



**Arab American University**

**Faculty of Postgraduate Studies**

**“Impact of Strategic Planning in Quality Management  
Department on Employees' Performance”**

**A Case Study of Palestinian Listed Companies in  
Exchange Market**

**By**

**Sereen Jaber**

**Supervisor**

**Dr. Hisham Jabr**

**This thesis was submitted in partial fulfillment of the  
requirements for**

**The master degree in**

**Strategic Planning & Fundraising**

**February/2020**

**© Arab American University-2020. All Rights Reserved**

|

**“Impact of Strategic Planning in Quality Management Department on Employees' Performance”**

**A Case Study of Palestinian Listed Companies in Exchange Market**

By

**Sereen Barakat Jaber**

This thesis was defended successfully on **February 11, 2020** and approved by:

Committee members

Signature

- 1- Supervisor: Dr. Hisham Jabr
- 2- Internal examiner: Dr. Majeed Mansour
- 3- External examiner: Dr. Atef Alawneh



.....

.....

.....

## **Declaration**

I hereby declare that the whole thesis was written by the researcher and is the original copy of the research. It neither contains any previously published materials, nor was it submitted anywhere by someone else or for any other qualifications or degrees.

Name: Sereen Barakat Jaber

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **Dedication**

This thesis is dedicated to: The sake of Allah, my Creator and my Master. To my memory of my father, I miss him every day, but I am so glad to know he saw this process through its completion, offering the support to make it possible, whom who made me who I am today, to the soul of a great man, the one whose name I bear, the one all the love, affection, and dedication are due to, the secret of my success.

Many thanks are due to:

- My super teacher, he supported me to complete this thesis perfectly.
- My mother, the person who companion me since my birthday up to now.
- My sisters, the source of my strength and hope.
- The Arab American University; my second magnificent home.
- My friends who stand and support me during my preparation of my thesis.

## **Acknowledgment**

I gratefully acknowledge the support and guidance of the great mentor Dr. Hisham Jaber, without whose support this thesis would not have seen the light. Thanks for all the motivation and all the knowledge ‘you’ have provided me, and thanks for the entire constant moral support you showed me.

I also would like to express my great gratitude to my parents for their continued support during my studies from the young age, for all the love and blessings they bestowed upon me.

My thanks are also extended to my family, friends and to everyone who offered me any kind of help and guidance.

## **Abstract**

Management is considered one of the most important human activities for its impacts on the development of companies and societies in all sectors, including the social, economic, political, and educational sectors. Nowadays, it is insufficient for a company to confine its efforts to achieving its minimum objectives at the lowest levels. In order to achieve excellence and the desired hopes, workers should seek high degrees to better master their work and show high levels of performance. Such work is known as “the concept of quality”.

The aim of this research is to understand the impact of strategic planning of quality management department at all its dimensions, including its vision, mission, and strategic goals, on the improvement of the employees’ performance in PEX companies, and how this would achieve satisfaction among the employees and, in turn, improve their efficiency. The research focuses on investigating the impact of strategic planning for the quality management department on the employees’ Performance. It aspires to draw the interest of the various organizations to the fact that employees’ performances are closely connected to and directly influences the organization’s performance.

For the purpose of data analysis, the researcher applied the analytical descriptive approach. The population of the study consisted of the PEX companies; the number of which was 48; and they were selected from five different sectors with a total of 13434 employees. To achieve the objectives of this research, a specific questionnaire was designed and distributed to the employees at the PEX companies, after being reviewed by a number of university professors.

The sample of the study was selected by using the proportion-stratified technique. The researcher divided the population into 5 groups, each of which represents one sector, and each sector comprises small groups representing the company. After that, the questionnaire was randomly distributed to a sample of 280 employees in the PEX companies.

The research attempted to provide, build, and add knowledge related to the field of strategic planning of quality management department in each company of PEX, in addition to providing future-oriented studies that would serve researchers in dealing with the variables not covered by previous studies required for the economic field.

The results of the research reveal that there is a high level of interest in strategic planning relating to the vision, mission, and strategic goals of the quality management departments in the PEX companies. This indicates that vision, mission, and strategic goals are essential elements in strategic planning, as decision makers should clearly and confidently be aware of what is necessary to achieve quality management and why their companies should seek to achieve it.

The research recommends that the role of strategic planning for quality management department should be assigned great importance in the PEX companies, due to its significant influence on the improvement of companies' overall performances.

**Key Words:** *Quality Management, Strategic Planning, Employees Awareness, Employees Satisfaction, Employees Performance.*

## Table of Content

|   |              |
|---|--------------|
| <b>DECLARATION.....</b>   | <b>II</b>    |
| <b>DEDICATION.....</b>  | <b>III</b>   |
| <b>ACKNOWLEDGMENT .....</b>   | <b>IV</b>    |
| <b>ABSTRACT.....</b>  | <b>V</b>     |
| <b>LIST OF TABLES .....</b>   | <b>X</b>     |
| <b>LIST OF FIGURES .....</b>  | <b>XVII</b>  |
| <b>LIST OF ABBREVIATIONS .....</b>  | <b>XVIII</b> |
| <b>LIST OF APPENDICES .....</b>   | <b>XXI</b>   |
| <b>CHAPTER 1 .....</b>  | <b>1</b>     |
| <b>1. INTRODUCTION .....</b>  | <b>1</b>     |
| 1.1 INTRODUCTION.....   | 1            |
| 1.2 RESEARCH PROBLEM.....   | 5            |
| 1.3 RESEARCH QUESTIONS .....  | 6            |
| 1.4 RESEARCH HYPOTHESIS .....   | 7            |
| 1.5 RESEARCH MODEL .....  | 10           |
| 1.6 RESEARCH PURPOSE.....   | 11           |
| 1.7 RESEARCH IMPORTANCE .....   | 12           |
| 1.8 RESEARCH LIMITATIONS .....  | 12           |
| 1.9 DEFINITION OF TERMS.....  | 13           |
| 1.10 RESEARCH METHODOLOGY.....  | 15           |
| <b>CHAPTER 2 .....</b>  | <b>17</b>    |
| <b>2. THEORETICAL FRAMEWORK AND REVIEW OF LITERATURE .....</b>                                  | <b>17</b>    |
| 2.1 THEORETICAL FRAMEWORK.....  | 17           |
| 2.1.2 Quality Management Concept .....  | 17           |
| 2.1.3 Strategic Planning Concept .....  | 22           |
| 2.1.4 Relationship of Strategic Planning to Total Quality Management.....                       | 26           |
| 2.1.5 Employee's Performance.....   | 28           |
| 2.1.6 Employee Satisfaction .....   | 30           |
| 2.1.7 A brief summary of the companies listed in Palestine's market .....                       | 32           |
| 2.2 EMPIRICAL STUDIES .....   | 34           |
| 2.3 COMMENTS ON LITERATURE REVIEW.....  | 50           |
| 2.3.1 Points of Agreement and Differences between the present study and the previous ones ..... | 50           |
| 2.3.2 What Distinguishes the Present Study from Previous Studies? .....                         | 51           |



|   |           |
|---|-----------|
| <b>CHAPTER 3.....</b>   | <b>52</b> |
| <b>3. METHODOLOGY: METHODS AND PROCEDURES .....</b>   | <b>52</b> |
| 3.1 INTRODUCTION.....   | 52        |
| 3.2 RESEARCH PROBLEM.....   | 52        |
| 3.3 RESEARCH QUESTIONS.....   | 53        |
| 3.4 RESEARCH METHOD .....   | 54        |
| 3.5 RESEARCH APPROACH .....   | 54        |
| 3.6 DATA SOURCES & COLLECTION.....  | 55        |
| 3.7 RESEARCH POPULATION.....  | 55        |
| 3.8 RESEARCH SAMPLE .....   | 59        |
| 3.9 RESEARCH TOOL .....   | 63        |
| 3.9.1 Questionnaires Description.....   | 63        |
| 3.9.2 Survey Administration.....  | 66        |
| 3.10 RESEARCH VARIABLE .....  | 67        |
| 3.11 RESEARCH RELIABILITY AND VALIDITY.....   | 68        |
| 3.11.1 Reliability.....   | 68        |
| 3.11.2 Validity .....   | 69        |
| 3.12 DATA ANALYSIS .....  | 70        |
| <b>CHAPTER 4.....</b>   | <b>72</b> |
| <b>4. RESULTS AND DISCUSSIONS.....</b>  | <b>72</b> |
| 4.1 INTRODUCTION.....   | 72        |
| 4.2 SAMPLE CHARACTERISTIC .....   | 72        |
| 4.2.1 Age Characteristics.....  | 73        |
| 4.2.2 Marital Status Characteristic .....   | 74        |
| 4.2.3 Academic Level Characteristic.....  | 75        |
| 4.2.4 Type of Business Characteristic .....   | 75        |
| 4.2.5 Years of Experience Characteristic .....  | 76        |
| 4.3 RESULT OF RESEARCH QUESTIONS.....   | 77        |
| 4.3.1 What is the level of employees' understanding in the strategic planning of quality management in the listed companies in Palestine Security of Exchange? .... | 77        |
| 4.3.2 What is the level of employees' awareness of achieving the vision of their companies? .....   | 78        |
| 4.3.3 What is the level of employee's awareness of achieving the mission in the strategic planning of quality management in the investigated companies?.....        | 80        |
| 4.3.4 What is the level of employee's awareness of achieving strategic objectives in the strategic planning of quality management in the companies? .....           | 81        |
| 4.3.5 What is the level of the employees' satisfaction in their Companies? .....  | 83        |
| 4.3.6 What is the level of improving the employee's efficiency exercised in the Companies? .....  | 85        |

|                  |  |            |
|------------------|--|------------|
| 4.4              | RESULTS OF THE MAIN HYPOTHESIS .....   | 88         |
| 4.4.1            | Strategic Planning Components in Quality Management.....                             | 88         |
| 4.4.2            | Performance Improvement .....  | 103        |
| 4.4.3            | Relation between applying the strategic planning and Performance<br>Improvement..... | 118        |
| <b>CHAPTER 5</b> | <b>.....</b>   | <b>126</b> |
| <b>5.</b>        | <b>CONCLUSION AND RECOMMENDATIONS.....</b>   | <b>126</b> |
| 5.1              | CONCLUSION .....   | 126        |
| 5.2              | RECOMMENDATIONS .....  | 129        |
| 5.3              | FUTURE RESEARCH .....  | 130        |
| <b>6.</b>        | <b>REFERENCES .....</b>  | <b>131</b> |
| <b>7.</b>        | <b>APPENDIX.....</b>   | <b>138</b> |
| 7.1              | APPENDIX NO.1 ENGLISH QUESTIONNAIRE .....  | 138        |
| 7.2              | APPENDIX NO. 2 ARABIC QUESTIONNAIRE.....   | 147        |
| 7.3              | APPENDIX NO. 3 LIST OF ARBITRATORS.....  | 153        |
| 7.4              | ملخص الدراسة .....   | 154        |

## List of Tables

| <b>No.</b>          | <b>Table Name</b>  | <b>Page No.</b> |
|---------------------|--|-----------------|
| <b>Table (3.1)</b>  | Numbers of Palestinian Exchange Company Sectors  | 57              |
| <b>Table (3.2)</b>  | Distribution of Palestinian Exchange Companies according to sector and number of employees | 57              |
| <b>Table (3.3)</b>  | Sample Distribution according sector   | 60              |
| <b>Table (3.4)</b>  | Distribution of Employees Insurance Sector   | 60              |
| <b>Table (3.5)</b>  | Employees Distribution in Investment Sector  | 61              |
| <b>Table (3.6)</b>  | Employees Distribution in Industry Sector  | 62              |
| <b>Table (3.7)</b>  | Employees Distribution in Service Sector   | 62              |
| <b>Table (3.8)</b>  | Employees Distribution in Banking & Financial Services Sector                              | 63              |
| <b>Table (3.9)</b>  | Correction key degrees   | 65              |
| <b>Table (3.10)</b> | Reliability Statistics   | 71              |
| <b>Table (3.11)</b> | Construct Validity through the Correlation Coefficient                                     | 72              |
| <b>Table (4.1)</b>  | Sample Age Characteristic According to Market Sector                                       | 75              |
| <b>Table (4.2)</b>  | Sample Marital Status Characteristic According to Market                                   | 75              |

|                     |  |    |
|---------------------|--|----|
|                     | Sector   |    |
| <b>Table (4.3)</b>  | Sample Academic Level Characteristic According to Sector   | 78 |
| <b>Table (4.4)</b>  | Sample Type of Business Characteristic According to Market Sector  | 79 |
| <b>Table (4.5)</b>  | Sample Years of Experience Characteristic According to Sector  | 80 |
| <b>Table (4.6)</b>  | Mean and standard deviation scores for the study sample responses to understanding in the strategic planning of quality management           | 81 |
| <b>Table (4.7)</b>  | Mean and standard deviation scores for the study sample responses towards awareness of achieving the vision of their companies'              | 81 |
| <b>Table (4.8)</b>  | Mean and standard deviation scores for the study sample responses towards awareness of achieving the mission of their companies'             | 83 |
| <b>Table (4.9)</b>  | Mean and standard deviation scores for the study sample responses towards awareness of achieving the strategic objectives of their companies | 85 |
| <b>Table (4.10)</b> | Mean and standard deviation scores for the study sample responses towards awareness of the employee's satisfaction                           | 87 |

|                     |   |    |
|---------------------|---|----|
|                     | of their companies'   |    |
| <b>Table (4.11)</b> | Mean and standard deviation scores for the study sample responses towards awareness of achieving the vision of their companies' dimension | 89 |
| <b>Table (4.12)</b> | Results of ANOVA (One Way Analysis of Variance) in applying fundamentals of strategic planning criteria according to employee's age       | 92 |
| <b>Table (4.13)</b> | Mean and standard deviation scores for applying strategic planning according to the employee's age  | 93 |
| <b>Table (4.14)</b> | Results of Tukey's Test of source of differences in applying the mission in the strategic planning according to employee's age            | 94 |
| <b>Table (4.15)</b> | Results of independent sample T-test for the level in applying the fundamental strategic planning according to the Marital status         | 95 |
| <b>Table (4.16)</b> | Results of ANOVA (One Way Analysis of Variance) in applying fundamentals of strategic planning criteria according to Academic Level       | 96 |
| <b>Table (4.17)</b> | Mean and standard deviation scores for applying strategic planning according to the academic level  | 97 |

|                     |  |     |
|---------------------|--|-----|
| <b>Table (4.18)</b> | Results of Tukey's Test of source of differences in applying the mission in the strategic planning according to employee academic level    | 98  |
| <b>Table (4.19)</b> | Results of ANOVA (One Way Analysis of Variance) in applying fundamentals of strategic planning criteria according to type of business      | 99  |
| <b>Table (4.20)</b> | Mean and standard deviation scores for applying strategic planning according to the type of business                                       | 100 |
| <b>Table (4.21)</b> | Results of Tukey's Test of source of differences in applying the mission in the strategic planning according to employee type of business. | 101 |
| <b>Table (4.22)</b> | Results of ANOVA (One Way Analysis of Variance) in applying fundamentals of strategic planning criteria according to years of experience   | 102 |
| <b>Table (4.23)</b> | Mean and standard deviation scores for applying strategic planning according to years of experience  | 102 |
| <b>Table (4.24)</b> | Results of ANOVA (One Way Analysis of Variance) in applying fundamentals of strategic planning criteria according to Sector                | 104 |
| <b>Table (4.25)</b> | Mean and standard deviation scores for applying strategic  | 104 |

|                     |   |     |
|---------------------|---|-----|
|                     | planning according to the sector  |     |
| <b>Table (4.26)</b> | Results of Tukey's Test of source of differences in applying the mission in the strategic planning according to sectors.          | 106 |
| <b>Table (4.27)</b> | Results of ANOVA (One Way Analysis of Variance) of applying Performance Improvement according to employee's age.                  | 107 |
| <b>Table (4.28)</b> | Mean and standard deviation scores for applying performance improvement according to the employee's age                           | 108 |
| <b>Table (4.29)</b> | Results of Tukey's Test of source of differences in applying the performance improvement according to employee's age              | 109 |
| <b>Table (4.30)</b> | Results of independent sample T-test for the level of applying the fundamental strategic planning according to the marital status | 110 |
| <b>Table (4.31)</b> | Results of ANOVA (One Way Analysis of Variance) in applying Performance Improvement according to Academic Level                   | 111 |
| <b>Table (4.32)</b> | Mean and standard deviation scores for applying Performance Improvement according to the Academic Level                           | 111 |
| <b>Table (4.33)</b> | Results of Tukey's Test of source of differences in applying the Performance Improvement according to employee                    | 113 |

|                     |  |     |
|---------------------|--|-----|
|                     | academic level   |     |
| <b>Table (4.34)</b> | Results of ANOVA (One Way Analysis of Variance) in applying Performance Improvement according to Type of business                | 113 |
| <b>Table (4.35)</b> | Mean and standard deviation scores for applying achieving the satisfaction according to the Type of business                     | 114 |
| <b>Table (4.36)</b> | Results of Tukey's Test of source of differences in applying the Performance Improvement according to employee Type of business. | 115 |
| <b>Table (4.37)</b> | Results of ANOVA (One Way Analysis of Variance) in applying Performance Improvement according to Years of Experience             | 116 |
| <b>Table (4.38)</b> | Mean and standard deviation scores for applying Performance Improvement according to the Years of experience                     | 116 |
| <b>Table (4.39)</b> | Results of ANOVA (One Way Analysis of Variance) in applying Performance Improvement according to Sector                          | 119 |
| <b>Table (4.40)</b> | Mean and standard deviation scores for applying Performance Improvement according to the Sector                                  | 119 |
| <b>Table (4.41)</b> | Results of Tukey's Test of source of differences in applying   | 121 |



|                     |  |     |
|---------------------|--|-----|
|                     | the mission in the strategic planning according to employee Sector.                |     |
| <b>Table (4.42)</b> | Regression model of applying the strategic planning and Performance Improvement    | 124 |
| <b>Table (4.43)</b> | Regression model of applying the strategic planning and achieving the satisfaction | 126 |
| <b>Table (4.44)</b> | Regression models of applying the strategic planning and improving the competence  | 128 |

**List of Figures**

| <b>No.</b>          | <b>Figure Name</b>  | <b>Page No.</b> |
|---------------------|---|-----------------|
| <b>Figure (1.1)</b> | Research Model, Prepared by the researcher depending on the methodology of this study | 10              |
| <b>Figure (4.1)</b> | Sample Distribution according to Market Sector  | 75              |
| <b>Figure (4.2)</b> | Level of Employee's awareness of Strategic Planning Components                        | 87              |

### List of Abbreviations

| Abbreviations | Means   |
|---------------|---|
| PEX           | Palestine Security Exchange                     |
| QM            | Quality Management                              |
| QMD           | Quality Management Department                   |
| SWOT          | Strengths, Weakness, Opportunities, and Threats |
| SP            | Strategic Planning                              |
| VIF           | Variance Inflation Factor                       |
| AIB           | Arab Islamic Bank                               |
| BOP           | Bank Of Palestine                               |
| ISBK          | Palestine Islamic Bank                          |
| PIBC          | Palestine Investment Bank                       |
| PEX           | Palestine Securities Exchange                   |
| QUDS          | Al Quds Bank                                    |
| TNB           | The National Bank                               |
| APC           | Arab Company For Paints Products                |
| AZIZA         | Palestine Poultry                               |
| BJP           | Beit Jala Pharmaceutical                        |
| BPC           | Birzeit Pharmaceuticals                         |
| ELECTRODE     | Al Shark Electrode                              |
| GMC           | Golden Wheat Mills                              |
| JCC           | Jerusalem Cigarette                             |
| JPH           | Jerusalem Pharmaceuticals                       |

|            |                                       |
|------------|---------------------------------------|
| LADAEN     | Palestine Plastic Industries          |
| NAPCO      | "National Aluminum And Profile Napco" |
| NCI        | The National Carton Industry          |
| PHARMACARE | Dar Al-Shifa Pharmaceuticals          |
| VOIC       | The Vegetable Oil Industries          |
| AIG        | Ahliea Insurance Group                |
| GUI        | Global United Insurance               |
| MIC        | Al Mashriq Insurance                  |
| NIC        | National Insurance                    |
| PICO       | Palestine Insurance                   |
| TIC        | Al-Takaful Palestinian Insurance      |
| TRUST      | Trust International Insurance         |
| APIC       | "Arab Palestinian Investment Apic"    |
| AQARIYA    | Al-Aqariya Trading Investment         |
| ARAB       | Arab Investors                        |
| JREI       | Jerusalem Real Estate Investment      |
| PADICO     | Palestine Development & Investment    |
| PID        | Palestine Investment & Development    |
| PIIC       | Palestine Industrial Investment       |
| PRICO      | Palestine Real Estate Investment      |
| SANAD      | Sanad Construction Resources          |
| UCI        | Union Construction And Investment     |
| ABRAJ      | Al-Wataniah Towers                    |
| AHC        | The Arab Hotels                       |

|         |  |
|---------|--|
| ARE     | Arab Real Estate Establishment           |
| GCOM    | Globalcom Telecommunications             |
| NSC     | Nablus Surgical Center                   |
| PALAQAR | Palaqar For Real Estate Dev.& Management |
| PALTEL  | Palestine Telecommunications             |
| PEC     | Palestine Electric                       |
| RSR     | The Ramallah Summer Resorts              |
| WASSEL  | Palestinian Dist. & Logistics Services   |
| Ooredoo | Wataniya Palestine Mobile Telecomm.      |

**List of Appendices**

| <b>No.</b> | <b>Subject</b>           | <b>Page No.</b> |
|------------|--------------------------|-----------------|
| 1          | Questionnaire in English | 120             |
| 2          | Questionnaire in Arabic  | 130             |
| 4          | List arbitrators         | 137             |

## **Chapter 1**

### **1. Introduction**

#### **1.1 Introduction**

Throughout the twenty first century, enterprises have realized that they are existing in a highly-competitive environment, characterized by the rapid increase in development and the challenges posed by globalization, such as the rapid change in environmental changes, the explosion of knowledge, the intensity of competition, the comprehensive development, and the availability of free trade that is led by institutions striving to find a place to ensure their growth and continuity in terms of activity, expansion, and access to new markets.

The majority of successful institutions recognize the importance of strategic planning for their long-term growth. This helps them determine the mechanisms needed to reach their goals and the procedures they will adopt to achieve them. By understanding the variables of their external environment and the forces of competition in their field of activity, organizations can recognize the strengths and weaknesses of their internal environment, and thus become more ready to build effective strategies and contribute to the achievement of their objectives. In order to adapt the organization to the changes of its surroundings, it is necessary to rely on strategic planning in their management to achieve this adaptation.

Strategic planning has been widely used in organizations of all types and activities. The implementation of strategic planning is necessary when an organization wants to increase its competitiveness and develop its performances, particularly in light of the continued

keenness to improve and develop organizational performance to achieve the required long-term performances and to ensure survival and continuity.

Dr. Kishu Manghani (2011) says that the high levels of quality are essential to achieve the company's business objectives. Quality, as a source of competitive advantage, should remain a hallmark of a company's products and services. High quality is not an added value; it is rather an essential basic requirement. Quality does not only relate solely to the end products and services that a company provides, but also relates to the way the company's employees do their job and the work processes they follow to produce products or services. The work processes should be as efficient as possible and continually improved. Company employees constitute the most important resource for improving quality. Each employee in all organizational units is responsible for ensuring that their work processes are efficient and continually improving.

Jad Al-Rab (2008) and Hayrol (2010) argue that "the quality of work life is a set of integrated, planned, and ongoing processes that aim at improving the various aspects affecting the employees' career and personal lives, which contributes to achieving the strategic goals of the organization and the employees working at and those working with it. Such processes are meant to find mechanisms that allow workers to participate in the decision-making processes and maintain their work life".

Quality of work life is a fairly-modern concept in business systems and in the field of human resources management. Its beginnings go back to the late sixties and early seventies of the twentieth century. Ahmadi et al, (2011), Jad Al-Rab (2008), and Anderson (1988) believe that the quality of work life flourished in the United States of America as a result of the increase in negative behaviors in the American work environment, such as the



increased rates of absenteeism and complaints, the intentional sabotage at work, and the rise in the negative feelings of the workers towards their supervisors, which resulted in higher production costs. Havlovice (1991) views that writers and researchers differ on this concept, as they focus on job satisfaction, while others see that it as an attempt to improve the overall quality of worker life. According to Porkiani et al (2011) and Werther & Davis (2002), it can be defined as the strategies at the workplace, its operations and the composition of the stimulating work environment. It is also the investigator of job satisfaction, which depends mainly on the status and effectiveness of the organization, the health, economic, and social needs, the needs of self-esteem, the perceptive and the cognitive needs that result from the participation in the work, and the interaction with its context. Leu and May (1998) indicate that the quality of the career life is represented in the organization's response to the workers needs by developing and finding mechanisms that allow them to participate in decision-making and in the maintenance processes. Some researchers believe that the quality of the work life relates to the appropriate conditions and work environment that support and increase the employees' satisfaction by providing a safe work environment and appropriate systems for rewards and opportunities for career development and growth.

The researcher found that there is an impact of the strategic planning at the quality management department on the employees' performance by providing the organization with the tools needed to gain a competitive advantage in the organization's performance. The quality management department focuses on the organization's goals to meet the employees' needs. Strategic planning is a tool that helps us prioritize the efforts of the

organization that are exerted in the implementation of a quality management department approach.

## **1.2 Research Problem**

The problems and obstacles that limit the institution's efficiency and effectiveness are increasing these days, especially in light of the successive developments and rapid changes the world is currently undergoing, which often negatively affects the life of the employee and consequently impacts the institution's performance. This situation calls for more research on modern management strategy to better educate the employee on how to face these problems.

Achieving the requirements of quality by any organization depends on the effective management of the quality management department within that organization, which aims at producing goods or providing services that satisfy its consumers and enable it to move forward in the development process.

The primary objective of a business enterprise is to maximize the performance of the firm over the span time. Porter (1985) found that "corporate strategy is an essential management tool to achieve a firm's performance through strategic initiatives. Company managers must assess their company in their current competitive position, build a vision for the future, and work on the transformation of the strategy to turn the future vision into reality".

Many institutions suffer from certain problems and difficulties in achieving the quality requirements due to the weak management of the institution, the absence of teamwork culture, and the lack of integrated plans for each production process. Goetsch & Davis (2006) argue that "the absence of coordination between the institution and its employees might delay the implementation of the comprehensive quality system".

Thus, the research problem can be stated as:

-What is the impact of strategic planning in quality management department on the employees' performance in the listed companies at PEX?

To address the statement of the problem, the following sub questions should be raised:

### **1.3 Research Questions**

1. What is the level of the understanding of the employees in the strategic planning of quality management department in the listed companies at PEX?
2. What is the level of the employees' awareness regarding achieving the vision of their companies, and do companies share the employees in their vision?
3. What is the level of the employees' awareness in terms of achieving the mission in the strategic planning of quality management department in the listed companies at PEX?
4. What is the level of the employees' awareness regarding achieving the strategic goals in the strategic planning of quality management department in the listed companies at PEX?
5. What is the level of the employees' satisfaction in the listed companies at PEX?
6. What is the level of improving the employees' efficiency in the listed companies at PEX?

## **1.4 Research Hypothesis**

This research attempted to verify the following hypotheses:

H1: There is no significant difference in the level of applying strategic planning in quality management department pertaining to the demographic variables of age, marital status, gender, academic level, type of business, years of experience, and sector, in the listed companies at PEX

This hypothesis was divided into the following seventh sub-hypothesis:

H1.1: There are no significant differences in the level of applying strategic planning in the quality management department that can be attributed to the age in the listed companies at PEX.

H1.2: There are no significant differences in the level of applying strategic planning in the quality management department that can be attributed to the marital status in the listed companies at PEX.

H1.3: There are no significant differences in the level of applying strategic planning in the quality management department that can be attributed to the gender status in the listed companies at PEX.

H1.4: There are no significant differences in the level of applying strategic planning in the quality management department that can be attributed to the academic level in the listed companies at PEX.

H1.5: There are no significant differences in the level of applying strategic planning in the quality management department that can be attributed to the type of business in the listed companies at PEX.

H1.6: There are no significant differences in the level of applying strategic planning in the quality management department that can be attributed to the years of experience in the listed companies at PEX.

H1.7: There are no significant differences in the level of applying strategic planning in the quality management department that can be attributed to the sector in the listed companies at PEX.

What is the impact of strategic planning in the quality management department on the employees' performance in the listed companies at PEX?

H2: There is no statistically significant impact for the dimensions of vision, mission, and strategic goals of strategic planning in the quality management department on the improvement of employees' performance that can be attributed to the dimensions of achieving the satisfaction & improving competence.

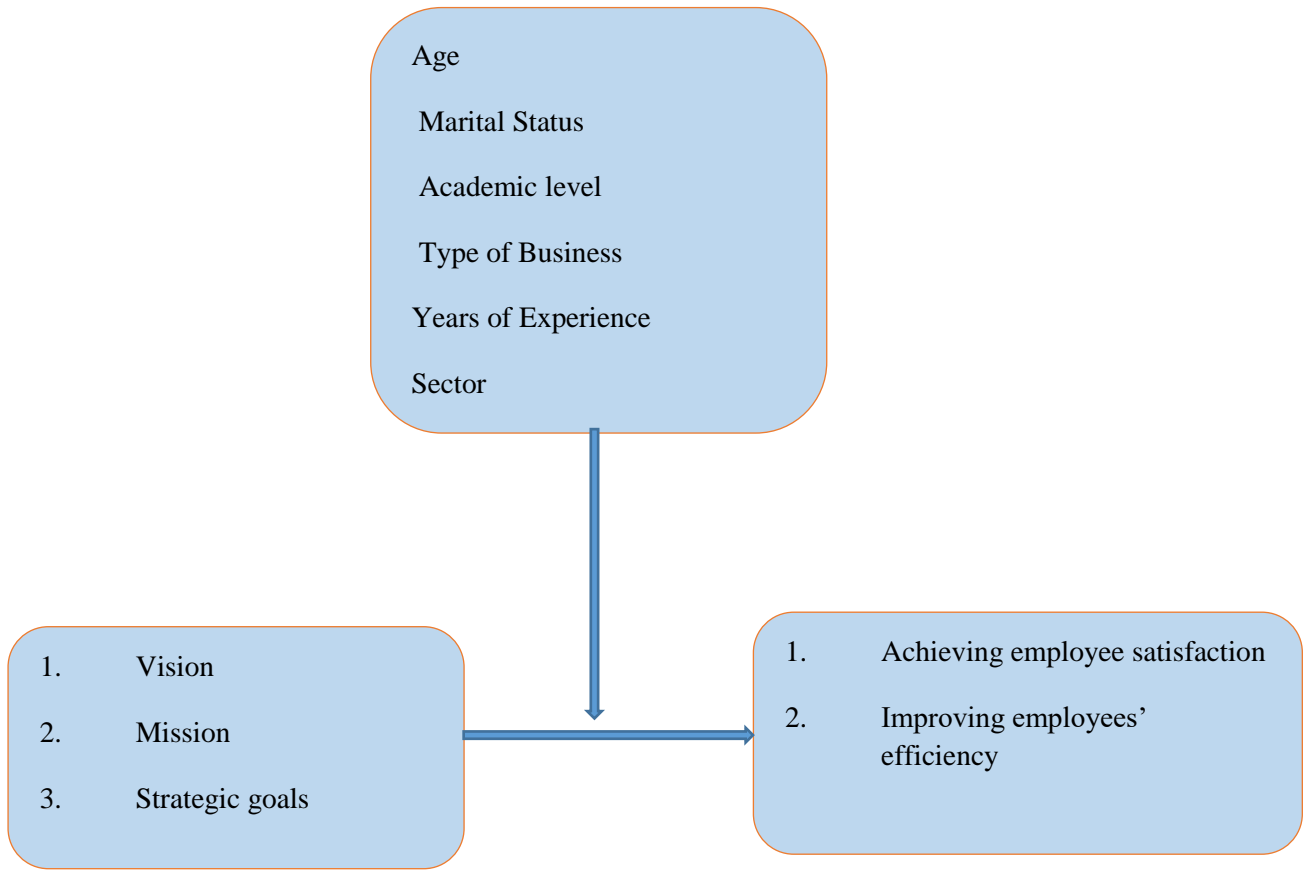
This hypothesis was divided into the following two sub-hypotheses:

H2.1: There is no statistically significant impact of strategic planning in the quality management department on the satisfaction of employees working in the listed companies at PEX.

H2.2: There is no statistically significance impact of strategic planning in the quality management department on the efficiency of employees' working in the listed companies at PEX.

## 1.5 Research Model

The researcher identifies the dependent and independent variables as shown in the models below.



**Figure (1.1):** Prepared by the researcher depending of the methodology of this research.



## **1.6 Research Purpose**

This research aims at identifying the impact of strategic planning of the quality management department in companies on the improvement of the performance of these companies through the following objectives:

- To find the relation between strategic planning and quality management department;
- To demonstrate the impact of strategic planning of quality management in improving the performance of companies on achieving employees' satisfaction and improving their efficiency;
- To provide a clear vision for the adoption of strategic planning corresponding with the Palestinian context to achieve the desired change;
- To provide a clear mission for the adoption of strategic planning that can be implemented in the Palestinian context in order to achieve the desired change;
- To emphasize the role of the Palestinian companies' mission of the employees in achieving the required performance;
- To determine the extent to which companies are adhering to their strategic objectives in the strategic planning of quality management department;
- And to provide recommendations for the establishment of the research results to serve companies' systems in Palestine and to raise the quality of companies performance.

## **1.7 Research Importance**

The changes that surround companies from every side and the increase in the challenges and pressures they face would enrich their knowledge of the concept and the dimensions of strategic planning, which may contribute to raising the level of their employees' performance in this regard. This explains the importance of the research through two aspects:

- Theoretical Aspect:

This research attempts to provide structure and add knowledge related of strategic planning in the quality management department on the employees' performance in the listed companies at PEX, in addition to providing future oriented researches that serve academics and researchers in dealing with variables not covered in previous researches.

- Applied Aspect:

The definition of the research population and the concept of strategic planning for quality management and the possibility of applying it are to promote the level of quality required in the economics of companies.

## **1.8 Research Limitations**

This research has been applied to the companies listed at PEX and, therefore, the results will be circulated exclusively to these companies. They cannot be generalized to other Palestinian companies, but can be taken into account and benefit them.

- This research has, to the best of the researcher's knowledge, been conducted for the first time in Palestine.
- There is a shortage in the references relating to the research problem.
- There were no responses from some companies in completing the questionnaire, and one of the companies even refused to distribute the questionnaires to its employees.

## 1.9 Definition of Terms

- Strategic planning of Quality management: As "Marina Kantardjieva, 2015" defined it means the development of a comprehensive long-term plan to achieve the objectives of quality management in a certain time period.
- Quality Management: a systematic process used to determine whether a product or service meets the specified requirements <sup>[1]</sup>.

"José & Luis, 2018" are introduced the basic fundamentals of what is understood by Strategic Management. It therefore defines the concept of strategy and other related matters, and considers the various levels involved: corporate, competitive and functional, and they identified the strategic planning dimensions (vision, mission and strategic goals) as following:

- Strategic planning: a management process used to develop and maintain the relationship between the objectives and aspirations of an organization and re-arrange the activities in a manner that helps it to achieve more growth and profits in the future

- Vision: the future direction of an organization that determines the destination it wants to reach, the market position it plans to achieve, and the quality of the capabilities it plans to develop.
- Mission: the distinctive framework of an organization that differentiates it from other organizations in terms of its field of activity, products, customers, and markets, and the aims at explaining the cause behind the organization's existence, identity, processes, and practices.
- Strategic Goals: the final results of the activities conducted in a highly organized manner, those which express the intention of the planner, and the strategy to move from the current situation to the target position, which qualifies qualitatively for the achievement of the current situation.
- Palestine Security of Exchange: represented in this research as PEX.
- Listed Companies: companies that are listed in PEX

## **1.10 Research Methodology**

The aim of this research is to show the impact of strategic planning in the quality management department on employees' performance in the listed companies at PEX.

The researcher adopted a quantitative methodology based on the research question, which has to do with the level of impact of strategic planning of quality management department on improving the employee's performance in the listed companies at PEX. The researcher used the quantitative research method because it was more appropriate to this research.

As mentioned earlier in the study, there are two main hypotheses that describe the impact of strategic planning in the quality management department on the employees' performance. The researcher used the surveys and the support method to approve or reject these hypotheses.

The research also applied the analytical descriptive approach. From a descriptive approach point of view, reference was made to the literature related to the variables of the research. These are the strategic planning of the quality management department and the improvement of employees' performance in the studied population.

In terms of the analytical approach (quantitative methodology), the researcher used a structured questionnaire that comprises a checklist to elicit the employees' responses on the factors influencing their performances. This sampling frame was selected on the basis that participants needed to be able to answer the questions of the questionnaire.

The Data was collected through a questionnaire distributed to total of 280 respondents from the listed companies at PEX, ranging from rich to poor participants, and starting with the workers and employees (the staff) in each company.

## **Chapter 2**

### **2. Theoretical Framework and Review of Literature**

#### **2.1 Theoretical Framework**

##### **2.1.2 Quality Management Concept**

Achieving quality means achieving the maximum perfection and idealism in the field of specialization, with sustainability. This term is common in all fields of work, services, and trade. Quality control is required in commercial products, educational services, therapeutic services, hotel services ... etc.

Quality comes at the forefront of the vital strategic concerns that face us in our daily life in general and in the areas of specificity in particular, due to the attention to scientific and technical progress and the intensification of competition between production and service institutions in light of the increase in supply and demand.

Quality Management is an organizational entity within the administrative sectors of the institution. Quality management in the educational institution is concerned with the achievement of the educational standards; quality management in an investment and financial entity, such as banks and business sectors has its own concerns; and so does quality management in a manufacturing organization ... etc.

The concept of quality goes beyond the traditional meaning of product or service quality. It farther includes the quality of the organization to improve and develop operations and performance, reduce costs, control time, reduce customer desires, market requirements, and team spirit, and strengthen affiliation.

Therefore, the trend towards quality management has increased, especially in terms of the tremendous development in information technology and the communications revolution. These variables have imposed many challenges on modern institutions. The most important of these challenges is the intensification of competition and the increase in the client's needs and desires.

Quality management emerged in the 1980s as an administrative philosophy to help organizations (Zain Edeen, 1996). However, almost all researchers interested in this area are unaware that the concept of quality management is a broad and a more comprehensive concept for the entire organization, which is based on the interaction, coordination, and interaction among all units of the organization in order to reach the required quality level at the lowest cost and in the shortest time, but in a better manner (Hammoud, 2002).

With the evolution of the concept of quality in the past, administrative systems focused on the expected objectives of a particular product line using simple statistics and random sampling. With the beginning of the twentieth century, along with the high cost of industrial inputs in the industrial societies, the focus shifted to the effectiveness of the team's performance, the detailed partial problems between processes through continuous improvements Strategy. In the 21st century, quality management system is being focused on combining efficiency and transparency initiatives as business lines that connect the realization of quality and value investor and consumer.

Quality Management is a term that was introduced by the Marine Air Systems Command in 1985 to describe Japan's management of quality improvement. From that time



on, quality management has taken several meanings. It is a management style adopted by the organization to achieve long-term success in parallel with perfect performance.

Benhardt, (1991) defined quality management as “the creating a culture of excellence in performance, where managers and employees struggle to continue to meet the expectations and desires of the beneficiary of the product or service, while ensuring the maximum is the possible shortest time.

According to Al Qahtani (1993), “the Federal Quality Institute has defined it as: performing the right work correctly from the first time, relying on the beneficiary's assessment of how well”.

Others, like Besterfield Etal (1995), went on to regard quality management as “a set of humanitarian and philosophical principles that include continuous improvement of the organization's performance through the use of statistical methods and human resources to improve the services and materials provided to the organization and all operations undertaken in the organization to the degree to which the work needs are met”.

Goetsch & Davis (2006), believe that quality means “achieving or anticipating customer expectations, and that quality applies to the goods, services, people, processes and environments. Quality is constantly changing, and what is considered good today may not depend on the quality of tomorrow. Finally, quality is a mobile state that is associated with goods and services beyond expectations”.

According to the U.S. Department of Defense (1991), “the main objective of quality is to achieve customer satisfaction, which depends on three main axes: measurement tools that measure quality, the human factor which emphasizes the human effort to achieve

quality, and the processes which must be constantly improved". Durra (1993) states that "Quality Management (QM) is a major change in management thinking and practice in the industrial, productive, and service establishments in the public and private sectors".

He continues by saying that Quality management is a set of management principles that guide managers to better manage their institutions, while also using a set of statistical tools to measure quality. This philosophy helps managers to take advantage of the potentials and capabilities of the organization's employees. In conclusion, quality management is a cooperative effort to accomplish business based on the talents and abilities of the employees and managers to achieve improved quality and high productivity by using different teams and statistical tools.

The concept of quality management in the United States and elsewhere in the world has been developed through the efforts of scientists and experts in this field. Shewhart (1939) adds that they were the ones who developed the technical tools of communication companies, established methods of quality management and later became the fathers of the statistical quality control process.

Edward Deming (2002) changed the view of quality assurance from technical aspects to management philosophy. He worked on solving military problems during the Second World War and then went on to develop national programs to teach statistical quality techniques to corporate managers. He then worked as a consultant for Japanese companies by eliminating the main causes of quality problems such as poor design and disposal of special reasons such as tools used in production. Deming worked on the development of the Deming Wheel or the "PDSA" (Plan, Do, Study & Act).

Joseph M. Juran (1999) contributed mainly to the Japanese endeavors to improve quality. He focused on strategic planning in determining the desired level of product quality.

Feignbaum (1961) adopted the quality management, reflecting the overall commitment of the management and staff of the organization to improve quality and make it a continuous process.

Japanese expert Kaoru Ishikawa (1985), professor at the University of Tokyo and an expert on quality stimulation services, agrees with Feignbaum in the notion that quality initiatives should be employed at all levels of the organization to monitor performance and improvements.

Durra, (1993) and Naimi & Others, (2009) mention that William E. Conway is a leader in the field of quality management who calls for a new management system based on improving quality management using the skills of human relations, statistical surveys and tools, such as graphs data, statistical control of operations, the use of imagination to solve problems, as well as industrial engineering.

As we have noted in all the above definitions that focus is on the ultimate goal of quality management, the service of the beneficiary, and the improvement of performance, although they differ in the terms and meanings given to the concept 'Quality'. The meaning of the word 'quality' has evolved from technical aspects to management philosophy, and some scientists have employed quality initiatives to cover all levels of performance.

The researcher believe that ensuring the success of quality management depends on strategic planning, which requires laying the foundations for ensuring the success of this

quality in terms of spreading the culture of quality in the organization and working on its application in the inputs of production and then monitor the results in the outputs.

### **2.1.3 Strategic Planning Concept**

Through planning and prioritizing, we can develop programs and formulate policies that govern the organization's behavior and access to the various resources, both physical and human, to achieve its objectives. This planning also includes the relationship with the environment surrounding the organization. “Strategic planning focuses on the long-term relationship between the organization and the environment in which it operates, and therefore it includes the identification of the overall features of the tasks and objectives that the organization seeks to achieve through the analysis of its different environments and their use in the formulation” (Al Shaikh Salem & Others, 1996).

Therefore, strategic planning is the means that guides the work of the organization and affects its survival, continuity, and development. In this sense, senior management is usually involved in it, and usually consists of the strategic planning committee of all levels of management, in order to ensure the good preparation and implementation of the strategic plan.

Strategic planning has been explained by many writers and scholars in different but complementary ways. Drucker (1954) states that "strategic planning is management by plans, an analytical process that focuses on making optimal strategic decisions. Ansoff (1991) conceptualizes strategic planning as “the process of seeking a better match between a firm’s product or technology and its increasingly turbulent markets”. He looks at it in terms of change from a familiar environment to an unfamiliar world of strange

technologies, strange competitors, new consumers' attitudes, new dimensions of social control, and above all, the firm's role in society".

Khattab (2003) points out that the existence of a system based on strategic planning is of great importance and it can be summarized as follows: Strategic planning is the most important factor for the reputation of the institution in the market and the quality of the product, as well as the fame and reputation of the institution from the perspective of the public that deal with them, and the ability to achieve efficiency, growth, balance, and adaptation in the presence of many additional variables, including:

- the rational decision-making in the administrative process in the institution,
- the increase in the management and control over the resources,
- the rationalization of their allocation and the maximization of the return on their use and employment,
- the achievement of the coordination between the different aspects of activity and commitment to the goals set by the management,
- the deepening of the managers' understanding of achieving these goals,
- the adherence to the objectives set by the management to achieve continuous dialogue about the future of the institution between the senior, middle, and executive management, and the ways of its continuation, success, and development,
- and the ability to influence, lead, and maximize the role of the leadership in dealing with the technical aspects, rather than being random and simply react to events.

Al-Maghribi and Al Ghareeba (2006) define strategic planning as ‘the in-depth and comprehensive reflection on the ideal situation that the institution should have in the long run in the face of the different future scenarios and then plan to take advantage of opportunities and avoid or reduce the risks of this future’.

Hafez & Al Buhairi (2006) define it as a set of processes that begin with drawing the picture the organization wants to be in the future, then define both the strategic objectives that help to achieve this picture and the means and strategies required to achieve these goals after determining the challenges in the internal and external environments.

Leemon (2014) explain that strategic planning is a modern management concept that helps organizations adapt to their internal environment, identify their strengths and weaknesses, understand the external environment, identify the opportunities and risks involved, which enables the institution to anticipate the future and prepare for it by formulating a set of alternatives, and the strategy that leads to achieving its objectives, and by providing the conditions conducive to facilitate these goals.

Al-Sakarna (2010) defines strategic planning as "the process by which the organization's resources are coordinated with the available opportunities."

Katsioloudes (2012) describes strategic planning as “the process of determining where we are now; where we want to go; and how we can get there, in the sense of examining the strategies that will enable the institution to succeed in the future”.

Mia & Others (2008) suggested that there is a strong relationship between strategic planning and the effectiveness of the employees in the organization, and this relationship is illustrated as: Providing opportunities for all the employees of the organization to join

forces to increase their effectiveness; demonstrating one common vision for the employees, which increases their effectiveness in the organization; providing the officials with the style and features of future thinking in the organization as a whole; helping in understanding the importance of strategic planning and prioritization of the work. This also includes generating a clear understanding of the work based on the information currently available and helping the employees develop their performance and team spirit between the senior, middle, and executive management.

Through the previous definitions, the researcher noted that the strategic planning process focuses on analyzing the internal and external environment of the institution, taking advantage of the available resources and increasing opportunities. This paints a picture of the expected future to avoid its problems, and it considers strategic thinking as a method of action and application.

The importance of strategic planning is clear. It helps the institution reach the best areas of work, implementation and excellence, based on the optimal use of manpower capabilities, resources, the ability to cope with internal and external variables, and the success in choosing the best strategic alternatives to achieve the enterprise's goals with the least effort, time, and cost.

### **2.1.4 Relationship of Strategic Planning to Total Quality Management**

Strategic planning is one of the most important elements for achieving the quality assurance of an organization's performance by developing a vision and a mission for the organization and setting the goals and objectives that the organization will commit itself to in order to achieve its goals in the ideal time with the highest quality.

Strategic planning is linked to the overall quality as a general framework that the organization sets for organizing its activities and following up its operations with the participation of all employees to achieve good outputs that emphasize the quality of the organization. Quality must be present at all stages of planning, from the dissemination of a culture of quality, through the message and objectives, and the completion of control and evaluation.

Al Dajny (2011) defines strategic planning as a “comprehensive process that is based on the understanding of the variables related to the internal and external environment of an organization, under which the leadership of the institution defines its vision, mission, and objectives in order to move from the present situation to the desired situation that meets the requirements of quality”.

Baldrige (2004) defines strategic planning as an “important component for ensuring the quality of an organization. The planning process is measured through the comprehensiveness of plans for the strategic issues; that is to say how the organization sets out its mission and how it defines its strategic objectives, in addition to the process of applying and developing plans and alternatives to confront the public”.



Baldrige (2004) considers strategic planning as an important component for the quality standards and principles, which includes strategic planning and leadership and the focuses on the beneficiaries and employees, and the management processes and the results of the organization's performance.

The existence of proper planning is necessary for the success of quality management and the development of concepts that aim at continuous improvement in the production process with the participation of all employees, which is a motive towards achieving the organization's objectives.

Al-Hafar (2001) explains that quality management and change management can not apply and work independently without understanding the objectives and concepts of strategic planning because the two concepts are closely related to the success of quality applications".

In the researcher's opinion, any management process that is not well-planned is doomed to failure, and that quality must be present at each stage of planning. The quality management process should be comprehensive and detailed for all aspects of the production process, and therefore planning is essential and complementary to quality management.

### **2.1.5 Employee's Performance**

This aspect addresses some of the concepts related to performance, importance, objectives, and dimensions.

Ashour (2010) says that the success of an institution is linked to the efficiency of its employees. Therefore, researchers are concerned about the performance of its importance to both the individuals and the institution. Institutions always strive to improve the performance of their employees through training and motivating them constantly to reach their goals according to the quantitative and qualitative goals of the effort and performance”.

Durra (2003) defines performance as the interaction between behavior and achievement, or it is the sum of behavior and results together, with a tendency to highlight behavior or the results because of the difficulty of separating behavior from achievement and results.

Al-Hwamdeh and Al-Fahdawi (2002) explain that performance is a set of management behaviors related to the employee's performance in carrying out his duties and responsibilities. This ensures the quality of the good performance and technical expertise required in the job, the communication and interaction with the institution, the commitment to the administrative guidelines pertaining to the work, as well as the careful and effective response to these.

Al-Mursi (2003) also defines performance as an effective system for integrating the efforts of all parties and groups within the institution that constructs the quality, and

improving and maintaining the form in which it is possible to provide the product or service at the lowest cost, while achieving customer satisfaction.

From the above definitions, management scholars agree on the following definitions:

- Performance is the interaction between human behavior and achievement.
- The behavior that is designed by the individual achieves the desired performance.
- The performance of an individual is related to compliance with quality standards and to the quantitative standards required from him.

The researcher can define performance as: trying to obtain specific data that will help to analyze and evaluate the worker's performance, his/her behavior during a certain period, and assess the extent of his/her technical, practical, and scientific efficiency to cope with the burdens of the responsibilities and duties related to his/her work in the present and the future.

### **2.1.6 Employee Satisfaction**

Job satisfaction is a very important factor for all employees working in companies. It is considered as one of the most continuous variables in companies' behavior. The traditional concept is that employees must feel satisfied and comfortable about their jobs. Satisfaction does not only depend on the job nature or type, but also on the employee's expectations of their job.

The concept of job satisfaction has been subjected to many intellectual visions that are drawn from the developments in its environmental factors and embodied in it. For this reason, the researchers' ideas differ regarding the formulation of a specific definition of job satisfaction. This difference is due to the exposure of some interested persons based on the nature of the specialization in work. Haddad Freih (2002) and is considered one of the first researchers in the field of job satisfaction. He defines it as a group of interests in the psychological and material conditions that lead the employees to honestly say: I am satisfied with my job (Al-Adaili, 1993)".

Abed Al Baqi (2004) defines the employee's satisfaction as the feeling of happiness resulting from the individual's perception of the job, as these feeling gives the job a value represented in the individual's desire to work and comply with what surrounds him". The researchers note from the previous definitions that they explain job satisfaction according to several factors, including the psychological and occupational factors. There are those who approach it on the basis that it satisfies the needs of the individual. Some of these needs are based on the individual's feeling of happiness, and some are expressed in terms

of the individual attitudes towards the values that are important to them such as wages, job security, and so on.

There are many theories that attempt to explain job satisfaction and its factors and causes. Manceil Anqus Joseph (1993) says that “The theory of scientific management, which was put by its pioneers, Taylor, Feber and Fayol, is concerned with the material incentives as the only motivating factor for satisfaction at work. So, this theory tried to highlight all the physical means that raise the professionalism of the worker and encourages them to perform their work with optimally at the maximum speed, despite that the administration might be unable to reaches the required satisfaction. However, this theory neglects the humanistic aspects, and is only concerned with the material motives.

The Personnel theory was developed by Harzberg, and is mainly related to the application of Maslow's theory of the needs in the workplaces. He determines that there are two sets of factors:

-First, the factors that relate to the job or the work itself: These are the motives that lead to the workers' satisfaction with their work; it is limited it to the individual's sense of accomplishment, assume of responsibility, and the provision of opportunities for the promotion to higher positions and the participation in decision-making in the workplace.

-Second, the factors the surround the job or work: These are the motives that lead to the workers' dissatisfaction with their work, and restrict them to the conditions surrounding the work such as the presidency, administration, supervision, or leadership style; the nature of the relations between the employee and his colleagues, and between the employee and his superiors; and the conditions of the environment surrounding the work.

### **2.1.7 A brief summary of the companies listed in Palestine's market**

The Palestine Securities Exchange (PEX) seeks to be a model for the Arab, regional and international financial markets through excellence in renewable services, the ability to create ideal investment opportunities in the securities sector, attracting investments, using high technology, adherence to corporate governance rules, and building constructive relationships with Arab, regional, and global markets.

The Palestine Exchange (PEX) was established in 1995 to promote investment in Palestine as a private shareholding company, and it transformed into a public shareholding company in February 2010 responding to the principles of transparency and good governance. The PSE was fully automated upon the establishment of the first fully-automated stock exchange in the Arab world and the only Arab exchange that is publicly traded and fully owned by the private sector. The PSE operates under the supervision of the Palestinian Capital Market Authority.

The PEX strives to provide an enabling environment for trading that is characterized by equity, transparency and competence, and serving and maintaining the interest of investors. The PEX is very appealing in terms of market capitalization; it is financially sound, and well capitalized to maintain a steady business in a volatile world, as it passed with the minimum level of impact of the global financial crisis compared to other MENA Exchanges.

There are 48 listed companies on PEX as of 31/05/2018 with market capitalization of about \$3,789 million across five main economic sectors; banking and financial,

services, insurance, investments, industry, and services. Most of the listed companies are profitable and the trade by using the Jordanian Dinar, while others use the US Dollar.

Investment, as defined by Matar (1999), is the abandonment of monies owned by the individual at a certain point of time and for a period of time in order to obtain future financial flows that compensate for the present value of the invested funds as well as the expected decrease in their purchase value due to the inflation factor, while providing a reasonable return against the risk component of probability. These flows are not realized. Brown and Reilly (2003) argue that the dollars paid over a fixed period of time on payments paid by investors with three requirements, the time value of money, the expected return on inflation, and the uncertainty of future payments, are an investment

## **2.2 Empirical Studies**

### **1. TORNIKE KHOSHTARIA, (2018), The impact of Strategic planning on organizational performance Strategic Planning Studies**

This study undertook a quantitative strategy through a deduction approach; the hypothesis was tested using the primary data collected from administering the questionnaire. A random sample of the manufacturing organizations were selected for this study and the findings were generalized. The research population was estimated by the top 455 companies after determining the aforementioned characteristics. The questionnaire was sent to all 455 firms and the responses were collected via an internet based survey instrument. 104 responses were received, which is 24 responses more than the sample size intended. The response rate for this survey was calculated according to Saunders 61 estimated by 22.85 %, which is acceptable for business researches.

This study is focused on the strategic planning process of manufacturing organizations in Georgia. Systematic literature review led to the formulation of two hypotheses that tested the primary data gathered from the survey.

It was found that there is a slight inadequacy between the measurements of strategic planning employed by various researches. According to the bivariate regression and correlation hypothesis, H1 is supported, meaning that companies with focus on rational and comprehensive strategic planning have better performance indicators than those less focused on mentioned process. Accordingly, executives should be engaged in strategic planning process. Hypothesis H2 states that organizations with strong emphasis on strategic planning also pay significant attention to strategy implementation. Bivariate



regression and correlation of hypothesis H1 did not support it. Manufacturing companies focusing on strategic planning pay less attention to the degree of effective implementation of strategy planning.

**2. Ayman Dirawi (2017), the impact of strategic planning on organizations' performance; Organizations' entrepreneurship as a mediator variable (Empirical study on Non-Governmental organization in the Gaza strip).**

This study aimed to identify the relationship between strategic planning and the performance of NGOs working in the Gaza Strip, taking into account the need of organizations to create a state of entrepreneurship as a mediator and its role in achieving the excellent performance in the organizations. In order to achieve the objectives of the study, the analytical descriptive method was used by applying the random sampling method of the social organizations operating in the Gaza Strip, with a total of (250) individual. 227 responses were retrieved with a response rate of 90.8% Vice-Chairman, Executive Director, and Deputy Executive Director.

The study concluded with a number of results. There was a positive correlation between all the dimensions of strategic planning (objectives, formulation, preparation, implementation, monitoring, and evaluation of strategic planning) and the performance of NGOs operating in the Gaza Strip, emphasizing the role of entrepreneurship as an intermediary and enhanced impact between strategic planning and organizational performance.

The study came out with a number of recommendations: Among these are the following: -Organization should hire highly qualified experts and specialists in preparing the strategic plan.

-They should focus on increasing the spending allocated to the strategic planning process,  
-They should emphasize on the involvement of the employees in the strategic planning process.

**3. Faris Nadeen, (2016), The relationship between the pioneering characteristics of senior management in commercial banks and strategic planning in the Gaza Strip, "A field study on managers in commercial banks".**

This study aimed to identify the relationship between the characteristics of senior management in commercial banks and strategic planning in the Gaza Strip context, as undertaken by managers in commercial banks. The study sample included 146 managers working in commercial banks, and the questionnaire was distributed to all of the original community who functioned as a sample. Comprehensive 162 questionnaires were retrieved. After examining the questionnaires, 4 questionnaires were excluded because the conditions did not apply to them. The researcher applied in this study the descriptive analytical method which is based on describing the phenomenon and then providing explanations related to it. Also, the questionnaire method was used to collect data from the subjects of study. The study came out with a set of results, most importantly is that there was a statistically significant relationship between entrepreneurial characteristics and strategic planning, as strategic planning was provided by 82.93%, and the level of entrepreneurial characteristics was available at 77.15%. This study provided a set of

recommendations, the most important of which were that commercial banks rely on strategic planning and its practical application and that there is a necessity to adhere to the pioneering characteristics as they have a major impact on the job performance of the managers and they support strategic planning in commercial banks in the governorates of Gaza.

**4. Clay, Dibrell and Justin Craig and Donald Neubaum (2016) "Linking the formal strategic planning process, planning flexibility and innovativeness to firm performance".**

This study aimed to identify the link between the formal strategic planning process and the flexibility of strategic planning and the ability to innovate. A questionnaire was distributed to 448 companies from a multitude of companies. The recovery rate was 100%, and the researcher applied the electronic survey method because of its advantages in reducing cost and time and increasing data confidentiality. The results were loaded by following the descriptive analytical approach and the data was downloaded using the SPSS statistical package.

The study concluded with a group of results: that formal and flexible strategic planning processes are positively associated with corporate performance, and each has a positive relationship with innovation and competitive advantage. In addition to that, innovation completely mediates the relationship between corporate performance, the formal strategic planning process, and flexibility of planning.

The study presented a set of important recommendations: It is necessary to adopt the principle of the flexibility of strategic planning and preparing alternative plans because of

its benefits is increasing the ability to innovate, obtain a strong competitive position, and take advantage of opportunities

Also, investment, acquisition of customer satisfaction, resilience and changes, economic and accelerated technological developments and change in government systems, with reliance on building a future vision drawn from the strategic plan, all are important components.

**5. Abolghasem, Kahkha, Ahmed Kahrazeh, Hamed Armesh (2016): Corporate entrepreneurship and Firm Performance Important role of small and medium enterprise.**

This study aimed to identify the importance of entrepreneurship and corporate performance in medium and small companies. As the present era is characterized by high competition for resources and capital, the major industrialized countries and even developing countries are trying to benefit from resources and capital by benefiting from educated people and experts, and through developing the cycle of growth and development, and achieving innovation.

To reach these innovations that revive the economy countries prioritize entrepreneurship. Indeed, entrepreneurship has always been a concept that is associated with people, and it always plays a major role in economic growth and development in the different countries. Therefore, leadership guarantees the sustainability of projects on condition of innovation and creation of new products and services. Thus, economic development in today's world is based on innovative innovation, application of knowledge, and entrepreneurship.

The study presented a set of recommendations, among them are: Small and medium-sized companies must play a major role in economic and social growth and development, as they represent a large share of national and gross production and can reduce unemployment. Therefore, planners and policy makers should pay special attention to the issue of leadership because of its role in improving the performance of companies and in order to take sound growth measures to improve these companies.

**6. Mahdi Kohzadi, Shahram Hafezi, (2015), The effect of strategic planning on organizational performance in industrial estate companies of Gachsaran 2014-2015.**

This study aimed to find the relevant conceptual model of the strategic planning process needed by small industrial organizations to develop. It conducted a survey on 102 managers (owners). The applicability of the model was evaluated. The study was conducted on small industrial companies located in the industrial area of Gachsaran. Top managers of the companies that were actively involved in the formulation of strategic planning of organization formed the study population. Since this study sought to measure the effect of strategic planning on the performance of the organization as well as to evaluate the concept model, it used the data structural equation model and SPSS and Lisrel software. One of the significant findings of the study is that contrary to previous studies, no significant linear correlation was found between the intensity of strategic planning and the environmental change. The Findings show that 70 percent of the organizations investigated had concrete plans and no significant relationship was found between the intensity of strategic planning and the number of staff.

**7. Yasir, Fodal and Belal, Barhem and Said,Elbanna (2015), The mediating role of the strategic planning on the relationship between slack resources and organizational performance.**

The study aimed to promote the understanding of the role of mediation and the relationship between the breadth of strategic planning and the organizational performance. The researcher used the descriptive analytical method through distributing 250 questionnaires to public and private hospitals in the United Arab Emirates, retrieving 102 questionnaires with a 41% recovery rate, distributed. The percentage of male respondents was 69%, whereas that of female respondents was 31%.

The researcher applied the descriptive analytical approach in studying and downloading data by using (SPSS). The hypotheses were tested using contrast loading (ANOVA). The study concluded with several important results, among which was that despite the scarcity of resources, the breadth of the strategic planning had a positive impact.

The study also presented a set of recommendations that were important: developing performance in the workforce is crucial because it represents more than half of the total health expenditures; there is a need to study the internal and external environments in depth in view of the rapid environmental changes in the UAE, that are caused by the increase in population as a result of the high percentage of foreign employment in the country.

## **8. Rahma Al-Zuaibi, (2014) The Impact of Strategic Planning on the Performance of Algerian Higher Education Institutions.**

This study aimed to investigate the attitudes of the administrative staff at the University of Muhammad Khudair in Biskra towards the level of the practice of strategic planning and its impact on the level of the institutional performance at the university and test the differences in those directions according to their different personal and functional characteristics. The study community consisted of the (587 administrative staff members at the University of Muhammad Khudair in Biskra. The researcher conducted a comprehensive survey of the research community, in which 180 questionnaires were distributed in field visits. 164 questionnaires were retrieved from them, and after examining them, (61) questionnaires were excluded for failure to fulfill the conditions for the correct answer.

The researcher relied on the downloading of the data on the descriptive statistics and loading the variance of the regression using SPSS program. The study concluded with several results, the most important of them were: the level of practice in the stages of strategic planning and also at the level of performance at University of Biskra were high as well as the independent variables of the strategic analysis and strategic choice of strategic planning. The study recommended that the University of Mohammad Khudair should analyze its external environment to identify the various variables that might affect it in the future. It should also participate in the formulation of the goals and plans of the university and that all individuals were responsible for achieving these plans and strategies.

**9. Jarad & Dwaikat (2013) Measuring the relationship between the elements of Strategic planning and performance excellence in Palestinian pharmaceutical factories.**

The study aimed to measure the relationship between strategic planning and performance excellence, in both the qualitative and quantitative aspects, in the Palestinian pharmaceutical industries sector. To achieve this, the analytical descriptive approach was used for its relevance to the nature of the research. It was through the descriptive approach that the actual reality of strategic planning and its ingredients in the Palestinian drug establishments was measured. The study community included the managers in the first and second grades as the most relevant category in strategic planning. This category included the Presidents of the Board of Directors, the General Managers, and the Specialized Managers in the five pharmaceutical companies operating in the West Bank. The researcher conducted a comprehensive survey of all the 78 managers by responding to a questionnaire which was distributed to them. 56 of them were retrieved, with a recovery rate of 72%. The study's findings revealed that there was a positive impact of the elements of strategic planning on excellence in qualitative performance in terms of employee's satisfaction and community's satisfaction. There was also a positive impact on the distinction of quantitative performance in terms of the rate of return on investment and market share.

This study recommend that it is necessary for the Palestinian pharmaceutical companies to adopt strategic planning with its integrated scientific approach in all its stages and circumstances, for the direct relationship between strategic planning and the evaluation of performance evaluation. It also recommended the establishment of



specialized units that would assist senior management in carrying out proper strategic planning.

**10. Korhan, Karacaoglu, Ali Bayrakdaroglu and Firat San, (2013): Impact of corporate Entrepreneurship on Firms Financial Performance: Evidence from Istanbul Stock Exchange Firms.**

This study aimed to reveal the interaction between the financial performance and corporate entrepreneurship that can be identified as the whole activities of the new product, process, market, technology, strategy, and improving management technique. In this respect, two alternative models to explain the interaction mentioned above were tested in an empirical research on 140 industrial manufacturing firms publicly trading in Istanbul Stock Exchange (ISE). Developed models and hypothesis were analyzed by the means of the Structural Equation Modeling (SEM) using LISREL. According to the research findings, it was determined that the original dimensions of corporate entrepreneurship which consists of innovation, risk taking, and pro activeness, has a positive relation and interaction with the financial performances of the firms. In addition; in the latest development in the relevant literature, autonomy and competitive aggressiveness variables, which were added to the original dimension later on, did not show any relation with the financial performances of firms.

**11. Ziad Al Qadi, (2012), The Relationship of Strategic Human Resource Management Practices and Performance of Employees and their Impact on Organization Performance "Applied Study on Private Universities in Jordan"**

This study aimed to investigate the impact of strategic human resources management practices on the performance of Jordanian private universities. In order to achieve the study objectives, the researcher designed a questionnaire that consisted of 38 paragraphs to gather the primary data from the study sample that consisted of 88 individuals. The statistical package for social sciences (SPSS) was used to analyze and examine the hypotheses. The researcher used several statistical methods to achieve the study objectives, including the mean, standard deviation, T test, SME, and Direct Effect.

This study founded the following:

- There was a significant impact of SHRMT Practices on the employees' performance at the level of 0.05.
- There was a significant impact of recruitment and selection, training and development, and the employees' participation on the employees' performance at the level of 0.05.
- There was no significant impact of compensations on the employees' performance at the level of 0.05.
- There was a significant impact of SHRM practices on private universities performance in Jordan at level (0.05).
- There was a significant impact of recruitment and selection, companions, training, and development on the private universities' performance at the level of 0.05.
- There was no significant impact of the employees' participation in the private universities' performance at the level of 0.05.

-There was a significant impact of the employees' performance on Jordanian private universities' performance at the level of 0.05.

-There was a significant impact of HRM practices on the private universities' performance through the employee as an intermediate variable at the level of 0.05.

-There was a significant impact of recruitment and selection, training and development, and the employee's participation on the private universities' performance through the employee's performance as an intermediate variable at the level of 0.05.

-There was no significant impact of compensation on the private universities' performance in Jordan through the employee's performance as an intermediate variable at the level of 0.05.

The Jordan based study recommended that all managers of departments and sections should cooperate with the manager of HRM in the recruitment and appointment (selection) processes in the private universities in Jordan. The compensation system should be adjusted to match the employees' expectations in private universities in Jordan. It is also essential that the employee should be included in the decision-making processes.

## **12. Ammal Siam (2010), Application of Strategic Planning and its Relationship with Performance of Non-Governmental Organization in the Gaza Strip.**

This study aimed to identify the implementation of strategic planning and its relationship with the performance of women working in NGOs in Gaza Strip. The researcher used the analytical descriptive approach where a survey was designed to collect data for the study. 69 questionnaires were distributed, and 67 were returned, with a

response rate of 97%. The researcher also conducted 5 interviews and one focus group with the managers and members of the board of directors. The study concluded that there was a positive relationship between top management support to strategic planning, strategic environmental analysis, strategic directions of mission, vision and objectives, the existence, implementation, following up, and evaluation of a strategic plan, on the one side, and the performance of the NGOs women on the other side. It revealed that NGOs women in Gaza Strip had clear understanding, and they were convinced of the importance of the strategic planning process and their significant role in encouraging their peers to participate in that planning. Moreover, the results revealed that NGOs women were developing clear written visions and missions, in addition to clear written strategic objectives. They were also developing written strategic and executive plans. They choose their strategies according to their internal capacities and the external circumstances they would face. Those strategies were based on their visions, missions and objectives. Furthermore, Gaza NGOs women recruit experienced and skilled human resources to implement their strategic plans. At the same time, they develop their staff's capacities to help implementing the strategic plans. Besides, NGOs women choose the programs and the activities that comply with the needs of the target categories. Consequently, these strategies contribute to raising interest in the services they introduce.

This study by Amal Siam recommended that strategic planning should be implemented continually to overcome the difficulties that might face this process. Training courses for the top management in strategic planning should be conducted, in addition to the creation of a department for the management of information systems, the adaptation, monitoring, and evaluation systems that are clear, written and suitable, the

identification of the performance indicators for the women NGOs under investigation, and the measurement of these indicators continuously to identify the level of the actual institutional performance.

**13. Mohammad Tabidi, (2010), The Effect of Strategic Management on Performance Efficiency and Effectiveness (A Study of the Sudanese Telecommunication Sector).**

This study aimed to identify the application and practice of strategic management in the telecommunications sector, and to trace its impact on the efficient and effective functioning of this sector. The study tested several hypotheses which are: the senior management in telecommunication companies has enough knowledge and understanding of the concepts and methods of strategic management; there is a statistically significant relation between senior management's knowledge of the concepts and methods of strategic management and its implementation and practice in the telecommunications companies; and that there is a statistically significant relation between the Sudanese telecommunications companies' management knowledge of environmental analysis process, and applying and practicing strategic management. Besides that, this examined the assumption that the internal environment "resources and capabilities, organizational culture, organizational structures of the telecommunications companies help to apply and practice strategic management; that the application of strategic management leads to efficiency and effectiveness of performance in the telecommunications companies; and that the application of strategic management leads to the achievement of the objectives of these companies. The study used a descriptive analytical method, which describes studied

phenomena and events, as well as the method of statistical analysis and specifically the (SPSS) program to analyze the questionnaires and test the hypotheses.

The study found that the verification of all the hypotheses of the research, proved that senior and middle management in telecommunications companies has enough knowledge of the concepts and methods of strategic management, and that there is a high correlation between the personal and demographic variables of the respondents and their knowledge and understanding of the concepts and methods of strategic management. The study also shows the mediation of application and practice of strategic management in telecommunications companies. According to this study, the vast majority of the respondents were aware of the importance and the advantages and benefits of the application of strategic management in these companies, and that 90% of the respondents strongly believe in the need to implement strategic management.

The study provided a number of recommendations including: the need for training in the area of strategic management, particularly in the area of planning, analysis, and control. The study also recommends that senior management in Sudanese in telecommunication companies should apply strategic management in all operations and activities, and to make use of experienced and competent cadres in the area of strategic management, as the results of the study confirmed the benefits and advantages of the application of strategic management and its impact on efficiency and the effectiveness of performance.

#### **14. Al Fra, (2003), Opinions on the administrative behavior of the Palestinian director.**

This Study aimed to identify the most important characteristics of the strategic management behavior from the point of view of the Palestinian directors in the plastic industry establishments in the Gaza Strip. The most important outcome of this study is the need for overcoming the tactical administrative behavior of the Palestinian director in terms of the strategic management. There was a positive correlation between the strategic management behavior on the one hand and the scientific achievement of the manager and his experience and the size of the establishment on the other hand. It was also found that there isn't a holistic view of the Palestinian director towards the future, with a lack in the skills that enable him/her to practice strategic management behavior and in appropriate administrative information systems. The study recommended the creation of a spirit of challenge and innovation among the employees in the establishment. The reduction of bureaucracy is also recommended by this study to achieve optimal utilization, as well as paying attention to the appropriate training programs to qualify the working cadres. In this regard, attention should also be paid to the process of selection and appointment, with the ability for switching administrative leadership and the practice of strategic management behavior.

## **2.3 Comments on literature review**

All the above studies have faith in that there is an impact of the strategic planning on organization performance that reflected from employee's satisfaction and performance. The different studies dealt with the organization and employees' performance generally.

As a result, the following section will identify the points of agreement and disagreement with the previous studies, and it will identify a specific point of view for the present study.

### **2.3.1 Points of Agreement and Differences between the present study and the previous ones**

The present study is similar to the previous studies in one or more axes that are presented by the researcher in the field of strategic planning and organizational performance. The results of the previous studies, including those by Al - Zauibi, (2014), Siyam (2010), Tornike Khoshtaria (2018), and Ayman Dirawi (2017), agree that there is a high positive relationship between strategic planning and organizational performance. The results by Jarad and Descartes (2013) state that there is a positive relationship, with an average ratio, between strategic planning and organizational performance. Most of the previous studies discussed by the researcher used the descriptive analytical approach, and the questionnaires were applied in the field or as a survey to collect data for the purpose of achieving the goals specified by each the study, as did the members of the study sample.



### **2.3.2 What Distinguishes the Present Study from Previous Studies?**

The focus of the previous studies was on one or more aspects of strategic planning concepts, whereas the current study dealt with the components, elements, and determinants of strategic planning in a comprehensive manner. This study dealt with the companies listed on the Palestine Securities Exchange, and these companies were not previously discussed, not even in general. This study examined the elements of strategic planning and its impact on employees' performance, rather than only on the institutional performance. The researcher used strategic planning as an independent variable, while the previous studies dealt with it as a mere dependent variable.

## **Chapter 3**

### **3. Methodology: Methods and Procedures**

#### **3.1 Introduction**

This chapter includes the methodology applied in the research, the sample population, the demographic variables of the sample, the tools and sources of access to the information, the statistical treatments, as well as the validity and reliability of the research instrument.

#### **3.2 Research Problem**

Achieving the requirements of quality by any company depends on the effective management in the quality management department within that company, which aims at producing a good or providing a service that satisfies its consumers and moves forward in the development of the company.

The primary objective of a business enterprise is to maximize the performance of the firm over the time. Porter (1985) found that “corporate strategy is an essential management tool for achieving a firm’s performance through strategic initiatives. Company managers must assess their companies in their current competitive position, build a vision for where they will be in future, and work on the of transformation of the strategy to turn the future vision into reality”.

Many companies suffer from problems and difficulties in achieving quality requirements due to weak management of the company and the absence of teamwork culture, as well as the lack of integrated plans for each production process. Goetsch and Davis (2006) argue that “the absence of coordination between the company and its employees might delay the implementation of the comprehensive quality system”.

Thus, the research problem is stated as:

What is the impact of strategic planning in quality management department on the employees' performance in the listed companies at PEX?

In light of the above question, this research seeks to clarify the impact of strategic planning in quality management department on the employees' performance in the listed companies at PEX.

### **3.3 Research Questions**

The researcher aimed in this research to answer the following questions:

- 4 What is the level of employees' regarding understanding in the strategic planning of the quality management department in the listed companies at PEX?
- 5 What is the level of employee's awareness of achieving the vision of their companies, and do the companies shared the employees in their vision?
- 6 What is the level of employee's awareness of achieving the mission in the strategic planning in the quality management department in the listed companies at PEX?
- 7 What is the level of employee's awareness of achieving strategic goals in the strategic planning of the quality management department in the listed companies at PEX?
- 8 What is the level of achieving the employee's satisfaction followed in the listed companies at PEX?
- 9 What is the level of improving the employee's efficiency followed in the listed companies at PEX?

### **3.4 Research Method**

This research aimed to answer the research problem, questions, and hypotheses. For this purpose, the researcher collected all the required data from different resources and then analyzed it, using the quantitative method.

### **3.5 Research Approach**

The research adopted the descriptive analytical methodology. In terms of the descriptive approach, reference was made to the literature related to the research variables. These are the strategic planning of quality management department and the improvement of performance in the studied population.

The most important previous theoretical and field studies and researches were examined. These constituted a vital support to the study. In terms of the analytical research, all the data were analyzed to answer the research questions and test the hypotheses of the questionnaire. The descriptive approach helps to obtain accurate facts in the different circumstances, to reveal the reality, to identify the conditions, the prevailing practices, and relationships that exist in reality, and to define the beliefs and attitudes of individuals and groups and their methods in growth and development, that are expressed in qualitative terms by describing the characteristics and features of the phenomenon, and expressing a quantitative expression by quantifying the phenomenon quantitatively (Jaber and Kazem, 2002).

### **3.6 Data Sources & Collection**

To achieve the research objectives, the researcher used two sources in collecting the data:

- **Secondary data**

The researcher collected the data for the theoretical framework of the research from Arabic and foreign books, references, journals, articles, reports, internet sites, and previous researches and studies that have dealt with the subject matter of the research.

Chapter 2 of the study explains the basics and the methods applied in research writing, as well as a general view of the latest developments relating to the topic of the present study.

- **Primary data**

The researcher collected the data using the questionnaire he developed as a main tool for the research. It includes a number of questions that reflect the objectives of the research, which were answered by the respondents. In analyzing the data, the researcher used the Likert Scale, and a five-point scale for the purposes of analysis used SPSS.

### **3.7 Research Population**

The study population consists of the listed companies at PEX. 48 companies were covered, in five sectors, with a total 13434 of employees.

Table (3.1) and table (3.2) display the companies' distribution according to sectors, according to the statistics available in Palestine Stock Exchange Company "Palestine Exchange" until August 30<sup>th</sup>, 2018.

**Table (3.1): Palestinian Exchange Company Sectors Numbers**

| <b>Sector</b>           | <b>Number of listed companies in Palestinian exchange</b> | <b>%</b> | <b>Total Employees</b> | <b>%</b> |
|-------------------------|---|----------|------------------------|----------|
| Bank & Financial Sector | 7   | 14.58    | 3760                   | 27.99    |
| Industry                | 13  | 27.08    | 2232                   | 16.61    |
| Insurance               | 7   | 14.08    | 1222                   | 9.10     |
| Investment              | 10  | 20.83    | 3208                   | 23.88    |
| Service                 | 11  | 22.93    | 3012                   | 22.42    |
| Total                   | 48  | 100      | 13434                  | 100      |

Source: (Palestinion Capital Market Authority , 2018).PEX (2017).

**Table (3.2): Distribution of Palestinian exchange companies according to sectors and number of employees**

| #  | Company Name                          | Symbol     | Sector           | Total employees |
|----|---------------------------------------|------------|------------------|-----------------|
| 1  | ARAB ISLAMIC BANK                     | AIB        | Bank & Financial | 480             |
| 2  | BANK OF PALESTINE                     | BOP        | Bank & Financial | 1127            |
| 3  | PALESTINE ISLAMIC BANK                | ISBK       | Bank & Financial | 638             |
| 4  | PALESTINE INVESTMENT BANK             | PIBC       | Bank & Financial | 243             |
| 5  | PALESTINE SECURITIES EXCHANGE         | PEX        | Bank & Financial | 34              |
| 6  | AL QUDS BANK                          | QUDS       | Bank & Financial | 15              |
| 7  | THE NATIONAL BANK                     | TNB        | Bank & Financial | 11              |
| 8  | ARAB COMPANY FOR PAINTS PRODUCTS      | APC        | Industry         | 53              |
| 9  | PALESTINE POULTRY                     | AZIZA      | Industry         | 274             |
| 10 | BEIT JALA PHARMACEUTICAL              | BJP        | Industry         | 201             |
| 11 | BIRZEIT PHARMACEUTICALS               | BPC        | Industry         | 354             |
| 12 | AL SHARK ELECTRODE                    | ELECTRODE  | Industry         | 27              |
| 13 | GOLDEN WHEAT MILLS                    | GMC        | Industry         | 70              |
| 14 | JERUSALEM CIGARETTE                   | JCC        | Industry         | 85              |
| 15 | JERUSALEM PHARMACEUTICALS             | JPH        | Industry         | 400             |
| 16 | PALESTINE PLASTIC INDUSTRIES          | LADAEN     | Industry         | 85              |
| 17 | "NATIONAL ALUMINUM AND PROFILE NAPCO" | NAPCO      | Industry         | 231             |
| 18 | THE NATIONAL CARTON INDUSTRY          | NCI        | Industry         | 47              |
| 19 | DAR AL-SHIFA PHARMACEUTICALS          | PHARMACARE | Industry         | 331             |
| 20 | THE VEGETABLE OIL INDUSTRIES          | VOIC       | Industry         | 74              |
| 21 | AHLIEA INSURANCE GROUP                | AIG        | Insurance        | 137             |
| 22 | GLOBAL UNITED INSURANCE               | GUI        | Insurance        | 184             |
| 23 | AL MASHRIQ INSURANCE                  | MIC        | Insurance        | 150             |
| 24 | NATIONAL INSURANCE                    | NIC        | Insurance        | 193             |
| 25 | PALESTINE INSURANCE                   | PICO       | Insurance        | 132             |
| 26 | AL-TAKAFUL PALESTINIAN INSURANCE      | TIC        | Insurance        | 174             |
| 27 | TRUST INTERNATIONAL INSURANCE         | TRUST      | Insurance        | 252             |

|    |  |         |            |      |
|----|--|---------|------------|------|
| 28 | "ARAB PALESTINIAN INVESTMENT APIC"       | APIC    | Investment | 1900 |
| 29 | AL-AQARIYA TRADING INVESTMENT            | AQARIYA | Investment | 5    |
| 30 | ARAB INVESTORS                           | ARAB    | Investment | 3    |
| 31 | JERUSALEM REAL ESTATE INVESTMENT         | JREI    | Investment | 11   |
| 32 | PALESTINE DEVELOPMENT & INVESTMENT       | PADICO  | Investment | 500  |
| 33 | PALESTINE INVESTMENT & DEVELOPMENT       | PID     | Investment | 0    |
| 34 | PALESTINE INDUSTRIAL INVESTMENT          | PIIC    | Investment | 528  |
| 35 | PALESTINE REAL ESTATE INVESTMENT         | PRICO   | Investment | 162  |
| 36 | SANAD CONSTRUCTION RESOURCES             | SANAD   | Investment | 70   |
| 37 | UNION CONSTRUCTION AND INVESTMENT        | UCI     | Investment | 29   |
| 38 | AL-WATANIAH TOWERS                       | ABRAJ   | Service    | 9    |
| 39 | THE ARAB HOTELS                          | AHC     | Service    | 271  |
| 40 | ARAB REAL ESTATE ESTABLISHMENT           | ARE     | Service    | 28   |
| 41 | GLOBALCOM TELECOMMUNICATIONS             | GCOM    | Service    | 0    |
| 42 | NABLUS SURGICAL CENTER                   | NSC     | Service    | 205  |
| 43 | PALAQAR FOR REAL ESTATE DEV.& MANAGEMENT | PALAQAR | Service    | 4    |
| 44 | PALESTINE TELECOMMUNICATIONS             | PALTEL  | Service    | 1060 |
| 45 | PALESTINE ELECTRIC                       | PEC     | Service    | 148  |
| 46 | THE RAMALLAH SUMMER RESORTS              | RSR     | Service    | 15   |
| 47 | PALESTINIAN DIST. & LOGISTICS SERVICES   | WASSEL  | Service    | 700  |
| 48 | WATANIYA PALESTINE MOBILE TELECOMM.      | Ooredoo | Service    | 572  |

Source: (Palestinion Capital Market Authority , 2018).PEX (2017).



### 3.8 Research Sample

The efficient way to choose the sample that represents the population is through the proportional stratified sampling because different sectors don't have the same number of companies and employees. Accordingly, the researcher divided the population into 5 groups, each of which represents one sector, and each sector contains small groups that represent the company. After that, the questionnaire was randomly distributed to a sample of 280 employees in these companies. Table (3.3) presents the sample distributed according to sectors. All values representing the number of employees in the sample will be rounded to the nearest real number.

**Table (3.3): Sample Distribution according sector**

| Sector           | Population (13434) |            | Sample (280)       |            |
|------------------|--------------------|------------|--------------------|------------|
|                  | Number of Employee | Percentage | Number of Employee | Percentage |
| Bank & Financial | 3760               | 27.99      | 78.37              | 27.99      |
| Industry         | 2232               | 16.61      | 46.51              | 16.61      |
| Insurance        | 1222               | 9.10       | 25.48              | 9.10       |
| Investment       | 3208               | 23.88      | 66.86              | 23.88      |
| Services         | 3012               | 22.42      | 62.78              | 22.42      |
| Total            | 13434              | 100        | 13434              | 100        |

According to the study, the population size was a total of 13434 employees in the 48 companies, and the sample size was a total of 280 employees selected by using the

proportion stratified sample method. The sample distributed in each sector is presented in table 3.4 and table 3.8 below:

**Table (3.4): Distribution of Employees in the Insurance Sector**

| Company Name                  | Population          |            | Sample              |
|-------------------------------|---------------------|------------|---------------------|
|                               | Number of Employees | Percentage | Number of Employees |
| AL-Mashreq Insurance          | 150                 | 12.27      | 3                   |
| AL-Ahleia Insurance group     | 137                 | 11.21      | 3                   |
| National Insurance            | 193                 | 15.79      | 4                   |
| Palestine Insurance           | 132                 | 10.80      | 3                   |
| AL-Takaful Insurance          | 174                 | 14.24      | 3                   |
| Trust International Insurance | 252                 | 20.63      | 5                   |
| Global United Insurance       | 184                 | 15.06      | 4                   |
| Total                         | 1222                | 100        | 25                  |

\* All values representing the number of employees in the sample will be rounded to the nearest real number.

**Table (3.5): Distribution of Employees in the Investment Sector**

| Company Name                 | Population          |            | Sample              |
|------------------------------|---------------------|------------|---------------------|
|                              | Number of Employees | Percentage | Number of Employees |
| (APIC)                       | 1900                | 59.23      | 40                  |
| AL-AQARIA Trading Investment | 5                   | 0.16       | 0                   |
| (ARAB)                       | 3                   | 0.09       | 0                   |
| (JREI)                       | 11                  | 0.34       | 0                   |
| (PADICO)                     | 500                 | 15.59      | 10                  |
| (PID)                        | 0                   | 0          | 0                   |
| (PIIC)                       | 528                 | 16.46      | 11                  |
| (PRICO)                      | 162                 | 5.05       | 3                   |
| (SANAD)                      | 70                  | 2.18       | 2                   |
| (UCI)                        | 29                  | 0.90       | 1                   |
| Total                        | 3208                | 100        | 67                  |

\* All values representing the number of employees in the sample will be rounded to the nearest real number

**Table (3.6): Industry Sector Employees Distribution**

| Name of Company                      | Population          |            | Sample          |
|--------------------------------------|---------------------|------------|-----------------|
|                                      | Number of Employees | Percentage | # of Employees* |
| (APC)                                | 53                  | 2.37       | 1               |
| (AZIZA)                              | 274                 | 12.28      | 6               |
| (BJP)                                | 201                 | 9.01       | 4               |
| (BPC)                                | 354                 | 18.86      | 7               |
| AL-Shark Electrode Company           | 27                  | 1.21       | 1               |
| (GMC)                                | 70                  | 3.14       | 1               |
| (JCC)                                | 85                  | 3.81       | 2               |
| (JPH)                                | 400                 | 17.92      | 8               |
| (PPIC)                               | 85                  | 3.81       | 2               |
| NAPCO Aluminum of Palestine          | 231                 | 10.35      | 5               |
| (NCI)                                | 47                  | 2.11       | 1               |
| Dar AL-Shifa Pharmaceuticals Company | 331                 | 14.83      | 7               |
| (VOIC)                               | 74                  | 3.32       | 2               |
| Total                                | 2232                | 100        | 47              |

\* All values representing the number of employees in the sample will be rounded to the nearest real number

**Table (3.7): Service Sector Employees Distribution**

| Company Name                            | Population          |            | Sample               |
|---|---------------------|------------|----------------------|
|   | Number of Employees | Percentage | Number of Employees* |
| Al Wataniya Towers Company              | 9                   | 0.30       | 0                    |
| (AHC)                                   | 271                 | 9.00       | 6                    |
| (ARE)                                   | 28                  | 0.93       | 1                    |
| (NSC)                                   | 205                 | 6.81       | 4                    |
| PALAQAR For Real Estate Dev& Management | 4                   | 0.13       | 0                    |
| (PALTEL)                                | 1060                | 35.19      | 22                   |
| (PEC)                                   | 148                 | 4.91       | 3                    |
| (RSR)                                   | 15                  | 0.50       | 0                    |
| (WASSEL)                                | 700                 | 23.24      | 15                   |
| Ooredoo Palestine                       | 572                 | 18.99      | 12                   |
| (GCOM)                                  | 0                   | 0          | 0                    |
| Total                                   | 3012                | 100        | 63                   |

\* All values representing the number of employees in the sample will be rounded to the nearest real number

**Table (3.8): Banking & Financial Services Sector Employees Distribution**

| Company Name | Population          |            | Sample               |
|--------------|---------------------|------------|----------------------|
|              | Number of Employees | Percentage | Number of Employees* |
| (AIB)        | 480                 | 12.77      | 10                   |
| (ISBK)       | 638                 | 16.97      | 13                   |
| (PIBC)       | 243                 | 6.46       | 5                    |
| (BOP)        | 1127                | 29.97      | 23                   |
| (PEX)        | 34                  | 0.90       | 1                    |
| Al-Quds Bank | 718                 | 19.10      | 15                   |
| (TNB)        | 520                 | 13.83      | 11                   |
| Total        | 3760                | 100        | 78                   |

\* All values representing the number of employees in the sample will be rounded to the nearest real number

### **3.9 Research Tool**

In this research, the researcher adopted the quantitative methodology. Based on the research question, the researcher believes that the quantitative approach fits this study since it is intended to find the relationship between the strategic planning dimensions in the quality management department and the employees' performance, where there are many measurable variables. As we mentioned earlier in the introduction, there were two main hypotheses which describe this influence, so the researcher believes that surveys are the most supportive method to approve or disapprove these hypotheses.

#### **3.9.1 Questionnaires Description**

In order to collect data from the sample, the researcher designed a questionnaire as a study tool, taking into consideration that the questionnaire should include 50 statements divided into three parts. A structured questionnaire comprising a checklist was applied to elicit responses on the factors that are likely to influence employees' satisfaction in the listed companies at PEX. This sampling frame was selected on the basis that the participants needed to be able to answer questions about their satisfaction in relation to the strategic plan and the quality management of their companies. The researcher utilized the companies that were listed at PEX to collect the data required to prepare the questionnaire.

The researcher used Likert scale with 5 dimensions in section II of the questionnaire to elicit the perfect answers for the questionnaires' positive statements on a scale ranging from 5 (strongly agree) to 1 (strongly disagree).

**Table (3.9): Correction key degrees**

| Mean         | Degree   |
|--------------|----------|
| 3.66 or more | High     |
| 2.67-3.66    | Moderate |
| 2.66 or less | Low      |

The questionnaire contains three sections with 50 statements related to a specific hypothesis that answers the research question and hypotheses. These sections are:

- 1- **Section one**, which contains 7 statements related to the demographic variables of age, marital status, academic level, type of business, years of experience, and sector. These statements answer the main and the sub-hypothesis, which are:

H1: There are no significant differences of the level of applying strategic planning in the quality management department that could be attributed to the demographic variables of age, marital status, gender, academic level, type of business, years of experience, and sector in the listed companies at PEX

H1.1: There are no significant differences of the level of applying strategic planning in the quality management department relating to the age of the employee in the listed companies at PEX.

H1.2: There are no significant differences of the level of applying strategic planning in the quality management department relating to the employee's marital status in the listed companies at PEX.

H1.3: There are no significant differences of the level of applying strategic planning in the quality management department that could be attributed to the gender status in the listed companies at PEX.

H1.4: There are no significant differences of the level of applying strategic planning in the quality management department that could be attributed to the academic level in the listed companies at PEX.

H1.5: There are no significant differences of the level of applying strategic planning in the quality management department that could be attributed to the type of business in the listed companies at PEX.

H1.6: There are no significant differences of the level of applying strategic planning in the quality management department that could be attributed to the employee's years of experience in the listed companies at PEX.

H1.7: There are no significant differences of the level of applying strategic planning in the quality management department that could be attributed to the sector in the listed companies at PEX.

- 2- **Section two**, which represents the application of strategic planning criteria (mission, vision, and goals) in the listed companies at PEX. This includes 24 separated components (mission comprising 8 items, vision reflected through answering 8 items, and goals demonstrated through answering 8 items).
- 3- **Section three**, which represents performance improvement in the listed companies at PEX. This contains 20 statements, 10 for achieving satisfaction and another 10 for improving the competence.

The questionnaires are shown in appendixes 1 and 2 in both Arabic and English languages.

### **3.9.2 Survey Administration**

The survey was administered by the researcher through identifying the sample and defining a number of copies to be distributed; the researcher used Google docs to design the questionnaire. The researcher visited all the managers in the PEX companies where he distributed the electronic questionnaire, after contacting and making appointments on the phone, and via whatsapp apps and emails. He explained the questionnaire's content to the respondents to provide them with additional information. Furthermore, the researcher asked the companies covered by the study to return the questionnaire in 2 ways, either by sending it via mail or by submitting the questionnaire's results online in a few days. This procedure took some of the covered companies nearly 1.5 months or more.

The researcher tested the validity of the tool of the study through applying it on a small sample. In addition, the validity of the tool was confirmed through using SPSS.

A total of 280 questionnaires were distributed to all samples between August and October of 2019.



### **3.10 Research Variable**

According to the research hypothesis, the questionnaire of this research included the following two sections:

#### **1. Section I: The demographics variables and personal Information**

This section aimed at finding out the social information and characteristics of the company or organization that houses the employees. These variables were:

- Age (in years)
- Marital status
- Academic level
- Type of business
- Years of experience
- Sectors

#### **2. Section II: The dependent & independent variables**

Planning is one of the basic elements of achieving quality in the organization's performance by investigating the strategic goals, vision, and mission that the organization should achieve, and by applying the alternatives and strategic plans in the right time in order to achieve the ideal comprehensive quality.

##### **A. Independent Variables: Strategic Planning Components in Quality Management**

- Vision behind the strategic planning by the quality management department
- Mission of the strategic planning by the quality management department

- Strategic goals of the strategic planning by the quality management department

**B. Dependent Variables: Performance Improvement (Employees' Satisfaction)**

- Achieving the satisfaction of the employees involved in the strategic planning of quality management.
- Improving the competence of the employees involved in the strategic planning of quality management

### **3.11 Research Reliability and Validity**

In this section, the researcher examined the reliability and validity of the questionnaire.

#### **3.11.1 Reliability**

To check the reliability of the data, the researcher utilized Cronbach's Alpha tool. The reliability tool is considered as the consistency measurement tool that is applied to indicate whether the measurements are repeated twice with the same respondents and whether the results would essentially be the same. The values for Cronbach's Alpha range between 0 to +1. 0, and the closer the value to 1, the higher the degree of internal consistency will be.

Table 3.10 illustrates that the Cronbach's Alpha values for all the dimensions were over 0.70. Additionally, Cronbach's Alpha for the entire study was equal to 0.969, which indicates that the entire questionnaire has a high level of consistency, and in turn has a high level of reliability. This means that the higher the value of Cronbach's Alpha coefficient is, the higher the reliability within the normal range of 0 and +1 will be.

**Table (3.10): Reliability Statistics**

| Dimensions                            | No. of Items | Cronbach's Alpha |
|---------------------------------------|--------------|------------------|
| Vision                                | 8            | .859             |
| Mission                               | 8            | .895             |
| Strategic goals                       | 8            | .894             |
| Strategic Planning Components         | 24           | .952             |
| Achieve the satisfaction of employees | 10           | .933             |
| Improving the competence of employees | 10           | .921             |
| Performance Improvement               | 20           | .952             |
| Questionnaire                         | 44           | .969             |

### 3.11.2 Validity

The validity of a measurement instrument means that it can measure what it was originally designed for. The researcher uses different types of validity tests, the context validity, and the construct validity through the correlation coefficient.

- **Context validity**

The questionnaire was presented to a group of arbitrators consisting of (3) professors specializing in quality management and strategic planning. The arbitrators' notes on the content of the questionnaire were taken into consideration by the author of this study who performed the necessary modifications in light of the proposals submitted. The questionnaire came out in its final form as shown in appendix 3.

- **Construct validity**

Table 3.11 shows the correlation coefficient for each item with its construct. All of the coefficients were significant at the level of 0.01, and the correlation coefficient was over 0.50.

**Table (3.11): Construct Validity through the Correlation Coefficient**

| Vision |              | Mission |              | Strategic goals |              | Achieving satisfaction |              | Improving competence |              |
|--------|--------------|---------|--------------|-----------------|--------------|------------------------|--------------|----------------------|--------------|
| Items  | Corr. Coeff. | Items   | Corr. Coeff. | Items           | Corr. Coeff. | Items                  | Corr. Coeff. | Items                | Corr. Coeff. |
| SBV1   | .826**       | SBM1    | .742**       | SBG1            | .779**       | PS1                    | .848**       | SD1                  | .731**       |
| SBV2   | .716**       | SBM2    | .783**       | SBG2            | .818**       | PS2                    | .878**       | SD2                  | .759**       |
| SBV3   | .646**       | SBM3    | .792**       | SBG3            | .753**       | PS3                    | .810**       | SD3                  | .714**       |
| SBV4   | .705**       | SBM4    | .758**       | SBG4            | .755**       | PS4                    | .782**       | SD4                  | .770**       |
| SBV5   | .822**       | SBM5    | .726**       | SBG5            | .693**       | PS5                    | .822**       | SD5                  | .696**       |
| SBV6   | .754**       | SBM6    | .737**       | SBG6            | .789**       | PS6                    | .709**       | SD6                  | .824**       |
| SBV7   | .757**       | SBM7    | .749**       | SBG7            | .764**       | PS7                    | .618**       | SD7                  | .833**       |
| SBV8   | .525**       | SBM8    | .821**       | SBG8            | .756**       | PS8                    | .759**       | SD8                  | .775**       |
|        |              |         |              |                 |              | PS9                    | .847**       | SD9                  | .840**       |
|        |              |         |              |                 |              | PS10                   | .834**       | SD10                 | .736**       |

### 3.12 Data Analysis

The data obtained were analyzed using SPSS (Statistical Package for Social Sciences) for quantitative data. The results were presented in details using tables and charts as in chapter 4, while the qualitative data was analyzed through a different technique, for example the rating scale.

The statically approaches used in data analysis are the following:

- 1- Descriptive Statics (mean, standard deviation, frequencies)
- 2- Independent sample T-test was used to analyze the differences between the demographic variables that have two categorical levels: marital statuses and the level of applying strategic planning.

- 3- One-Way ANOVA Test was conducted to check the differences in using balanced scorecard perspectives among the variables of age, academic level, type of business, years of experience, and sector.
- 4- Tukey's test was applied to find out the source of differences, with a significance level 5%, a P-value less than .05 was considered statistically significant.
- 5- Multiple Linear Regression was used to build the research model.

## **Chapter 4**

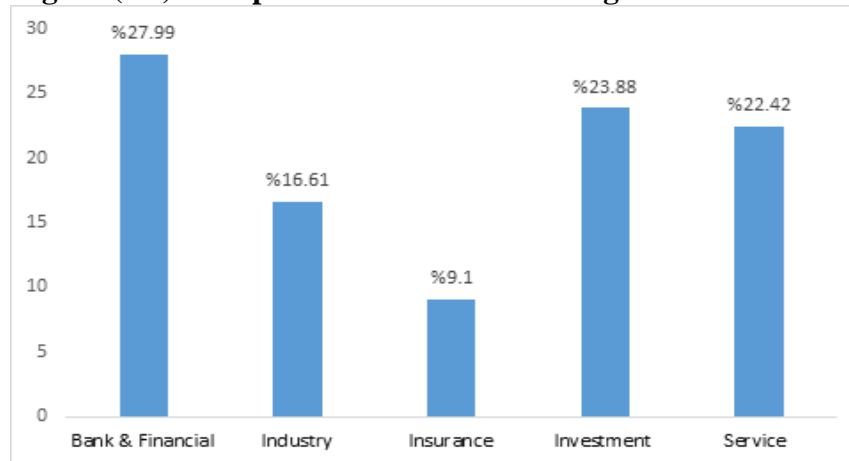
### **4. Results and Discussions**

#### **4.1 Introduction**

This chapter includes the presentation of data analysis and the testing of the research hypotheses by answering the research questions and reviewing the major results the questionnaire reached to through analyzing the various paragraphs. SPSS program was used to obtain the results of the research that will be presented and analyzed in this chapter. The researcher presents the study results to answer the questions that surfaced and were included in the questionnaire, and which represent the study's problem after collecting the data required by the study tool.

#### **4.2 Sample Characteristic**

Through the questionnaire, the researcher observed certain demographic characteristics of the employees in PSE companies in five sectors as shown in Table 4.1 and Table 4.5, which contain the frequency and percentage for each variable listed according to the survey categories and sector. Figure 4.1 displays the sample distribution according to market sector.

**Figure (4.1): Sample Distribution According to Market Sector**

### 4.2.1 Age Characteristics

As shown in Table 4.1, 60.70% of the employees were under 30 years. 20.0% of these were working in the banking and financial sector, while 14.60% of them were in the service sector, and only 3.90% in the insurance sector. 26.10% of the employees aged between 31 and 40 years. 8.60% of these were working in the investment sector, 5.70% in the banking and the financial sector, and only 2.90% in the insurance sector. However, 10% of them were between 40 and 50 years. Only 1.40% of these were in the insurance and industry sectors. Furthermore, there were 3.20% of the employees who aged over 50 years.

**Table (4.1): Sample Age Characteristic According Market Sector**

|        |                  |            | Age (years)  |          |          |          | Total  |
|--------|------------------|------------|--------------|----------|----------|----------|--------|
|        |                  |            | less than 30 | 31 to 40 | 41 to 50 | above 51 |        |
| Sector | Bank & Financial | Frequency  | 56           | 16       | 6        | 0        | 78     |
|        |                  | Percentage | 20.00%       | 5.70%    | 2.10%    | 0.00%    | 27.90% |
|        | Industry         | Frequency  | 29           | 13       | 4        | 1        | 47     |
|        |                  | Percentage | 10.40%       | 4.60%    | 1.40%    | 0.40%    | 16.80% |

|       |            |            |        |        |        |       |         |
|-------|------------|------------|--------|--------|--------|-------|---------|
|       | Insurance  | Frequency  | 11     | 8      | 4      | 2     | 25      |
|       |            | Percentage | 3.90%  | 2.90%  | 1.40%  | 0.70% | 8.90%   |
|       | Investment | Frequency  | 33     | 24     | 8      | 2     | 67      |
|       |            | Percentage | 11.80% | 8.60%  | 2.90%  | 0.70% | 23.90%  |
|       | Service    | Frequency  | 41     | 12     | 6      | 4     | 63      |
|       |            | Percentage | 14.60% | 4.30%  | 2.10%  | 1.40% | 22.50%  |
| Total |            | Frequency  | 170    | 73     | 28     | 9     | 280     |
|       |            | Percentage | 60.70% | 26.10% | 10.00% | 3.20% | 100.00% |

#### 4.2.2 Marital Status Characteristic

The results show that 31.1% of the employees were single; 5.7% of them working in the banking and financial sector, 6.8%, 7.9%, and 8.6% in the industry, investment, and service sectors, while 2.1% were in the insurance sector. It was found that 68.9% of the employees were married, and most of them were in the banking and financial sector, and 16.1% were in the investment sector.

**Table (4.2): Sample Marital Status Characteristics According to Market Sector**

|        |                   |            | Marital status |         | Total  |
|--------|-------------------|------------|----------------|---------|--------|
|        |                   |            | single         | Married |        |
| Sector | Banking & Finance | Frequency  | 16             | 62      | 78     |
|        |                   | Percentage | 5.7%           | 22.1%   | 27.9%  |
|        | Industry          | Frequency  | 19             | 28      | 47     |
|        |                   | Percentage | 6.8%           | 10.0%   | 16.8%  |
|        | Insurance         | Frequency  | 6              | 19      | 25     |
|        |                   | Percentage | 2.1%           | 6.8%    | 8.9%   |
|        | Investment        | Frequency  | 22             | 45      | 67     |
|        |                   | Percentage | 7.9%           | 16.1%   | 23.9%  |
|        | Service           | Frequency  | 24             | 39      | 63     |
|        |                   | Percentage | 8.6%           | 13.9%   | 22.5%  |
| Total  |                   | Frequency  | 87             | 193     | 280    |
|        |                   | Percentage | 31.1%          | 68.9%   | 100.0% |



### 4.2.3 Academic Level Characteristic

As shown in Table 4.3, 3.6% of the employees had finished high school (Tawjihi) or lower grades. Most of them were in the service sector, representing 3.2%, while 7.5% of them had diplomas and most of them were in the service sector. 77.1% of the employees had a bachelor degree. 26.10% of them were in bank & financial sector, while 16.8% were in the investment sector, and only 6.1% in insurance. However, 11.4% of the employees had Master's degree, and most of them in the investment sector.

**Table (4.3): Sample Academic Level Characteristic According to Sector**

|        |                     |            | Academic level      |         |          |                    | Total  |
|--------|---------------------|------------|---------------------|---------|----------|--------------------|--------|
|        |                     |            | Tawjihi<br>or under | diploma | bachelor | Master or<br>above |        |
| Sector | Bank &<br>Financial | Frequency  | 0                   | 2       | 74       | 2                  | 78     |
|        |                     | Percentage | 0.0%                | .7%     | 26.4%    | .7%                | 27.9%  |
|        | Industry            | Frequency  | 1                   | 1       | 40       | 5                  | 47     |
|        |                     | Percentage | .4%                 | .4%     | 14.3%    | 1.8%               | 16.8%  |
|        | Insurance           | Frequency  | 1                   | 0       | 17       | 7                  | 25     |
|        |                     | Percentage | .4%                 | 0.0%    | 6.1%     | 2.5%               | 8.9%   |
|        | Investment          | Frequency  | 0                   | 7       | 47       | 13                 | 67     |
|        |                     | Percentage | 0.0%                | 2.5%    | 16.8%    | 4.6%               | 23.9%  |
|        | Service             | Frequency  | 9                   | 11      | 38       | 5                  | 63     |
|        |                     | Percentage | 3.2%                | 3.9%    | 13.6%    | 1.8%               | 22.5%  |
| Total  |                     | Frequency  | 11                  | 21      | 216      | 32                 | 280    |
|        |                     | Percentage | 3.9%                | 7.5%    | 77.1%    | 11.4%              | 100.0% |

### 4.2.4 Type of Business Characteristic

Table 4.4, represents the sample characteristics of the type of business according to market sector. 61.1% of the sample employees were in the bank & financial sector, which represents 18.9%, while 20.7% of the sample is in supervision, and most of them in the investment sector. 14.6% of them were middle, while 1.8% were higher, and most of them were in service sector.

**Table (4.4): Sample Type of Business Characteristic According to Market Sector**

|        |                  |           | Type of business |             |        |        | Total  |
|--------|------------------|-----------|------------------|-------------|--------|--------|--------|
|        |                  |           | employee         | Supervision | Middle | Higher |        |
| Sector | Bank & Financial | Frequency | 53               | 15          | 10     | 0      | 78     |
|        |                  | Percent % | 18.9%            | 5.4%        | 3.6%   | 0.0%   | 27.9%  |
|        | Industry         | Frequency | 32               | 6           | 6      | 3      | 47     |
|        |                  | Percent % | 11.4%            | 2.1%        | 2.1%   | 1.1%   | 16.8%  |
|        | Insurance        | Frequency | 12               | 9           | 3      | 1      | 25     |
|        |                  | Percent % | 4.3%             | 3.2%        | 1.1%   | .4%    | 8.9%   |
|        | Investment       | Frequency | 38               | 18          | 10     | 1      | 67     |
|        |                  | Percent % | 13.6%            | 6.4%        | 3.6%   | .4%    | 23.9%  |
|        | Service          | Frequency | 36               | 10          | 12     | 5      | 63     |
|        |                  | Percent % | 12.9%            | 3.6%        | 4.3%   | 1.8%   | 22.5%  |
| Total  |                  | Frequency | 171              | 58          | 41     | 10     | 280    |
|        |                  | Percent % | 61.1%            | 20.7%       | 14.6%  | 3.6%   | 100.0% |

#### 4.2.5 Years of Experience Characteristic

Table 4.5, represents the sample years of experience characteristic according to market sector, 37.1% of the employee had experience of less than 5 years; 10.7% of them were in the bank & financial sector, while 9.6%, 7.9%, 6.8%, and 2.1% were in the service, industry, investment and insurance sectors respectively. 35.7% of the employee had experience from 5 to 10 years; 7.9% of them were in the investment sector, while 6.4%, 6.8% were in the industry and service sectors respectively, and only 3.9% in insurance. However, 26.8% of them had experience from 10 to 15 years, while 1% of the employees were in the industry sector had experience of more 15 years.

**Table (4.5): Sample Years of Experience Characteristic According to Sector**

|        |                  |           | Years of Experience |               |                          |                    | Total  |
|--------|------------------|-----------|---------------------|---------------|--------------------------|--------------------|--------|
|        |                  |           | less than 5 years   | 5 to 10 years | 10 to less than 15 years | 15 years and above |        |
| Sector | Bank & Financial | Frequency | 30                  | 30            | 18                       | 0                  | 78     |
|        |                  | Percent % | 10.7%               | 10.7%         | 6.4%                     | 0.0%               | 27.9%  |
|        | Industry         | Frequency | 22                  | 18            | 6                        | 1                  | 47     |
|        |                  | Percent % | 7.9%                | 6.4%          | 2.1%                     | .4%                | 16.8%  |
|        | Insurance        | Frequency | 6                   | 11            | 8                        | 0                  | 25     |
|        |                  | Percent % | 2.1%                | 3.9%          | 2.9%                     | 0.0%               | 8.9%   |
|        | Investment       | Frequency | 19                  | 22            | 26                       | 0                  | 67     |
|        |                  | Percent % | 6.8%                | 7.9%          | 9.3%                     | 0.0%               | 23.9%  |
|        | Service          | Frequency | 27                  | 19            | 17                       | 0                  | 63     |
|        |                  | Percent % | 9.6%                | 6.8%          | 6.1%                     | 0.0%               | 22.5%  |
| Total  |                  | Frequency | 104                 | 100           | 75                       | 1                  | 280    |
|        |                  | Percent % | 37.1%               | 35.7%         | 26.8%                    | .4%                | 100.0% |

### 4.3 Result of Research Questions

In this section, the researcher displays the results of research questions

#### 4.3.1 What is the level of employees' understanding in the strategic planning of quality management in the listed companies in Palestine Security of Exchange?

To answer this question. The researcher calculates the means and standard deviation scores for the study sample responses on the understanding in the strategic planning of quality management in the listed companies of Palestine Security of Exchange, as shown in table (4.6).

**Table (4.6): Mean and standard deviation scores for the study sample responses to understanding in the strategic planning of quality management**

| Dimension  | Mean   | Std. deviation | Level |
|--|--------|----------------|-------|
| Employee's understanding in the strategic planning of quality management | 4.2124 | .6426          | High  |

The result from table 4.6 showed that the overall mean and standard deviation scores of the sample responses of the understanding in the strategic planning of quality management is (4.2124) and (.6426) respectively. This indicates that the employee has a high level of understanding in terms of the strategic planning of quality management.

#### **4.3.2 What is the level of employees' awareness of achieving the vision of their companies?**

Table (4.7) illustrates the calculated mean and standard deviation for each item that was used to evaluate the attitudes of respondents towards employees' awareness as to achieving their companies' vision. The results showed a high level of the employees' awareness of achieving their companies' vision, with a mean of 4.3612.

**Table (4.7): Mean and standard deviation scores for the study sample responses towards the awareness of achieving the companies' vision**

| Rank | Item No. | Items   | Mean  | Std. deviation | Level |
|------|----------|---|-------|----------------|-------|
| 1    | 1        | The company or organization has a clear and specific strategic vision that shows its future ambition                                      | 4.629 | .8195          | High  |
| 2    | 5        | The company where I work seeks to establish science and knowledge by utilizing multiple techniques for accomplishing cultural advancement | 4.475 | .7709          | High  |

|             |   |   |        |        |      |
|-------------|---|---|--------|--------|------|
| 3           | 2 | The company thinks to prepare frameworks which serve society on scientific, cultural and humanitarian bases   | 4.464  | .7324  | High |
| 4           | 4 | The company in which I work seeks to improve and post our relation with the foreign environment               | 4.418  | .9160  | High |
| 5           | 3 | The company represents its vision toward the domestic as well as foreign society                              | 4.329  | .9270  | High |
| 6           | 6 | Vision of the company in which I work is clear and measurable as much as the progress achieved by the company | 4.307  | .9305  | High |
| 7           | 7 | The company places specific date that is appropriate to achieve the company's vision                          | 4.225  | .8775  | High |
| 8           | 8 | The company's vision leads the administrative change into a better situation                                  | 4.043  | 1.0044 | High |
| Total items |   |   | 4.3612 | .62170 | High |

Table (4.7) shows that all the items have high level. The item “The company or organization has a clear and specific strategic vision that shows its future ambition” has the highest mean score, which is (4.629), followed by the item “The company in which I work seeks to establish science and knowledge by utilizing multiple techniques for accomplishing the cultural advancement”, which has the mean score of (4.475). However, the item “The company's vision leads to the administrative change into a better situation” has got the lowest mean score, which is (4.043), followed by the item “The company places a specific date appropriate to achieve the company's vision”, which received (4.225).

### 4.3.3 What is the level of employee's awareness of achieving the mission in the strategic planning of quality management in the investigated companies?

Table (4.8) illustrates the calculated mean and standard deviation for each item used to evaluate the attitudes of the respondents towards employees' awareness of achieving the mission of their companies'. The results showed that the level of the employees' awareness of achieving their companies' mission is high, with a mean of 4.0603.

**Table (4.8): Mean and standard deviation scores for the study sample responses towards awareness of achieving their companies' mission**

| Rank | Item No. | Items  | Mean  | Std. deviation | Level |
|------|----------|--|-------|----------------|-------|
| 1    | 4        | The company prepares the mission in correspondence to the available potentials and resources   | 4.293 | .8252          | High  |
| 2    | 5        | The company, from time to time, develops its mission according to its competitive position in the market   | 4.218 | .9977          | High  |
| 3    | 1        | The company's mission is specialized outcomes according to administrative and scientific criteria  | 4.218 | .9192          | High  |
| 4    | 8        | Mission of the company in which I work is deemed as the permanent reference for any decisions made inside the company                                      | 4.118 | .9525          | High  |
| 5    | 2        | The company's mission is broad and clear, which allows all company departments and divisions to invest new opportunities to develop the knowledge balance. | 4.089 | .9405          | High  |
| 6    | 7        | The company in which I work is ensuring that all its employees perform their work to serve its mission properly  | 4.079 | 1.0579         | High  |

|           |   |  |        |        |      |
|-----------|---|--|--------|--------|------|
| 7         | 3 | The company's mission is characterized and defined by frames and limits by which all employees of the company are featured by creativity and excellence. | 3.911  | 1.0554 | High |
| 8         | 6 | The company takes into consideration the employees' interest when amending its mission   | 3.557  | 1.1656 | High |
| All items |   |  | 4.0603 | .75469 | High |

Table (4.8), shows that all items come to high level. The item “The Company prepares the mission in corresponding to the available potentials and resources” has the highest mean score, which is (4.293). Then comes the item “The Company, from time to time, develops its mission according to its competitive position in the market”, with a mean score of (4.218). However, the item “The company takes into consideration the employees' interest when amending its mission” has got the lowest mean score, (3.557), followed by the item “The company mission is characterized and defined by frames and limits by which all employees of the company are featured by creativity and excellence.” which got (3.911).

#### **4.3.4 What is the level of employee's awareness of achieving strategic objectives in the strategic planning of quality management in the companies?**

Table (4.9) illustrates the calculated mean and standard deviation for each item used to evaluate attitudes of respondents towards employees' awareness of achieving the strategic of their companies' objectives. The results showed that the level of the employees' awareness of achieving the strategic objectives of their companies is high, with a mean of 4.2156.

**Table (4.9): Mean and standard deviation scores for the study sample responses towards awareness of achieving the strategic objectives of their companies**

| Rank        | Item No. | Items  | Mean   | Std. deviation | Level |
|-------------|----------|--|--------|----------------|-------|
| 1           | 4        | The goals of the department in which I work are derived from the company basic goals                               | 4.404  | .8663          | High  |
| 2           | 5        | The department in which I work achieves the goal which it proposed for itself in light of the available potentials | 4.379  | .8714          | High  |
| 3           | 1        | The company has long term and clear goals that it seeks to achieve   | 4.346  | .8239          | High  |
| 4           | 2        | The company's goals are realistic and measurable   | 4.343  | .8101          | High  |
| 5           | 6        | College management shall adhere to the time schedules and programs which it makes to achieve its goals             | 4.168  | .9894          | High  |
| 6           | 8        | The company's goals are clear and understood by all its employees.   | 4.054  | 1.0304         | High  |
| 7           | 7        | The company's goals are featured by complete flexibility in order to adapt to sudden and unforeseen changes        | 4.036  | .8501          | High  |
| 8           | 3        | The company's goals simulate the employees' potentials and skills, and develop and enhance their performance       | 3.996  | 1.1248         | High  |
| Total items |          |  | 4.2156 | .70241         | High  |

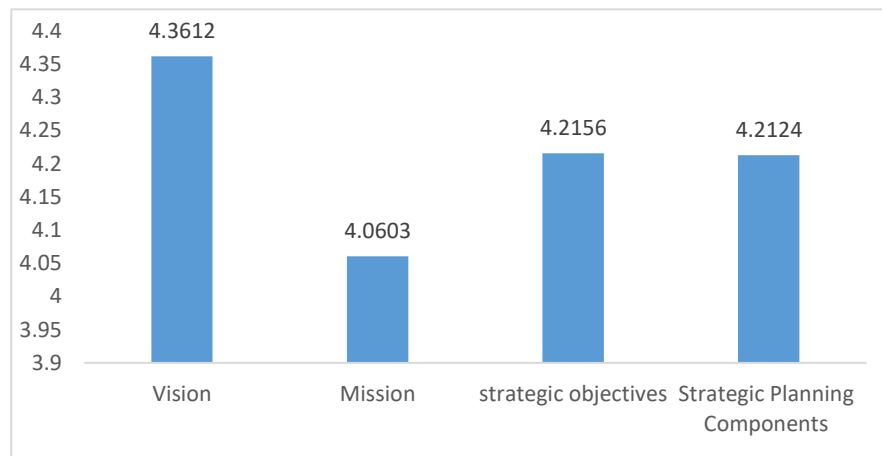
Table (4.9), shows that all the items come to high level. The item “The goals of the department in which I work are derived from the company’s basic goals have the highest mean score, (4.404). Then the item “The department in which I work achieves the goals



which it proposed for itself in light of the available potentials “has a mean score of (4.379). However, the item “The company’s goals simulate the employees’ potentials and skills, and develop and enhance the performance” has got the lowest mean score, which is (3.996), followed by the item “The company’s goals are featured by complete flexibility in order to adapt to sudden and unforeseen changes,” which received (4.036).

According to the previous results of the research questions, it is clear that the Palestinian listed companies exposed that the level of applying mission, vision, and strategic objectives is a high. As shown in figure 4.2, the highest level of strategic planning components was for vision, strategic objective and mission respectively. Therefore, Palestinian listed companies have and apply strategic planning components.

**Figure 4.2: Level of Employee’s awareness of Strategic Planning Components**



#### **4.3.5 What is the level of the employees’ satisfaction in their Companies?**

Table (4.10) illustrates the calculated mean and standard deviation for each item used to evaluate attitudes of respondents towards the level of the employee’s satisfaction of his/her

company. The results showed that the level of the employee's satisfaction is moderate, with a mean of 3.3268.

**Table (4.10): Mean and standard deviation scores for the study sample responses towards awareness of the employees' satisfaction of their companies'**

| Rank | Item No. | Items   | Mean  | Std. deviation | Level    |
|------|----------|---|-------|----------------|----------|
| 1    | 8        | The company in which I work provides comfortable working environment that suits its employees, which allows them to be creative   | 3.539 | 1.1633         | Moderate |
| 2    | 5        | All people working in the company in which I work feel appreciated and respected by their heads and managers in the work  | 3.425 | 1.2706         | Moderate |
| 3    | 4        | The company in which I work engage the employees in making all decisions which may affect their needs and demands in the work   | 3.407 | 1.2973         | Moderate |
| 4    | 7        | The company in which I work provides services to the employee or worker's family, such as providing the education to their children, medical insurance and other privileges | 3.371 | 1.3512         | Moderate |
| 5    | 10       | The company in which I work continuously follows the needs of the employees and attempts to provide the needs and demands claimed by its employees                          | 3.364 | 1.2570         | Moderate |
| 6    | 6        | Management of the company in which I am working is keen to share all employees in their social events inside and outside the company  | 3.325 | 1.3054         | Moderate |
| 7    | 1        | The company in which I work realizes the principle of justice within all employees  | 3.250 | 1.4325         | Moderate |

|           |   |  |        |         |          |
|-----------|---|--|--------|---------|----------|
| 8         | 3 | The company in which I work deals with all employees in complete transparency  | 3.221  | 1.3229  | Moderate |
| 9         | 9 | The company in which I work pays attention to granting material and moral incentives to its employees, along with opportunities to promote all employees | 3.204  | 1.3406  | Moderate |
| 10        | 2 | The company in which I work realizes the principle of equity with all employees  | 3.161  | 1.4662  | Moderate |
| All items |   |  | 3.3268 | 1.04592 | Moderate |

Table (4.10) shows that all items are within the moderate level. The item “The Company in which I work provides comfortable working environment that suits its employees, which allows them to be creative “has the highest mean score of (3.539). Then the item “All people working in the company in which I work feel appreciated and respected by their heads and managers in the work “has a mean score of (3.425). However, the item “The company in which I work realizes the principle of justice with all employees” has got the lowest mean score of (3.161), followed by the item " The company in which I work pays attention to granting material and moral incentives to its employees, along with providing opportunities to promote all employees," which received (3.204).

#### **4.3.6 What is the level of improving the employee’s efficiency exercised in the Companies?**

The results showed that the level of improving the employee’s efficiency in their companies is high, with a mean of 3.9021

**Table (4.11): Mean and standard deviation scores for the study sample responses towards awareness of achieving the vision of their companies' dimension**

| Rank | Item No. | Items   | Mean  | Std. deviation | Level |
|------|----------|---|-------|----------------|-------|
| 1    | 5        | The company in which I work seeks to introduce new technology through applying programs that help managing the organization department in order to contribute in improving the employees' competence    | 4.225 | .8775          | High  |
| 2    | 3        | Improving employees' competence in the company in which I work affects the competitiveness with other companies   | 4.214 | .8058          | High  |
| 3    | 2        | The management of the company in which I work ensures the raise of the level of professional performance its employees by achieving their professional development thought holding proper courses       | 4.036 | 1.0870         | High  |
| 4    | 1        | The company ensures to develop its services that are provided to the Palestinian local society in correspondence with its social responsibility parameter by developing the competence of its employees | 3.964 | 1.0535         | High  |
| 5    | 7        | The company allows the employees to contribute in development by providing new ideas.   | 3.925 | 1.0360         | High  |
| 6    | 4        | The company believes in the opinion that improving the employees' competence leads to a decrease in the company's long-term material expenses and will be positively reflected on the company's income. | 3.850 | 1.2611         | High  |
| 7    | 9        | The company encourages creative, and adopts and develops their creative ideas   | 3.811 | 1.0282         | High  |
| 8    | 10       | The company allocates an annual amount and invests the same in qualifying and developing  | 3.789 | 1.0918         | High  |

|             |   |  |        |        |          |
|-------------|---|--|--------|--------|----------|
|             |   | human resources practically and scientifically   |        |        |          |
|             | 8 | The company provides different training programs inside and outside the, which enables the employees to upgrade their performance level      | 3.700  | 1.1621 | High     |
|             | 6 | The company in which I work has enough flexibility to support workers and employees in building absolute affiliation and loyalty towards it. | 3.507  | 1.3062 | Moderate |
| Total items |   |  | 3.9021 | .82579 | High     |

Table (4.11) shows that most of the items are of a high level. The item “The Company in which I work seeks to introduce new technology through applying programs that help managing the organization department in order to contribute in improving its employees’ competence “has the highest mean score of (4.225). Then the item “Improving employees’ competence in the company in which I work affects competitiveness with other companies” has the mean score of (4.214). However, the item “The company in which I work has enough flexibility to support the workers and employees in building absolute affiliation and loyalty towards it” has received the lowest mean score of (3.507), followed by the item “The company provides different training programs inside and outside the country to enable the employees to upgrade their performance level,” which received (3.700).

## **4.4 Results of the main Hypothesis**

In this section the researcher tests the two main hypotheses of this research.

### **4.4.1 Strategic Planning Components in Quality Management**

The seventh-main hypothesis which states: “There is no significant difference of the level of applying strategic planning and the demographic variables of age, marital status, gender, academic level, type of business, years of experience, and sector.

In order to test the main hypothesis, the researcher tested some of sub-hypotheses as follows:

#### **4.4.1.1 Age**

Testing the hypothesis that states, “There is no significant difference in the level of applying strategic planning according to the employee’s age”.

One Way ANOVA Test was conducted to check the differences in the level of applying strategic planning according to the variable of the employee’s age (less than 30, 31 to 40, 41 to 50, and above 51)

The results showed that there are significant differences in the level of applying mission in the strategic planning of quality management that could be attributed to the employee’s Age., with P-values .041, which is less than the significance level ( $\alpha=.05$ ). This is clear in the table below (4.12).

**Table (4.12): Results of ANOVA (One Way Analysis of Variance) of applying Fundamentals of strategic planning criteria according to employee age.**

| Criteria                 |                | Sum of Squares | Df         | Mean Square | F     | Sig. |
|--------------------------|----------------|----------------|------------|-------------|-------|------|
| <b>Vision</b>            | Between Groups | 1.665          | 3          | .555        | 1.443 | .231 |
|                          | Within Groups  | 106.172        | 276        | .385        |       |      |
|                          | <b>Total</b>   | <b>107.837</b> | <b>279</b> |             |       |      |
| <b>Mission</b>           | Between Groups | 4.682          | 3          | 1.561       | 2.793 | .041 |
|                          | Within Groups  | 154.223        | 276        | .559        |       |      |
|                          | <b>Total</b>   | <b>158.905</b> | <b>279</b> |             |       |      |
| <b>Goals</b>             | Between Groups | 2.501          | 3          | .834        | 1.703 | .167 |
|                          | Within Groups  | 135.152        | 276        | .490        |       |      |
|                          | <b>Total</b>   | <b>137.654</b> | <b>279</b> |             |       |      |
| <b>Strategy Planning</b> | Between Groups | 2.750          | 3          | .917        | 2.250 | .083 |
|                          | Within Groups  | 112.459        | 276        | .407        |       |      |
|                          | <b>Total</b>   | <b>115.209</b> | <b>279</b> |             |       |      |

**Table (4.13): Mean and standard deviation scores for applying strategic planning according to the employee's age**

| Criteria                  | Age          | N          | Mean          | Std. Deviation |
|---------------------------|--------------|------------|---------------|----------------|
| <b>Vision</b>             | less than 30 | 170        | 4.3191        | .67527         |
|                           | 31 to 40     | 73         | 4.3767        | .48524         |
|                           | 41 to 50     | 28         | 4.5804        | .62843         |
|                           | above 51     | 9          | 4.3472        | .43201         |
|                           | <b>Total</b> | <b>280</b> | <b>4.3612</b> | <b>.62170</b>  |
| <b>Mission</b>            | less than 30 | 170        | 4.0132        | .77355         |
|                           | 31 to 40     | 73         | 4.0188        | .67497         |
|                           | 41 to 50     | 28         | 4.4464        | .84740         |
|                           | above 51     | 9          | 4.0833        | .33657         |
|                           | <b>Total</b> | <b>280</b> | <b>4.0603</b> | <b>.75469</b>  |
| <b>Goals</b>              | less than 30 | 170        | 4.1846        | .74743         |
|                           | 31 to 40     | 73         | 4.1747        | .62526         |
|                           | 41 to 50     | 28         | 4.4955        | .63418         |
|                           | above 51     | 9          | 4.2639        | .46538         |
|                           | <b>Total</b> | <b>280</b> | <b>4.2156</b> | <b>.70241</b>  |
| <b>Strategic Planning</b> | less than 30 | 170        | 4.1723        | .67681         |
|                           | 31 to 40     | 73         | 4.1901        | .54429         |
|                           | 41 to 50     | 28         | 4.5074        | .68127         |
|                           | above 51     | 9          | 4.2315        | .38477         |
|                           | <b>Total</b> | <b>280</b> | <b>4.2124</b> | <b>.64260</b>  |



**The Tukey's Test** was used to check the source of differences in applying the mission in the strategic planning of quality management between the employees' ages.

The two-dimensional comparisons show that there are differences of applying Mission, between the employees whose ages were less than 30 and whose ages were from 41 to 50, with P-values .025; this means that the level of awareness of achieving the mission in the strategic planning of employees whose ages were from 41 to 50 are more than the awareness of employees whose age were under 30. This is less than the significance level ( $\alpha=.05$ ), which is clear in table (4.14) below.

**Table (4.14): Results of Tukey's Test of source of differences of applying the mission in the strategic planning according to employee age.**

| <b>Dependent Variable</b> | <b>(I) company city</b> | <b>(J) company city</b> | <b>Mean Difference (I-J)</b> | <b>Sig</b> |
|---------------------------|-------------------------|-------------------------|------------------------------|------------|
| <b>Mission</b>            | less than 30            | 41 to 50                | -.43319                      | .025       |

#### **4.4.1.2 Marital Status**

Testing the hypothesis that states, "There is no significant difference of the level of applying strategic planning according to the marital status".

Independent Sample T-Test was conducted to check the differences of the level of applying strategic planning according to the marital status variable (single, and married).

The results showed that there are significant differences of the level of applying mission in the strategic planning of quality management according to marital status, with P-

values .010, which is less than the significance level ( $\alpha=.05$ ). This is clear in the table below (4.15).

**Table (4.15): Results of independent sample T-test for the level of applying the fundamental strategic planning according to the marital status**

| Criteria           | Marital status | N   | Mean   | Std. Deviation | T     | Sig. |
|--------------------|----------------|-----|--------|----------------|-------|------|
| Vision             | Single         | 87  | 4.3348 | .80118         | -.408 | .684 |
|                    | Married        | 193 | 4.3731 | .52314         |       |      |
| Mission            | Single         | 87  | 4.2328 | .78484         | 2.594 | .010 |
|                    | Married        | 193 | 3.9825 | .72950         |       |      |
| Goals              | Single         | 87  | 4.2658 | .75358         | .802  | .423 |
|                    | Married        | 193 | 4.1930 | .67892         |       |      |
| strategic planning | Single         | 87  | 4.2778 | .75394         | 1.144 | .253 |
|                    | Married        | 193 | 4.1829 | .58534         |       |      |

#### 4.4.1.3 Academic Level

Testing the hypothesis that states, “There is a significant difference in the level of applying strategic planning according to the academic level”.

One Way ANOVA Test was conducted to check the differences in the level of applying strategic planning according to the employee’s academic level.

The results showed that there is a significant difference in applying Vision, Mission, and goals in strategic planning that could be attributed to the academic level, with P-values

.042,.021, and .030 respectively, which is less than the significance level ( $\alpha=.05$ ). This is clear in the table (4.16) below.

**Table (4.16): Results of ANOVA (One Way Analysis of Variance) of applying Fundamentals of strategic planning criteria according to Academic Level**

| Criteria                 |                | Sum of Squares | Df         | Mean Square | F     | Sig. |
|--------------------------|----------------|----------------|------------|-------------|-------|------|
| <b>Vision</b>            | Between Groups | 3.160          | 3          | 1.053       | 2.778 | .042 |
|                          | Within Groups  | 104.677        | 276        | .379        |       |      |
|                          | <b>Total</b>   | <b>107.837</b> | <b>279</b> |             |       |      |
| <b>Mission</b>           | Between Groups | 5.506          | 3          | 1.835       | 3.302 | .021 |
|                          | Within Groups  | 153.399        | 276        | .556        |       |      |
|                          | <b>Total</b>   | <b>158.905</b> | <b>279</b> |             |       |      |
| <b>Goals</b>             | Between Groups | 4.391          | 3          | 1.464       | 3.031 | .030 |
|                          | Within Groups  | 133.263        | 276        | .483        |       |      |
|                          | <b>Total</b>   | <b>137.654</b> | <b>279</b> |             |       |      |
| <b>Strategy Planning</b> | Between Groups | 3.589          | 3          | 1.196       | 2.958 | .033 |
|                          | Within Groups  | 111.620        | 276        | .404        |       |      |
|                          | <b>Total</b>   | <b>115.209</b> | <b>279</b> |             |       |      |

**Table (4.17): Mean and standard deviation scores for applying strategic planning according to the Academic Level**

| Criteria                  | Academic Level   | N          | Mean          | Std. Deviation |
|---------------------------|------------------|------------|---------------|----------------|
| <b>Vision</b>             | Tawjihi or less  | 11         | 4.1250        | .90485         |
|                           | Diploma          | 21         | 4.4405        | .91140         |
|                           | Bachelor         | 216        | 4.3270        | .58314         |
|                           | Master           | 32         | 4.6211        | .46715         |
|                           | <b>Total</b>     | <b>280</b> | <b>4.3612</b> | <b>.62170</b>  |
| <b>Mission</b>            | Tawjihi and less | 11         | 4.3409        | .92211         |
|                           | Diploma          | 21         | 4.3512        | .89059         |
|                           | Bachelor         | 216        | 3.9844        | .73501         |
|                           | Master           | 32         | 4.2852        | .64464         |
|                           | <b>Total</b>     | <b>280</b> | <b>4.0603</b> | <b>.75469</b>  |
| <b>Goals</b>              | Tawjihi and less | 11         | 4.3182        | .79523         |
|                           | Diploma          | 21         | 4.3690        | .88695         |
|                           | Bachelor         | 216        | 4.1510        | .69150         |
|                           | Master           | 32         | 4.5156        | .52050         |
|                           | <b>Total</b>     | <b>280</b> | <b>4.2156</b> | <b>.70241</b>  |
| <b>Strategic Planning</b> | Tawjihi and less | 11         | 4.2614        | .86162         |
|                           | diploma          | 21         | 4.3869        | .88321         |
|                           | bachelor         | 216        | 4.1541        | .61096         |
|                           | Master           | 32         | 4.4740        | .51877         |
|                           | <b>Total</b>     | <b>280</b> | <b>4.2124</b> | <b>.64260</b>  |

**The Tukey's Test** was used to check the source of differences in applying the Vision, Mission, and goals of strategic planning criteria according to the academic level.

The two-dimensional comparisons show that there are differences in the application the fundamentals of strategic planning criteria (Mission and Vision) between employees who have a bachelor degree and others who have a master degree in favor of the Master's, with P-values .059, .03 respectively; this is less than the significance level ( $\alpha=.10$ ) and ( $\alpha=.05$ ) respectively. This is clear in table (4.18) below.

**Table (4.18): Results of Tukey's Test of source of differences of applying the mission in the strategic planning according to employees' academic levels.**

| <b>Dependent Variable</b> | <b>(I) company city</b> | <b>(J) company city</b> | <b>Mean Difference (I-J)</b> | <b>Sig</b> |
|---------------------------|-------------------------|-------------------------|------------------------------|------------|
| <b>Mission</b>            | Bachelor                | Master                  | -.29413                      | .059       |
| <b>Goals</b>              | Bachelor                | Master                  | -.36458                      | .030       |
| <b>Strategic Planning</b> | Bachelor                | Master                  | -.31983                      | .042       |

#### **4.4.1.4 Type of Business**

Testing the hypothesis that states, "There is no significant difference in the level of applying strategic planning according to the type of business".

One Way ANOVA Test was conducted to check the differences in the level of applying strategic planning according to the type of business (Higher, Middle, Supervision, and Employee).

The results showed that there is a significant difference of applying Mission strategic planning criteria that could be attributed to the type of business, with P-values .026, which is less than the significance level ( $\alpha=.05$ ). This is clear in the table (4.19) below.

**Table (4.19): Results of ANOVA (One Way Analysis of Variance) of applying Fundamentals of strategic planning criteria according to type of business**

| Criteria          |                | Sum of Squares | Df.        | Mean Square | F.    | Sig. |
|-------------------|----------------|----------------|------------|-------------|-------|------|
| Vision            | Between Groups | 1.293          | 3          | .431        | 1.116 | .343 |
|                   | Within Groups  | 106.544        | 276        | .386        |       |      |
|                   | <b>Total</b>   | <b>107.837</b> | <b>279</b> |             |       |      |
| Mission           | Between Groups | 5.255          | 3          | 1.752       | 3.146 | .026 |
|                   | Within Groups  | 153.650        | 276        | .557        |       |      |
|                   | <b>Total</b>   | <b>158.905</b> | <b>279</b> |             |       |      |
| Goals             | Between Groups | 3.025          | 3          | 1.008       | 2.067 | .105 |
|                   | Within Groups  | 134.629        | 276        | .488        |       |      |
|                   | <b>Total</b>   | <b>137.654</b> | <b>279</b> |             |       |      |
| Strategy Planning | Between Groups | 2.147          | 3          | .716        | 1.747 | .158 |
|                   | Within Groups  | 113.062        | 276        | .410        |       |      |
|                   | <b>Total</b>   | <b>115.209</b> | <b>279</b> |             |       |      |

**Table (4.20): Mean and standard deviation scores for applying strategic planning according to the Type of business**

| Criteria                  | Type of business | N          | Mean          | Std. Deviation |
|---------------------------|------------------|------------|---------------|----------------|
| <b>Vision</b>             | Employee         | 171        | 4.3224        | .66474         |
|                           | Supervision      | 58         | 4.3621        | .53685         |
|                           | Middle           | 41         | 4.4604        | .56488         |
|                           | Higher           | 10         | 4.6125        | .49809         |
|                           | <b>Total</b>     | <b>280</b> | <b>4.3612</b> | <b>.62170</b>  |
| <b>Mission</b>            | Employee         | 171        | 4.0885        | .73611         |
|                           | Supervision      | 58         | 3.8254        | .80123         |
|                           | Middle           | 41         | 4.1890        | .72679         |
|                           | Higher           | 10         | 4.4125        | .65099         |
|                           | <b>Total</b>     | <b>280</b> | <b>4.0603</b> | <b>.75469</b>  |
| <b>Goals</b>              | Employee         | 171        | 4.2061        | .67797         |
|                           | Supervision      | 58         | 4.1681        | .69204         |
|                           | Middle           | 41         | 4.1921        | .84553         |
|                           | Higher           | 10         | 4.7500        | .25685         |
|                           | <b>Total</b>     | <b>280</b> | <b>4.2156</b> | <b>.70241</b>  |
| <b>Strategic Planning</b> | Employee         | 171        | 4.2057        | .64741         |
|                           | Supervision      | 58         | 4.1185        | .61435         |
|                           | Middle           | 41         | 4.2805        | .68484         |
|                           | Higher           | 10         | 4.5917        | .41285         |
|                           | <b>Total</b>     | <b>280</b> | <b>4.2124</b> | <b>.64260</b>  |

**The Tukey's Test** was used to check the source of differences in applying the Mission strategic planning criteria according to the type of business.

The two-dimensional comparisons show that there are differences of applying Mission between the employee and the Supervision in favor of employees, and also Supervision and Middle, with P-values .096, .082; this is less than the significance level ( $\alpha=.10$ ). This is clear in table (4.21) below.

**Table (4.21): Results of Tukey's Test of source of differences of applying the mission in the strategic planning according to employee's type of business.**

| <b>Dependent Variable</b> | <b>(I) company city</b> | <b>(J) company city</b> | <b>Mean Difference (I-J)</b> | <b>Sig</b> |
|---------------------------|-------------------------|-------------------------|------------------------------|------------|
| <b>Mission</b>            | Employee                | Supervision             | .26302                       | .096       |
|                           | Supervision             | Middle                  | -.36359                      | .082       |

#### **4.4.1.5 Years of Experience**

Testing the hypothesis that states, “There is no significant difference of the level of applying strategic planning according to the years of experience”.

One Way ANOVA Test was conducted to check the differences of the level of applying strategic planning according to the years of experience (less than 5 years, 5 to less than 10 years, 10 to less than 15 years, and 15 years and above)

The results showed that there is no significant difference of applying strategic planning criteria (Vision, Mission, and Goals) that could be attributed to the years of experience.

This is clear in the table (4.22) below.



**Table (4.22): Results of ANOVA (One Way Analysis of Variance) of applying Fundamentals of strategic planning criteria according to Years of Experience**

| Criteria                 |                | Sum of Squares | Df         | Mean Square | F     | Sig. |
|--------------------------|----------------|----------------|------------|-------------|-------|------|
| <b>Vision</b>            | Between Groups | 2.320          | 3          | .773        | 2.023 | .111 |
|                          | Within Groups  | 105.517        | 276        | .382        |       |      |
|                          | <b>Total</b>   | <b>107.837</b> | <b>279</b> |             |       |      |
| <b>Mission</b>           | Between Groups | 3.240          | 3          | 1.080       | 1.915 | .127 |
|                          | Within Groups  | 155.665        | 276        | .564        |       |      |
|                          | <b>Total</b>   | <b>158.905</b> | <b>279</b> |             |       |      |
| <b>Goals</b>             | Between Groups | 1.133          | 3          | .378        | .764  | .515 |
|                          | Within Groups  | 136.520        | 276        | .495        |       |      |
|                          | <b>Total</b>   | <b>137.654</b> | <b>279</b> |             |       |      |
| <b>Strategy Planning</b> | Between Groups | 1.740          | 3          | .580        | 1.411 | .240 |
|                          | Within Groups  | 113.469        | 276        | .411        |       |      |
|                          | <b>Total</b>   | <b>115.209</b> | <b>279</b> |             |       |      |

**Table (4.23): Mean and standard deviation scores for applying strategic planning according to years of experience**

| Criteria       | Years of experience      | N          |  | Mean          | Std. Deviation |
|----------------|--------------------------|------------|--|---------------|----------------|
| <b>Vision</b>  | less than 5 years        | 171        |  | 4.3224        | .66474         |
|                | 5 to 10 years            | 58         |  | 4.3621        | .53685         |
|                | 10 to less than 15 years | 41         |  | 4.4604        | .56488         |
|                | 15 years and above       | 10         |  | 4.6125        | .49809         |
|                | <b>Total</b>             | <b>280</b> |  | <b>4.3612</b> | <b>.62170</b>  |
| <b>Mission</b> | less than 5 years        | 171        |  | 4.0885        | .73611         |
|                | 5 to 10 years            | 58         |  | 3.8254        | .80123         |

|                           |                          |            |  |               |               |
|---------------------------|--------------------------|------------|--|---------------|---------------|
|                           | 10 to less than 15 years | 41         |  | 4.1890        | .72679        |
|                           | 15 years and above       | 10         |  | 4.4125        | .65099        |
|                           | <b>Total</b>             | <b>280</b> |  | <b>4.0603</b> | <b>.75469</b> |
| <b>Goals</b>              | less than 5 years        | 171        |  | 4.2061        | .67797        |
|                           | 5 to 10 years            | 58         |  | 4.1681        | .69204        |
|                           | 10 to less than 15 years | 41         |  | 4.1921        | .84553        |
|                           | 15 years and above       | 10         |  | 4.7500        | .25685        |
|                           | <b>Total</b>             | <b>280</b> |  | <b>4.2156</b> | <b>.70241</b> |
| <b>Strategic Planning</b> | less than 5 years        | 171        |  | 4.2057        | .64741        |
|                           | 5 to 10 years            | 58         |  | 4.1185        | .61435        |
|                           | 10 to less than 15 years | 41         |  | 4.2805        | .68484        |
|                           | 15 years and above       | 10         |  | 4.5917        | .41285        |
|                           | <b>Total</b>             | <b>280</b> |  | <b>4.2124</b> | <b>.64260</b> |

#### 4.4.1.6 Sector

Testing the hypothesis that states, “There is no significant difference of the level of applying strategic planning according to the sector”.

One Way ANOVA Test was conducted to check the differences in the level of applying strategic planning according to the economic sectors.

The results showed that there is a significant difference of applying the Mission, of goals strategic planning criteria that could be attributed to the Sector, with P-values .000,.031, and .002 respectively, which is less than the significance level ( $\alpha=.05$ ); also all F calculate less than F (4,275)=2.417 except the vision diminution. This is clear in the table (4.24) below.

**Table (4.24): Results of ANOVA (One Way Analysis of Variance) of applying Fundamentals of strategic planning criteria according to Sector**

| Criteria                 |                | Sum of Squares | Df         | Mean Square | F     | Sig. |
|--------------------------|----------------|----------------|------------|-------------|-------|------|
| <b>Vision</b>            | Between Groups | 2.546          | 4          | .637        | 1.663 | .159 |
|                          | Within Groups  | 105.291        | 275        | .383        |       |      |
|                          | <b>Total</b>   | <b>107.837</b> | <b>279</b> |             |       |      |
| <b>Mission</b>           | Between Groups | 15.643         | 4          | 3.911       | 7.507 | .000 |
|                          | Within Groups  | 143.262        | 275        | .521        |       |      |
|                          | <b>Total</b>   | <b>158.905</b> | <b>279</b> |             |       |      |
| <b>Goals</b>             | Between Groups | 6.193          | 4          | 1.548       | 3.239 | .013 |
|                          | Within Groups  | 131.461        | 275        | .478        |       |      |
|                          | <b>Total</b>   | <b>137.654</b> | <b>279</b> |             |       |      |
| <b>Strategy Planning</b> | Between Groups | 6.748          | 4          | 1.687       | 4.277 | .002 |
|                          | Within Groups  | 108.461        | 275        | .394        |       |      |
|                          | <b>Total</b>   | <b>115.209</b> | <b>279</b> |             |       |      |

**Table (4.25): Mean and standard deviation scores for applying strategic planning according to the Sector**

| Criteria       | Sector           | N          | Mean          | Std. Deviation |
|----------------|------------------|------------|---------------|----------------|
| <b>Vision</b>  | Bank & Financial | 78         | 4.2516        | .65635         |
|                | Industry         | 47         | 4.4707        | .55427         |
|                | Insurance        | 25         | 4.4350        | .35561         |
|                | Investment       | 67         | 4.4534        | .55640         |
|                | Service          | 63         | 4.2877        | .74617         |
|                | <b>Total</b>     | <b>280</b> | <b>4.3612</b> | <b>.62170</b>  |
| <b>Mission</b> | Bank & Financial | 78         | 3.6875        | .73296         |

|                           |                  |            |               |               |
|---------------------------|------------------|------------|---------------|---------------|
|                           | Industry         | 47         | 4.2686        | .72042        |
|                           | Insurance        | 25         | 4.1200        | .49671        |
|                           | Investment       | 67         | 4.2388        | .69110        |
|                           | Service          | 63         | 4.1528        | .80899        |
|                           | <b>Total</b>     | <b>280</b> | <b>4.0603</b> | <b>.75469</b> |
| <b>Goals</b>              | Bank & Financial | 78         | 4.0000        | .71282        |
|                           | Industry         | 47         | 4.3910        | .58434        |
|                           | Insurance        | 25         | 4.2450        | .47664        |
|                           | Investment       | 67         | 4.3433        | .67782        |
|                           | Service          | 63         | 4.2044        | .81174        |
|                           | <b>Total</b>     | <b>280</b> | <b>4.2156</b> | <b>.70241</b> |
| <b>Strategic Planning</b> | Bank & Finance   | 78         | 3.9797        | .61501        |
|                           | Industry         | 47         | 4.3768        | .57473        |
|                           | Insurance        | 25         | 4.2667        | .40218        |
|                           | Investment       | 67         | 4.3451        | .60671        |
|                           | Service          | 63         | 4.2149        | .76164        |
|                           | <b>Total</b>     | <b>280</b> | <b>4.2124</b> | <b>.64260</b> |

**The Tukey's Test** was used to examine the source of differences in applying the mission, goals, and strategic planning criteria according to the sector.

The two-dimensional comparisons show that there is a significant difference between the applications of mission by the employees who are working in the bank & financial sector and the employees who are working in industry, investment, and service sectors in favor of industry, investment, and service respectively, with P-values at .000, .000, and

.002 respectively; this is less than the significance level ( $\alpha=.05$ ). Besides, table 4.26 shows that there is a significant difference of applying the goals between the employees who are working in the bank & financial sector and the employees who are working in the industry, and investment sectors in favor of industry, and investment respectively, with P-values .020, and .026 respectively; this is less than the significance level ( $\alpha=.05$ )

**Table (4.26): Results of Tukey's Test of source of differences of applying the mission in the strategic planning according to sectors.**

| <b>Dependent Variable</b> | <b>(I) company city</b> | <b>(J) company city</b> | <b>Mean Difference (I-J)</b> | <b>Sig.</b> |
|---------------------------|-------------------------|-------------------------|------------------------------|-------------|
| <b>Mission</b>            | Bank & Financial        | Industry                | -.58112                      | .000        |
|                           | Bank & Financial        | Investment              | -.55131                      | .000        |
|                           | Bank & Financial        | Service                 | -.46528                      | .002        |
| <b>Goals</b>              | Bank & Financial        | Industry                | -.39096                      | .020        |
|                           | Bank & Financial        | Investment              | -.34328                      | .026        |
| <b>Strategic Planning</b> | Bank & Financial        | Industry                | -.39707                      | .006        |
|                           | Bank & Financial        | Investment              | -.36545                      | .005        |

#### **4.4.2 Performance Improvement**

The seventh-main hypothesis states that there is no significant difference of the level of applying performance improvement and the demographic variables of age, marital status, gender, academic level, type of business, years of experience, and sector)

In order to test this main hypothesis, we tested some of sub-hypotheses as follows:

#### 4.4.2.1 Age

Testing the hypothesis which states that “There is no significant difference of the level of applying performance improvement according to the employee’s age”.

One Way ANOVA Test was conducted to check the differences of the level of applying performance improvement according to the variable of employee’s age (less than 30, 31 to 40, 41 to 50, and above 51)

The results showed that there are significant differences in the level of applying performance improvement (achieving the satisfaction, improving the competence) that could be attributed to the employee’s age, with P-values .010, .003, and .002 respectively, which is less than the significance level ( $\alpha=.05$ ), as shown in table below (4.27).

**Table (4.27): Results of ANOVA (One Way Analysis of Variance) of applying Performance Improvement according to employee age.**

| Dimension                  |                | Sum of Squares | Df. | Mean Square | F.    | Sig. |
|----------------------------|----------------|----------------|-----|-------------|-------|------|
| Achieving the satisfaction | Between Groups | 12.380         | 3   | 4.127       | 3.890 | .010 |
|                            | Within Groups  | 292.829        | 276 | 1.061       |       |      |
|                            | Total          | 305.209        | 279 |             |       |      |
| Improving the competence   | Between Groups | 9.529          | 3   | 3.176       | 4.851 | .003 |
|                            | Within Groups  | 180.730        | 276 | .655        |       |      |
|                            | Total          | 190.259        | 279 |             |       |      |
| Performance Improvement    | Between Groups | 10.749         | 3   | 3.583       | 4.893 | .002 |
|                            | Within Groups  | 202.110        | 276 | .732        |       |      |
|                            | Total          | 212.859        | 279 |             |       |      |

**Table (4.28): Mean and standard deviation scores for applying Performance Improvement according to the employee's age**

| <b>Dimension</b>                  | <b>Age</b>   | <b>N</b> | <b>Mean</b> | <b>Std. Deviation</b> |
|-----------------------------------|--------------|----------|-------------|-----------------------|
| <b>Achieving the satisfaction</b> | less than 30 | 170      | 3.2594      | 1.07755               |
|                                   | 31 to 40     | 73       | 3.2466      | 1.04975               |
|                                   | 41 to 50     | 28       | 3.9571      | .76179                |
|                                   | above 51     | 9        | 3.2889      | .44566                |
|                                   | <b>Total</b> | 280      | 3.3268      | 1.04592               |
| <b>Improving the competence</b>   | less than 30 | 170      | 3.8324      | .85821                |
|                                   | 31 to 40     | 73       | 3.8342      | .78691                |
|                                   | 41 to 50     | 28       | 4.4357      | .61897                |
|                                   | above 51     | 9        | 4.1111      | .40757                |
|                                   | <b>Total</b> | 280      | 3.9021      | .82579                |
| <b>Performance Improvement</b>    | less than 30 | 170      | 3.5459      | .90068                |
|                                   | 31 to 40     | 73       | 3.5404      | .85731                |
|                                   | 41 to 50     | 28       | 4.1964      | .63885                |
|                                   | above 51     | 9        | 3.7000      | .36657                |
|                                   | <b>Total</b> | 280      | 3.6145      | .87346                |

**The Tukey's Test** was used to check the source of differences in applying performance improvement according to employees' ages.

The two-dimensional comparisons show that there are differences in achieving the satisfaction, between the employees whose ages are less than 30 and those whose ages are from 31 to 40 years, and also between the employees who are aging from 31 to 40 and

whose ages are from 41 to 50 with P-values .006, .011 respectively; there are differences in improving the competence between the employees who are aging less than 30 and who are aging from 31 to 40, and also between the employees whose ages are from 31 to 40 and those whose ages are from 41 to 50 with P-values .002, .005 respectively, which is less than the significance level ( $\alpha=.05$ ).

**Table (4.29): Results of Tukey's Test of source of differences in applying the Performance Improvement according to the employee's age.**

| <b>Dependent Variable</b>         | <b>(I) company city</b> | <b>(J) company city</b> | <b>Mean Difference (I-J)</b> | <b>Sig.</b> |
|-----------------------------------|-------------------------|-------------------------|------------------------------|-------------|
| <b>Achieving the satisfaction</b> | less than 30            | 41 to 50                | -.69773                      | .006        |
|                                   | 31 to 40                | 41 to 50                | -.71057                      | .011        |
| <b>Improving the competence</b>   | less than 30            | 41 to 50                | -.60336                      | .002        |
|                                   | 31 to 40                | 41 to 50                | -.60147                      | .005        |
| <b>Performance Improvement</b>    | less than 30            | 41 to 50                | -.65055                      | .001        |
|                                   | 31 to 40                | 41 to 50                | -.65602                      | .004        |

#### **4.4.2.2 Marital Status**

Testing the hypothesis that states, “There is no significant difference in the level of applying Performance Improvement according to the marital status”.

Independent Sample T-Test was conducted to check the differences of the level of applying Performance Improvement with regard to the marital status variable (single, or married).

The results showed that there are significant differences in the level of applying Performance Improvement and achieving the satisfaction that could be attributed to the



marital status, with P-values .006, and .044 respectively in favor of single employees, which is less than the significance level ( $\alpha=.05$ ).

**Table (4.30): Results of independent sample T-test for the level of applying the fundamental strategic planning according to the marital status**

| Dimension                  | Marital status | N   | Mean   | Std. Deviation | T     | Sig. |
|----------------------------|----------------|-----|--------|----------------|-------|------|
| Achieving the satisfaction | Single         | 87  | 3.5816 | 1.00897        | 2.770 | .006 |
|                            | Married        | 193 | 3.2119 | 1.04449        |       |      |
| Improving the competence   | Single         | 87  | 3.9609 | .88270         | .799  | .425 |
|                            | Married        | 193 | 3.8756 | .79979         |       |      |
| Performance Improvement    | Single         | 87  | 3.7713 | .88956         | 2.028 | .044 |
|                            | Married        | 193 | 3.5438 | .85909         |       |      |

#### 4.4.2.3 Academic Level

Testing the hypothesis that states, “There is no significant difference of the level of applying Performance Improvement according to the Academic level”.

One Way ANOVA Test was conducted to check the differences in the level of applying Performance Improvement with regard to the employee academic level.

The results showed that there is a significant difference in the level of achieving the satisfaction and applying Performance Improvement that could be attributed to the academic level, with P-values .008, and .017 respectively, which is less than the significance at the level ( $\alpha=.05$ ).

**Table (4.31): Results of ANOVA (One Way Analysis of Variance) of applying Performance Improvement according to the Academic Level**

| Dimension                  |                | Sum of Squares | Df         | Mean Square | F     | Sig. |
|----------------------------|----------------|----------------|------------|-------------|-------|------|
| Achieving the satisfaction | Between Groups | 12.860         | 3          | 4.287       | 4.047 | .008 |
|                            | Within Groups  | 292.349        | 276        | 1.059       |       |      |
|                            | <b>Total</b>   | <b>305.209</b> | <b>279</b> |             |       |      |
| Improving the competence   | Between Groups | 4.152          | 3          | 1.384       | 2.052 | .107 |
|                            | Within Groups  | 186.107        | 276        | .674        |       |      |
|                            | <b>Total</b>   | <b>190.259</b> | <b>279</b> |             |       |      |
| Performance Improvement    | Between Groups | 7.735          | 3          | 2.578       | 3.469 | .017 |
|                            | Within Groups  | 205.123        | 276        | .743        |       |      |
|                            | <b>Total</b>   | <b>212.859</b> | <b>279</b> |             |       |      |

**Table (4.32): Mean and standard deviation scores for applying Performance Improvement according to the Academic Level**

| Dimension                  | Academic Level   | N          | Mean          | Std. Deviation |
|----------------------------|------------------|------------|---------------|----------------|
| Achieving the satisfaction | Tawjihi and less | 11         | 3.5455        | 1.05106        |
|                            | Diploma          | 21         | 3.8571        | 1.09844        |
|                            | Bachelor         | 216        | 3.2139        | 1.05720        |
|                            | Master           | 32         | 3.6656        | .73774         |
|                            | <b>Total</b>     | <b>280</b> | <b>3.3268</b> | <b>1.04592</b> |
| Improving the competence   | Tawjihi and less | 11         | 4.1091        | .77776         |
|                            | Diploma          | 21         | 4.1000        | 1.02323        |
|                            | Bachelor         | 216        | 3.8361        | .82766         |
|                            | Master           | 32         | 4.1469        | .61800         |
|                            | <b>Total</b>     | <b>280</b> | <b>3.9021</b> | <b>.82579</b>  |

|                                |                 |            |               |               |
|--------------------------------|-----------------|------------|---------------|---------------|
| <b>Performance Improvement</b> | Tawjihi or less | 11         | 3.8273        | .86872        |
|                                | Diploma         | 21         | 3.9786        | 1.03532       |
|                                | Bachelor        | 216        | 3.5250        | .87166        |
|                                | Master          | 32         | 3.9062        | .64217        |
|                                | <b>Total</b>    | <b>280</b> | <b>3.6145</b> | <b>.87346</b> |

**The Tukey's Test** was used to check the source of differences in applying the Performance Improvement and level of achieving the satisfaction according to the academic level.

The two-dimensional comparisons show that there are differences in applying Performance Improvement between the employees who had bachelor degrees and those who had a Master's degrees in favor of the Master's. There are also differences in level of achieving the satisfaction between the employees who had a bachelor degree and those who had a diploma degree in favor of the diploma, with P-values .093, .033 respectively; this is less than the significance level ( $\alpha=.05$ ) and ( $\alpha=.01$ ) respectively. This is clear in table (4.33) below.

**Table (4.33): Results of Tukey's Test of source of differences in applying the Performance Improvement according to the employee's academic level.**

| <b>Dependent Variable</b>         | <b>(I) company city</b> | <b>(J) company city</b> | <b>Mean Difference (I-J)</b> | <b>Sig</b> |
|-----------------------------------|-------------------------|-------------------------|------------------------------|------------|
| <b>Achieving the satisfaction</b> | Diploma                 | Bachelor                | .64325                       | .033       |
| <b>Performance Improvement</b>    | Bachelor                | Master                  | -.38125                      | .093       |

#### **4.4.2.4 Type of Business**

Testing the hypothesis that states, “There is no significant difference in the level of applying Performance Improvement according to the Type of business”.

One Way ANOVA Test was conducted to check the differences in the level of applying Performance Improvement according to the type of business (Higher, Middle, Supervision, and employee)

The results showed that there is a significant difference between the level of applying Performance Improvement and the level of achieving the satisfaction that could be attributed to the type of business, with P-values .027, and .022 respectively, which is less than the significance level ( $\alpha=.05$ ). This is clear in the table (4.34) below.

**Table (4.34): Results of ANOVA (One Way Analysis of Variance) of applying Performance Improvement according to type of business**

| Dimension                  |                | Sum of Squares | Df  | Mean Square | F     | Sig. |
|----------------------------|----------------|----------------|-----|-------------|-------|------|
| Achieving the satisfaction | Between Groups | 10.453         | 3   | 3.484       | 3.262 | .022 |
|                            | Within Groups  | 294.757        | 276 | 1.068       |       |      |
|                            | <b>Total</b>   | 305.209        | 279 |             |       |      |
| Improving the competence   | Between Groups | 4.727          | 3   | 1.576       | 2.344 | .073 |
|                            | Within Groups  | 185.532        | 276 | .672        |       |      |
|                            | <b>Total</b>   | 190.259        | 279 |             |       |      |
| Performance Improvement    | Between Groups | 6.921          | 3   | 2.307       | 3.092 | .027 |
|                            | Within Groups  | 205.938        | 276 | .746        |       |      |
|                            | <b>Total</b>   | 212.859        | 279 |             |       |      |

**Table (4.35): Mean and standard deviation scores for applying achieve the satisfaction according to the Type of business**

| Dimension                  | Type of business | N          | Mean          | Std. Deviation |
|----------------------------|------------------|------------|---------------|----------------|
| Achieving the satisfaction | Regular employee | 171        | 3.2608        | 1.03670        |
|                            | Supervision      | 58         | 3.4293        | .93039         |
|                            | Middle           | 41         | 3.2293        | 1.22602        |
|                            | Higher           | 10         | 4.2600        | .53583         |
|                            | <b>Total</b>     | <b>280</b> | <b>3.3268</b> | <b>1.04592</b> |
| Improving the competence   | Regular employee | 171        | 3.8374        | .82747         |
|                            | Supervision      | 58         | 3.9310        | .76530         |
|                            | Middle           | 41         | 3.9829        | .90496         |

|                                |                  |            |               |               |
|--------------------------------|------------------|------------|---------------|---------------|
|                                | Higher           | 10         | 4.5100        | .57629        |
|                                | <b>Total</b>     | <b>280</b> | <b>3.9021</b> | <b>.82579</b> |
| <b>Performance Improvement</b> | Regular employee | 171        | 3.5491        | .85503        |
|                                | Supervision      | 58         | 3.6802        | .79978        |
|                                | Middle           | 41         | 3.6061        | 1.03164       |
|                                | Higher           | 10         | 4.3850        | .54009        |
|                                | <b>Total</b>     | <b>280</b> | <b>3.6145</b> | <b>.87346</b> |

**The Tukey's Test** was used to check the source of differences in applying the Performance Improvement and the level of achieving the satisfaction according to the Type of business.

The two-dimensional comparisons show that there are differences in the level of achieving the satisfaction between the regular employees and Higher ones in favor of the employee, also between middle and higher employees, with P-values .017, .026; this is less than the significance level ( $\alpha=.05$ ). Besides, there are differences in applying Performance Improvement between regular employees and the Higher ones in favor of regular employees, with P-values .017 at significance level ( $\alpha=.05$ ).

**Table (4.36): Results of Tukey's Test of source of differences of applying the Performance Improvement according to the employee's type of business.**

| <b>Dependent Variable</b>         | <b>(I) company city</b> | <b>(J) company city</b> | <b>Mean Difference (I-J)</b> | <b>Sig</b> |
|-----------------------------------|-------------------------|-------------------------|------------------------------|------------|
| <b>Achieving the satisfaction</b> | Employee                | Higher                  | -.99918                      | .017       |
|                                   | Middle                  | Higher                  | -1.03073                     | .026       |
| <b>Performance Improvement</b>    | Employee                | Higher                  | -.83588                      | .017       |

#### 4.4.2.5 Years of Experience

Testing the hypothesis that states, “There is no significant difference in the level of applying Performance Improvement according to the years of experience”.

One Way ANOVA Test was conducted to check the differences in the level of applying Performance Improvement according to the years of experience (less than 5 years, 5 to less than 10 years, 10 to less than 15 years, and 15 years and above).

The results showed that there is a significant difference in the level of Improving the competence that could be to the years of experience at the significance level ( $\alpha=.05$ ). This is clear in the table (4.37) below.

**Table (4.37): Results of ANOVA (One Way Analysis of Variance) of applying Performance Improvement according to the years of Experience**

| Dimension                  |                | Sum of Squares | Df  | Mean Square | F     | Sig. |
|----------------------------|----------------|----------------|-----|-------------|-------|------|
| Achieving the satisfaction | Between Groups | 1.460          | 3   | .487        | .442  | .723 |
|                            | Within Groups  | 303.749        | 276 | 1.101       |       |      |
|                            | Total          | 305.209        | 279 |             |       |      |
| Improving the competence   | Between Groups | 5.544          | 3   | 1.848       | 2.761 | .043 |
|                            | Within Groups  | 184.715        | 276 | .669        |       |      |
|                            | Total          | 190.259        | 279 |             |       |      |
| Performance Improvement    | Between Groups | 2.961          | 3   | .987        | 1.298 | .276 |
|                            | Within Groups  | 209.898        | 276 | .761        |       |      |
|                            | Total          | 212.859        | 279 |             |       |      |

**Table (4.38): Mean and standard deviation scores for applying Performance Improvement according to the years of experience**

| <b>Dimension</b>                | <b>Years of experience</b> | <b>N</b> | <b>Mean</b> | <b>Std. Deviation</b> |
|---------------------------------|----------------------------|----------|-------------|-----------------------|
| <b>Achieve the satisfaction</b> | less than 5 years          | 104      | 3.3702      | 1.07006               |
|                                 | 5 to 10 years              | 100      | 3.2310      | 1.11189               |
|                                 | 10 to less than 15 years   | 75       | 3.3947      | .92574                |
|                                 | 15 years and above         | 1        | 3.3000      | .                     |
|                                 | Total                      | 280      | 3.3268      | 1.04592               |
| <b>Improving the competence</b> | less than 5 years          | 104      | 3.9038      | .88854                |
|                                 | 5 to 10 years              | 100      | 3.7500      | .82957                |
|                                 | 10 to less than 15 years   | 75       | 4.0933      | .69035                |
|                                 | 15 years and above         | 1        | 4.6000      | .                     |
|                                 | Total                      | 280      | 3.9021      | .82579                |
| <b>Performance Improvement</b>  | less than 5 years          | 104      | 3.6370      | .91715                |
|                                 | 5 to 10 years              | 100      | 3.4905      | .91275                |
|                                 | 10 to less than 15 years   | 75       | 3.7440      | .74235                |
|                                 | 15 years and above         | 1        | 3.9500      | .                     |
|                                 | Total                      | 280      | 3.6145      | .87346                |

#### **4.4.2.6 Sector**

Testing the hypothesis that states, “There is no significant difference of the level of applying Performance Improvement according to the Sector”.

One Way ANOVA Test was conducted to check the differences in the level of applying Performance Improvement according to the Sector (Bank & Financial, Industry, Insurance, Investment and Service)



The results showed that there is a significant difference of applying Performance Improvement in the level of achieving the satisfaction, and level of Improving the competence that could be attributed to the sector, with P-values .000,.023, and .001 respectively, which is less than the significance level ( $\alpha=.05$ ). This is clear in the table (4.39) below.

**Table (4.39): Results of ANOVA (One Way Analysis of Variance) of applying Performance Improvement according to Sector**

| Dimension                  |                | Sum of Squares | Df  | Mean Square | F     | Sig. |
|----------------------------|----------------|----------------|-----|-------------|-------|------|
| Achieving the satisfaction | Between Groups | 21.867         | 4   | 5.467       | 5.306 | .000 |
|                            | Within Groups  | 283.342        | 275 | 1.030       |       |      |
|                            | Total          | 305.209        | 279 |             |       |      |
| Improving the competence   | Between Groups | 7.660          | 4   | 1.915       | 2.884 | .023 |
|                            | Within Groups  | 182.599        | 275 | .664        |       |      |
|                            | Total          | 190.259        | 279 |             |       |      |
| Performance Improvement    | Between Groups | 13.524         | 4   | 3.381       | 4.664 | .001 |
|                            | Within Groups  | 199.335        | 275 | .725        |       |      |
|                            | Total          | 212.859        | 279 |             |       |      |

**Table (4.40): Mean and standard deviation scores for applying Performance Improvement according to the Sector**

| <b>Dimension</b>                  | <b>Education</b> | <b>N</b>   | <b>Mean</b>   | <b>Std. Deviation</b> |
|-----------------------------------|------------------|------------|---------------|-----------------------|
| <b>Achieving the satisfaction</b> | Bank & Financial | 78         | 2.9077        | 1.01262               |
|                                   | Industry         | 47         | 3.4681        | .83121                |
|                                   | Insurance        | 25         | 3.4560        | .87038                |
|                                   | Investment       | 67         | 3.6448        | 1.09063               |
|                                   | Service          | 63         | 3.3508        | 1.10656               |
|                                   | <b>Total</b>     | <b>280</b> | <b>3.3268</b> | <b>1.04592</b>        |
| <b>Improving the competence</b>   | Bank & Financial | 78         | 3.6731        | .81570                |
|                                   | Industry         | 47         | 4.0681        | .73191                |
|                                   | Insurance        | 25         | 3.8560        | .66713                |
|                                   | Investment       | 67         | 4.0836        | .84524                |
|                                   | Service          | 63         | 3.8873        | .88800                |
|                                   | <b>Total</b>     | <b>280</b> | <b>3.9021</b> | <b>.82579</b>         |
| <b>Performance Improvement</b>    | Bank & Financial | 78         | 3.2904        | .81739                |
|                                   | Industry         | 47         | 3.7681        | .73073                |
|                                   | Insurance        | 25         | 3.6560        | .72991                |
|                                   | Investment       | 67         | 3.8642        | .91253                |
|                                   | Service          | 63         | 3.6190        | .94683                |
|                                   | <b>Total</b>     | <b>280</b> | <b>3.6145</b> | <b>.87346</b>         |

**The Tukey's Test** was used to check the source of differences in applying Performance Improvement between level of Achieve the satisfaction, and the level of improving the competence according to the sector.

The two-dimensional comparisons show that there is a significant difference of applying Performance Improvement between the employees who work in the Bank & Financial sector and the employees who working in Industry and Investment in favor of Bank & Financial sector, with P-values .022 and .001 respectively; this is less than the significance level ( $\alpha=.05$ ). Also table 4.41 shows that there is a significant difference in level of achieving the satisfaction between the employees who work in the Bank & Financial sector and the employees who work in Industry and Investment in favor of the Bank & Financial sector, with P-values .025, and .000 respectively and at a significance level ( $\alpha=.05$ ). Also, there is a significant difference in level of Improving the competence between the employees who work in the Bank & Financial sector and the employee who work in Industry and Investment in favor of the Bank & Financial sector, with P-values .023, and .026 respectively and at a significance level of ( $\alpha=.05$ ).

**Table (4.41): Results of Tukey's Test of source of differences of applying the mission in the strategic planning according to employee Sector.**

| <b>Dependent Variable</b>         | <b>(I) company city</b> | <b>(J) company city</b> | <b>Mean Difference (I-J)</b> | <b>Sig</b> |
|-----------------------------------|-------------------------|-------------------------|------------------------------|------------|
| <b>Achieving the satisfaction</b> | Bank & Financial        | Industry                | -.56039                      | .025       |
|                                   | Bank & Financial        | Investment              | -.73708                      | .000       |
| <b>Improving the competence</b>   | Bank & Financial        | Investment              | -.41051                      | .023       |
|                                   | Bank & Financial        | Investment              | -.34328                      | .026       |
| <b>Performance Improvement</b>    | Bank & Financial        | Industry                | -.47770                      | .022       |
|                                   | Bank & Financial        | Investment              | -.57379                      | .001       |

#### 4.4.3 Relation between applying the strategic planning and Performance Improvement

The second main hypothesis (H2) which states: There is no statistically significant impact of strategic planning of quality management (vision, Mission and strategic objectives) on the improvement of employees' performance in their dimensions of employee's satisfaction & employee's efficiency.

In order to test the main hypothesis, the researcher tested some sub-hypotheses as in the following:

H2.1: there is no statistical significance of the influence of strategic planning of quality management on the satisfaction of the employees working in the companies.

H2.2: There is no statistical significance in the influence of strategic planning of quality management on the efficiency of the employees' work in the companies.

In this section, the intention was to investigate the possibility of building a regression model for the Performance Improvements and the function of the strategic planning criteria, as described by the study. Three multiple regression models were tried. The specification of the regression model is represented as:

*Performance Improvements*

$$= \beta_0 + \beta_1 \text{Vision} + \beta_2 \text{Mission} + \beta_3 \text{Goals}$$

*Achieve the satisfaction*

$$= \beta_0 + \beta_1 \text{Vision} + \beta_2 \text{Mission} + \beta_3 \text{Goals}$$

### *Improving the competence*

$$= \beta_0 + \beta_1 \text{Vision} + \beta_2 \text{Mission} + \beta_3 \text{Goals}$$

Before applying the regression, the researcher had to check two important assumptions for the regression model.

- The residual histogram (errors) which are approximately normally distributed.
- Multicollinearity, which occurs when any single predictor variable is highly correlated with another set of predictor variables (Mayer, 1999).

#### **4.4.3.1 Regression model of applying the strategic planning and Performance Improvement**

Before applying the regression, the researcher had to check two important assumptions for the regression model, the first is about multicollinearity, according to the analysis of multiple regression, and the data represented in Table 4.42. Results show that tolerance value was between 0.276 and 0.323, and the value of variance inflation factor (VIF) ranged between 3.101 and 3.245. Given that tolerance value is substantially  $> 0.10$  and the VIF value is  $< 10$ , it is concluded that multicollinearity among the variables does not constitute a problem.

The second assumption is residual histogram (errors) which are approximately normally distributed, the mean value is  $= 6.20 \times 10^{-15}$ , and the standard deviation is  $= 6.995$ . This model based on the last assumption is:

$$\text{Performance Improvements} = -.237 - .236 \text{Vision} + .351 \text{Mission} + .821 \text{Goals}$$

**Table (4.42): Regression model of applying the strategic planning and Performance Improvement**

| Model      | Unstandardized Coefficients |            | standardized Coefficients | T       | Sig. | Collinearity Statistics |              |
|------------|-----------------------------|------------|---------------------------|---------|------|-------------------------|--------------|
|            | B                           | Std. Error | Beta                      |         |      | Tolerance               | VIF          |
| (Constant) | -.237                       | .230       |                           | -1.030  | .304 |                         |              |
| Vision     | -.236                       | .091       | -.168                     | -2.585  | .010 | .323                    | <b>3.101</b> |
| Mission    | .351                        | .077       | .303                      | 4.547   | .000 | .308                    | <b>3.245</b> |
| Goals      | .821                        | .088       | .660                      | 9.377   | .000 | .276                    | <b>3.624</b> |
| P-value    |                             | 0.000      |                           | F value |      | <b>151.825</b>          |              |
| R-squared  |                             | 0.623      |                           |         |      |                         |              |
| R          |                             | 0.789      |                           |         |      |                         |              |

In regression Table, the "R" value shows how strong the relationship is between a dependent variable and all independent variables, while "R squared" clarifies the variation in the dependent variable attributed to dependent variables. In this study, the "R" value is 0.789, which indicates the existence of a strong positive relationship between the strategic planning criteria and Performance Improvements. R squared equals to 0.623, which means that 62.3% of the variation in the dependent variable (Performance Improvements) is explained by variation in the independent (strategic planning criteria).

The multiple regression models were used to determine the relationship between Performance Improvements and the independent variables (See Table 4.42). The results revealed the existence of a significant relationship between strategic planning criteria and the Performance Improvements ( $P=0.000<0.05$ ).

Vision has a negative relationship with the Performance Improvements. Additionally, it has a significant impact on it ( $p=0.010 <0.05$ ). If the employee's awareness of Vision increases by 10% the Performance Improvements will decrease by 16.8%. Moreover, Mission has a significant impact on Performance Improvements ( $p=0.000<0.05$ ), and if the employee's awareness of Mission increases by 10%, Performance Improvements will increase by 30.3%. Similarly, goal has a positive relationship with Performance Improvements; it has a significant impact at ( $p=0.000<0.05$ ), which means that if the employee's awareness of their company's goals increases by 10%, the Performance Improvements will increase by 66%.

#### **4.4.3.2 Regression model of applying the strategic planning and achieving the satisfaction**

Before applying regression, the researcher has to check two important assumptions for the regression model, the first is about multicollinearity, according to the analysis of multiple regression, and the data represented in Table 4.43. Results show that tolerance value was between 0.276 and 0.308, and the value of variance inflation factor (VIF) ranges between 3.101 and 3.624. Given that tolerance value is substantially  $> 0.10$  and the VIF value is  $< 10$ , it is concluded that multicollinearity among the variables does not constitute a problem. The second assumption is residual histogram, errors that are approximately normally distributed,

the mean value  $= 9.34 \times 10^{-16}$ , and standard deviation = 0.995. This model is based on the last assumption:

$$\text{Achieve the satisfaction} = -.498 - .331 \text{ Vision} + .522 \text{ Mission} + .746 \text{ Goals}$$

**Table (4.43): Regression model of applying the strategic planning and Achieve the satisfaction**

| Model      | Unstandardized Coefficients |            | standardized Coefficients | T       | Sig. | Collinearity Statistics |              |
|------------|-----------------------------|------------|---------------------------|---------|------|-------------------------|--------------|
|            | B                           | Std. Error | Beta                      |         |      | Tolerance               | VIF          |
| (Constant) | -.498                       | .328       |                           | -1.517  | .130 |                         |              |
| Vision     | -.331                       | .130       | -.197                     | -2.537  | .012 | .323                    | <b>3.101</b> |
| Mission    | .522                        | .110       | .377                      | 4.753   | .000 | .308                    | <b>3.245</b> |
| Goals      | .746                        | .125       | .501                      | 5.985   | .000 | .276                    | <b>3.624</b> |
| P-value    |                             | 0.000      |                           | F value |      | <b>80.195</b>           |              |
| R-squared  |                             | 0.466      |                           |         |      |                         |              |
| R          |                             | 0.682      |                           |         |      |                         |              |

In this study, the "R" value is 0.682, which means the existence of a strong positive relationship between the strategic planning criteria and the achievement of the satisfaction. R squared equals to 0.466, which means that 46.6% of the variation in the dependent variable (achieving the satisfaction) is explained by variation in the independent (strategic planning criteria).



The multiple regression models were used to determine the relationship between achieving the satisfaction and the independent variables (See Table 4.43). The results revealed the existence of a significant relationship between strategic planning criteria and the achievement of the satisfaction ( $P=0.000<0.05$ ).

Vision has a negative relationship with the achievement of the satisfaction. Additionally, it has a significant impact on it ( $p=0.012 <0.05$ ). If the employee awareness of Vision increases by 10%, the achievement of the satisfaction will decrease by 1.97%. Moreover, Mission has a significant impact on the achievement of the satisfaction ( $p=0.000<0.05$ ), and if the employee's awareness of Mission increases by 10%, the achievement of the satisfaction will increase by 3.77%. Similarly, goal has a positive relationship with Achieve the satisfaction, and it has a significant impact at ( $p=0.000<0.05$ ), which means that if the employee's awareness of his/her company's goals increases by 10%, the achievement of the satisfaction will increase by 5.07%.

#### **4.4.3.3 Regression models of applying the strategic planning and improving the competence**

Before applying regression, the researcher has to check two important assumptions for the regression model, the first is about multicollinearity, according to the analysis of multiple regression, and the data represented in Table 4.43, results show that tolerance value was between 0.276 and 0.323, and the value of variance inflation factor (VIF) ranges between 3.101 and 3.624. Given that tolerance value is substantially  $> 0.10$  and the VIF value is  $< 10$ , it is concluded that multicollinearity among the variables does not constitute a problem. The second assumption is residual histogram (errors) which are approximately normally

distributed and the mean value  $= -5.6 * 10^{-16}$ , and standard deviation= 0.995 model Based on the last assumption

$$\text{Improving the competence} = -.023 - .142 \text{ Vision} + .179 \text{ Mission} + .895 \text{ Goals}$$

**Table (4.44): Regression models of applying the strategic planning and improving the competence**

| Model      | Unstandardized Coefficients |            | standardized Coefficients | T       | Sig. | Collinearity Statistics |              |
|------------|-----------------------------|------------|---------------------------|---------|------|-------------------------|--------------|
|            | B                           | Std. Error | Beta                      |         |      | Tolerance               | VIF          |
| (Constant) | .023                        | .206       |                           | .113    | .910 |                         |              |
| Vision     | -.142                       | .082       | -.107                     | -1.738  | .083 | .323                    | <b>3.101</b> |
| Mission    | .179                        | .069       | .163                      | 2.592   | .010 | .308                    | <b>3.245</b> |
| Goals      | .895                        | .078       | .761                      | 11.422  | .000 | .276                    | <b>3.624</b> |
| P-value    |                             | 0.000      |                           | F value |      | <b>179.902</b>          |              |
| R-squared  |                             | 0.662      |                           |         |      |                         |              |
| R          |                             | 0.813      |                           |         |      |                         |              |

In this study, the "R" value is 0.813, which means the existence of a strong positive relationship between the strategic planning criteria and improving the competence. R squared equals to 0.662, which means that 66.2% of the variation in the dependent variable (Improving the competence) is explained by variation in the independent (strategic planning criteria).

The multiple regression models were used to determine the relationship between Improving the competence and independent variables (See Table 4.43). The results revealed the existence of a significant relationship between strategic planning criteria and the Improving the competence ( $P=0.000<0.05$ ).

Vision has a negative relationship with the Improving the competence. Additionally, it has a significant impact on it ( $p=0.083 <0.10$ ). If the employee awareness of Vision increases by 10% the Improving the competence will decrease by 1.07%. Moreover, Mission has a significant impact on Improving the competence ( $p=0.01<0.05$ ), and If the employee awareness of Mission increases by 10% Improving the competence will increase by 1.63%. Similarly, Goals has a positive relationship with Improving the competence, it has a significant impact at ( $p=0.000<0.05$ ), which means that if the employee awareness of the company's goals increase by 10%, the Improving the competence will increase by 7.61%.

## **Chapter 5**

### **5. Conclusion and Recommendations**

#### **5.1 Conclusion**

1. The high level of visibility in the companies listed in the PSE in question indicates that the selection of the vision element as a key element of the strategic planning of the quality management is a valid choice since no administrative process can be planned without a clear written vision that illuminates the way for Employees of these PSE companies serve as a constant incentive for them to achieve their companies vision of quality management.
2. The high level of the mission in the strategic planning for quality management in the companies under study indicates that the mission is an essential element of strategic planning because decision makers should know clearly and confidently what is justified to achieve quality management and why their companies seek to achieve it. Knowing the mission element as a fundamental justification for quality will increase the collaboration of all employees to achieve what the company aspires to in the future.
3. The high level of strategic goals in the companies under study from the point of view of the study sample indicates that strategic planning has to be the goals of the management of the company to achieve in the long term, otherwise there is no benefit from this planning. The strategic goals illustrate the direction that the competent manager should achieve with the planning he sets out and which he hopes to achieve.

4. The results of the descriptive analysis showed that the level of performance improvement (employee satisfaction, and improving the efficiency of workers) in the companies studied from the point of view of the sample of the study were all high, the level of the employee's satisfaction is moderate with mean 3.3268, the level of improving the employee's efficiency followed in their companies is high with mean 3.9021. This indicates that the dependent variable in this study has been positively affected by the elements of strategic planning and reflected directly with it.
5. The results showed that there is a strong communication between the leaders in the companies listed in the PSE and their employees regarding the process of dialogue and attracting ideas and attention to the intellectual storming operations between the employees and leaders that lead these companies.
6. The results of the study indicated that there is a strength in taking into account the companies listed in the PSE for the benefit of workers and to achieve their needs and this is reflected in the achievement of the strategic objectives of these companies, especially when these companies try to modify its mission in accordance with the external and internal conditions experienced by both income Specific work or merge activities.
7. The results of the current study showed that there is strength in taking into account the aspirations of employees in the listed companies in the PSE, especially when the companies listed in the PSE set their strategic goals, which is reflected in the high level of achieving these goals. This force also tends to motivate employees of companies listed on the PSE to accomplish the tasks entrusted to them.

8. There is strength in the continuous coordination processes in terms of meeting the needs of employees of companies listed on the PSE, which causes an increase in the level of satisfaction achieved by the employees of these companies.
9. There is strength in establishing the absolute affiliation of employees in the companies listed in the PSE and this may be due to the constant turnover rate of employees in these companies due to the different material and moral incentives offered by the companies to their employees.
10. The conclusion for the main hypothec, the presence of statistically significant effect of strategic planning of quality management with its dimensions (vision, mission and strategic goals) in improving performance in the companies listed in the PSE at the level of significance ( $\alpha$  0.05).

## 5.2 Recommendations

The study recommends

1. The role of strategic planning is crucial for quality management in the companies under study, due to its significant influence in improving performance in the companies listed in the PSE
2. The prioritization of the objectives and the provision of financial and material resources, which companies can achieve by dividing them into necessary targets to be included in the corporate budget. Forming a unit for strategic planning for quality management whose mission is to enhance and enrich the companies with the required data and information and to contribute in shaping the strategies of companies listed in the PSE in the long term.
3. Developing specific performance indicators for goals and activities describing the final form of the goal or activity to be achieved through specific quantitative or descriptive terms that can be measured to ensure control over the operations.
4. Conducting an annual periodic review of the strategic plan and ensure the achievement of the plan goals for one year using follow-up models that identify deviations and their level and take corrective action through alternative plans.
5. Mange strategic planning for quality management part of the training program for senior management leaders in companies listed on the PSE, in order to develop the dimensions of strategic planning for quality management in them and refine them to lead to all new decisions, strategies and plans in the long run.
6. Encouraging management leaders who have the talent to read the future towards developing the organization's mission and the possibility of formulating it as

strategic goals applicable within the ambition of listed companies in the PSE at the local and regional level.

7. Paying more attention to evaluating the performance of employees and not retreating or fear of any investment in the development of individuals as it benefits the company and the individual
8. Work on training and development to maintain job performance.

### **5.3Future Research**

1. Strategic quality and building the management integration system and a descriptive analytical study in PSE companies.
2. The impact of other elements of strategic planning such as core values on other quality elements such as Characteristics, Conformity and Reliability, which will enable companies to benefit from these studies in the future.
3. Strategic Planning for Quality Management in companies listed in Palestine Securities using a balanced scorecard.
4. The influence of cultural and institutional environment on the quality of strategic planning.



## 6. References

- <sup>[1]</sup>*Total Quality Management - Meaning and Important Concepts*, [www.managementstudyguide.com](http://www.managementstudyguide.com), Retrieved 17-10-2018
- Abolghasem, Kahkha, Ahmed Kahrazeh, Hamed Armesh (2016): Corporate entrepreneurship and Firm Performance Important Role of Small and Medium Enterprise, *International Journal of Academic Research in Business and Social Science*, Vol (4), (6), pp 8-25.
- Al Fra, Majed (2003), “*Opinions on the Administrative Behavior of the Palestinian Director*,” **Islamic University Magazine**, Vol. XI, second edition, Gaza.
- Al Hafar, Saeed (2001), **Highlights of Strategic Policy Concepts, Planning, Principles of Implementation, Theory - Applied**, First Edition, Arabic Encyclopedia: Damascus.
- Al Hafar, Said, (2001). *Policy, Strategy, Planning, Planning and Implementation, Theory - Applied* First Edition, The Encyclopedia of Arabic: Damascus.
- Al Hawamdeh, Nidal & Al Fahdawi, Fahmi (2002), , **The effect of the Virtue of Piety in Performance and Job Satisfaction, A Field Study of Some government employees**, Mutah University, Jordan.
- Al Leemon, Nawaf (2014), “*The Reality of the Strategic Planning in the General Education Schools in the Abu Dhabi Educational Zone*”, **Damascus University Journal** (electronic version), 30, 306-273.
- Al Maghribi, Abed Al Hameed & Al Ghareeba, Ramadan (2006), **Strategic planning by measuring balanced performance**, Al Asrya Library, Cairo.

- Al Mursi, Jamal (2003), **Strategic Management of Human Resources: An Introduction to Achieving Competitive Advantage for 21st Century Organization**, First Edition, Al Dar University, Cairo, Egypt.
- Al Naimi, Mohammad Abdul Aal, Swies, Rateb Jalel, Swies, Ghaleb Jalel (2009), **Contemporary Quality Management : Introduction to Total Quality Management for Production, Operations and Services**, Dar Al Yazouri Scientific Publishing and Distribution, Amman.
- Al Qahtani, Salem Saed (1993). *Total Quality Management and its Applicability in public Education*, **Public Administration Magazine**, edition 78, April, Riyadh.
- Al Sakarna, Bilal (2010), **Strategic Planning**, Dar Al Masyra for Publication, Jordan.
- Al Shaikh Salem, Fouad & Others (1996), **Modern Management Concepts**, Jordan Book Center, Amman- Jordan.
- Al-Zuaibi, Rahma (2014) The Impact of Strategic Planning on the Performance of Algerian Higher Education Institutions, "Mohamed Khafir University, Biskra - Algeria.
- Ammal Siam, (2010) Application of Strategic Planning and its Relationship with Performance of Non-Governmental Organization in the Gaza Strip, Master thesis, Al Azhar University, Gaza – Palestine.
- Ashour, Ahmad (2010) **Human Behavior in Organizations**, University Knowledge House, Alexandria, Egypt.
- Ayman Dirawi, (2017), The Impact of strategic Planning on Organizations' Performance; Organizations' Entrepreneurship as a Mediator Variable (Empirical

- Study on Non-Governmental Organization in the Gaza strip), Article, Al Aqsa University, Gaza, Palestine.
- Baldrige (2004). *National Quality Program, Education Criteria for Performance Excellence*, Gaithersburg, MD: National Institute for Standards and Technology.
  - Baldrige (2004). **National Quality Program, Education Criteria for Performance Excellence**, Gaithersburg, MD: National Institute for Standards and Technology.
  - Benhardt, Robert (1991). **Public administration: An Action Orientation**, California: Brooks Cole Publishing.17.
  - Besterfield, Dale (2013). **Quality Improvement**, New Jersey: Pearson Education Inc.
  - Besterfield, Dale H, Besterfield-machna Carol, Besterfield, Glen H. (2002); **Total quality management**, New Jersey: Prentice Hall. Inc.
  - Clay, Dibrell and Justin Craig and Donald Neubaum (2016) "Linking the Formal Strategic Planning Process, Planning Flexibility and innovativeness to firm Performance, Journal of Business Research, Vol.67.
  - Dajny, Iyad, (2011). "*The Role of Strategic Planning in the Quality of Institutional Performance*", **doctoral thesis**, University of Damascus, Syria.
  - Drucker, P. F. (1993). **Managing in Turbulent Times**. London: Routledge.
  - Durra, Abed Al Bari (1993), *The Role of Organizational Development in Total Quality Management, Case study*, **unpublished paper at the TQM conference held in Cairo** from 19-21 April 1993, Amman: Al Isra University.

- Durra, Abed Al Bari (2003), *Technology of Human Performance in Organizations*, **Publications of the Arab Organization for Administrative Development**, Cairo, Egypt.
- Faris Nadeen, (2016), The Relationship between the Pioneering Characteristics of Senior Management in Commercial Banks and Strategic Planning in the Gaza Strip, "A Field Study on Managers in Commercial Banks", Master Thesis, Islamic University – Gaza, Palestine.
- Feignbaum, Armand Vallin (1961), *Total Quality Control*, New York.
- Goetsch, David, & Davis, Stanley (2006). **Quality Management**, New Jersey: Pearson Education.
- Goetsch, David, & Davis, Stanley (2006). **Quality Management**, New Jersey: Pearson Education.
- Hafez, Muhammad & Al Buhairi Said (2006), P: 88, **Planning of Educational Institutions**, Books World, Cairo.
- Hammoud, Kh (2002), **Total Quality Management and Customer Service**, Dar Al Masirah for Publishing, Distribution and Printing, Amman- Jordan.
- Ishikawa, Kaoru (1985) [First published in Japanese 1981]. *What is Total Quality Control? The Japanese Way* [Originally Titled: *TQC towa Nanika—Nipponteki Hinshitsu Kanri*]. D. J. Lu (trans.), New Jersey
- José Emilio Navas López & Luis Ángel Guerras Martín Thomson-Reuters Civitas, 2018, 2nd edition
- Jarad, Diab, Dwaikat, Saeed (2013) Measuring the Relationship between the Elements of Strategic Planning and Performance Excellence in Palestinian

Pharmaceutical Factories, Al-Azhar University In Gaza, Humanities Series, Al Mojamad 15, No. 1, Gaza, Palestine.

- Juran, J. M. (1999). Total Quality Management, New York: McGraw Hill.
- Katsioloudes, Marios I. (2002), Global **Strategic Planning: Cultural Perspective for Profit and Nonprofit Organization**, But-Tamworth-Heinemann Publishing, United Kingdom
- Khattab, Aida Said, (2003), **Strategic Management of Human Resources under Restructuring, Integration, Risk Sharing**, Dar Hariri Printing Company, Cairo.
- Kimberly M.McCarthy & Ahmad K.Eishennawy (1991), **Implementing total Quality Management at the U.S. Department of Defense**, Department of Industrial Engineering & Management Systems University of Central Florida, Orlando- Florida
- Korhan, Karacaoglu, Ali Bayrakdaroglu and Firat San, (2013): Impact of Corporate Entrepreneurship on Firms Financial Performance: Evidence from Istanbul Stock Exchange Firms, International Business Research, Vol (6), No (1), pp 163-175.
- Mahdi Kohzadi, Shahram Hafezi, (2015), The Effect of Strategic Planning on Organizational Performance in Industrial Estate Companies of Gachsaran 2014-2015 Years, Article, Islamic Azad University, Kazerun, Iran.
- Manceil Anqus, Joseph, (1993). "**Principal Instructional Management and its Relation to Teacher job Salifaction**", DAI. A 53/11, P, 3758
- Marina Kantardjieva , 2015 "*The Relationship between Total Quality Management (TQM) and Strategic Management*", *Journal of Economics, Business and Management*, Vol. 3, No. 5.

- Matar, Mohammad (1999), **Investment Management - Theoretical Framework and Practical Applications**, Warraq Foundation for Publishing and Distribution, Amman, Jordan.
- Mia, Ali & Deeb, Salah & Al Shamsi, Salem (2008) “*Strategic Planning and its Role in the Effectiveness of Workers, A Field Study on the Staff of the Directorate of Education in Buraimi Governorate in the Sultanate of Oman,*” **Tishreen University Journal of Research and Scientific Studies**, Series of Economic and Legal Sciences , 4(30), 91-113.
- Mohammad Tabidi, (2010), The Effect of Strategic Management on Performance Efficiency and Effectiveness (A Study of the Sudanese Telecommunication Sector), PHD thesis, Al Khutrom University, Sudan.
- Nasser Adaili, 1993, **Human and Organizational Behavior: A Comparative Macro Perspective**, Riyadh: Institute of Management.
- Porter, M.E. (1985). **Competitive Advantage**, New York: The Free Press
- Reilly, F. & Brown, K. (2003), **Investment Analysis – Portfolio Management**, 7th Edition, Shouth – Western, U.S.A.
- Salah El-Din Abdel-Baqi, 2004. **Effective Behavior in Organizations**, Alexandria: University Press.
- Sallis, Edward (2002). **Total Quality Management in Education**, London: Kogan page.
- The Palestine Security Exchange (PSE) Official website, <http://www.pex.ps/PSEWebSite/English/Default.aspx>

- TORNIKE KHOSHTARIA, (2018), The Impact of Strategic Planning on Organizational Performance Strategic Planning Studies, European University, Georgia.
- Walter A. Shewhart (1939), **Statistical Method from the Viewpoint of Quality Control, The Graduate School**, U. S. Department of Agriculture , United state
- Yasir, Fodal and Belal, Barhem and Said,Elbanna (2015), The Mediating Role of the Strategic Planning on the Relationship between Slack Resources and Organizational Performance, Management Decision, Vol53, No. 5.
- Zain Edeen, F (1996), **The Scientific Approach to the Application of QM in Arab Institutions**, Dar Al Kotob, Cairo.
- Ziad Al Qadi, (2012), The Relationship of Strategic Human Resource Management Practices and Performance of Employees and their Impact on Organization Performance "Applied Study on Private Universities in Jordan", Master Thesis, Middel East University, Amman, Jordan.

## 7. Appendix

### 7.1 Appendix No.1 English Questionnaire



**Arab American University**

**Faculty of Graduate Studies**

**Faculty of**

**Strategic Planning & Fundraising Master Program**

Questionnaire of

The Influence of Strategic Planning of Quality Management on Employees' Performance of Listed Companies in Palestine Security of Exchange.

We are pleased to place this questionnaire for collecting the necessary information to complete a Master's degree in Strategic Planning and Fundraising at Arab American University. The present study aims at recognizing the impact of applying strategic planning in quality management on enhancing the performance of the workers in the companies listed in Palestine Securities Exchange. You are kindly requested to answer all the questions mentioned in the questionnaire, knowing that the data to be collected shall be handled with full confidentiality and shall be used only for scientific research goals.

Thank You for Your Corporation ...

Researcher: Sreen Jaber

Supervisor: Dr. Hisham Jaber



### Section I: Personal Information

This section aims at recognizing the social information and characteristics of the company or organization in which you are working. Kindly, place a circle in the box that matches your choice.

|       |                     |                        |                  |                             |                       |                  |
|-------|---------------------|------------------------|------------------|-----------------------------|-----------------------|------------------|
| PER 1 | Age (in years)      | a. Less than 30        | b. 31 to 40      | c. 41 to 50                 | d. Above 51           |                  |
| PER 2 | Marital Status      | a. Single              |                  | f. Married                  |                       |                  |
| PER 3 | Academic level      | a. Tawjihi and less    | b. diploma       | c. Bachelor                 | d. Master             | e. PHD and above |
| PER 4 | Type of business    | a. Higher              | b Middle         | c. Supervision              | d. Employee           |                  |
| PER 5 | Years of experience | a. Less than 5 years   | b. 5 to 10 years | c. 10 to less than 15 years | d. 15 years and above |                  |
| PER 6 | Sector              | a. Bnk, Fin, Serv, Sec | b. Industry      | c. Insurance                | d. Investment         | e. Service       |

### Section II: Questionnaire Axes

#### First Axis (Independent Variables): Strategic Planning Components in Quality Management

Planning is one of the basic ingredients of achieving the desired quality in the organization's performance by placing the strategic vision, mission, and goals that the organization aspires to achieve, and by placing alternatives and strategic plans in the right time to achieve the highest degree of comprehensive quality.

Following is a group of statements that measure the level of strategic planning in a company or an organization's quality management where you are working. Kindly, place a mark of (X) next to the statement that suits your choice.

| Code   | Strategic planning dimensions and measurement statements   | Agree | Agree, to some extent | Neutral | Disagree, to some extent | Disagree |
|--|--|-------|-----------------------|---------|--------------------------|----------|
| <b>a. Vision in the strategic planning of quality management</b> |  |       |                       |         |                          |          |
| SBV 1  | The company or organization has a clear and specific strategic vision that shows its future ambition   |       |                       |         |                          |          |
| SBV 2  | The company thinks to prepare frameworks which serve society on scientific, cultural, and humanitarian basis                                   |       |                       |         |                          |          |
| SBV 3  | The company represents its vision toward the domestic as well as the foreign society   |       |                       |         |                          |          |
| SBV 4  | The company in which I work to improve and post our relation with the foreign environment  |       |                       |         |                          |          |
| SBV 5  | The company in which I work seeks to promote science and knowledge by utilizing multiple techniques for accomplishing the cultural advancement |       |                       |         |                          |          |
| SBV 6  | Vision of the company in which work is clear and measurable as much as the progress achieved by the company                                    |       |                       |         |                          |          |

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| SBV 7   | The company places a specific date that is appropriate to achieve the company's vision   |  |  |  |  |  |
| SBV 8   | The company's vision leads to the administrative change into a better situation  |  |  |  |  |  |
| <b>b. Mission in the strategic planning of quality management</b> |  |  |  |  |  |  |
| SBM 1   | The company's mission is specialized outcomes according to administrative and scientific criteria  |  |  |  |  |  |
| SBM 2   | The company mission is broad and clear which allows all company department and divisions to invest new opportunities to develop the knowledge balance.   |  |  |  |  |  |
| SBM 3   | The company's mission is characterized and defined by frames and limits by which all employees of the company are featured by creativity and excellence. |  |  |  |  |  |
| SBM 4   | The company prepares the mission in correspondence to the available potentials and resources   |  |  |  |  |  |
| SBM 5   | The company, from time to time, develops its mission according to its competitive position in the market   |  |  |  |  |  |
| SBM 6   | The company takes into consideration the employees' interest when amending its   |  |  |  |  |  |

|   |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
|   | mission   |  |  |  |  |  |
| SBM 7   | The company in which I work is ensuring that all its employees perform their work to serve its mission properly       |  |  |  |  |  |
| SBM 8   | Mission of the company in which I work is deemed as the permanent reference for any decisions made inside the company |  |  |  |  |  |
| <b>c. Strategic goals in the strategic planning of quality management</b> |   |  |  |  |  |  |
| SBG 1   | The company has long term and clear goals which it seeks to achieve   |  |  |  |  |  |
| SBG 2   | The company's goals are realistic and measurable  |  |  |  |  |  |
| SBG 3   | The company's goals simulate the employees potentials and skills, and develop and enhance the performance             |  |  |  |  |  |
| SBG 4   | The goals of the department in which I work are derived from the company's basic goals                                |  |  |  |  |  |
| SBG 5   | The department in which I work achieves the goals which it proposed for itself in light of the available potentials   |  |  |  |  |  |
| SBG 6   | College management shall adhere to the time schedules and programs which it makes to achieve its goals                |  |  |  |  |  |

|       |   |  |  |  |  |  |
|-------|---|--|--|--|--|--|
| SBG 7 | The company's goals are featured by complete flexibility in order to adapt to sudden and unforeseen changes |  |  |  |  |  |
| SBG 8 | The company's goals are clear and understood for all its employees.   |  |  |  |  |  |

### **Second Axis (Sub-variables): Performance Improvement**

Following is a group of statements which measures the level of strategic planning of the company or organization in which you are working. Please place a mark of (X) opposite to the statement that matches your choice.

| <b>a. Achieving the satisfaction of people working in strategic planning of quality management.</b> |   |       |                       |         |                          |          |
|---|---|-------|-----------------------|---------|--------------------------|----------|
| Code  | Performance dimensions and measurement statements                               | Agree | Agree, to some extent | Neutral | Disagree, to some extent | Disagree |
| PS 1  | The company in which I work realizes the principle of justice for all employees |       |                       |         |                          |          |
| PS 2  | The company in which I work realizes the principle of equity for all employees  |       |                       |         |                          |          |
| PS 3  | The company in which I work deals with all employees with absolute transparency |       |                       |         |                          |          |
| PS 4  | The company in which I working engages the                                      |       |                       |         |                          |          |

|       |   |  |  |  |  |  |
|-------|---|--|--|--|--|--|
|       | employees in making all the decisions that may affect their needs and demands in the work   |  |  |  |  |  |
| PS 5  | All people working in the company in which I work feel are appreciated and respected by their heads and managers in the work  |  |  |  |  |  |
| PS 6  | Management of the company in which I work is keen to share all employees in their social events inside and outside the company  |  |  |  |  |  |
| PS 7  | The company in which I am working provides services to the employee or worker's family, such as providing education to their children, and medical insurance and other privileges |  |  |  |  |  |
| PS 8  | The company in which I work provides comfortable working environment that suits its employees, which allows them to be creative   |  |  |  |  |  |
| PS 9  | The company in which I work pays attention to granting material and moral incentives to its employees, with opportunities to promote all employees                                |  |  |  |  |  |
| PS 10 | The company in which I work continuously follows the needs of the employees and attempts to provide the needs   |  |  |  |  |  |

|  |   |  |  |  |  |  |
|--|---|--|--|--|--|--|
|  | and demands claimed by its employees  |  |  |  |  |  |
| <b>f. Improving the competence of people working in strategic planning of quality management</b> |   |  |  |  |  |  |
| SD 1   | The company ensures to develop its services that are provided to the Palestinian local society in correspondence to its social responsibility by developing the competence of its employees             |  |  |  |  |  |
| SD 2   | The management of the company in which I work ensures to raise the level of professional performance of the employees by achieving their professional development and by giving them the proper courses |  |  |  |  |  |
| SD 3   | Improving the employees' competence in the company in which I work affects competitiveness with other companies   |  |  |  |  |  |
| SD 4   | The company believes in the opinion that improving the employees' competence leads to a decrease in the company's long-term material expenses and will be positively reflected on the company income.   |  |  |  |  |  |
| SD 5   | The company in which I work seeks to introduce new technology through applying  |  |  |  |  |  |

|       |  |  |  |  |  |  |
|-------|--|--|--|--|--|--|
|       | programs that help managing the organization department in order to contribute in Improving of the employees' competence                         |  |  |  |  |  |
| SD 6  | The company in which I work has enough flexibility to support workers and employees in building absolute affiliation and loyalty towards it      |  |  |  |  |  |
| SD 7  | The company allows the employees to contribute to development by providing new ideas.  |  |  |  |  |  |
| SD 8  | The company provides different training programs inside and outside the country to enable the employee to upgrade the performance level          |  |  |  |  |  |
| SD 9  | The company encourages creative employees and adopts and develops their creative ideas   |  |  |  |  |  |
| SD 10 | The company allocates an annual amount of money and invests the same in qualifying and developing human resources practically and scientifically |  |  |  |  |  |



## 7.2 Appendix No. 2 Arabic Questionnaire

الجامعة العربية الأمريكية

ماجستير التخطيط الاستراتيجي وتجديد الاموال



استبانة حول موضوع:

أثر التخطيط الاستراتيجي لإدارة الجودة في تحسين اداء العاملين في الشركات المدرجة في سوق فلسطين للاوراق المالية

يسرنا أن نضع بين أيديكم هذه الاستبانة وذلك لجمع المعلومات اللازمة لاستكمال متطلبات شهادة الماجستير في التخطيط الاستراتيجي وتجديد الاموال من الجامعة العربية الأمريكية، حيث ان هذه الدراسة تهدف إلى التعرف على أثر التخطيط الاستراتيجي لإدارة الجودة في تحسين اداء العاملين في الشركات المدرجة في سوق فلسطين للاوراق المالية، نرجو منكم التعاون للأجابة على الاسئلة الواردة في الاستبانة، علماً بأن البيانات التي سيتم جمعها سوف يتم التعامل معها بسرية تامة ولن تستخدم إلا لاجراض البحث العلمي.

هذه الاستبانة تحتوي على قسمين، القسم الاول يتضمن المعلومات الشخصية اما القسم الثاني فهو عن محاور الاستبانة ويتضمن محورين، المحور الاول (المتغيرات المستقلة): عناصر التخطيط الاستراتيجي في ادارة الجودة و المحور الثاني (المتغيرات التابعة) : تحسين الأداء والمحور الثالث

شاكرا لكم حسن تعاونكم ....

الباحثة : سيرين بركات جابر

باشراف الدكتور : هشام جبر

### القسم الاول : المعلومات الشخصية

يهدف هذا القسم على التعرف على المعلومات والخصائص الاجتماعية الخاصة بالشركة او المؤسسة التي تعمل/ي بها.

الارشادات: يرجى الاجابة عن الاسئلة التالية بموضوعية وشفافية.

|      |                   |                   |                             |                     |                            |
|------|-------------------|-------------------|-----------------------------|---------------------|----------------------------|
| PER1 | العمر بالسنوات    | أ. اقل من 30      | ب. من 30 الى 40             | ج. من 41 الى 50     | د. 51 واكثر                |
| PER2 | الحالة الاجتماعية | أ. أعزب           | ب. متزوج                    | ج. اشرافية          | د. موظف                    |
| PER3 | المستوى التعليمي  | أ. توجيهي واقل    | ب. دبلوم                    | ج. بكالوريوس        | د. ماجستير                 |
| PER4 | مستوى الادارة     | أ. عليا           | ب. وسطي                     | ج. اشرافية          | د. موظف                    |
| PER5 | سنوات الخبرة      | أ. اقل من 5 سنوات | ب. من 5 إلى أقل من 10 سنوات | ج. اكثر من 10 سنوات | د. البنوك                  |
| PER6 | القطاع            | أ. الاستثمار      | ب. الصناعة                  | ج. التأمينات        | د. البنوك والخدمات المالية |

### القسم الثاني : محاور الاستبانة

#### المحور الأول (المتغيرات المستقلة): عناصر التخطيط الاستراتيجي في ادارة الجودة

يعد التخطيط من المقومات الاساسية لتحقيق الجودة في أداء المنظمة من خلال وضع رؤية و رسالة و أهداف استراتيجية التي يجب على المنظمة او المؤسسة الالتزام بتحقيقها ووضع البدائل والخطط الإستراتيجية في الوقت المثالي حتى تتمكن من تحقيق أعلى درجات الجودة الشاملة.

الارشادات: يرجى قراءة الاسئلة التالية حول عناصر التخطيط الاستراتيجي في ادارة الجودة الشاملة ومن ثم الاجابة عليها بحسب وجهة نظرك بعدم الموافقة او الموافقة وفق المقياس ادناه.

1 = غير موافق بشدة. 2 = غير موافق. 3 = محايد. 4 = موافق. 5 = موافق بشدة

يوجد خطة استراتيجية بالمؤسسة التي اعمل بها؟ نعم لا

| الرمز   | أبعاد التخطيط الاستراتيجي وعبارات القياس                            | أوافق | أوافق لحد ما | محايد | لا أوافق لحد ما | لا أوافق |
|---|---|-------|--------------|-------|-----------------|----------|
| أ - الرؤية في التخطيط الإستراتيجي لإدارة الجودة |   |       |              |       |                 |          |
| SBV1  | لدى الشركة او المؤسسة رؤية استراتيجية واضحة                         |       |              |       |                 |          |
| SBV2  | يتم بناء الاطار العام لعمل المؤسسة وفق اسس علمية وحضارية و انسانية. |       |              |       |                 |          |
| SBV3  | تعلن الشركة عن رؤيتها للمجتمع الداخلي والخارجي على حد سواء.         |       |              |       |                 |          |

|   |  |  |  |  |   |             |
|---|--|--|--|--|---|-------------|
|   |  |  |  |  | تسعى الشركة التي اعمل بها إلى تحسين وتوطيد علاقتنا مع البيئة الخارجية.                                      | <b>SBV4</b> |
|   |  |  |  |  | تقوم الشركة التي اعمل بتوظيف التقنيات المتعددة للوصول إلى الرقي الحضاري.                                    | <b>SBV5</b> |
|   |  |  |  |  | رؤية الشركة التي اعمل بها واضحة و قابلة للقياس.   | <b>SBV6</b> |
|   |  |  |  |  | تضع الشركة تاريخ محدد مناسب لتحقيق رؤية الشركة  | <b>SBV7</b> |
|   |  |  |  |  | رؤية الشركة تقود الى عملية التغيير الإداري الى الوضع الافضل   | <b>SBV8</b> |
| <b>ب - الرسالة في التخطيط الإستراتيجي لإدارة الجودة</b> |  |  |  |  |   |             |
|   |  |  |  |  | رسالة الشركة تحدد مخرجات متخصصة وفقا لمعايير ادارية وعلمية.   | <b>SBM1</b> |
|   |  |  |  |  | رسالة الشركة واسعة وواضحة بحيث تسمح لجميع دوائر واقسام الشركة باستثمار الفرص الجديدة لتطوير الرصيد المعرفي. | <b>SBM2</b> |
|   |  |  |  |  | تتصف رسالة الشركة مصدر الهام لجميع العاملين بالشرك نحو الإبداع والتميز.                                     | <b>SBM3</b> |
|   |  |  |  |  | تقوم الشركة باعداد الرسالة بشكل متوازن بما يتلائم مع الإمكانيات والموارد المتوفرة.                          | <b>SBM4</b> |
|   |  |  |  |  | تقوم الشركة وبشكل دوري بمراجعة رسالتها حسب وضعها التنافسي في السوق  | <b>SBM5</b> |
|   |  |  |  |  | تراعي الشركة مصلحة العاملين لديها عند تعديل رسالتها   | <b>SBM6</b> |
|   |  |  |  |  | تتأكد الشركة التي اعمل بها من أن جميع العاملين لديها يقومون بممارسة عملهم بشكل يخدم رسالتها.                | <b>SBM7</b> |
|   |  |  |  |  | تعتبر رسالة الشركة التي اعمل بها المرجع الدائم لاي من القرارات التي تؤخذ داخل الشركة                        | <b>SBM8</b> |

| ج - الأهداف الإستراتيجية في التخطيط الإستراتيجي لإدارة الجودة |  |  |  |  |   |
|---|--|--|--|--|---|
|   |  |  |  |  | <b>SBG1</b> لدى الشركة أهداف طويلة الأجل واضحة تسعى لتحقيقها.   |
|   |  |  |  |  | <b>SBG2</b> اهداف الشركة واقعية وقابلة للقياس.  |
|   |  |  |  |  | <b>SBG3</b> اهداف الشركة تحفز قدرات ومهارات العاملين تعمل على تطوير وتحسين مستوى الأداء.              |
|   |  |  |  |  | <b>SBG4</b> تشتق أهداف القسم الذي اعمل به من الأهداف الرئيسية للشركة.                                 |
|   |  |  |  |  | <b>SBG5</b> يحقق القسم الذي اعمل به الأهداف التي قام بوضعها لنفسه في ضوء الامكانيات المتاحة.          |
|   |  |  |  |  | <b>SBG6</b> تلتزم إدارة الكلية بالبرامج والجدول الزمنية التي تصنعها لتحقيق أهدافها.                   |
|   |  |  |  |  | <b>SBG7</b> تتسم أهداف الشركة بالمرونة التامة للقدرة على التكيف مع المتغيرات المفاجئة و غير المتوقعة. |
|   |  |  |  |  | <b>SBG8</b> اهداف الشركة واضحة ومفهومة لدى جميع الأفراد العاملين فيها.                                |

#### المحور الثاني(المتغيرات التابعة) : تحسين الأداء

الارشادات: يرجى قراءة الاسئلة التالية حول تحسين الاداء ومن ثم الاجابة عليها بحسب وجهة نظرك بعدم الموافقة او الموافقة وفق المقياس ادناه.

1 = غير موافق بشدة. 2 = غير موافق. 3 = محايد. 4 = موافق. 5 = موافق بشدة.

| أ -تحقيق رضا العاملين في التخطيط الإستراتيجي لإدارة الجودة |   |       |              |       |                 |          |
|--|---|-------|--------------|-------|-----------------|----------|
| الرمز  | أبعاد الأداء وعبارات القياس                             | أوافق | أوافق لحد ما | محايد | لا أوافق لحد ما | لا أوافق |
| PS1  | تحقق الشركة التي اعمل بها مبدأ العدالة بين جميع موظفيها |       |              |       |                 |          |
| PS2  | تحقق الشركة التي اعمل بها مبدأ المساواة بين             |       |              |       |                 |          |

|  |  |  |  |  |   |      |
|--|--|--|--|--|---|------|
|  |  |  |  |  | جميع موظفيها  |      |
|  |  |  |  |  | تتعامل الشركة التي اعمل بها مع جميع العاملين لديها بشفافية مطلقة  | PS3  |
|  |  |  |  |  | تشارك الشركة التي اعمل بها العاملين في اتخاذ جميع القرارات التي قد تؤثر على احتياجاتهم ومتطلباتهم في العمل                                    | PS4  |
|  |  |  |  |  | يشعر جميع العاملون في الشركة التي اعمل بها بالتقدير والإحترام من رؤسائهم ومدراءهم في العمل  | PS5  |
|  |  |  |  |  | تحرص إدارة الشركة التي اعمل بها على مشاركة جميع العاملين لديها في مناسباتهم الإجتماعية داخل و خارج الشركة                                     | PS6  |
|  |  |  |  |  | تقوم الشركة التي اعمل بها بتوفير خدمات لعائلة العامل او الموظف مثل تعليم أبنائهم وتوفير التأمين الصحي وغير ذلك من امتيازات.                   | PS7  |
|  |  |  |  |  | توفر الشركة التي اعمل بها بيئة عمل مريحة مناسبة للعاملين لديها تسمح لهم بالابداع  | PS8  |
|  |  |  |  |  | تحرص الشركة التي اعمل بها على تقديم حوافز مادية و معنوية للعاملين لديها مع توفير فرص الترقية لجميع العاملين بها                               | PS9  |
|  |  |  |  |  | تتابع الشركة التي اعمل بها بشكل مستمر حاجات العاملين لديها وتحاول توفير الاحتياجات والمتطلبات المقترحة من العاملين بها                        | PS10 |
| ب -تحسين كفاءة العاملين في التخطيط الإستراتيجي لإدارة الجودة |  |  |  |  |   |      |
|  |  |  |  |  | تحرص الشركة على تطوير خدماتها التي تقدمها للمجتمع المحلي الفلسطيني بما يتناسب مع مسؤولياتها الاجتماعية وذلك من خلال تطوير كفاءة العاملين بها. | SD1  |
|  |  |  |  |  | تحرص ادارة الشركة التي اعمل بها على رفع مستوى الاداء المهني للعاملين بها بتحقيق التنمية المهنية لهم وذلك من خلال اعطائهم                      | SD2  |

|  |  |  |  |  |  |             |
|--|--|--|--|--|--|-------------|
|  |  |  |  |  | الدورات المناسبة   |             |
|  |  |  |  |  | يؤثر تحسين كفاءة العاملين في الشركة التي<br>اعمل بها على وضعها التنافسي بين الشركات<br>الأخرى  | <b>SD3</b>  |
|  |  |  |  |  | الشركة تؤمن بان تحسين كفاءة العاملين يؤدي<br>إلى تقليل التكاليف المادية على المدى الطويل<br>ووذلك ايضا سينعكس ايجابيا على دخل<br>الشركة.           | <b>SD4</b>  |
|  |  |  |  |  | تسعى الشركة التي اعمل بها إلى ادخال<br>التكنولوجيا الحديثة وتطبيق برامج تساعد في<br>ادارة دوائر المؤسسة من اجل المساهمة في<br>تحسين كفاءة العاملين | <b>SD5</b>  |
|  |  |  |  |  | تمتلك الشركة التي اعمل بها المرونة الكافية<br>لدعم العاملين والموظفين لديها لتعزيز الولاء<br>والانتماء لديهم.                                      | <b>SD6</b>  |
|  |  |  |  |  | تعمل الشركة على السماح للموظفين المشاركة<br>بالتطور من خلال تقديم الأفكار الجديدة.   | <b>SD7</b>  |
|  |  |  |  |  | تعمل الشركة على تقديم برامج تدريبية مختلفة<br>داخل وخارج البلاد تمكنهم من الارتقاء<br>بمستويات الأداء.   | <b>SD8</b>  |
|  |  |  |  |  | تشجع الشركة الموظفين المبدعين وتتبنى<br>أفكارهم الإبداعية وتقوم بتطويرها   | <b>SD9</b>  |
|  |  |  |  |  | تقوم الشركة بتخصيص مبلغ سنوي و تقوم<br>باستثماره في تأهيل وتطوير الموارد البشرية<br>من الناحية العلمية والعملية                                    | <b>SD10</b> |

### 7.3 Appendix No. 3 List of Arbitrators

| # | Arbitrators         | Specialization  | University                  | Email                    |
|---|---------------------|---|-----------------------------|--------------------------|
| 1 | Dr. Muhammad Sharia | Business and Management Consultant                              | Al Quds University          | msharia@staff.alquds.edu |
| 2 | Dr. Mahmoud Salahat | Ph.D in Human Resource Management                               | Palestine Ahliya University | mahmoud@paluniv.edu.ps   |
| 3 | Dr. Imad Al Zeer    | Electronic Engineering, Pres. Asst., Admin. & Financial Affairs | Palestine Ahliya University | imad@paluniv.edu.ps      |

## ملخص الدراسة 7.4

الإدارة واحدة من أهم الأنشطة البشرية نظرًا لتأثيرها على تطوير أداء المنظمات والمجتمعات في جميع نواحي الحياة، بما في ذلك الحياة الاجتماعية والإقتصادية والسياسية والتعليمية. إذ لا يكفي في أيامنا هذه أن تحصر المنظمة أو المؤسسة جهودها في تحقيق الحد الأدنى من أهدافها على أدنى المستويات. فلكي يتحقق التميز والأمل المنشودين، يجب على المستخدمين والعاملين السعي للوصول إلى درجة عالية من التمكن في عملهم وعلى أعلى مستوى من الأداء ، وهذا ما يعرف بمفهوم الجودة.

هدفت هذه الدراسة إلى فهم تأثير التخطيط الإستراتيجي لدائرة إدارة الجودة بجميع أبعادها (الرؤية والرسالة والأهداف الاستراتيجية) على تحسين كفاءات الموظفين في الشركات المساهمة العامة المدرجة في بورصة فلسطين، من أجل تحقيق رضا الموظفين وذلك لتحسين أدائهم. وتركز هذه الدراسة على تحليل تأثير أداء إدارة الجودة على أداء الموظف. وهذا الموضوع هام لأي مؤسسة نظرًا لأن أداء الموظفين لهم علاقة وثيقة بالأداء المؤسسي.

استخدم الباحث المنهج الوصفي التحليلي الذي يشتمل على مجتمع الدراسة وهو الشركات المساهمة العامة المدرجة في بورصة فلسطين، حيث بلغ عدد الشركات الإجمالي 48 شركة، تنتمي لخمس قطاعات مختلفة وتضم (13434) موظف. ولتحقيق أهداف هذه الدراسة، فقد تم إعداد وتوزيع استبيان محدد على الموظفين في هذه الشركات، وذلك بعد مراجعته وفحصه من قبل مجموعة من أساتذة الجامعات.

تم توزيع هذه الإستبانات باستخدام أسلوب العينة الطبقية المراتبة، حيث قسم الباحث عينة الدراسة إلى 5 مجموعات، كل مجموعة منها تمثل قطاعًا واحدًا، وكل قطاع يحتوي على مجموعة صغيرة تمثل الشركة. وتم توزيع الإستبيان بشكل عشوائي داخل كل شركة على أفراد عينة تألفت من 280 موظف في هذه الشركات.

وسعت هذه الدراسة إلى توفير وبناء وإضافة المعرفة المتعلقة بمجال التخطيط الإستراتيجي لدائرة إدارة الجودة على أنظمة قسم كل شركة من الشركات المساهمة العامة المدرجة في بورصة



فلسطين. بالإضافة إلى ذلك تم تقديم دراسات موجهة نحو المستقبل، تخدم الباحثين في تعاملهم مع المتغيرات التي لم تتم تغطيتها في الدراسات السابقة.

أظهرت هذه الدراسة المستوى العالي لتأثير أبعاد التخطيط الاستراتيجي (الرؤية والرسالة والأهداف الإستراتيجية) في دائرة إدارة الجودة في الشركات، مما يدل على أن الرؤية والرسالة والأهداف الإستراتيجية هي عناصر أساسية في التخطيط الاستراتيجي لأن صناع القرار يجب أن يعرفوا بوضوح فائق المبرر لتحقيق إدارة الجودة ولماذا تسعى شركاتهم لتحقيق ذلك.

توصي الدراسة بإيلاء أهمية لدور التخطيط الإستراتيجي لدائرة إدارة الجودة في الشركات التي تم دراستها، وذلك لتأثير الكبير في تحسين أداء الشركات.

**الكلمات المفتاحية:** إدارة الجودة ، التخطيط الإستراتيجي ، توعية الموظفين ، رضا الموظفين ، أداء الموظفين.