value, organizational attitude, organizational norms and organizational expectations) plays a significant role in the PPS, where the ( $T = -.44069, .33912, -.74979, -.97193$ ) respectively and ( $p\text{-value} = .000$ ) for each of the four dimensions.

In addition, the table also show the significant value of TFL t-test were ( $t = -.36444$ ,  $p\text{-value} = .000$ ) indicates that the level of TFL with the PPS is positively below the cutoff point 3.67, clearly ( $M = 3.3056$ ,  $SD = 1.00636$ ). Thus, we can accept the alternative hypothesis that TFL plays a significant role in the PPS. In addition, the TFL dimensions (inspiration motivation, intellectual stimulation and individual

consideration ) plays a significant role in the PPS, where the ( $T = -.31066, -.44305, -.57780$ ) respectively and ( $p\text{-value} = .000$ ) for each of the three dimensions, while the dimension of idealized influence doesn't play a significant role in PPS, where ( $p\text{-value} = .169$  more than  $.05$ ).

Moreover, the table also show the significant value of the RC t-test were ( $t = -.21477, p\text{-value} = .000$ ) indicates that the level of RC with the PPS is positively below the cut of point 3.67, clearly ( $M = 3.4552, SD = .64966$ ). Thus, we can accept the alternative hypothesis that resources and capabilities play a significant role in the PPS. In addition, the RC dimensions (tangible resources, intangible resources, and capabilities ) plays a significant role in the PPS, where the ( $T = -1.13454, -.51681, .25624, ,$ ) respectively and ( $p\text{-value} < .05$ ) for each of the three dimensions, while the dimension of human resources doesn't play a significant role in PPS, where ( $p\text{-value} = .590$  more than  $.05$ ).

Based in the above mentioned results, we can conclude that the alternative hypothesis that the Selected factors affecting the implementation of public procurement strategies in the Palestinian Public Sector play a significant role in the Palestinian Public Sector is accepted.

The results is consistent in comparison with Ochola, (2020) where the findings show that organizational structure , managerial competence and resources allocation ( resources and capabilities ) have significant role among regulatory parastatals in Nairobi County.

H-2:procurement performance plays a significant role in the Palestinian Public Sector.

**Table (16): One-Sample Test (Test Value = 3.67) For Procurement Performance**

Dimensions	Mean	Std. deviation	T-value	Sig.
Efficiency	3.5621	.79122	-.10794	.107
Effectiveness	3.4326	.93345	-.23738	.003
<b>Procurement Performance</b>	3.4973	.80574	-.17266	.012

The second hypothesis H-2 argued that procurement performance play a significant role in the Palestinian Public Sector.

The study uses a one-sample t-test in order to evaluate whether the mean of procurement performance was significantly differenced from 3.67, according to table (16) the significant value of the procurement performance t-test were (t= -.17266, p-value=.012 ) indicates that the level of procurement performance with the PPS is positively less the cutoff point 3.67, clearly (M= 3.4973, SD= .80574). Thus, we can accept the alternative hypothesis that procurement performance plays a significant role in the PPS. In addition, the procurement performance dimension (effectiveness) plays a significant role in the PPS, where the effectiveness (T=.23738) and (p-value  $\leq$  .05), while the efficiency dimension doesn't play a significant role in PPS, where (p-value=.107 more than .05).

H1-3: The implementation of public procurement strategies plays a significant role in the Palestinian Public Sector.

**Table (17): One-Sample T-Test(Test Value= 3.67) For Implementation of Procurement Strategies.**

Dimensions	Mean	Std. deviation	T-value	Sig.
Finance	3.4492	.79081	-.22083	.001
Stakeholders	3.4161	.86663	-.25392	.001

Process	3.2879	.85869	-.38206	.000
Employees	3.3357	.80425	-.33430	.000
<b>IPS</b>	<b>3.3602</b>	<b>.72532</b>	<b>-.30982</b>	<b>.000</b>

The third hypothesis H1-3 argued that implementation of public procurement strategies plays a significant role in the Palestinian Public Sector.

The study uses a one-sample t-test in order to evaluate whether the mean of IPS was significantly differenced from 3.67, according to table (17) the significant value of the IPS t-test were ( $t = -.30982$ ,  $p\text{-value} = .000$ ) indicates that the level of IPS with the PPS is positively less the cutoff point 3.67, clearly ( $M = 3.3602$ ,  $SD = .72532$ ). Thus, we can accept the alternative hypothesis that IPS plays a significant role in the PPS. In addition, the IPS dimensions (finance, stakeholders, process and employees) play a significant role in the PPS, where the ( $T = -.22083$ ,  $-.25392$ ,  $-.38206$ ,  $-.33430$ ) respectively and ( $p\text{-value} \leq .05$ ) for all four dimensions.

H.4: There is a significant difference in employees awareness's of selected factors affecting the implementation of public procurement strategies and procurement performance due to demographic variables.

H.4.1: There is a significant difference in employees awareness's of selected factors affecting the implementation of public procurement strategies and procurement performance due to gender.

**Table (18):The Result of Independent T-Test For Selected Factors, Procurement Performance and Implementation of Procurement Strategies Due to Gender**

Dimensions	Gender	N	Mean	Std. deviation	T-value	Sig.
Organizational Structure	Male	84	3.0211	.59958	1.608	.110

	Female	57	2.8502	.64726		
Organizational Culture	Male	84	3.3919	.69992	2.893	.004
	Female	57	3.0417	.71357		
Transformational Leadership	Male	84	3.5863	.93348	4.261	.000
	Female	57	2.8918	.97361		
Resources and Capabilities	Male	84	3.4531	.67781	-.047	.963
	Female	57	3.4583	.61173		
Procurement Performance	Male	84	3.6205	.72198	2.235	.027
	Female	57	3.3158	.89115		
Implementation of Procurement Strategies	Male	84	3.4252	.69509	1.295	.198
	Female	57	3.2644	.76384		

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The fourth hypothesis argued that There is a significant difference in employees awareness's of selected factors affecting the implementation of public procurement strategies, procurement performance and IPS due to demographic variables. An independent t-test and One-way ANOVA test used to test this hypothesis. The table (18) is showing, there are no significant difference in in employees awareness's of OS, RC and IPS due to gender since the p-value is greater than (0.05). Therefore, we can reject the alternative hypothesis that indicates there are a significant differences in employees awareness's of OS, RC and IPS in the PPS due to gender, while the table also show there are significant differences in employees awareness's of OC, TFL and PRPC due to gender since the p-value is less than (0.05), where the findings indicate that the source of differences is males, where the mean of OC for males and females are (3.3919, and 3.0417), respectively. In addition the mean of TFL for males and females (3.5863, and 2.8918), respectively, while the mean of procurement

performance for males and females are (3.6205, and 3.3158), respectively. In my opinion, these results may be due to the fact that the percentage of males is more than the percentage of females in higher position jobs in the Palestinian public sector.

H.4.2: There is a significant difference in employees awareness's of selected factors affecting the implementation of public procurement strategies, procurement performance and IPS due to (age, educational level, years of experience, job title, and employer).

**Table (19): Group Statistics and One-way ANOVA test for the Demographic Variables (age, educational level, years of experience, job title, and employer).**

Dimension	Age		Educational Level		Years of experience		Job Title		Employer	
	F	Sig	F	Sig	F	Sig	F	Sig	F	Sig
Organizational Structure	.235	.872	1.656	.195	2.897	.024	2.633	.037	5.558	.000
Organizational Culture	.416	.741	.762	.469	1.906	.113	4.178	.003	4.119	.004
Transformational Leadership	.408	.748	3.358	.038	1.833	.126	2.034	.093	4.041	.004
Resources & Capabilities	.999	.395	.206	.814	1.032	.393	.661	.620	1.707	.152
Procurement Performance	.511	.676	.716	.491	1.307	.271	2.394	.054	4.582	.002
Implementation Of Procurement Strategies	1.669	.177	.315	.730	2.676	.035	2.710	.033	2.368	.056

The table (19), shows that there is no significant difference in employees awareness's of selected factors, procurement performance, and implementation of procurement strategies' due to age groups since the p- values are more than (0.05) for all variables. Based on these findings we reject the alternative hypothesis, which indicates that there are significant differences in employee awareness of selected factors, procurement performance, and implementation of procurement strategies' due to age groups. Which mean there is no impact of respondents age on their evaluation of the OS,OC,TFL,RC, PRPC and IPS.

The table also shows, that there is no significant differences in employees awareness's of OS, OC, RC, PRPC, and IPS due to the level of education, since the p-values are more than (0.05) for all these variables, while it indicates that there is a significant difference in employees awareness's of TFL due to level of education, Based on these findings we accept the alternative hypothesis, there is a significant difference in employees awareness's of transformational leadership due to level of education, while we reject the alternative hypothesis that indicates there is a significant difference in employees awareness's of OS, OC, RC, PRPC and IPS due to level of education. Which mean there are no impact of educational level on respondent evaluations for OS, OC, RC, PRPC and IPS, while there is an impact of educational level on respondents evaluations for TFL.

The results also show, that there is no significant difference in employees awareness's of OC, TFL, RC, and PRPC due to the years of experience, since the p-values are more than (0.05) for all these variables, while it indicates that there is a significant difference in in employees awareness's of OS, and IPS due to years of experience, based on these findings we accept the alternative hypothesis, there is a significant difference in employees awareness's of OS, and IPS due to years of experience, while we reject the alternative hypothesis that indicates, there is a significant difference in employees awareness's of OC and TFL, RC, and procurement performance due to years of experience. Which mean there are no impact of years of experience on respondents evaluations for OC, TFL, RC, and procurement performance, while there is an impact of years of experience on respondent evaluations for OS, and IPS.

The results also show, that there is no significant differences in employees awareness's of TFL, RC, and procurement performance due to the job title, since the p-



values are more than (0.05) for all these variables, while it indicates that there is a significant difference in employees awareness's of OS, OC and IPS' due to job title. Based on these findings we accept the alternative hypothesis, there is a significant difference in employees awareness's of OS, OC, and IPS due to job title, while we reject the alternative hypothesis that indicates, there is a significant difference in employees awareness's of TFL, RC, and procurement performance due to job title. Which mean there are no impact of job title on respondents evaluations for TFL, RC, and procurement performance, while there is an impact of job title on respondents evaluations for OS, OC and IPS.

By contrast, The results also show, that there is no significant difference in employees awareness's of RC, and IPS due to the employers, since the p- values are more than (0.05) for all these variables, while it indicates that there is a significant difference in employees awareness's of OS, OC, TFL, and procurement performance due to employers. Based on these findings we can accept the alternative hypothesis, that indicates, there is a significant difference in employees awareness's of the OS, OC, TFL, and procurement performance due to employers, while we reject the alternative hypothesis that indicates that, there is a significant difference in employees awareness of RC, and IPS due to employers. Which mean there are no impact of employers on respondents evaluations for RC, and IPS, while there is an impact of employers on respondents evaluations for OS, OC, TFL, and procurement performance, in my opinion, it sounds reasonable to have a difference in employees' awareness of the OS, OC, TFL, and procurement performance due to employers, where there are various sizes of employers, various staff, and different leaders. Therefore, it is normal that they have a different level in OS, OC, TFL, and PRPC.

**Table (20) The Results of LSD- Test for The Study Variables According to The Employers**

Dependent Variable	(I) Employer	(J) Employer	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
OS	Ministry of Finance	Ministry of Public Works and Housing	-.51568 <sup>*</sup>	.18010	.005	-.8718	-.1595
	Ministry of Finance	Others	-.38370 <sup>*</sup>	.13211	.004	-.6450	-.1224
	Ministry of Health	Ministry of Public Works and Housing	-.76568 <sup>*</sup>	.21140	.000	-1.1837	-.3476
	Ministry of Health	Ministry of Education	-.50549 <sup>*</sup>	.21436	.020	-.9294	-.0816
	Ministry of Health	Others	-.63370 <sup>*</sup>	.17235	.000	-.9745	-.2929
OC	Ministry of Finance	Others	-.53008 <sup>*</sup>	.15642	.001	-.8394	-.2208
	Ministry of Health	Others	-.59407 <sup>*</sup>	.20407	.004	-.9976	-.1905
TFL	Others	Ministry of finance	.49369 <sup>*</sup>	.21771	.025	.0632	.9242
	Others	Ministry of Health	.90440 <sup>*</sup>	.28403	.002	.3427	1.4661
	Others	Ministry of Education	.72806 <sup>*</sup>	.26899	.008	.1961	1.2600
RC	Ministry of Finance	Others	-.36310 <sup>*</sup>	.14506	.013	-.6500	-.0762
PRPC	Ministry of Finance	Others	-.66180 <sup>*</sup>	.17308	.000	-1.0041	-.3195

	Ministry of Public Works and Housing	Others	-.51159-*	.20873	.016	-.9244	-.0988
	Ministry of Health	Others	-.49215-*	.22581	.031	-.9387	-.0456
IPS	Ministry of Finance	Ministry of Education	-.50064-*	.22299	.026	-.9416	-.0597
	Ministry of Finance	Others	-.39417-*	.16048	.015	-.7115	-.0768

Regarding Table (20), to investigate which employer perform better based on the study variables, the study used LSD test, and from those results, the researcher can say: OS in Ministry of Public Works and Housing perform better than OS in Ministry of Finance , as the p-value is (0.005) which less than (0.05) and the mean difference (-.51568). In addition, OS in others also perform better than OS in ministry of finance , as the p-value is (0.004) which less than (0.05) and the mean difference ( -.38370). Moreover, OS in Ministry of Public Works and Housing, Ministry of Education and Others perform better than OS in Ministry of Health, as the p-value are (0.000), (0.020) and (0.000) which less than (0.05) and the mean difference are (-.76568), (-.50549) and (-.63370), respectively. In my opinion this result are due to the size of organizations and the differences of technology environment between all these organizations.

The OC in Others is more healthy than OC in Ministry of Finance and Ministry of Health, as the p-value are (0.001) and (0.004) which less than (0.05) and the mean difference (-.53008) and ( -.59407), respectively. In my opinion this result may due to the size of Ministry of finance and Ministry of health in comparison to the size of others , where it's easier to have prevalent culture in smaller organizations.

TFL in Others is more active than TFL in Ministry of Finance, Ministry of Health and Ministry of Education, as p-value ( .025), (.002) and (.008) which less than (0.05) and the mean difference (.49369), (.90440), and (.72806), respectively. In my opinion this result may due to the size of Ministry of Finance, Ministry of Education and Ministry of Health are greater than the size of Others which make the influence of leaders are more active in Others institutions

Others have RC more than Ministry of Finance, as the p-value is (0.013) which less than (0.05) and the mean difference (-.36310) .

The level of procurement performance in others are better than procurement performance in Ministry of Finance, Ministry of Public Works and housing and Ministry of Health and, as p-value ( .000), (.016) and (.031) which less than (0.05) and the mean difference (-.66180), (-.51159), and (-.49215), respectively. In my opinion this result may due to the size and amount of procurement processes implement by Ministry of Finance in comparison procurement processes implement by Others, where the Ministry of finance perform all procurement process which have cost estimate more than 50,000\$ for all 99 governmental Palestinian institutions , while Others perform procurement process which have cost estimate less than 50,000\$ which make the control and finance the small procurement process is easier.

Ministry of Education and Others are more efficient in implantation of procurement strategies than Ministry of Finance as the p-value are (.026) and (.015), which less than (0.05) and the mean difference (-.50064) and (-.39417), respectively. In my opinion this result may due to Ministry of Finance execute the procurement process for all governmental institutions' which have estimated cost more than

50,000, while Others implement just their Own procurement processes. Moreover, Ministry of Education have a lot of grants to finance their strategies.

H-5: Perception of Selected factors affecting the implementation of public procurement strategies are significantly correlated to procurement performance and implementation of procurement strategies in the Palestinian Public Sector.

**Table (21): Correlation Matrix Among Study Variables**

<b>Variables</b>	<b>OS</b>	<b>OC</b>	<b>TFL</b>	<b>RC</b>	<b>PRPC</b>	<b>IPS</b>
Organizational Structure	1	.690**	.496**	.552**	.505**	.616**
Organizational Culture		1	.623**	.622**	.651**	.660**
Transformational leadership			1	.378**	.507**	.482**
Resources and Capabilities				1	.606**	.682**
Procurement performance					1	.701**
Implementation of Procurement strategies						1

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The fifth hypothesis argued that the perception of selected factors affecting the implementation of public procurement strategies is significantly correlated to procurement performance and implementation of procurement strategies in the Palestinian Public Sector.

Table (21) shows that selected factors affecting the implementation of public procurement strategies are significantly correlated to procurement performance and implementation of procurement strategies in the Palestinian Public Sector, due to P values is equal or less than 0.01. Moreover selected factors have a strong significant correlation with the implementation of procurement strategies except transformational

leadership have moderate significant correlation, where the ( r ) of OS, OC, RC ( $r = 0.616$ ,  $r = 0.660$ ,  $r = 0.682$ ). respectively. while TFL ( $r = 0.482$ )

In addition, the OS and TFL have a moderate significantly correlation with procurement performance due to their ( $r = 0.505$  and  $0.507$ ), respectively, With comparison to the study of ( Barsemoi1 Mwangagi1, and Asienyo,2014 )

The study indicates that there is a strong positive correlation of 68% between organization structure and procurement performance, which means organizational structure positively affects the procurement performance of Henkel Chemicals (E.A).

While this study indicates there is a moderate positive correlation of 50.5% between organizational structure and procurement performance.

In addition the OC and RC have strong significant correlation with procurement performance due to their ( $r = 0.651$  and  $0.606$ ), respectively. With comparison to the study of Cera, E., & Kusaku, A. (2020). The study indicate organizational culture doesn't correlate positively with organizational performance. While this study indicate there is strong positive correlation of 65.1% organizational culture with procurement performance.

In comparison with Ochola, (2020). The findings indicate that there is a positive correlation between management competence and resource allocation with procurement strategy implementation in the regulatory parastatals at ( p-value less than 0.05) level, with moderate strength ( $r = 0.581$ ) and (p-value less than 0.05 level), with high strength ( $r = 0.664$ ), respectively. The findings also show that there is a positive correlation between OS and IPS in the regulatory parastatals where (p-value less than 0.05 level), with moderate strength , at ( $r = 0.504$ ).

H-6: procurement performance plays the mediating role in the impact of selected factors affecting the implementation of implementation on the implementation of procurement strategies in Palestinian Public sector.

**Table (22): Model Summary –H6**

Model	Sum of squares	DF	Mean Square	F	Sig.	R	R2	R2 Change
1 Regression	43.041	4	10.760	47.806	.000 <sup>a</sup>	.764 <sup>a</sup>	.584	.584
Residual	30.611	136	.225					
Total	73.652	140						
2 Regression	47.334	5	9.467	48.561	.000 <sup>b</sup>	.802 <sup>b</sup>	.643	
Residual	26.318	135	.195					.058
Total	73.652	140						

To test the sixth hypothesis, this study employs hierarchical multi regression analysis to investigate the mediating role of procurement performance in the impact of the implementation of procurement strategies in the Palestinian public sector. Hierarchical regression analysis includes two steps. The first step presents model number one, to identify the impact of selected factors on the implementation of procurement strategies in the Palestinian public sector, and the second step presents model number two, to identify the impact of both of selected factors and procurement performance on the implementation of procurement strategies in the Palestinian public sector.

Table ( 22 ) shows the model summary of two models, first model refers to the first step in the hierarchical regression analysis when the selected factors variables are used as a predictor. Whereas the second model refers to the second step in the hierarchy

when selected factors variables and procurement performance are used as a predictor, in the first model R presents simple correlation among selected factors and implementation of procurement strategies in Palestinian public sector (0.764), while, in the second model R presents multiple correlations among selected factors and procurement performance and the implementation of procurement strategies in the Palestinian public sector. (0.802). R square for the first model indicates that selected factors account for 58.4% of the variation in the implementation of procurement strategies. Whereas, by adding a moderate variable procurement performance in the second model, the value of R square increase to 64.3% of the variation of the implementation of procurement strategies. Therefore, when we added the procurement performance the prediction of implementation of procurement strategies is significantly enhanced, by added extra (64.3%-58.4%) 5.9 % of the variation of implementation of procurement strategies.

Table (22) shows that ( $F=47.806$ ,  $p = .000$ ) for the initial model, while the second model ( $F=48.561$ ) which is highly significant ( $p = .000$ ). That's mean that procurement performance is significantly improve prediction ( $R^2$  change = 0.058.  $p=.000$ ). in my opinion its sound reasonable that PRPC have mediating role in enhancing the effect of OS,OC,TFL and RC IPS, since, when the procurement processes be in low cost and timely manner and free of defect as well as compliant to rules and regulation, all these positively effect of IPS processes.

**Table (23): Summary of HRA for Variables Predicting IPS**

Model		Unstandardized coefficient		T	Sig.
		B	S.E		
1	Constant	.198	.235	.840	.402
	Organization structure	.232	.092	2.527	.013



	Organization culture	.210	.092	2.273	.025
	Transformational leadership	.072	.051	1.405	.162
	Resources and capabilities	.451	.081	5.579	.000
2	Constant	.075	.220	.339	.735
	Organization structure	.229	.085	2.679	.008
	Organization culture	.094	.089	1.048	.296
	Transformational leadership	.030	.049	.623	.534
	Resources and capabilities	.325	.080	4.067	.000
	PRPC	.310	.066	4.693	.000
1 PRPC	Beta In	Partial Corr.	Tolerance	T	Sig.
	.344 <sup>a</sup>	.375	.493	4.693	.000

Hierarchical regression analysis was performed to test if the selected factors significantly predicted implementation of public procurement strategy . As shown in table (23), there are two models, the regression of first model indicated that selected factors significantly predicted implementation of public procurement strategies except transformational leadership, where organizational structure have ( $\beta = .232$ ,  $p < 0.013$ ), organizational culture ( $\beta = .210$ ,  $p < 0.025$ ) and resources and capabilities ( $\beta = .451$ ,  $p < 0.000$ ). whereas, the regression of second model indicated that procurement performance significantly predicted implementation of public procurement strategies ( $\beta = .310$ ,  $p < 0.00$ ). Thus, the results from hierarchical multi regression support the sixth hypothesis, therefore, we can accept the alternative hypothesis that indicates procurement performance plays a mediating role in enhancing the impact of selected factors on the implementation of procurement strategies in the Palestinian public sector. The findings is consistent to some extent in comparison to Moinkett, (2015), where indicates that the organizational structure plays an important role in strategy

implementation, as well as in comparison Ochola,(2020), the most variables have a positive effect on procurement strategy implementation was information communication technology, then resource allocation, managerial competence, and organization structure. Moreover, findings indicate that management should give more attention to stakeholders and organizational culture to obtain benefit from these factors.

**Table (24): Summary of Testing Hypothesis Results**

		<b>Results</b>
<b>H-1</b>	Selected factors affecting the implementation of public procurement strategies in the Palestinian Public Sector plays a significant role in the Palestinian Public Sector.	<b>Accepted</b>
<b>H-2</b>	Procurement performance play a significant role in the Palestinian Public Sector.	<b>Accepted</b>
<b>H-3</b>	The implementation of public procurement strategies plays a significant role in the Palestinian Public Sector.	<b>Accepted</b>
<b>H-4-1.1</b>	there are a significant difference in employees awareness's of OS, RC and IPS in the PPS due to gender	<b>Rejected</b>
<b>H-4-1.2</b>	There are significant difference in in employees awareness's of OC, TFL and procurement performance due to gender	<b>Accepted</b>
<b>H-4-2.1</b>	There are significant differences in employee awareness of selected factors, procurement performance, and implementation of procurement strategies' due to age groups	<b>Rejected</b>
<b>H4-2.2</b>	There are a significant difference in in employees awareness's of OS, OC, RC, procurement performance, and IPS due to the level of education,	<b>Rejected</b>
<b>H-4.2.3</b>	There is a significant difference in employees awareness's of TFL due to level of education	<b>Accepted</b>

<b>H-4.2.4</b>	There is significant difference in employees awareness's of OC, TFL, RC, and procurement performance due to the years of experience	<b>Rejected</b>
<b>H-4.2.5</b>	There is a significant difference in in employees awareness's of OS, and IPS due to years of experience,	<b>Accepted</b>
<b>H-4.2.6</b>	There is a significant difference in employees awareness's of TFL, RC, and procurement performance due to the job title,	<b>Rejected</b>
<b>H-4.2.7</b>	There is a significant difference in employees awareness's of OS, OC and IPS' due to job title.	<b>Accepted</b>
<b>H-4.2.8</b>	There is a significant difference in employees awareness's of RC, and IPS due to the employers	<b>Rejected</b>
<b>H-4.2.9</b>	There is a significant difference in employees awareness's of OS, OC, TFL, and procurement performance due to employers	<b>Accepted</b>
<b>H-5</b>	Perception of Selected factors affecting the implementation of public procurement strategies are significantly correlated to procurement performance and implementation of procurement strategies in the Palestinian Public Sector.	<b>Accepted</b>
<b>H-6</b>	Procurement performance plays a mediating role in the impact of selected factors affecting the implementation of procurement strategies in the implementation of procurement strategies Palestinian Public sector.	<b>Accepted</b>

## **CHAPTER FIVE**

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## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents the limitations, conclusions and recommendations of the study in order to help the procurement departments in governmental institutions in Palestine to improve procurement strategy implementation and procurement performance. Based on the results derived from data analysis results in chapter four, where the researcher will propose some recommendations in addition to some suggestions for future studies.

#### **5.1 Conclusions**

##### **Conclusions of The Study Questions**

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

##### **The Conclusions of First Question**

The findings present that all selected factors affecting the implementation of public procurement strategies have a moderate degree in the Palestinian public sector, the respondents believe that the highest factor degree in the Palestinian public sector is resources and capabilities with moderate degree. Moreover, the second highest factor degree in the Palestinian public sector is TFL with a moderate degree. The lowest factor degree in the Palestinian public sector is an OS with moderate degree.

The findings also indicate that the highest item of OS is (I Contact staff quickly) with high degree, while the lowest item in OS is (The employees are involved in the decision-making process) with moderate degree. In addition, the highest dimension of OC is the organizational attitude with high degree, while the lowest dimension of OC is organizational expectations with moderate degree. The highest item of OC is (I do my

best to get my duties done right) with high degree, while the lowest item of OC is (The administration publishes employees' achievements and highlights their work) with low degree.

Moreover, the highest dimension in TFL is Idealized influence with moderate degree, while the lowest dimension is (Individual consideration) with moderate degree. the highest item in TFL is ( I feel satisfied working with my current manager) with high degree, while the lowest item in TFL is (The boss gives personal attention to others who seem rejected) with moderate degree.

In addition, the highest dimension of RC is capabilities with high degree, while the lowest dimension degree of RC in PPS is tangible resources with moderate degree. The highest item in resources and capabilities is (I have the ability to choose the appropriate purchase method for each purchasing process) with high degree, while the lowest item is (Financial allocations (budget) meet all the needs of the organization) with moderate degree.

### **The Conclusions of Second Question**

The study found out the procurement performance has a moderate degree in the Palestinian public sector. In addition the findings indicate that all efficiency items have a moderate degree in Palestinian public sector except 4th item – (the organization comply with all legal procedures during the execution of purchasing pross) – have a high degree in Palestinian public sector. The lowest item in PRPC is (The organization gets its purchases at the appropriate times) with moderate degree.

### **The Conclusions of Third Question**

The degree of implementation of procurement strategy in public sector is moderate. The most important dimension in the implementation of procurement

strategy in Palestinian public sector is finance, while the lowest important dimension in the implementation of procurement strategy in Palestinian public sector is process with moderate degree. The most important dimension in the implementation of procurement strategy in Palestinian public sector is finance with moderate degree, the lowest important dimension is the process with moderate. The highest item in procurement strategy implementations is (The organization aligns purchasing strategies with the available budget) with moderate degree, while the lowest item in procurement strategy implementations is (The organization uses indicators to measure performance for monitoring and evaluation) with moderate degree.

### **Conclusions of Testing The Study Hypothesizes.**

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

### **Conclusions of Testing The First Hypothesis.**

The selected factors with all 15 dimensions have a significant role in Palestinian public sector except two dimensions, which are (idealized influence – organizational culture) and (human resources – resources and capabilities), OS plays a significant role in the PPS. In addition, the OS dimensions (layers, formalizations and technology ) play a significant role in the PPS. Moreover, OC dimensions (organizational value, organizational attitude, organizational norms and organizational expectations ) plays a significant role in the PPS. In addition, TFL plays a significant role in the PPS. In addition, the TFL dimensions (inspiration motivation, intellectual stimulation and individual consideration ) plays a significant role in the PPS, The dimension of idealized influence doesn't play a significant role in PPS. As well as resources and capabilities play a significant role in the PPS, RC dimensions (tangible resources, intangible resources,

and capabilities ) plays a significant role in the PPS, the dimension of human resources doesn't play a significant role in PPS.

### **Conclusions of Testing The Second Hypothesis.**

Procurement performance plays a significant role in the PPS. While Procurement effectiveness plays a significant role in the PPS, but procurement efficiency doesn't play a significant role in PPS.

### **Conclusions of Testing The Third Hypothesis.**

IPS with all dimensions (finance, stakeholders, process and employees ) plays a significant role in the PPS.

### **Conclusions of Testing The Fourth Hypothesis.**

There are no significant difference in employees awareness's of OS, RC and IPS due to gender. While there are significant difference in in employees awareness's of OC, TFL and PRPC due to gender. The source of difference in OC, TFL and procurement performance due to gender is males. Moreover, there is no significant difference in in employees awareness's of selected factors, procurement performance, and implementation of procurement strategies' due to age groups. In addition, there is no significant difference in employees awareness's of OS, OC, RC, procurement performance, and IPS due to the level of education, while there is a significant difference in employees awareness's of TFL due to level of education. As well as there is no significant difference in employees awareness's of OC, TFL, RC, and procurement performance due to the years of experience, while there is a significant difference in in employees awareness's of OS, and IPS due to years of experience. Moreover, there is no significant difference in employees awareness's of TFL, RC, and procurement performance due to the job title, while there is a significant difference in employees awareness's of OS, OC and IPS' due to job title. The results also indicate



that there is no significant difference in employees awareness's of RC, and IPS due to the employers, while there is a significant difference in employees awareness's of OS, OC, TFL, and procurement performance due to employers.

### **Conclusions of Testing The Fifth Hypothesis.**

Selected factors are significantly correlated to procurement performance. Also the Selected factors are significantly correlated to implementation of procurement strategies in the Palestinian Public Sector. Moreover the OS, OC and RC have a strong significant correlation with the IPS, while TFL has moderate significant correlation with IPS. Moreover, the OS and TFL have a moderate significantly correlation with PRPC, while the OC and RC have strong significant correlation with procurement performance.

### **Conclusions of Testing The Sixth Hypothesis.**

The OS, OC, RC significantly predicted implementation of public procurement strategies, while TFL doesn't significantly predicted implementation of public procurement strategies. In addition, R presents simple correlation among selected factors and implementation of procurement strategies in Palestinian public sector (0.764) in the first model. While in the second model R presents multiple correlations among selected factors and procurement performance and the implementation of procurement strategies in the Palestinian public sector. (0.802). R square for the first model indicates that selected factors account for 58.4% of the variation in the implementation of procurement strategies. by adding a moderate variable procurement performance in the second model, the value of R square increase to 64.3% of the variation of the implementation of procurement strategies. procurement performance is significantly enhanced the prediction of implementation of procurement strategies, by

added extra (64.3%-58.4%) 5.9 % of the variation of implementation of procurement strategies. Thus, procurement performance is significantly improve prediction.

## **5.2 Recommendations**

The study aim to measure the impact of OS, OC, TFL, and RC in IPS and to examine if the PRPC plays a mediating role in procurement strategy implementations in the PPS. where, the decision-makers in governmental institutions will benefit from this study, where it will help them to find out the deficiencies and strength in the PRPC and IPS in the PPS. In this section, the researcher presents some recommendations to PPS to improve the PRPC and IPS.

The Palestinian public sector is recommended to give more attention for all selected factors especially the organizational structure, mainly in Ministry of Finance and modified it in a way that activates the role of procurement staff to achieves the organization's objectives.

The PPS is recommended to improve the communication and integration between different levels of an organization. It is also advised to involve the employees in the decision-making process and delegate some duties for them to activate their roles. The PPS also advised to empower the employees in their works in order to develop the organizations. Moreover, the PPS is recommended to reduce the formalization to accelerate the communications In addition, the PPS is recommended to improve the technology environment and adapt it with organizational structures and works requirements.

The PPS is recommended to highlight the employees' achievements and motivate them to improve themselves, The PPS is recommended to award the distinguished employees through clear and fair evaluation mechanisms for all levels.

As well as PPS is recommended to develop employees' skills through capacity-building programs that meet the works requirements. Moreover, The boss at PPS should give personal attention to others who seem rejected, to reintegrate them with the employees, and exploit their energy by working in a teamwork and directing the efforts to achieve the goals of the organization.

The PPS is recommended to pay more attention for procurement performance by providing the required resources to meet organizations' needs at the appropriate cost and times. Moreover, The PPS are advised to set policies and procedures to ensure that the purchases will be free of defect and deserve the money paid for them.

The PPS is advised on focusing to activate the implementation of procurement strategy by aligning the procurement strategies with available budgets, involve all stakeholders and expert staff in formulating and implementing the procurement strategies, set and activate the KPIs to control and monitor the implementations process.

PPS is recommended to make workshops to discuss the differences of organizational structure performance in Ministry of Public Works and Housing, Ministry of Education and Others in comparison to organizational structure performance in Ministry of Finance and Ministry of Health to exchange experiences, highlight the strengths, weaknesses and the points of deficiencies and to address them in order to improve the performance of the organizational structure in the whole PPS.

### **5.3 Limitations of The Study**

There were many limitations the researcher suffered from them. First, the researcher might have failed to seek all findings because the data may be affected by the awareness of respondents of procurement strategies and attitudes of respondents.

Second, the researcher faced difficulties in determining the sample size due to there are no official statistics about the No. of procurement staff in the Palestinian governmental institutions. Third, the collecting data were in an emergency period which made contact with the governmental institutions and their procurement staff is very difficult.

#### **5.4 Future Studies**

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

Future researchers can take into consideration the impact of other variables (procurement cycle time, the payment cycle time, fund source ) on the procurement strategy implementations in the Palestinian public sector. In addition, they may conduct similar studies in different sites like Parastatal institutions, municipalities, or in Palestinian private sectors. Moreover, The researcher suggests conducting a study about the impact of reforms of public procurement law on procurement performance and procurement strategies implementations. Also, one of the studies that may be conducted in the future is the relationship between public procurement and SMEs in Palestine.

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## Appendix

### Appendix 1



الجامعة العربية الأمريكية - فلسطين

كلية الدراسات العليا

تخطيط استراتيجي وتجديد أموال

أخي الموظف/ أختي الموظفة

تحية طيبة ،،،

تهدف هذه الدراسة إلى التعرف على العوامل المؤثرة على تنفيذ استراتيجيات المشتريات في القطاع العام في فلسطين: الدور الوسيط لأداء المشتريات. وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجديد الأموال، في كلية الدراسات العليا ، الجامعة العربية الأمريكية - فلسطين، راجياً من حضرتكم التكرم بالإجابة على فقرات الاستمارة بكل صدق و موضوعية. علماً بأن البيانات و المعلومات المستخلصة من استمارة الدراسة سوف تستخدم لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم

الباحث : محمد أبو نعيم

إشراف: د. رائد عريقات

القسم الأول: معلومات عامة: الرجاء التكرم بوضع إشارة (x) أمام الاختيار المناسب

P1	الجنس : <input type="checkbox"/> ذكر <input type="checkbox"/> أنثى
P2	الفئة العمرية : <input type="checkbox"/> 25 سنة فأقل <input type="checkbox"/> (26-35 سنة) <input type="checkbox"/> (36-45 سنة) <input type="checkbox"/> 46 سنة فأكثر
P3	المؤهل العلمي : <input type="checkbox"/> دبلوم فأدنى <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير <input type="checkbox"/> دكتوراه
P4	المؤسسة التي تعمل بها : <input type="checkbox"/> وزارة المالية / اللوازم العامة <input type="checkbox"/> وزارة الأشغال / العطاءات العامة <input type="checkbox"/> وزارة الصحة <input type="checkbox"/> وزارة التربية والتعليم <input type="checkbox"/> أخرى .....
P5	سنوات الخبرة في المشتريات : <input type="checkbox"/> 3 سنوات فأقل <input type="checkbox"/> 4-6 سنوات <input type="checkbox"/> 7-10 سنوات <input type="checkbox"/> 11 سنة فأكثر
P6	المسمى الوظيفي: <input type="checkbox"/> موظف <input type="checkbox"/> رئيس قسم <input type="checkbox"/> مدير دائرة <input type="checkbox"/> مدير عام <input type="checkbox"/> غير ذلك/حدد.....

القسم الثاني : العوامل المختارة : الرجاء التكرم بوضع إشارة ((×)) أمام الاختيار المناسب.

الرقم	العبارة	لا اوافق بشد	لا اوافق	محايد	اوافق	اوافق بشدة
<b>الهيكل التنظيمي Organizational Structure</b> <b>(Organizational Layer, Formalization and Technology )</b>						
A1.1	يتسم الهرم التنظيمي في المؤسسة بقلّة المستويات					
A1.2	يتم اتخاذ القرارات في المؤسسة بشكل سريع					
A1.3	هناك مستوى عال من التكامل بين الدوائر في المؤسسة					
A1.4	يتم اتخاذ القرارات بطريقة لامركزية على مستوى الدوائر ( تشغيلي )					
A1.5	يتم إشراك الموظفين في عملية صنع القرار					
A1.6	يتم تمكين الموظفين في اعمالهم					
A1.7	يتم تفويض الموظفين لتنفيذ اعمال معينه					
A1.8	اتواصل مع الموظفين بشكل سريع					
A1.9	تطبق مؤسستي القليل من القواعد واللوائح على موظفيها					
A1.10	القواعد واللوائح المتبعة داخل المؤسسة واضحة					
A1.11	الهيكل التنظيمي يتوافق مع التكنولوجيا المتوفرة في المؤسسة.					
A1.12	التقنية المستخدمة متطابقة مع الهيكل التنظيمي					
A1.13	تقوم المؤسسة بتطوير البيئة التكنولوجية بشكل دائم					

الثقافة التنظيمية Organizational Culture						
الرقم	العبارة	لا اوافق بشد	لا اوافق	محايد	اوافق	اوافق بشدة
A2.1	تعزز الادارة روح الابداع لدي					
A2.2	تشركني الإدارة في اتخاذ القرارات					
A2.3	هناك احترام متبادل مع زملائي					
A2.4	يعد عنصر الوقت مهم في العمل					
A2.5	تنمي الادارة روح الاخلاص في العمل					
A2.6	اشعر بوجود منظومة قيم مشتركة في العمل					
A2.7	أحب عملي واعتبره واجب مقدس					
A2.8	اهتم بشكل شخصي بتطور أداء المؤسسة					
A2.9	أتحدث عن مؤسستي بصورة ايجابية بشكل مستمر					
A2.10	ابذل قصارى جهدي لانجاز مهامى بطريقة صحيحة					
A2.11	إرضاء المراجعين أمر مهم بالنسبة لي					
A2.12	هناك درجه عاليه من التطابق بين قيمى الشخصيه وقيم المؤسسة التى اعمل لديها					
A2.13	لدى الاستعداد الكامل لبذل جهود اضافيه تتجاوز ما هو مطلوب منى لمساعدة مؤسستى فى تحقيق النجاح					
A2.14	يساعد الموظفون أصحاب الخبرة بإرشاد زملائهم الأقل خبرة					
A2.15	اعتقد أن المعايير السائدة بين الموظفين تشجع الإبداع والابتكار					
A2.16	اشعر بان الأعراف السائدة تشجع على التحدي والمخاطرة					

					A2.17	ينظر المديرون الى الاخطاء باعتبارها احدى مصادر التعلم
					A2.18	يعمل المديرون على تبسيط الاجراءات لتحسين الاداء
					A2.19	تقوم الإدارة بنشر انجازات الموظفين وإبراز عملهم
					A2.20	تهتم الادارة بتطوير موظفيها
					A2.21	تشجع الإدارة الموظفين على إكمال أعمالهم خارج أوقات الدوام
					A2.22	يبادر الموظفون بالالتحاق بدورات تدريبية ذات صلة بأعمالهم
					A2.23	يتاح للموظفين فرصة اتخاذ قرارات متعلقة بالعمل دون الرجوع للرئيس
					A2.24	توفر الإدارة لموظفيها الأمن الوظيفي

القيادة التحولية Transformational Leadership (Idealized Influence, Inspiration Motivation, Intellectual Stimulation, Individual Consideration)						
الرقم	العبارة	لا اوافق بشد	لا اوافق	محايد	اوافق	اوافق بشدة
A3.1	أشعر بالارتياح في عملي مع مديري الحالي.					
A3.2	أثق بمديري بشكل كبير.					
A3.3	أشعر بالفخر لمشاركتي للمدير العمل بانجاز المهام.					
A3.4	يشرح مديري المهام المراد انجازها بكلمات بسيطة .					
A3.5	يوفر مديري صورة جذابة عن ما يمكننا القيام به.					

					A3.6	يهتم مديري في شرح أهمية العمل الذي أقوم به .
					A3.7	يساعدني مديري في إيجاد حلول مبتكرة لمشاكل قديمة .
					A3.8	يساعدني مديري في إيجاد طرق جديدة لتقييم المشاكل الصعبة.
					A3.9	يشجعني مديري على إنتاج أفكار جديدة .
					A3.10	يساعدني المدير على تطوير نفسي
					A3.11	يخبرني المدير بمعرفته بطرق عملي.
					A3.12	يهتم المدير بشكل شخصي بالموظفين الذين يلاقون رفض من زملائهم.
<b>الموارد والقدرات Resources and Capabilities</b> ( Tangible Resources, Intangible Resources, Human Resources) & Capabilities						
الرقم	العبارة	لا اوافق بشد	لا اوافق	محايد	اوافق	اوافق بشدة
A4.1	المخصصات المالية ( موازنة ) تلبى جميع احتياجات المؤسسة					
A4.2	تغطي المنح احتياجات المؤسسة التي لم تغطي من مخصصات الموازنة					
A4.3	يوجد برنامج محوسب ينظم العمل					
A4.4	يتلائم البرنامج المحوسب وطبيعة العمل					
A4.5	تنظيم البيانات يتم بطريقة سريعة باستخدام البرامج المحوسبة					
A4.6	إصدار التقارير تتم بطريقة سريعة باستخدام البرامج المحوسبة					
A4.7	تساهم التقارير والبيانات المحوسبة في تحسين عملية اتخاذ القرارات					
A4.8	يتمتع الموظفون في مهارات عالية لتنفيذ عمليات الشراء					

					يعرف الموظفين كيفية ادارة عمليات الشراء	A4.9
					لدي مهارات عالية في تبادل المعلومات داخل المؤسسة	A4.10
					لدي مهارات عالية في تبادل المعلومات خارج المؤسسة	A4.11
					لدى المقدرة على التواصل بطريقة صحيحة مع جميع الجهات المستفيدة قبل تنفيذ عمليات الشراء	A4.12
					لدى المقدرة على اختيار طريقة الشراء المناسبة لكل عملية شراء	A4.13
					لدى المقدرة على اختيار العقد المناسب لكل عملية شراء	A4.14
					لدى المقدرة على ادارة الموردين بطريقة صحيحة	A4.15
					تسخر المؤسسة قدراتها من اجل تحقيق اهدافها بأفضل الطرق الممكنة	A4.16

القسم الثالث : أداء المشتريات: الرجاء التكرم بوضع إشارة (×) أمام الاختيار المناسب.

الرقم	العبرة	لا اوافق بشدة	لا اوافق	محايد	اوافق	اوافق بشدة
<b>كفاءة Efficiency</b>						
B1.1	تحصل المؤسسة على مشترياتها (الاشغال و السلع والخدمات) بأقل تكلفة ممكنة					
B1.2	تحصل المؤسسة على مشترياتها في الاوقات المحددة والمناسبة					
B1.3	تحصل المؤسسة على مشترياتها بالموصفات المطلوبة					
B1.4	تمتثل المؤسسة لجميع الاجراءات القانونية خلال عملية توفير مشترياتها اللازمة					



فعالية Effectiveness					
B2.1	تغطي المشتريات الاحتياج الفعلي للمؤسسة				
B2.2	تتلاءم المشتريات مع اهداف المؤسسة				
B2.3	تكون المشتريات التي يتم توفيرها من قبل المؤسسة خالية من العيوب				
B2.4	تساوي قيمة المشتريات الاموال التي تدفع من اجل الحصول عليها				

القسم الرابع : تنفيذ استراتيجيات المشتريات الرجاء التكرم بوضع إشارة (×) أمام الاختيار المناسب

الرقم	العبرة	لا اوافق بشدة	لا اوافق	محايد	اوافق	اوافق بشدة
تنفيذ استراتيجيات المشتريات ( Finance, Stakeholders, Process and Employees )						
C1.1	توائم المؤسسة بين استراتيجيات الشراء والميزانية المتوفرة					
C1.2	توفر المؤسسة الموارد المالية من اجل تنفيذ استراتيجيات الشراء					
C1.3	توفر المؤسسة الموارد العينية من اجل تنفيذ استراتيجيات الشراء					
C1.4	توفر المؤسسة الموارد البشرية من اجل تنفيذ استراتيجيات الشراء					
C1.5	كل جهة او كل شخص داخل المؤسسة يحصل على المعلومات الخاصة به بطريقة صحيحة خلال تنفيذ استراتيجيات الشراء					
C1.6	يتم توفير المعلومات الخاصة بتنفيذ استراتيجيات الشراء لاصحاب المصالح بالوقت المناسب					

					تسهل الادارة العليا عملية التنسيق بين جميع الجهات المعنية في أي قرار او اجراء يتم اتخاذه	C1.7
					استراتيجيات الشراء للمؤسسة متناسقة مع الاهداف	C1.8
					استراتيجيات الشراء للمؤسسة واضحة	C1.9
					تستخدم المؤسسة مؤشرات لقياس الاداء من اجل المتابعة والتقييم	C1.10
					تحدد المؤسسة بطريقة واضحة الية التواصل الداخلي	C1.11
					تحدد المؤسسة بطريقة واضحة الية التواصل الخارجي	C1.12
					تتوافق الخبرات المتوفرة لدى الموظفين مع استراتيجيات المشتريات	C1.13
					تتوافق المهارات المتوفرة لدى الموظفين مع استراتيجيات المشتريات	C1.14

## Appendix 2



**Arab American University - Palestine**

**Faculty of Graduate Studies**

**Strategic Planning and Fundraising**

**Dear, Employees**

**Good Greeting,,,**

This study aims to identify the factors affecting the implementation of procurement strategies in the public sector in Palestine: the mediating role of procurement performance. In order to complete the requirements for obtaining a master's degree in strategic planning and fundraising, at the College of Graduate Studies, Arab American University - Palestine, I ask you to kindly answer the items of the form in all sincerity and objectivity. Note that the data and information extracted from the study form will be used for scientific research purposes only.

Thank you for your cooperation

Researcher: Muhammad Abu Naim

Supervisor : Dr. Raed Iriqat

**First section, demographic variables: Please kindly put an X in front of the proper choice**

Gender : <input type="checkbox"/> Male <input type="checkbox"/> Female	P1
Age group : <input type="checkbox"/> 25 or less <input type="checkbox"/> 25-35 ( <input type="checkbox"/> ) 36-45 <input type="checkbox"/> 46 or more	P2
Educational level : <input type="checkbox"/> Diploma <input type="checkbox"/> B.A <input type="checkbox"/> Master <input type="checkbox"/> DR	P3
Employer : <input type="checkbox"/> Ministry of Finance <input type="checkbox"/> Ministry of Housing and Public Works <input type="checkbox"/> Ministry of Health <input type="checkbox"/> Ministry of Education <input type="checkbox"/> Others.	P4
Years of experience <input type="checkbox"/> 3 years or less <input type="checkbox"/> 4 - 6 years <input type="checkbox"/> 10-7 years <input type="checkbox"/> 11 years or more	P5
Job title <input type="checkbox"/> Employee <input type="checkbox"/> Head of Department <input type="checkbox"/> Head of Directorate <input type="checkbox"/> General Manager <input type="checkbox"/> Others	P6

**Second section: selected factors: Please kindly put an X in front of the proper choice**

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<b>Organizational Structure ( Organizational Layer, Formalization and Technology)</b>						
A1.1	There are few levels of organizational hierarchy in the organization.					
A1.2	decisions are made quickly in the institution					
A1.3	There is a high level of integration between departments in the organization					
A1.4	Decisions are taken in a decentralized manner at the					

	departmental level (operational).					
A1.5	The employees are involved in the decision-making process					
A1.6	Employees are empowered in their work					
A1.7	The employees are delegated to carry out certain actions					
A1.8	I Contact staff quickly					
A1.9	the institution applies few rules and regulations to employees					
A1.10	The rules and regulations in the organization are clear					
A1.11	The organizational structure corresponds to the technology used in the organization.					
A1.12	The technology used is suitable for the organizational structure					
A1.13	The institution is constantly developing the technological environment					
<b>Organizational Culture</b> ( Organizational Value, Organizational Norms, Organizational Attitude, Organizational Expectations )						
A2.1	The management enhances my creativity					
A2.2	Management involved me in making decisions					
A2.3	There is mutual respect with my colleagues					
A2.4	Time is important at work					
A2.5	Management develops the spirit of sincerity at work					

A2.6	I feel that there is a shared value system at work					
A2.7	I love my work and consider it a sacred duty					
A2.8	I have a personal interest in improving the performance of the organization					
A2.9	I talk about my organization in a positive way					
A2.10	I do my best to get my duties done right					
A2.11	clients (beneficiaries) satisfaction is important to me					
A2.12	There is a high degree of congruence between my personal values and the values of the organization I work for					
A2.13	I am fully prepared to go beyond what is required of me to help my organization achieve success					
A2.14	Experienced employees mentor less experienced colleagues					
A2.15	I believe norms prevailing among employees encourage creativity and innovation					
A2.16	I feel that the prevailing norms encourage challenge					
A2.17	Managers view mistakes as a source of learning					
A2.18	Managers simplify procedures to improve performance					

A2.19	The administration publishes employees' achievements and highlights their work					
A2.20	The administration is interested in developing its employees					
A2.21	The management encourages employees to complete their work outside of working hours					
A2.22	Employees take the initiative to enroll in training courses related to their work					
A2.23	Employees have the opportunity to make business decisions without consulting the boss					
A2.24	The administration provides its employees with job security					
<b>Transformational Leadership (Idealized influence, Inspiration motivation, Intellectual stimulation, Individual consideration )</b>						
A3.1	I feel satisfied working with my current manager					
A3.2	I have complete faith in my manager					
A3.3	I am proud to be associated with my manager					
A3.4	The manager expresses with few simple words what we could and should do.					
A3.5	The manager provides an appealing image of what we can do.					
A3.6	My manager is interested in explaining the importance of the work I do.					

A3.7	My boss enables me to think about old problems in new ways.					
A3.8	my manager provided me with new ways of looking at puzzling things					
A3.9	My boss makes me rethink of ideas that they had never questioned before.					
A3.10	The manager helps me develop myself					
A3.11	The manager tells me how he thinks about what I am doing.					
A3.12	The boss gives personal attention to others who seem rejected					
<b>Resources and Capabilities</b> (Tangible Resources, Intangible Resources, Human Resources) Capabilities						
A4.1	Financial allocations (budget) meet all the needs of the organization					
A4.2	The grants meet the needs of the institution that are not met by the budget allocations					
A4.3	There is a computerized system that organizes the work					
A4.4	The computerized program is suitable for the nature of the work					
A4.5	Data organization is done in a fast manner using computerized programs					
A4.6	Reports are issued in a fast manner using computerized programs					



A4.7	Computerized reports and data contribute to improving decision-making					
A4.8	Employees are highly skilled in executing procurement					
A4.9	Employees know how to manage purchases					
A4.10	I have high skills in internal communication within the organization					
A4.11	I have high skills in external communication within the organization					
A4.12	I have the ability to properly communicate with all stakeholder before the implementation of the purchase operations					
A4.13	I have the ability to choose the appropriate purchase method for each purchasing process					
A4.14	I have the ability to choose the right contract for each purchase					
A4.15	I have the ability to manage suppliers correctly					
A4.16	The organization exploit its capabilities in order to achieve its goals in the best possible way					

**Third section: Please kindly put an X in front of the proper choice**

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<b>Efficiency</b>						
B1.1	The organization gets its purchases (works, goods, and services) at the lowest possible cost					
B1.2	The organization gets its purchases at the appropriate times					
B1.3	The organization obtains its purchases with the required specifications					
B1.4	The organization complies with all legal procedures during the execution of the purchasing process					
<b>Effectiveness</b>						
B2.1	The procurement satisfy the actual need of the organization					
B2.2	Purchases are aligned with the organization's goals					
B2.3	The organization's Purchases are always free from defects					
B2.4	The value of the purchases have deserved the money you pay for them					

**Fourth section, implementation of procurement strategy: Please kindly put an X in front of the proper choice**

No.	Items	Strongly disagree	Disagree	Neutral	agree	Strongly agree
<b>Implementation Of Procurement Strategies (Finance, Stakeholders, Process and Employees )</b>						
C1.1	The organization aligns purchasing strategies with the available budget					
C1.2	The organization provides the financial resources needed to implement the procurement strategies					
C1.3	The organization provides in-kind resources needed to implement procurement strategies					
C1.4	The organization provides human resources needed to implement procurement strategies					
C1.5	Each employee within the organization obtain the necessary information in a correct manner during the implementation of procurement strategies					
C1.6	Information on implementing procurement strategies is provided to stakeholders in a timely manner					
C1.7	The senior management facilitates the process of coordination between all the concerned authorities					

	in any decision or action taken					
C1.8	The organization's procurement strategies are consistent with its objectives					
C1.9	The organization's procurement strategies are straightforward					
C1.10	The organization uses indicators to measure performance for monitoring and evaluation					
C1.11	The organization defines in a clear manner the mechanism of internal communication					
C1.12	The organization defines in a clear manner the mechanism of external communication					
C1.13	Staff expertise is in line with procurement strategies					
C1.14	The employees' skills are in line with the procurement strategies					

### Appendix 3

#### List Of Questionnaire Evaluators

Number	Name	Mobile	E mail	Affiliation
1	Dr. Shahir Obaid	0599252615	<a href="mailto:sobaid@qou.edu">sobaid@qou.edu</a>	Al-Quds Open University
2	Dr. Attieh Musleh	0599678746	<a href="mailto:amusleh@qou.edu">amusleh@qou.edu</a>	Al-Quds Open University
3	Dr. Imad Wild-Ali	0599745643	<a href="mailto:emad.waladali@aaup.edu">emad.waladali@aaup.edu</a>	<u>Arab American University</u>
4	Dr.Majeed Mansour	0599676270	<a href="mailto:majeed.mansour@aaup.edu">majeed.mansour@aaup.edu</a>	<u>Arab American University</u>
5	Dr.Yousef Abu Farah	0594222244	<a href="mailto:yabufara@qou.edu">yabufara@qou.edu</a>	Al-Quds Open University

## Appendix 4

Table A4.1: Pearson Correlation Matrix- Internal Consistency for Organizational Structure

Items	Organizational structure		
	R	Sig.	No.
There are few levels of organizational hierarchy in the organization.	.357 <sup>*</sup>	.012	141
decisions are made quickly in the institution	.473 <sup>**</sup>	.000	141
There is a high level of integration between departments in the organization	.738 <sup>**</sup>	.000	141
Decisions are taken in a decentralized manner at the departmental level (operational).	.509 <sup>**</sup>	.000	141
The employees are involved in the decision-making process	.732 <sup>**</sup>	.000	141
Employees are empowered in their work	.692 <sup>**</sup>	.000	141
The employees are delegated to carry out certain actions	.531 <sup>**</sup>	.000	141
I Contact staff quickly	.596 <sup>**</sup>	.000	141
the institution applies few rules and regulations to employees	.324 <sup>**</sup>	.000	141
The rules and regulations in the organization are clear	.634 <sup>**</sup>	.000	141
The organizational structure corresponds to the technology used in the organization.	.795 <sup>**</sup>	.000	141
The technology used is suitable for the organizational structure	.789 <sup>**</sup>	.000	141
The institution is constantly developing the technological environment	.726 <sup>**</sup>	.000	141

Table A4.2: Pearson Correlation Matrix- Internal Consistency for Organizational Culture

Items	Organizational Culture		
	R	Sig.	No.
The management enhances my creativity	.736**	.000	141
Management involved me in making decisions	.752**	.000	141
There is mutual respect with my colleagues	.621**	.000	141
Time is important at work	.488**	.000	141
Management develops the spirit of sincerity at work	.603**	.000	141
I feel that there is a shared value system at work	.699**	.000	141
I love my work and consider it a sacred duty	.573**	.000	141
I have a personal interest in improving the performance of the organization	.638**	.000	141
I talk about my organization in a positive way	.725**	.000	141
I do my best to get my duties done right	.427**	.000	141
clients (beneficiaries) satisfaction is important to me	.467**	.000	141
There is a high degree of congruence between my personal values and the values of the organization I work for	.629**	.000	141
I am fully prepared to go beyond what is required of me to help my organization achieve success	.617**	.000	141
Experienced employees mentor less experienced colleagues	.698**	.000	141
I believe norms prevailing among employees encourage creativity and innovation	.737**	.000	141
I feel that the prevailing norms encourage challenge	.745**	.000	141
Managers view mistakes as a source of learning	.733**	.000	141
Managers simplify procedures to improve performance	.715**	.000	141
The administration publishes employees' achievements and highlights their work	.676**	.000	141

The administration is interested in developing its employees	.772**	.000	141
The management encourages employees to complete their work outside of working hours	.574**	.000	141
Employees take the initiative to enroll in training courses related to their work	.513**	.000	141
Employees have the opportunity to make business decisions without consulting the boss	.560**	.000	141
The administration provides its employees with job security	.620**	.000	141

Table A4.3: Pearson Correlation Matrix-Internal Consistency for Transformational Leadership

Items	Transformational Leadership		
	R	Sig.	No.
I feel satisfied working with my current manager	.830**	.000	141
I have complete faith in my manager	.881**	.000	141
I am proud to be associated with my manager	.868**	.000	141
The manager expresses with few simple words what we could and should do.	.804**	.000	141
The manager provides an appealing image of what we can do.	.883**	.000	141
My manager is interested in explaining the importance of the work I do.	.885**	.000	141
My boss enables me to think about old problems in new ways.	.889**	.000	141
my manager provided me with new ways of looking at puzzling things	.908**	.000	141
My boss makes me rethink of ideas that they had never questioned before.	.888**	.000	141
The manager helps me develop myself	.904**	.000	141
The manager tells me how he thinks about what I am doing.	.873**	.000	141
The boss gives personal attention to others who seem rejected	.829**	.000	141



Table A4.4: Pearson Correlation Matrix-Internal Consistency for Resources and Capabilities

Items	Resources and Capabilities		
	R	Sig.	No.
Financial allocations (budget) meet all the needs of the organization	.421**	.000	141
The grants meet the needs of the institution that are not met by the budget allocations	.402**	.000	141
There is a computerized system that organizes the work	.726**	.000	141
The computerized program is suitable for the nature of the work	.708**	.000	141
Data organization is done in a fast manner using computerized programs	.748**	.000	141
Reports are issued in a fast manner using computerized programs	.652**	.000	141
Computerized reports and data contribute to improving decision-making	.584**	.000	141
Employees are highly skilled in executing procurement	.694**	.000	141
Employees know how to manage purchases	.756**	.000	141
I have high skills in internal communication within the organization	.674**	.000	141
I have high skills in external communication within the organization	.537**	.000	141
I have the ability to properly communicate with all stakeholder before the implementation of the purchase operations	.564**	.000	141
I have the ability to choose the appropriate purchase method for each purchasing process	.600**	.000	141
I have the ability to choose the right contract for each purchase	.648**	.000	141
I have the ability to manage suppliers correctly	.620**	.000	141
The organization exploit its capabilities in order to achieve its goals in the best possible way	.699**	.000	141

Table A4.5 : Pearson Correlation Matrix-Internal Consistency for Procurement Performance

Items	Procurement Performance		
	R	Sig.	No.
The organization gets its purchases (works, goods, and services) at the lowest possible cost	.722**	.000	141
The organization gets its purchases at the appropriate times	.737**	.000	141
The organization obtains its purchases with the required specifications	.792**	.000	141
The organization complies with all legal procedures during the execution of the purchasing process	.682**	.000	141
The procurement satisfy the actual need of the organization	.826**	.000	141
Purchases are aligned with the organization's goals	.814**	.000	141
The organization's Purchases are always free from defects	.826**	.000	141
The value of the purchases have deserved the money you pay for them	.837**	.000	141

Table A4.6:Pearson Correlation Matrix-Internal Consistency for Implementation of Procurement Strategies

Items	Implementation of procurement strategies		
	R	Sig.	No.
The organization aligns purchasing strategies with the available budget	.727**	.000	141
The organization provides the financial resources needed to implement the procurement strategies	.715**	.000	141
The organization provides in-kind resources needed to implement procurement strategies	.682**	.000	141

The organization provides human resources needed to implement procurement strategies	.682**	.000	141
Each employee within the organization obtain the necessary information in a correct manner during the implementation of procurement strategies	.789**	.000	141
Information on implementing procurement strategies is provided to stakeholders in a timely manner	.771**	.000	141
The senior management facilitates the process of coordination between all the concerned authorities in any decision or action taken	.777**	.000	141
The organization's procurement strategies are consistent with its objectives	.880**	.000	141
The organization's procurement strategies are straightforward	.817**	.000	141
The organization uses indicators to measure performance for monitoring and evaluation	.711**	.000	141
The organization defines in a clear manner the mechanism of internal communication	.732**	.000	141
The organization defines in a clear manner the mechanism of external communication	.772**	.000	141
Staff expertise is in line with procurement strategies	.725**	.000	141
The employees' skills are in line with the procurement strategies	.751**	.000	141

## الملخص

هدفت الدراسة إلى تسليط الضوء على العوامل المؤثرة في تنفيذ استراتيجيات المشتريات وكذلك التحقق مما إذا كان أداء المشتريات يلعب دور الوسيط في تعزيز تأثير العوامل المختارة في تنفيذ استراتيجيات الشراء في القطاع العام الفلسطيني، استخدم الباحث أسلوب البحث الكمي، وقد تم تطوير الاستبيان المنظم لجمع البيانات الأولية، مجتمع الدراسة هو موظفي المشتريات في 99 مؤسسة حكومية فلسطينية، بينما بلغت عينة الدراسة 141 مستجيباً في 22 مؤسسة حكومية، بينما تم تحليل البيانات باستخدام برنامج SPSS لاستخلاص النتائج، وتشير نتائج الدراسة إلى أن العوامل المختارة مرتبطة بشكل كبير بأداء المشتريات و تنفيذ استراتيجيات الشراء في القطاع العام الفلسطيني، علاوة على ذلك، تشير النتائج الى ان الهيكل التنظيمي والثقافة التنظيمية والموارد والقدرات تؤثر على تنفيذ استراتيجيات المشتريات العامة في القطاع العام الفلسطيني، في حين أن القيادة التحويلية لا يؤثر على تنفيذ استراتيجيات المشتريات العامة في القطاع العام الفلسطيني. بالإضافة إلى أن أداء المشتريات يلعب دور الوسيط في تعزيز تأثير العوامل المختارة في تنفيذ إستراتيجية المشتريات في القطاع العام الفلسطيني، توصي الدراسة بضرورة أن يولي القطاع العام الفلسطيني مزيداً من الاهتمام لجميع العوامل المختارة وخاصة الهيكل التنظيمي وتعديله بما يؤدي إلى تفعيل دور موظفي المشتريات لتحقيق أهداف المؤسسة. كما يجب أن تركز على تفعيل تنفيذ استراتيجية الشراء من خلال مواءمة استراتيجيات الشراء مع الميزانيات المتاحة، وإشراك جميع أصحاب المصلحة والموظفين الخبراء في صياغة وتنفيذ استراتيجيات الشراء، ووضع وتفعيل مؤشرات الأداء الرئيسية للتحكم في عملية التنفيذ ومراقبتها. وكان من اهم القيود التي واجهت الباحث خلال هذه الدراسة، ان جمع البيانات كان في فترة الطوارئ (COVID 19) مما جعل الاتصال بالمؤسسات الحكومية وموظفي المشتريات فيها صعباً للغاية. يقترح الباحث إجراء دراسة حول اثر الإصلاحات في قانون المشتريات العامة الفلسطيني.