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**Strategic Planning in the Islamic Banks in
Palestine and its Effect on Competitive advantage**

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**This Thesis was Submitted in Partial Fulfillment of the
Requirements for the Master`s Degree in Strategic
Planning and Fundraising**

July/2019

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Thesis approval

Strategic Planning in the Islamic Banks in Palestine and its effect on
Competitive advantage

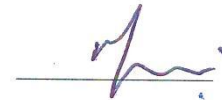
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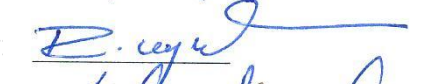
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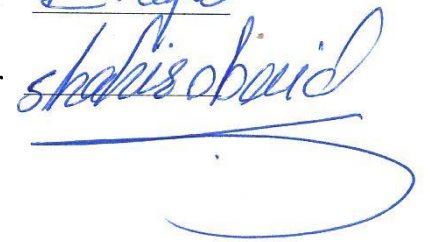
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Declaration

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

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

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Dedication

To the soul of my dear father, to my mother who planted in me the love of
homeland and knowledge- seeking;

To my wife and my children whom I love

To my brothers and sisters

To all my friends and all those who supported me in this effort, I dedicate
this work.

Acknowledgement

Now as my thesis has been completed, first of all, I would like to express my gratitude to Almighty Allah to enabling me to complete this research. I would like to thank all those who supported the study from the very beginning. I am also indebted to the people who have made the required information accessible to me. My gratitude especially goes to my supervisor, Dr. Mohammed Abusharbeh.

Finally, I would like to deliver my sincere thanks to my colleagues and friends.

Abstract

Most organizations try to stay in the market and compete for profits, stability, survival and growth in the labor market. Now in the light of competition between organizations, they are looking for an advantage to distinct it from others. Naturally, this distinction will not come on its own, but organizations must work and look at all their capabilities, and must take all available resources to achieve the desired goal.

This study investigated the impact of strategic planning on competitive advantage in the Islamic Banks in Palestine. A questionnaire consisted of (72) points designed by the scholar on light of previous studies was used to collect data from the study sample which consisted of (200) of the directors and employees in the Islamic banks in Palestine.

The study concluded some results including that the Banks have a high level of strategic planning in the context of Islamic Bank, and also a high level of competitive advantage. The findings provided empirical support for the debate that competitive advantage is positively and significantly impacted by strategic planning dimensions particularly, mission, internal environment, and external environment. These strategic planning dimensions were found to be applied and practiced in the Islamic banks in Palestine in a high degree. The results also included that there are no significant statistical differences in the effect of strategic planning on competitive advantage in the Islamic banks in Palestine due to gender, specialization, age, job, work place and educational. There are significant statistical differences in the effect of strategic planning on competitive advantage in the Islamic banks in Palestine due to years of experience for the benefit of employees with more years of experience.

Upon these results, the researcher recommended that in order to maintain a culture of strategic thinking and to develop the Islamic bank system, there should be emphases on the energy, resources and time of each person. The bank should highly focus on implementing strategic planning to enhance competitive advantage and to direct employees' to implement the bank's mission, goals, strategy, internal environment, and external environment. In addition, the study recommended necessity to give more attention to the development of more effective cost strategy for its importance as a component of competitive advantage, and that there should be more attention to develop customer's satisfaction to establish more audience interest in the Islamic bank services.

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List of Abbreviations

WB	West Bank
ST	Strategic Planning
CM	Central Municipalities
MM	Major Municipalities
BM	Basic Municipalities
EM	Emerging Municipalities
SWOT	Strengths, Weaknesses, Opportunities and Threats.
STEEP	Social, Technical, Economical, Educational, and Political Factors.

Chapter One:

Introduction

1.1 Background

The concept of planning has developed over several stages in its definition and use. It is defined as: an important part of management and a vital element of it, because it reflects the awareness of the future and the preparation of the requirements for dealing with it. The concept of planning came as one of the vocabulary of public administration functions, and seeks to implement its work in accordance with objectives developed in the context of the planning process (Ali & Aljaradi, 2016).

The organization must be aware of the external environment surrounding the organization in order to identify the opportunities available in the external environment to be exploited, and on the other hand, in order to try to avoid the risks therein as much as possible and to work on the creation of strategic planning mechanisms. The internal environment must be analyzed in order to identify its strengths, which may be the used human and technological capital or anything powerful for the organization. Further, the organization must identify weaknesses and shortcomings in its work so that it can work to correct and eliminate the imbalance before competitors attempt to exploit these weaknesses, which leads to their exit from competition. In the process of examining and analyzing the "internal and external" environment, a strategic alternative was chosen, formulated and implemented. It is called strategic planning, so that the organization can achieve its mission and objectives by helping it to obtain the competitive advantage that the organization seeks to obtain (Karmashe, 2010).

Most organizations try to stay in the market and compete for profits, stability, survival and growth in the labor market. Now in the light of competition between organizations, they are looking for an advantage to distinct it from others. Naturally, this distinction will not come on its own, but organizations must work and look at all their capabilities, and must take all available resources to achieve the desired goal (Karmashe, 2010).

Achieving the goals at the lowest levels is no longer the goal of the efforts of individuals and institutions, but the achievement of a high degree of perfection of work and upgrading the level of quality that reaches excellence is the desired goal of everyone to reach them, in compliance with the teachings of our religion and the application of the Sunnah of Prophet Muhammad Peace be upon him (Ali & Aljaradi, 2016).

The Financial Institutions are now finding themselves in a highly competitive environment and under these growing environmental changes; they are looking at strategic planning. (Al-Sakarna, 2010). Thus, the competitive advantage plays an important role in the development and growth of banks. The quality of services provided by banks to customers, the rapid response to their demands and the reduction of costs lead to the improvement and development of internal work procedures through their contribution to the exploitation of the available human and material resources (Northcott, 2004).

Therefore, this study aims to identify the impact of strategic planning on competitive advantage in the Islamic Banks in Palestine.

Chapter one includes an introduction, chapter two includes theoretical frame and empirical studies, chapter three includes methodology, chapter four includes data analysis and discussion and chapter five includes conclusions and recommendations.

1.2 Statement of the Problem

Recent studies Ahmad (2017) and Alghazi & Mohammad (2016) have shown that the degree of strategic alignment in organizations has a direct impact on the competitive advantage and performance of these organizations, and studies have shown that there are significant linkages between the organization's strategic planning approach and the business performance and competitive advantage of organizations (Ahmad, 2017). Researches showed that strategic planning is one of the most important administrative approaches that help all institutions succeed and continue to overcome the risks facing the organization in their work environment. In light of the increasing international and local competition and the possibility of exploiting the opportunities, organizations must become leaders in their competitive advantage and performance in the long run (Al-Sakarna, 2010, p. 13).

The Palestinian banks develop their strategic planning, then develop quality and cost plans to improve their performance, (Kamau & Mosoti, 2014) which indicates a lack of awareness of the importance of the role of strategic planning and its integration with competitive advantage and performance.

In view of the importance of Islamic Banks as a source of religious financial deals which may facilitate the life of Muslim population, this study seeks to identify the

reality of strategic planning in the Islamic Banks in Palestine, in addition to knowing the impact of strategic planning on the competitive advantage in these banks.

1.3 Study Questions

The problem of the study can be illustrated by raising the following main question:

What is the impact of strategic planning on competitive advantage in the Islamic banks in Palestine?

And sub-questions:

1. What is the level of strategic planning in the Islamic Banks in Palestine?
2. What is the level of competitive advantage in the Islamic Banks in Palestine?
3. What is the effect of the study variables of (gender, educational level, specialization and years of experience) on the viewpoints about the effect of strategic planning on competitive advantage in the Islamic Banks in Palestine?

1.4 Study Objectives

The study objectives include the following:

1. To assess the level of strategic planning in the Islamic Banks in Palestine.
2. To assess the level of competitive advantage in the Islamic Banks in Palestine.
3. To investigate the role of the study variables of (gender, educational level, specialization, place of work, and years of experience) in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine.

4. To examine the impact of strategic planning on competitive advantage in the Islamic Banks.

1.5 Significance of the Study

The changes that surround Islamic Banks from every side and in every area, and the increasing challenges and pressures Islamic banks face are enriching their knowledge of the concept and dimensions of strategic planning, which may contribute to raising the level of their competitive advantage in this aspect. This is why we will explain the importance of the study through two aspects:

1. **Scientific importance:** The importance of our scientific subject stems from the fact that it is another study added to the Islamic banks studies due to the lack of studies presented in this subject.

Although a number of studies have been directed towards studying this topic, adequate coverage of it is still needed to enrich and intervene by researchers, in addition to the novelty of the subject itself because it combines two variables of great importance at present. As well as shed light on the effect of strategic planning on the competitive advantage.

2. **Practical importance:** The stages of strategic planning are of the important topics in the field of business, where hope this study to contribute, especially from its practical side in the disclosure of some data and practical visions, and answer the relevant questions on the subject, by addressing the effect of strategic planning on the competitive advantage in the Islamic banks in Palestine.

1.6 Study Hypotheses

H01: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to demographic characteristics (gender, educational level, specialization, years of experience, age, job, and work place).

H01-1: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to gender.

H01-2: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to educational level.

H01-3: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to specialization.

H01-4: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to years of experience.

H01-5: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to age.

H01-6: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to job.

H01-7: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to work place.

H0-2: There is no significant impact of strategic planning on competitive advantage in the Islamic banks in Palestine.

H02-1: There is no significant impact of strategic planning dimensions on quality dimension in the Islamic banks in Palestine.

H02-2: There is no significant impact of strategic planning dimensions on cost dimension in the Islamic banks in Palestine.

H02-3: There is no significant impact of strategic planning dimensions on customers' satisfaction dimension in the Islamic banks in Palestine.

1.7 Research Model

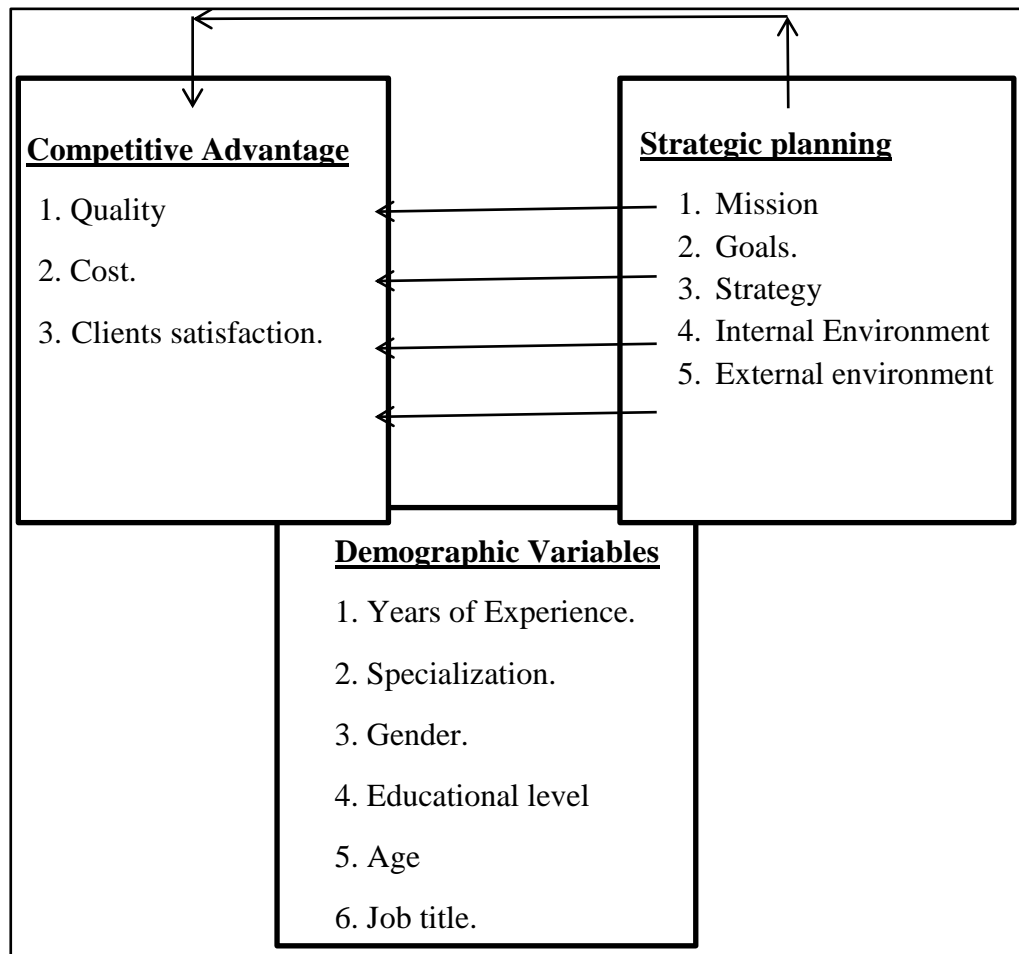


Figure (1): Research Model

Source: Researcher

1.8 Study Terminology

- Strategic Planning:** An official roadmap that describes how the organization implements the chosen strategy. The plan shows where the organization will go next year or more and how it will get there. The Strategic Plan is a management instrument that obliges the aim of helping the organization to do a better job. It develops organizations because the plan concentrates on the energy, resources and time of each person in the organization in the same trend. Strategic planning

should not be ambiguous, complex, or time-consuming, it should be fast, simple and easy to implement (Daum, 2013).

- **Competitive advantage:** Porter defined the of the institution as "What being basically arises from the value that an organization can create for its customers, so that it can take the form of lower prices for competitors' prices with equal benefits, or by offering unique benefits in the product, would largely compensate for the price increase imposed" (Abu Eishah, 2011).
- **Islamic banking:** Is a banking system in line with the spirit, spirit and values of Islam and governed by the principles set out in Islamic law. While Islamic banking has a broader scope and meaning, it is generally more likely to convert traditional lending system to Asset-backed financing transactions conducted by the Financial Institutions (Jamaldeen, 2012).

Chapter Two:

Theoretical Frame & Empirical Studies

2.1 Preface

This chapter talks about the theoretical literature about strategic planning and competitive advantage in the Islamic Banks in Palestine, in addition to the empirical studies "previous studies" related to the study subject "Strategic Planning in the Islamic Banks in Palestine and its effect on Competitive advantage".

2.2 Strategic Planning

Strategic planning and its long-term goals, medium- and short- term goals, and transformation of these objectives into programs, policies, events and implementation plans are the cornerstones of business life (Al- Hawli & etal, 2006). Organizations analyze local and global situations and examine changing needs and their relevance to the work of the organization. As well as the opportunities or threats. The organization identifies its strengths and weaknesses in order to identify its strengths and weaknesses. Business organizations then seek to develop appropriate coping strategies such as exploiting opportunities and overcoming threats and obstacles to maintain continuity and access to a leading position in all areas of activity. (Poister & Streib, 2005)

2.2.1 Definition of Strategic Planning

Strategic planning is connected with the administrative strategy utilizing from the possible sources in order to gain the best consequences. Therefore, it reflects a real understanding of the inner environment of the institution (Al- Hawli & etal, 2006).

Daum (2013) defined strategic planning as the official roadmap that describes how your organization implements the chosen strategy. The plan shows where the organization will go next year or more and how it will get there. The Strategic Plan is a management instrument that obliges the aim of helping the organization to do a better job. It develops organizations because the plan concentrates on the energy, resources and time of each person in the organization in the same trend. Strategic planning should not be ambiguous, complex, or time-consuming, it should be fast, simple and easy to implement.

The components of strategic planning are very important to be studied and implemented; the components on which we will concentrate in this study include the following:

Strategic planning is the process of a continuous decision making that is based on possible information about the future and the effect of these decisions, organizing the necessary efforts for implementing these decisions and measuring the results in the light of possible expectations that are based on an informative feedback system. Moreover, strategic planning is mainly concerned with the basic future of this institution, its broad objectives to be achieved (Poister & Streib, 2005).

According to Berry (1994) strategic planning is an administrative process combining four key features; a clear statement of the mission of the organization; identification of external departments of the organization or external stakeholders; and identification of strategic goals and objectives of the organization, usually in a three to five years plan. (Poister & Streib, 2005)

2.2.2 Strategic Planning Components

There are several components of strategic planning, but in this study we are concentrating only on five of them (mission, goals, strategy, internal environment, and external environment)

1. **Mission:** The existence of any institution is linked to a specific message that seeks to achieve it. The message derives its basic elements from the values held by its founders and from the environment in which the institution and the society to which it belongs. A mission is the purpose or reason for the existence of the organization in a particular environment, it is a written document representing the constitution of the institution and a key guide to all decisions and efforts, usually covering a long period of time, and can be defined as: "The distinctive framework of the institution from other institutions" (Alloh,2007). The mission is a statement of the cause or causes of the existence of the organization, the ultimate purpose of the organization in society and the limits within which it operates. The Mission is one of the four pillars of an organizational plan. The other three are vision, objectives and strategy. The mission identifies the direction and limits, both of which are critical to the effectiveness and success of the Organization (Harshman, 2006).

2. **Goals:** After defining the mission, translating it into specific goals for each level of the organization. If the vision and mission show the general direction (Siyam, 2010). The goal is to clarify the desired future that the organization wishes to achieve. It describes what the organization is trying to accomplish. The goals may be strategic (providing general data on where the organization wishes to be at a future stage) or tactical (specifying specific short-term outcomes for units within the organization). The goals are an internal source of motivation and commitment and provide a guide to action as well as a means of measuring performance. Identifying organizational goals helps to conceptualize and clarify the future direction of the organization, allowing those responsible to identify this trend by developing a common understanding of where the organization is heading. Goals provide a means to ensure that the organization and individuals within the organization reach where they want to (Cothran & et al., 2015).
3. **Strategy:** The word “strategy” came from the two Greek words i.e. Stratus (Army) and Agein (to lead). The Greeks believed that making strategy was one of the responsibilities of the general army. This concept today even adopted in business. One of the earliest strategic definitions is due to the ancient Greek writer Xenophon who said “Strategy knows the business you proposed to carry out (Siyam, 2010). Strategy defines the methods by which the vision and mission of the school is to be attained. This encompasses the core values, beliefs and needs that help to frame the strategy to be used. For organizing and implementation purpose- goals, which are broad statements of accomplishment for the programme, are stated. This is followed by statement of objectives, which are specific statements of observable outcomes (Beekun, 2006). Strategies

are crafted at different managerial levels: organizational or corporate level strategies, divisional (strategic business units) strategies, functional strategies, and operating strategies. Each level of strategy has different concerns (Mohan, 2016). There are five types of specific strategies which can help guide most interventions. They are providing information and enhancing skills, enhancing services and support (e.g., start a mentoring programs for high-risk youth), modifying access, barriers, opportunities and policies (Beekun, 2006).

4. Internal & External Environment:

The analysis of the internal and external environment of the organization means the correct identification and evaluation of the opportunities, the existent and expected threats inside this environment and particularly in the targeted markets. The maximum strengths are usually achieved by combining existing capabilities with the new force, resulting from a particular development method. With regard to the internal environment, the assessment of the own resources is proposed, in addition to the reference to the current situation in the market, in order to discover the strengths and weaknesses of the organization (Adebisi & Babatunde, 2012).

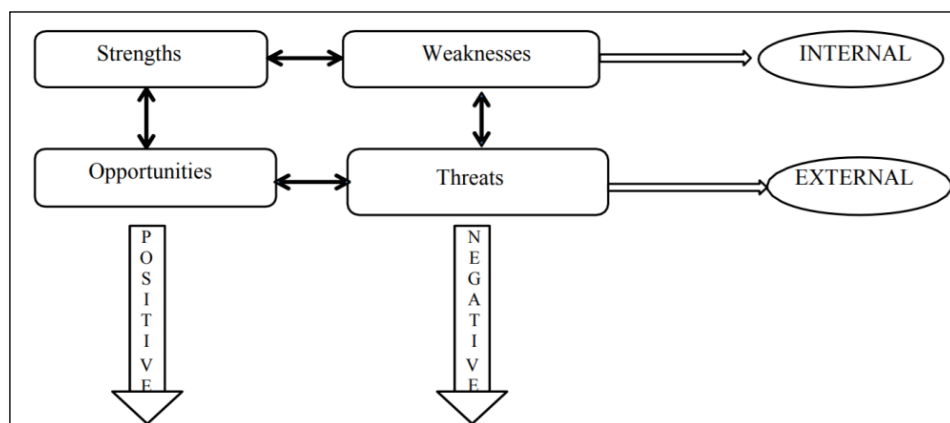


Figure (2): Internal & external environment

Source: Sanjeevan, 2016

a) The Assessment of Internal environment:

The internal environment analysis is a comprehensive evaluation of the internal environment's potential strengths and weaknesses. Factors should be evaluated across the organization. The (SWOT) analysis summarizes the internal factors of the firm as a list of strengths and weaknesses. Firstly: strengths such as: the core strength of the Bank is advanced technology, the increased financial capacity, in addition, the strong credit culture the strong brand name and the improved access to variety of financial services to their customers (Sanjeevan, 2016). Secondly: weaknesses as: high operation cost, insufficient deposits mobilization effort, a large amount of nonperforming loans, as well as insufficient access to global financial system, structural weaknesses presented by the lack of industrial support institutions, fragment industry structure (Pistol, 2006).

b) The Assessment of External Environmental:

Determining the available opportunities help the organization in planning to exploit and utilize from them while determining challenges and threats participate in avoiding dangers and being ready to face them in order to deal with them quickly (Adebisi & Babatunde, 2012). Firstly: opportunities such as a higher financial value to its clients and employees, local and international business opportunities, access of international financial market. Secondly: threats as: competitors bank in the market, the direct competition for the foreign competitors. In addition to the threats from new rules and regulation are introduce by the government, and the expansion of financial services to rural areas is too challenging (Sanjeevan, 2016).

In order to understand the relation between strategic planning and competitive advantage, there is a need to have a glimpse about competitive advantage and its axes or dimensions.

2.2.3 Importance of Strategic Planning

Strategic planning is of paramount importance to organizations as follows: Abu Eishah (2011)

- The need to face future changes: In order to reach the goals and objectives of the organization, the scheme cannot set its goals, and depends on that limit, but it must work in future conditions and expected results.
- Focuses on the objectives of the organization: where the organizations seek to develop plans to achieve these goals, and follow-up these plans periodically and modified, and developed in a timely manner in line with future conditions, and to ensure the achievement of its objectives.
- Cost reduction: through the optimal use of physical, financial and human resources in the most efficient manner, thus reducing costs.
- Basis of control: where planning and control cannot be separated, the manager cannot monitor any work unless there is a planning program for this work; the monitoring process becomes useless without planning.
- Minimize risks: The role of planning is to facilitate the transition of the organization from the present to the future, so the scientific-based planning reduces the risk of this transition, such as directing efforts towards achieving the goals and optimal utilization of resources, especially if this future is not defined.

- Achieving the integrated work of all parts of the organization: Planning allows the management to see the different parts of the organization, and the integration of these parts and work on coordination between them, planning reduces the sudden incidents by predicting the future, and can avoid the crises in the work of management.
- Helps in the process of communication: It creates multiple channels of communication in all directions, and helps in the organization of relations between the various administrative levels in order to achieve strategic plans.

2.3 Competitive Advantage:

2.3.1 Definition of Competitive Advantage

Chien & etal. (2011) defined competitive advantage as what occurs when the company is able to provide the same advantages as competitors, but at a lower cost (cost advantage), or provide advantages that surpass those of competing products (differentiation advantage). The study will discuss the concept of competitive advantage and its most important dimensions.

Porter defined the competitive advantage of the institution as "What being basically arises from the value that an organization can create for its customers, so that it can take the form of lower prices for competitors' prices with equal benefits, or by offering unique benefits in the product, would largely compensate for the price increase imposed" (Abu Eishah, 2011).

The competitive advantage of the Bank means that it is able to deal with the different banking markets and the elements of the surrounding environment better than its

competitors. In other words, the competitive advantage reflects the Bank's ability to perform in a manner that its competitors are unable to do so (Ahmad, 2017).

2.3.2 Competitive Advantage dimensions:

There are many dimensions of competitive advantage, but this study concentrates only on the three dimensions involved in the study (quality, cost, customer's satisfaction).

Quality: Services and products organizations concentrated on the quality of those services and products, which is in turn, realize customer satisfaction and meet expectations through quality product or service design, as well as quality of service itself (Bakri & etal, 2006). Many organizations are working to achieve high quality of their services or products, in order to survive and work continuously in the competition market. Using quality as a competitive tool requires organizations to consider quality as an entrance to client satisfaction, not just as a way to resolve problems and reduce costs. Any organization can achieve a greater market share, higher return on investment, customer satisfaction, and price control of services provided by providing a high quality service or product offered through that organization (Diab, 2014).

The quality of competitive advantage in banks is reflected in customer satisfaction with the services and products provided to them, the credibility of the bank with its customers, and the good relationship between employees and customers (Wang & Hong, 2011).

Cost: Focus on cost reduction is the most common dimension used by enterprises, particularly those in markets where clients are sensitive for price. Reasons leading to lower costs; increased experience, qualifications, education, successful investment,

adoption of appropriate policies for production and distribution and utilization of available resources (Diab, 2014). Organizations with this dimension often allow market control and have the ability to outperform competitors. In addition, organizations have a competitive advantage when the costs involved in productive activities are lower than those of competitors. Access to low cost financing, innovating leasing products and higher promotion may increase the competitive advantage of the banks and have better positioned to be profitable and sustained its line of business (Baranes & Bardy, 2004).

Customers' Satisfaction: client's satisfaction can be advanced on its own without any effort, but it regularly needs to work and plan. Client satisfaction is a competitive tool, and it is difficult to replicate the competitive advantage that is obtained from customer satisfaction to other companies, especially if the company dedicates more effort in serving its customers than its competitors (Diab, 2014). If the employees of the company have wonderful personal chemistry, empathy, and helpfulness, they can offer other nice gestures to customers, qualities that are difficult to replicate to other companies. Even the ability to ask for forgiveness or respond correctly to negative feedback can indicate a professional sense of the client and that the customer is taken seriously. Reducing costs will increase the profitability of the bank, attract new customers to access premium services, and achieve market competitiveness, leading to customer satisfaction (Ihalainen, 2011).

2.4 Islamic Banks

2.4.1 Definition of Islamic Banks

The term "Islamic banking" means conduct of banking operations in consonance with Islamic teachings. Islamic banking is defined as a banking system in line with the spirit, spirit and values of Islam and governed by the principles set out in Islamic law. While Islamic banking has a broader scope and meaning, it is generally more likely to convert traditional lending system to Asset-backed financing transactions conducted by the Financial Institutions. (Jamaldeen, 2012)

Al- Kabisi (2005) identified the Islamic banks as a "banks that follow Islamic Sharia' when dealing with costumers and based on sharing both gains and losses and acting as an agent for those customers". On the other hand, Islamic Banks are identified in terms of the governing performance tools as "banks that perform in consonance with the ethos and value system of Islam and governed through the conventional noble governance and risk management rules and principles of Islamic Sharia" (Abu Karsh, 2016).

2.4.2 Islamic Banks mode of Financing

There are (8) major modes of Islamic Banking finance, as detailed in the following points: (Ellahi & et al., 2010)

1. Trade based modes

- Murabaha: A Sale- Purchase contract on mutually agreed profit in which the seller disclosed the cost and profit separately.

- Salam: A Sale- Purchase contract where the seller agrees to supply goods to the buyer at a future date in exchange of an advance price fully paid at the time of contract.
- Istisna: A Sale- Purchase contract for manufactured goods/ constructed assets, whereby payment is generally made in advance. The goods are eventually sold in market to earn profit.

2. Lease based modes

- Ijarah: A Rental contract where Assets, Services / Benefits are rented/ rendered over a period.
- Ijarah Muntahia Bittamleek: A form of Ijarah which includes a promise by the lessor to transfer the ownership of the leased asset to the lessee, either at the end of the lease term or in stages during the term of the contract.
- Diminishing Musharakah: It is a form of partnership in which one of the partner's promises to buy the equity share of the other partner gradually until the title to the equity is completely transferred to him. Till the time ownership is completely transferred the other partner pays rent for the usufructs of the Asset in his/ her use.

3. Participatory modes

- Musharaka: A relationship established under a mutually agreed contract between the parties for sharing of profits and losses arising from a joint entrepreneurship or venture.

- Modaraba: A participatory mode of finance where one party provides the capital (Rabul-Maal) while the other provides human capital (i.e. entrepreneurship and efforts) needed for the economic activity to be undertaken. Profit earned is shared between the two parties on a pre-agreed ratio, while loss is borne only by the provider of the capital (Ellahi & et al., 2010).

2.4.3 Concepts of Islamic Banking

Islamic Banking is based on two main concepts Mohammad (2014):

- First: Money is not a commodity that can be bought and sold in kind by more than its value as other commodities but is governed by certain regulations included in a special section of the Jurisprudence. Money is an usurious item and therefore it is prohibited to sell it at more than its value (in its kind) and may not be returned with more than its value in case of being loaned because both cases are cases of the legally prohibited usury (Riba). Consequently, the function of money becomes restricted to being a means of concluding a transaction, a repository of value and a means of evaluating the price of products, therefore it is not a commodity that is governed by factors of supply and demand but is a measure of values only and its function is in facilitating the flow of financial transactions without directly affecting the value of goods and services. The activities of Islamic Banks are based on the exclusion of interest as a source of revenue on invested capital. The revenue is obtained through dealing by virtue of contracts governing real economic transactions that regulate the flow of money in channels of economic activity of value to

society. These are the Islamic funding instruments applied in the framework of the Islamic Banking system.

- Second: Acknowledging that there are differences in income between the different social classes, Islam does not take this as grounds for differentiating between people in rights, duties and status before Allah but such differences are deemed necessary in order that people will work in different capacities and interrelate as a team to set production in motion. Within this framework each individual receives an income and all reap a benefit (the employer as well as the employee). Furthermore, whenever there are people of limited income that is less than can fulfill their basic needs, the rich have to help them with their own money. That is why Allah prescribed Zakat (legal alms giving) which is a central function in Islamic banks that include specialized departments for Zakat within their main structures. In the Islamic Shari'a the concept of Zakat is not that of charity but the means of purification of the individual's capital assets and hence it is the condition, that he is worthy of owning these assets. Another avenue for supporting the less fortunate lies in the Qard Hassan which is the loaning of money with no interest or expenses to be paid back within an appropriate period of time (Butt & et al., 2011).

2.4.4 Islamic Banks in Palestine

Islamic banks play a major role in the Palestinian economy, mainly because of their direct investments that aim at developing the community socially and economically (Meqdad & Halas, 2005). Islamic banks are growing bigger each year, with an estimated annual growth about 30% worldwide. This rising in growth results

from the increased demand for such services in Islamic countries (Shihadeh, 2011) also explains how Islamic banks started working in Palestine beginning with the establishment of the Arab Islamic Bank in 1996. The number of Islamic banks within the Palestinian Territory has grown since then reaching five banks with 13 branches in order to cover the increasing demand of their services.

Islamic banks in Palestine including (the Arab Islamic Bank, the Palestinian Islamic Bank, and Al- Safa Bank).

Most Islamic banks in Palestine are strict in providing financing and in requesting collateral, because the financing process is subject to several stringent technical standards to safeguard the rights of both the bank and the applicants.

Hence, most of the financing and investment operations in Islamic banks in Palestine are based on (4) types of contracts: Musharaka, Modaraba, Murabaha and Ijarah. In addition to other formulas such as agriculture, sale of peace and Istisna ... which Islamic banks do not currently use effectively (Haroon & et al., 2018).

In this regard, Murabaha contracts represent more than 90% of the financing and investment operations of Islamic banks. This is due to the short duration of financing and the banks' need for liquidity, and the lack of experience among the employees of Islamic banks; most of them come from conventional banks, which use Murabaha as an Islamic formula for financing.

As for the Modaraba and Musharaka contracts, their size is very small in the financing operations carried out by the Islamic banks in Palestine, because this type is based on the full confidence of the other partner, which is not currently present

especially that the Islamic Bank cannot take guarantees or mortgages in kind or personal to conflict with the nature of the contract. Modaraba and Musharaka contracts also require a long period of capital recapitalization and profit-taking. As Islamic banks are new, they must first stabilize their position on the banking scene before venturing into long-term investments with high risk.

Therefore, Islamic banks in Palestine focus their attention on short-term financing, and therefore in Murabaha contracts. The latter monopolizes 92% of all contracts in Islamic banks in Palestine, compared to only 7% for Modaraba and Musharaka contracts (Ellahi & et al., 2010).

Islamic banks in Palestine are keen to provide most of the banking services provided by conventional banks such as collecting checks, bank transfers and opening documentary credits... They also provide some social services such as collecting and distributing zakat or granting good loans despite their very low value to be exploited by some banks as a kind of publicity. In addition, some salty banks offer property management services but on a small scale.

The level of these services is comparable to that offered by conventional banks but lacks efficiency, as Islamic banks lack qualified human resources in banking in general and Islamic in particular. As well as the lack of Islamic banks in Palestine on many of the modern banking services as an investment portfolio management service or Islamic funds investment service, and the absence of banks correspondent Islamic forced them to rely on traditional banks in some transactions such as remittances and documentary credits (Butt & et al., 2011).

Since the authorization of the Islamic banks, the Palestine Monetary Authority has been keen to provide the necessary direct support and proper attention to the Authority's belief in the effective role that Islamic banks can play in the growth and development of the Palestinian local economy. This support was also expressed in the establishment of a special unit in the Banking Supervision Department, and pursues its activities, and defends it against the Israeli onslaught on it. Nevertheless, it is the duty of the Islamic banks to make more efforts to develop themselves and re-evaluate their administrative and credit policies and their relations with the Palestinian society.

As for the obstacles and problems facing the Islamic banks in Palestine are multiple, including (Haroon & et al., 2018):

- The problem of weak judiciary and complex legal procedures, which is a common problem with all banks not only Islamic banks.
- There is a lack of Islamic banks and financial institutions in Palestine, and therefore there is a need to unify efforts to support this experience to consolidate its position in the banking market in Palestine.
- The impact of turbulent political conditions on Islamic financial institutions.
- Lack of legislative structure with regard to regulating the work of Islamic banks in particular.
- Absence of appropriate investment opportunities due to unstable political, economic and military conditions.
- The Palestinian public lacks a clear picture of the work of Islamic banks, where most people are unaware of the nature of the Islamic Bank and the quality of its services (Haroon & et al., 2018).

Some empirical studies were found to talk about the relation between strategic planning and competitive advantage; they highlighted the impact of strategic planning components in enhancing the competitive advantage in Islamic Banks in the world.

Here are some of these studies:

2.5 Empirical studies

Ahmad (2017) studied "The Role of Strategic Planning in Achieving the Competitive Advantage in Organizations Algeria: A case study on Al- KOUBA Bank", the study objective was to identify the role of strategic planning in achieving competitive advantage. The study sample included (57) employees working in Bank Al- Kubba. The study findings concluded that a statistically significant relationship between the strategic planning and the achievement of competitive advantage, as well as there was a statistical significance relationship between the availability of elements of strategic planning (mission and goals) and the competitive advantage.

Alghazi & Mohammad (2016) prepared a study in Yemen, entitled "The impact of strategic planning on the success of Islamic banks in Yemen", its aim was to identify the extent of the practice of strategic planning in Islamic banks in Yemen, as well as to examine the level of success of Islamic banks in Yemen, the study sample included (51) employees working in Yemeni banks represented by the general administrations and the main branches in the capital. The study instrument was a questionnaire; the data were analyzed using (SPSS). The results showed that the level of practicing of Yemeni Islamic banks for strategic planning was high, and that the level of success of these banks was also high, in addition there were a positive correlation between the Islamic Banks practice for all strategic planning

activities and the level of success of these banks, there was a positive impact for the practice of strategic planning activities in increasing the success of Yemeni Islamic banks and improve their efficiency and effectiveness.

Ahmad & Zakaria (2016) conducted a study about "Competitive Advantage and Banking Strategy: A case study on Algerian Banks" carried out by (, 2016), this study aims to highlight the contribution of banking strategies to increasing the competitiveness of banks, in addition to applying these strategies in enhancing competitive advantage. The study followed the descriptive analytical approach, the study sample included (15) employees working in (3) banks (Bank of Agriculture and Rural Development, Algerian National Bank, Algerian Gulf Bank). The study findings showed that the success of Algerian banks' reputation lies in their good analysis of the surrounding environment and the market demands to follow the current situation and the competitive environment, the results also revealed that the competitive advantage is the strategic element that gives the Bank an essential opportunity to achieve continuous profits compared to its competitors, in addition to the ability of the competitive environment to achieve customer satisfaction and meet their needs and desires, by providing the best service.

Ali & Algradi (2016) conducted a study in Saudi Arabia about "Effect of applying the concept of strategic planning on the quality of banking services", its objective was to identify the impact of strategic planning on the quality of banking services on commercial banks in Sudan. The study followed the descriptive approach. The study sample consisted of (31) employees who provide services to customers in commercial banks. The study tool was a questionnaire consisting of

(160) paragraph. The results of the study showed that the Bank has a set of specific objectives and programs according to the strategic plan set, the bank also has a vision and a clear understandable message to its employees.

Elsiefy & Eljohani (2016) conducted a study in Qatar, entitled "The effect of strategic management practices on Islamic Banks performance: Evidence from Qatar", its purpose was to explore strategic management practices in Islamic banks and their impact on performance within Qatar's Islamic financial sector. The researcher followed the descriptive method, the study tool was a questionnaire distributed on a sample of (22) employees working in the Islamic Banks in Qatar. The study findings revealed that Islamic banks practice strategic management. Likewise, the practice of strategic management has a significant impact on the performance of banks. In addition, strategic management is an important instrument for Islamic banks to consider and utilize. The study also recommended that all Islamic banks should have a department to take responsibility for the strategic management of each bank.

Halake (2016) prepared a study in Kenya about the "Effectiveness of competitive strategies adopted by Islamic commercial banks", its objective was to determine the effectiveness of competitive strategies adopted by Islamic banks in Kenya, the study used the qualitative data analysis techniques to bring out the relationship between variables. The sample included (100) employees attending Islamic banks in Nairobi. The findings showed that Islamic banks lack effective competitive strategies in place, lack of appropriate ICT strategies in Islamic banks, by engaging in risk management, Islamic banks can rise the value of the banks by

decreasing the costly lower tail-end in profits and cash flows. The study also concluded that competitive strategies allows strengthen the linkage of finance and economic activities that are real, when making contribution on inclusive and the balanced growth.

Hardjito (2015) also carried out a study in Indonesia entitled " Analysis of Comparative Advantage Strategy Implementation on the Customer Loyalty of BRI Sharia in DIY", this research aimed to identify strategies implemented by BRI Sharia. Strategies for the competitive advantage created by M. Porter's, as (cost leadership, differentiation, and focus) greatly affects customer loyalty. This research uses quantitative data that is a numerical data obtained from the questionnaire distributed on a sample consisted of (70) respondents of BRI Sharia customers who are already using the product. The study results showed that before undertaking marketing activities, the company must prepare a strategic plan aimed at giving direction to the overall process of the organization. The strategic plan is supported by a more detailed implementation plan in the areas of activities contained in the company. The study also showed that customer loyalty variance can be clarified by variables in cost leadership, differentiation and focus strategies.

Presenting a conceptual model to explain the role of strategic management and planning in Islamic banking competitiveness, a study prepared by (Iravani & etal, 2014) in Iran, the study purpose was to explain the role of strategic management and planning in Islamic banking competitiveness. The researchers used the qualitative method. The study sample consisted of 20 experts of the field of study that has commented about the model. The results revealed that Islamic banking can play a

key role in balancing the financial system and thus to affluence of the Islamic economies. For succeed in the Islamic banking system in the economics, the strategic thinking, planning and management are the important. The results also showed that the Islamic banking system and Islamic economics can achieve growth, profitability, sustainable development, and social welfare successfully.

Kamau & Mosoti (2014) prepared a study in USA entitled "Assessing the Implication of Strategic Planning on Performance of Small Sized Organizations: a Case Study of Small Enterprises in Thika Town", this study aimed to assess the impact of strategic planning on performance in small businesses within Thika district. The study followed the quantitative approach. The study sample consisted of (20) business owners, managers and employees in small businesses Thika district. The main findings revealed that there was a very small difference between companies with a formal strategic planning process and those of an informal nature. Lack of information, ineffective training and time constraints were cited as one of the main reasons for the lack of effective formulation and implementation of strategic planning. The study also concluded that strategic planning gives companies a competitive advantage over their competitors. This was mainly a sign of a positive relationship between the nature of the strategic planning of the institution and its performance.

Strategic Management Practice and Performance of Islamic Banks in Kenya, a study prepared by (Said, 2014), the study aim was to explore strategic management practices on the performance of Islamic Banks in Kenya with reference to Gulf African Bank. The study followed the qualitative method, the sample included (6)

management team employees working in different departments (CEO, Head of cooperate, Head of finance, Head of Credit and director business). The study findings concluded that the practice of strategic management is critical to the success and survival of each organization, through strategic management, an organization can be more active rather than reacting. Strategic management will also increase the ability of Islamic banks to create new investments, tools and methods to manage liquidity, and develop existing instruments. The study also concluded that competitive advantage has a great influence on strategic management practices. Banks have a competitive advantage by implementing a cost-management strategy and a differentiation strategy, which is evidence of acceptable quality from customer's point of view.

Solichun & etal. (2013) prepared a study in Indonesia, about "Islamic Bank Analysis of Marketing Strategy with Perspective Competitive Advantage Muamalat Bank of Indonesia", the study objective was to gather information about the strategies used by Muamalat Bank in increasing competitive advantage, the study followed the qualitative method. The results revealed that strategic planning has an effective role in increasing the competitive advantage of marketing activities on customer-oriented behavior by evading usury in operation and enhancing comfort, ideals, balance and control.

Mryan (2012) analyzed the relationship between strategic planning and competitive advantages in Jordanian banks, a study conducted in Jordan, its purpose was to present the basic elements of strategic planning by building a flexible strategy, showing its importance as a competitive advantage and as an important

means to strengthen this method that it is constantly adapted by the business organizations. The researcher discussed the impact of strategic planning on the performance of Jordanian banks. The study sample included (138) employees working in (14) Jordanian commercial banks listed on the Amman Stock Exchange (ASE). The results of the study indicated that there was a statistically significant relationship between research and development process and monitoring of the Bank's competitive advantages. The results also revealed that strategic planning is an important tool in promoting and sustaining the competitive advantage of business organizations, and responding quickly adapting the problems facing business organizations.

Alagha & etal. (2012) carried out a study in Gaza Strip about the strategic planning and its relationship with competitive advantage, this study objective was to identify the reality of the practice of strategic planning and its relation to the competitive advantage of pharmaceutical distribution companies in the Gaza strip. The study followed the descriptive analytical approach, the sample included (74) managers working in these companies. The study findings revealed that there was a significant relationship between the strategic planning and the competitive advantage. Moreover, there was a significant relationship between the strategic planning components (mission, aims, plans, strategies, and programs) and competitive advantage.

Krmasheh (2010) conducted a study in Iraq about Strategic planning and its impact in achieving competitive advantage, the study purpose was to examine the role of strategic planning in achieving competitive advantage, to help the

organizations in identifying the surrounding external environment and competitors and to identify strengths and weaknesses. The study used the qualitative method for achieving these aims. The study findings showed that strategic planning is an important task to be accomplished by organizations that wish to compete; competitive advantage is a way for the organization to achieve a number of long-term goals that contribute to the organization's success. The study also concluded that organizations must adopt strategic planning and continuous planning for their future operations to obtain the competitive advantage that will help them achieve future goals.

2.5.1 Relevance of Reviewed Related Studies

The previous empirical studies dealt with the subject of the current study, they discussed the strategic planning in the Islamic banks and other institutions and its impact on competitive advantage. The results revealed that there was a positive impact of applying strategic planning on competitive advantage in the Islamic banks.

Furthermore, the previous studies findings showed that maintaining mission, internal, and external environment practices were crucial to possess a competitive advantage.

The previous studies were done in different countries in the world such as USA, Kenya, Sudan, Indonesia, Algeria, Yamen, Qatar, Gaza, etc, they all supported the strategic planning in the Islamic banking sector and its impact on competitive advantage.

The current research deals with this subject and the study is implemented in Palestine, taking in consideration different variables that may affect the directors and employees viewpoint about the study subject.

Chapter Three

Methodology

This chapter presents the procedures and the methodology that used to conduct this research. It also explains research design, population size and sample, validity and reliability, data collection procedures, and the statistical analysis.

3.1 Data Collection

This study focuses on the impact of strategic planning on competitive advantage in the Islamic Banks in Palestine. The study uses descriptive and analytical approach to reach the results; a structured questionnaire was distributed to directors and the employees of the Islamic Banks in Palestine. The Secondary data was obtained from published and unpublished articles.

3.2 Research Instrument

A structured questionnaire was distributed to the directors and the employees of the Islamic Banks in Palestine. Since the participants were Palestinians, the questionnaire was translated and audited to ensure conceptual correspondence. The questionnaire includes the personal information and the axes of study variables including strategic planning axes (mission, goals, strategy, internal environment, external environment) and competitive advantage axes (quality, cost, customers' satisfaction).

The variables are scaled by using a 5 Likert scale from 5= strongly agree, to 1= strongly disagree. The questionnaire was distributed to both directors and employees of the Islamic Banks in Palestine. It was made to achieve the study objectives and answer the study questions.

The questionnaire used by the scholar to collect data takes the following methods to be performed: questionnaire design, the validity of the questionnaire, and the reliability of the questionnaire, as discussed in this section:

3.2.1 Questionnaire Design

The directors and employees' questionnaire (adopted from Ahmad,2017, and Alagha , 2012), was used in this study to collect data after modification by editing or omitting some points to suit the research purposes. It is consisted of three parts including demographic data, the axes of study variables including strategic planning axes (mission, goals, strategy, internal environment and external environment) and competitive advantage axes (quality, cost, and customers' satisfaction).

First part: the demographic information about the respondents consists of six variables includes: (gender, educational level, specialization, years of experience, age, place of work, and job title).

Second part: encompasses the research two main variables each of which has subparts:

(1) Strategic planning which consists of five dimensions: mission is structured into ten items, goals have nine items, strategy has nine items, internal environment has eight items, and external environment has seven items.

(2) Competitive advantage which consists of three dimensions: quality has fourteen items, cost has five items, and customers' satisfaction has ten items.

3.2.2 Validity of Questionnaire

The questionnaire was developed, approved and edited to reach the final form which was distributed to the target respondents. The questionnaire was sent to four evaluators and the supervisor to evaluate each dimension and its consistency in order to validate the consistency of all the paragraphs in the questions.

The first draft of the questionnaire was structured into sixty-four items, forty items in the strategic planning variable, and twenty four items in the quality of employees' performance. The demographic characteristics consisted of six parts (gender, educational level, specialization, years of experience, age, place of work, and job title). The final draft consisted of seventy-two items; forty-three items in the strategic planning variable, and twenty-nine items in the competitive advantage variable. The items structured per each dimension as shown in the table (1).

Table (1): Questionnaire Modification Process

	Before Modification (# if Items)	After Modification (# if Items)
mission	8	10
goals	8	9
strategy	8	9
Internal environment	8	8
External environment	8	7
Strategic Planning	40	43
Cost	12	14
Quality	5	5
Customers' satisfaction	7	10
Competitive Advantage	24	29
Total	64	72

3.2.3 Questionnaire Reliability

Pre-testing the questionnaire is considered important based on the earlier observations to pilot study to test the questionnaire and ensure its reliability. The minimum number of questionnaires in pilot study should be above (10) questionnaires (Fink, 2013). This Study pretested using a sample of 30 directors and employees of the Islamic Banks in Jenin as a part of the whole sample. The questionnaires were tested for content forms and construct of reliability to ensure the conformity with relevant guidelines, as well as to ensure the validity of the research instrument.

This study used Cronbach Alpha test to calculate the reliability score, it was used for the instrument before and after the main survey. The test used in this study was executed by distributing 30 questionnaires to a sample that share the same characteristics of the targeted sample. The study questionnaires that were distributed were discussed by the researcher with the respondents.

The researcher gave clarifications to the respondents in the target places before answering the questionnaires. As a result, all participants were prepared and able to answer the questionnaire easily. This was intentionally done to achieve the meaning of data reliability. The acceptable Alpha value that meets the statistical requirement for the instrument to be characterized as reliable should be equal to or above 0.70 according to Travakol (2011). The reliability of the instrument was tested by using Cronbach's Alpha coefficient and the results are shown in the following table:

Table (2): Reliability Tests

Dimensions	No. of Items	Reliability	Result
mission	10	0.91	Pass
goals	9	0.89	Pass
strategy	9	0.89	Pass
Internal environment	8	0.90	Pass
External environment	7	0.88	Pass
Strategic Planning	43	0.97	Pass
Cost	14	0.93	Pass
Quality	5	0.85	Pass
Customers' satisfaction	10	0.90	Pass
Competitive Advantage	29	0.95	Pass
Total value	72	0.97	Pass

As shown from the above table, reliability of the instruments was tested by using Cronbach's Alpha coefficient and the result was found to be more than 0.7, the Cronbach's Alpha coefficient for all dimensions Scale was 0.97. This indicates that there is high internal consistency among the all questionnaire items.

3.3 Conceptual Model

As shown in figure (1), the researcher developed the conceptual model based on review of empirical and theoretical literature. For the independent variables related to strategic planning and its components (mission, goals, strategy, internal environment, and external environment) were identified based on a study of Nickols (2016) Karmashe (2010) & Al-Maghribi (2004).

The dependent variable: competitive advantage and its factors (quality, Cost, client satisfaction) were determined based on a study of Al-Kumaim (2016).

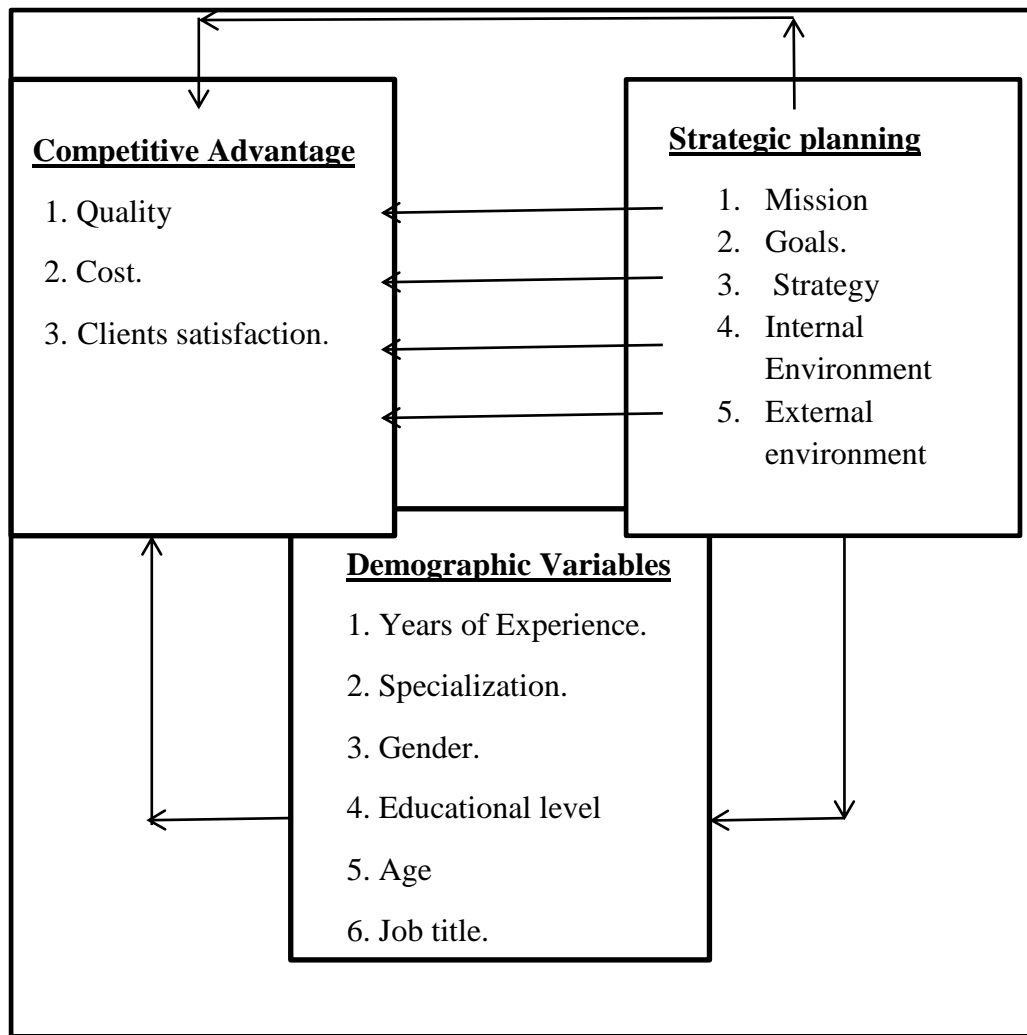


Figure (3): Research Model

Source: Researcher

3.4 Population and sample

The research population consisted of directors and employees of the Islamic Banks in Palestine (Arabic Islamic Bank "AIB", Palestine Islamic Bank "PIB" and Safa Bank).

Table (3) shows the distribution of the population members by city, and table (4) shows the sample from each city.

Table (3): The distribution of the population members by city

#	The city	Total	Percentage (%)
1	Hebron	97	17%
2	Bethlehem	45	8%
3	Tubas	14	2%
4	Nablus	87	15%
5	Ramallah	76	13%
6	Tulkarem	45	8%
7	Jericho	14	2%
8	Jenin	35	6%
9	Gaza	165	29%
total		578	100%

Table (4): The distribution of the sample

#	The bank	The Number		
		directors	Heads of the departments	employees
1	Hebron	2	7	9
2	Bethlehem	2	6	15
3	Tubas	2	4	8
4	Nablus	2	7	14
5	Ramallah	2	7	9
6	Tulkarem	2	4	17
7	Jericho	2	5	7
8	Jenin	2	10	16
9	Gaza	4	9	26
	total	18	59	123

3.4.1 Sample of study

The research applied on a random sample, in order to ensure the equitable of the results for employees who work in the Islamic banks in Palestine. The sample size of this study is identified according to the following Daniel (1999) equation:

The sample size (n)

$$(n) = \frac{Z^2 P(1-P)}{d^2}$$

Where:

n : Sample size required,

z : Z statistic for a level of confidence required,

P : Expected prevalence or proportion (If the expected prevalence is 20%, then $P = 0.2$), and

d : Precision (If the precision is 5%, then $d = 0.05$).

$$\text{The sample size} = \frac{0.95^2 * 0.5(1-0.5)}{0.05^2}$$

$$= 60\%$$

Collected sample size = 289

Number of distributed questionnaires = 289

Number of recovered questionnaires = 200

Distributed questionnaires	Recovered questionnaires	Sturdy sample
289	200	200

3.5 Statistics Approaches

The primary data were analyzed by using the Statistical Package for Social Sciences (SPSS).

Descriptive tests such as:

1. Frequency to describe the demographic variable,
2. Mean and standard deviation to answer the study questions,
3. One sample T-test, independent T-test, and one-way ANOVA, Pearson correlation test to examine the relationship between dependent and independent variables,
4. Multiple regressions to test the significant impact of strategic planning on competitive advantage.

Chapter Four

Data Analysis & Discussion

In order to achieve the main aim of the study, a cross- sectional study was utilized. The sample size was (200) participants with 80% respondent rate; and they were selected using a stratified random sample. Also, data was collected by using Five-Likert scale.

4.1 Descriptive of demographic variables

Table (5) below contains the data of the participating sample in terms of gender, age, educational level, specialization, years of experience, job title ,and place of work.

Table (5): Descriptive Statistics of Demographic Variable (N=200)

Demographic Variables		Frequency	Percentage
Gender	Male	131	65.5
	Female	69	34.5
	Total	200	100.0
Educational _level	Less than Bachelor	13	6.5
	Bachelor	165	82.5
	Postgraduate	22	11.0
	Total	200	100.0
Specialization	Business Administration	41	20.5
	Accounting	79	39.5
	Economic	28	14.0
	Other	52	26.0
	Total	200	100.0
Years of experience	5 Years and less	79	39.5
	6- 10 Years	76	38.0
	11- 15 Years	42	21.0
	More than 15 years	3	1.5
	Total	200	100.0
Age	Less than 30	76	38.0
	30-40	91	45.5

	More than 40 Years	33	16.5
	Total	200	100.0
Job	Employee	123	61.5
	Head of the Department	59	29.5
	Manager	18	9.0
	Total	200	100.0
Place of work	Hebron	18	9.0
	Bethlehem	23	11.5
	Tubas	14	7.0
	Nablus	23	11.5
	Ramallah	18	9.0
	Tulkarem	23	11.5
	Jericho	14	7.0
	Jenin	28	14.0
	Gaza	39	19.5
	Total	200	100.0

As shown in the above table, out of total of (200) respondents:

The weight between males and females is (65.50%: 34.50%).

This may be due to the nature of work at Islamic banks where males may be more suitable.

For educational level, the weight between less than bachelor, bachelor, and post graduate is (6.50%:82.50%: 11.00%) respectively.

This can be attributed to the banks' policy in recruiting employees who have bachelor in the first degree, then to include a portion of employees with master degree, and a little number of employees with a qualification less than bachelor.

As for the specialization of respondents, the (accounting) group covers the highest weight, which represents 39.50% of participants; while the category of (economics), was the lowest. The second largest group is the respondents whose specialization is (other), which form 26.00% of participants. Then the group of (business administration) is the remaining 20.50%. Given that information, the researcher can conclude the respondents sample consists mainly of the bachelor degree.

This may be due to the bank need for economics specialization at most in order to implement the economical plans of the bank.

Participants were also inquired about their years of experience. The results showed that 39.50% of the participants have experience of 5 years and less, 38.00% of participants have 6-10 years of experience, 21.00% have 11-15 years, while the remaining 1.50% have more than 15 years' experience. Thus, the percentage of respondents 5 years and less experience is the highest.

This can be due to the fact that the history of Islamic banks in Palestine is short, the Islamic banks are new in Palestine.

As for the participants' age, the (30-40) group covers the highest weight, which is, (45.50%); while the category of (more than 40), forms the lowest with (16.50%) of the participants. The remaining 38.00% represents form the group of (less than 30), which comes in the second place in terms of respondents' age. Given that, the researcher can conclude that the most of the sample was between (30-40) years old.

This also can be attributed to the short history of Islamic banks in Palestine, in addition to continuous recruitment of new young employees as a policy in these banks.

Participants were also asked about their job title, and 61.50% of them were employees, while 29.50% of participants were heads of the departments, and the remaining 9.00% of respondents represents the directors.

Participants were also asked about their work place, and 19.5% of them work in Gaza, 14% in Jenin, 11.5% in Tulkarem, 11.5% in Nablus, 9% in Hebron, 9% in Ramallah, 7% in Tubas , and 7% in Jericho.

This can be attributed to the nature of Islamic banks distribution in Palestine and employees numbers in each branch.

4.2 Research Questions

Main Question: What is the impact of strategic planning on competitive advantage in the Islamic banks in Palestine?

Sub Questions:

1. What is the level of strategic planning in the Islamic Banks in Palestine?
2. What is the level of competitive advantage in the Islamic Banks in Palestine?
3. What is the effect of the study variables of (gender, educational level, specialization and years of experience) on the viewpoints about the effect of strategic planning on competitive advantage in the Islamic Banks in Palestine?
4. What is the impact of strategic planning on competitive advantage in the Islamic Banks?

Based on the mean and the standard deviation, this section aims at answering the study questions, which shows the impact of Strategic Planning on competitive advantage in the Islamic banks in Palestine.

To judge on the level of items on Likert scale the researcher considered that if the mean of the item (1-2.33) so the level is low, (2.34-3.66) moderate but for high level item its mean will be (3.67-5.00). (See table 6)

Table (6): Submitted Data Analysis Procedures for Likert Scale Data

Degree	Range
High	75.5%-100%
Moderate	46.5% - 74.49%
Low	0%-46.49%

To answer the first sub question: "What is the level of strategic planning in the Islamic banks in Palestine?"

In order to answer this sub question the level of strategic planning five dimensions was investigated and the following tables show the results.

1- "The level of bank mission in the Islamic banks in Palestine"

Table (7): Means and standard deviations of the Mission Dimension

#	Items	M	SD	Level	Importance percentage	Item Rank
1	The Bank has a clear mission.	4.58	.504	High	91.6%	1
8	The Bank's mission includes the most important features.	4.51	.558	High	90.2%	2
7	The Bank's mission includes what the Bank is doing.	4.50	.558	High	90%	3
6	The Bank's mission	4.47	.600	High	89.4%	4

	includes the values and beliefs it believes in.					
2	The Bank's mission outlines new opportunities for the development of the banking sector.	4.46	.547	High	89.2%	5
9	The bank's mission is known to all employees.	4.46	.633	High	89.2%	6
10	Bank mission is written.	4.45	.670	High	89%	7
5	The Bank wishes to communicate its mission to employees for the purpose of improving performance.	4.44	.607	High	88.8%	8
3	The Bank's mission encourages creativity.	4.40	.626	High	88%	9
4	The Bank's mission is balanced with available resources.	4.39	.616	High	87.8%	10
Mission		4.46	.442	High	89.36%	

Source: Researcher

As shown in the above table, all items of the mission in the Islamic banks in Palestine had a high level, that means that there is a high level of knowledge of mission in the Islamic banks in Palestine with ($M=4.46$, $SD=0.44$), whereas the mean for all of them ranges from (4.58 – 4.39). The respondents believed that item one “The Bank has a clear mission” was the most important item in the dimension of mission of the Islamic banks due to its greater mean (4.58) with 91.6% importance percentage, while the eighth item “The Bank's mission includes the most important features” comes in the second stage of importance since its mean was (4.51) with 90.2% importance percentage, but the lowest item of the mission dimension was the fourth item “The Bank's mission is balanced with available resources” as its mean was (4.39) with 87.8% importance percentage.

As we can see from table (7) that there is a high level of knowledge for mission in the Islamic banks in Palestine and that may be due to the fact that the mission is

published and available in the websites of the banks and this reflects the high knowledge of directors and employees in the Islamic banks about it.

This result is supported by the study of (Ahmad, 2017) which showed that the level of strategic planning in its dimension (mission) in Al-Kouba Bank in Algeria was high. This result is consistent with the results of (Ali & Algradi, 2016) which showed that commercial banks in Sudan have a clear understandable mission.

2-: "The level of goals in the Islamic banks in Palestine"

Table (8): Means and Standard Deviations of the Goals Dimension

#	Items	Mean	Standard Deviation	Level	Importance percentage	Item Rank
12	The Bank clearly sets out its policies to help implement its strategic goals.	4.45	.528	High	89%	1
11	The Bank has long term goals (3-5) years to pursue.	4.44	.546	High	88.8%	2
16	The Bank's goals are clear, specific and understandable to all employees.	4.44	.623	High	88.8%	3
18	The Bank's goals are clear.	4.41	.611	High	88.2%	4
14	The Bank is working to achieve the goals to suit its potential.	4.39	.548	High	87.8%	5
13	The goals are to stimulate the abilities and skills of employees to develop and improve performance.	4.37	.653	High	87.4%	6
19	The Bank's goals are written.	4.36	.736	High	87.2%	7
17	The Bank's goals are flexible enough to adapt to emergency circumstances.	4.29	.648	High	85.8%	8
15	All parties to the Bank participate in the formulation of its objectives.	4.25	.741	High	85%	9
Goals		4.38	.462	High	87.6%	

As shown in the above table, all items of the goals in the Islamic banks in Palestine had a high level, that means that there is a high level of knowledge of goals in the Islamic banks in Palestine with (M=4.38, SD=0.46). Whereas, the mean value for all

items from (4.25–4.45). The respondents believed that item twelve “The Bank clearly sets out its policies to help implement its strategic goals” was the most important item in the dimension of goals of the Islamic banks due to its greater mean (4.45) with 89% importance percentage, while the eleventh item “The Bank has long term goals (3-5) years to pursue” and sixteen item “The Bank's goals are clear, specific and understandable to all employees” came in the second stage of importance since their mean was (4.44) with 88.8% importance percentage, but the lowest item of the goals dimension was the fifteenth item “All parties to the Bank participate in the formulation of its objectives” as its mean was (4.25) with 85% importance percentage.

The results indicated that the level of goals in the Islamic banks in Palestine is high and that is clear because the top managements in the in the Islamic banks must publish and deliver the goals for each employee in the banks.

This result is supported by the study of (Alagha & etal, 2012) which showed that goals form an important element in strategic planning that has significant relationship with competitive advantage.

3-: "The level of strategy in the Islamic banks in Palestine"

Table (9): Means and Standard Deviations of Strategy Dimension

#	Items	Mean	Standard Deviation	Level	Importance percentage	Item Rank
26	The Bank monitors the implementation of the strategic plan on an ongoing basis.	4.52	.530	High	90.4%	1
28	The Bank's appropriate strategy is selected in the light of the results of the evaluation of strategic alternatives.	4.48	.566	High	89.6%	2
20	The Bank chooses strategies in line with its vision, mission and goals.	4.46	.557	High	89.2%	3

27	There is a clear system in place for the Bank to evaluate the strategic plan and take advantage of the evaluation results in developing its business.	4.45	.607	High	89%	4
24	The Bank is committed to a specific timetable when preparing the plan.	4.39	.600	High	87.8%	5
23	Specialists participate in the development and evaluation of the Bank's strategic plan.	4.38	.654	High	87.6%	6
21	Several alternative strategies are being developed to achieve the Bank's objectives.	4.37	.621	High	87.4%	7
25	The Bank develops the employees' performance to contribute to the implementation of its strategic plan.	4.37	.595	High	87.4%	8
22	Bank employees are involved in the preparation of their strategic plan.	4.27	.782	High	85.4%	9
Strategy		4.41	.455	High	88.2%	

As shown in the above table, all items of the strategy in the Islamic banks in Palestine had a high level, that means that there is a high level of strategy in the Islamic banks in Palestine with ($M=4.41$, $SD=0.45$), whereas the mean for all of them ranges from (4.27–4.52). The respondents believed that item twenty-sixth “The Bank monitors the implementation of the strategic plan on an ongoing basis” was the most important item in the dimension of strategy of the Islamic banks due to its greater mean (4.52) with 90.4% importance percentage, while the twenty-eighth item “The Bank's appropriate strategy is selected in the light of the results of the evaluation of strategic alternatives” comes in the second stage of importance since its mean was (4.48) with 89.6% importance percentage, but the lowest item of the strategy dimension was the twenty-two item “Bank employees are involved in the preparation of their strategic plan” as its mean was (4.27) with 85.4% importance percentage.

The results indicated that the level of strategy from the view point of directors and employees of Islamic banks in Palestine is high. This may be due to the high concern of the Islamic banks top managements to illustrate and implement strategy for all the workers in the Islamic banks branches.

This result is supported by the study of (Alagha & et al, 2012) which showed that strategy is a very important element in strategic planning and that is was practiced in the companies in Gaza strip..

4-: "The level of internal environment in the Islamic banks in Palestine"

Table (10): Means and Standard Deviations of Internal environment Dimension

#	Items	Mean	Standard Deviation	Level	Importance percentage	Item Rank
29	Strengths and weaknesses are identified, making it possible to strengthen the competitive position.	4.48	.592	High	89.6%	1
31	The main problems and issues that protect the Bank's interests and future are dealt with.	4.45	.54680	High	89%	2
35	The quality and functions of the services are diversified.	4.44	.581	High	88.8%	3
30	Work is under way to achieve integration and coherence between all functions and activities of the Bank.	4.43	.580	High	88.6%	4
33	There is an interest in managing the bank to increase the effectiveness of communications within the bank.	4.41	.658	High	88.2%	5
32	Information is provided to make the best decisions.	4.40	.559	High	88%	6
34	Internal control over the bank's resources are allocated and directed.	4.39	.685	High	87.8%	7
36	There is an interest in the presence of competencies and cadres that can provide different services.	4.38	.614	High	87.6%	8
Internal environment		4.42	.471	High	88.4%	

As shown in the above table, all items of the internal environment in the Islamic banks in Palestine had a high level, that means that there is a high level of knowledge of internal environment in the Islamic banks in Palestine with ($M=4.42$, $SD=0.47$), whereas the mean for all of them ranges from (4.38–4.48). The respondents believed that item twenty-ninth “Strengths and weaknesses are identified, making it possible to strengthen the competitive position” was the most important item in the dimension of internal environment of the Islamic banks due to its greater mean (4.48) with 89.6% importance percentage, while the thirty-one item “The main problems and issues that protect the Bank's interests and future are dealt with” comes in the second stage of importance since its mean was (4.45) with 89 % importance percentage, but the lowest item of the internal environment dimension was the thirty-six item “There is an interest in the presence of competencies and cadres that can provide different services” as its mean was (4.38) with 87.6% importance percentage.

The results indicated that the level of internal environment from the view point of directors and employees of Islamic banks in Palestine is high. This may be due to the high concern of the Islamic banks top managements to identify strengths and weaknesses and to deal with the main problems and issues that protect the Bank's interests and future goals.

This result is not supported by the study of (Kamau & Mosoti, 2014) where lack of information, ineffective training and time constraints were cited as one of the main reasons for the lack of effective formulation and implementation of strategic planning.

5-: "The level of External environment in the Islamic banks in Palestine?"

Table (11): Means and standard Deviations of External environment Dimension

	Items	Mean	Standard Deviation	Level	Importance percentage	Item Rank
43	There is an interest in taking into account new needs and desires that need to be better satisfied than currently available.	4.38	.606	High	87.6%	1
39	There is an interest in studying and analyzing competitors' reactions and readiness to confront them.	4.33	.540	High	86.6%	2
40	There is an interest in adaptation to environmental conditions and their changing variables.	4.42	.56141	High	88.4%	3
41	There is a great deal of data and information from the external environment.	4.34	.606	High	86.8%	4
42	The main trends of environmental change and the resulting opportunities and threats are identified.	4.40	.593	High	88%	5
37	The Bank seeks to enhance its competitive position by sustaining adaptation to external environment changes.	4.40	.558	High	88%	6
38	The Bank manages the business efficiently and effectively.	4.37	.570	High	87.4%	7
	External environment	4.37	.447	High	87.4%	

As shown in the above table, all items of the external environment in the Islamic banks in Palestine had a high level, that means that there is a high level of knowledge of external environment in the Islamic banks in Palestine with ($M=4.37$, $SD=0.44$), whereas the mean for all of them ranges from (4.33–4.42). The respondents believed that item forty “There is an interest in adaptation to environmental conditions and their changing variables” was the most important item in the dimension of external environment of the Islamic banks due to its greater mean (4.42) with 88.4% importance percentage, while the thirty- seven item “The Bank seeks to enhance its competitive position by sustaining adaptation to external environment changes” and forty-two item

“The main trends of environmental change and the resulting opportunities and threats are identified” comes in the second stage of importance since its mean was (4.40) with 88 % importance percentage, but the lowest item of the external environment dimension was the thirty- nine item “There is an interest in studying and analyzing competitors' reactions and readiness to confront them” as its mean was (4.33) with 86.6% importance percentage.

The results of the previous table show that the level of external environment from the view point of directors and employees of Islamic banks in Palestine is high. This may be due to the high Islamic banks' interest in adaptation to environmental conditions and their changing variables, and to identify the main trends of environmental change and the resulting opportunities and threats, because the Islamic Bank seeks to enhance its competitive position by sustaining adaptation to external environment changes.

This result is supported by the study of (Alghazi & Mohammad, 2016) which showed that the level of practicing of Yemeni Islamic banks for strategic planning was high, and (Ahmad & Zakaria, 2016) which showed that Algerian banks' reputation lies in their good analysis of the surrounding environment and the market demands to follow the current situation and the competitive environment.

To answer the first sub question: "What is the level of Strategic planning in the Islamic banks in Palestine?"

Table (12): Means and Standard Deviations of Strategic planning Dimension

Items	Mean	Standard Deviation	Level	Importance percentage	Rank
Mission	4.46	.442	High	89.2%	1
Internal environment	4.42	.471	High	88.4%	2
Strategy	4.41	.455	High	88.2%	3
Goals	4.38	.462	High	87.6%	4
External environment	4.37	.447	High	87.4%	5
Strategic planning	4.41	.401	High	88.2%	

As shown in the above table, all items of the strategic planning in the Islamic banks in Palestine had a high level, that means that there is a high level of knowledge of strategic planning in the Islamic banks in Palestine with (M=4.41, SD=0.40), whereas the mean for all of them ranges from (4.37–4.46). The “mission” dimension was the most important in the dimensions of strategic planning of the Islamic banks due to its greater mean (4.46) with 89.2% importance percentage, while the “internal environment” dimension came in the second stage of importance since its mean was (4.42) with 88.4 % importance percentage, the “strategy” dimension came in the third stage of importance since its mean was (4.41) with 88.2 % importance percentage, the “goals” dimension came in the fourth stage of importance since its mean was (4.38) with 87.6 % importance percentage, and the lowest dimension of the strategic planning was “external environment” as its mean was (4.37) with 87.4% importance percentage.

To answer the second sub question: "What is the level of competitive advantage in the Islamic banks in Palestine?"

In order to answer this sub question the level of competitive advantage three dimensions was investigated and the following tables show the results.

1-: "The level of Quality in the Islamic banks in Palestine"

Table (13): Means and Standard Deviations of the Quality Dimension

#	Items	Mean	Standard Deviation	Level	Importance percentage	Item Rank
7	The Bank ensures confidentiality of customer data.	4.55	.555	High	91%	1
2	The exterior of the bank's buildings is attractive.	4.51	.520	High	90.2%	2
8	The customer feels secure in dealing with the bank.	4.50	.567	High	90%	3
13	There is continuous development of staff in terms of skills and knowledge.	4.48	.548	High	89.6%	4
14	There is a continuous development of the internal environment.	4.48	.548	High	89.6%	5
3	The bank offers its banking services in the right place for customers.	4.47	.548	High	89.4%	6
9	The Bank offers its banking services to customers at the appropriate speed.	4.46	.608	High	89.2%	7
11	Bank employees show a friendly spirit in dealing with clients.	4.46	.565	High	89.2%	8
12	There is a steady evolution in the bank's internal operations.	4.44	.555	High	88.8%	9
1	The bank has modern banking equipment.	4.43	.622	High	88.6%	10
4	The Bank's staff is skilled and efficient.	4.42	.543	High	88.4%	11
6	Customers are confident in the Bank's ability to provide superior banking services.	4.39	.624	High	87.8%	12
10	The Bank sympathizes with clients in most circumstances.	4.38	.684	High	87.6%	13
5	The Bank anticipates the needs of its customers on an ongoing basis.	4.36	.577	High	87.2%	14
Quality		4.45	.420	High	89%	

As shown in the above table, all items of the quality in the Islamic banks in Palestine had a high level, that means that there is a high level of knowledge of quality in the Islamic banks in Palestine with ($M=4.45$, $SD=0.42$), whereas the mean for all of them ranges from (4.36–4.55). The respondents believed that item seven “The Bank ensures confidentiality of customer data” was the most important item in the dimension of quality of the Islamic banks due to its greater mean (4.55) with 91% importance percentage, while the two item “The exterior of the bank's buildings is attractive” comes in the second stage of importance since its mean was (4.51) with 90.2% importance percentage, but the lowest item of the quality dimension was the five item “The Bank anticipates the needs of its customers on an ongoing basis” as its mean was (4.36) with 87.2% importance percentage.

The results of the previous table show that the level of quality from the view point of directors and employees of Islamic banks in Palestine is high. This may be due to the high Islamic banks' interest in ensuring confidentiality of customer data, making the exterior of the bank's buildings attractive, and making the customer feels secure in dealing with the bank, which reflects in a high degree of quality as seen by the bank employees and directors.

This result is supported by the study (Ali & Algradi, 2016) which showed that the level of strategic planning in its dimension (quality) in commercial banks in Sudan was high.

2-: "The level of Cost in the Islamic banks in Palestine"

Table (14): Means and Standard Deviations of the Cost Dimension

#	Items	Mean	Standard Deviation	Level	Importance percentage	Item Rank
15	The Bank has specialized human resources that contribute to reducing the cost of banking services.	4.40	.576	High	88%	1
19	The bank examines the banking services costs of competing banks.	4.38	.589	High	87.6%	2
17	The Bank is developing its banking services to reduce its costs.	4.36	.568	High	87.2%	3
16	The bank has modern technology that reduces the cost of banking services.	4.33	.576	High	86.6%	4
18	The Bank develops its internal processes, thus reducing the cost by eliminating recurring activities or which do not provide value to the consumer.	4.28	.697	High	85.6%	5
Cost		4.35	.502	High	87%	

As shown in the above table, all items of the cost in the Islamic banks in Palestine had a high level, that means that there is a high level of knowledge of cost in the Islamic banks in Palestine with ($M=4.35$, $SD=0.50$), whereas the mean for all of them ranges from (4.28-4.40). The respondents believed that item fifteen “The Bank has specialized human resources that contribute to reducing the cost of banking services” was the most important item in the dimension of cost of the Islamic banks due to its greater mean (4.40) with 88% importance percentage, while the nineteen item “The bank examines the banking services costs of competing banks” comes in the second stage of importance since its mean was (4.38) with 87.6% importance percentage, but the lowest item of the cost dimension was the eighteen item “The Bank develops its internal processes, thus reducing the cost by eliminating recurring activities or which do not

provide value to the consumer” as its mean was (4.28) with 85.6% importance percentage.

From the previous table we can see that the level of cost from the view point of directors and employees of Islamic banks in Palestine is high. This may be due to the high concern of the Islamic banks to have specialized human resources that contribute to reducing the cost of banking services, to examine the banking services costs of competing banks, and to develop its banking services to reduce its costs.

This result is supported by (Hardjito, 2015) which showed that in the banks of Indonesia cost management is practiced in high degrees,.

3-: "The level of customers' satisfaction in the Islamic banks in Palestine"

Table (15): Means and Standard Deviations of customers' satisfaction Dimension

#	Items	Mean	Standard Deviation	Level	Importance percentage	Item Rank
23	The Bank has ATMs in more than one place.	4.55	.528	High	91%	1
22	The bank has a wide network of branches.	4.53	.500	High	90.6%	2
21	The Bank is interested in customer suggestions and complaints about the banking services provided.	4.48	.575	High	89.6%	3
24	The Bank communicates with its customers on an ongoing basis.	4.43	.614	High	88.6%	4
20	The Bank measures customer satisfaction with its banking services from time to time.	4.41	.659	High	88.2%	5
29	There are enough staff to serve customers.	4.34	.690	High	86.8%	6
25	The bank has a special section for VIP customers.	4.26	.876	High	85.2%	7
27	Customers are divided into categories to facilitate their services.	4.24	.760	High	84.8%	8
26	The bank has a special corporate department.	4.22	.779	High	84.4%	9
28	There is a special staff member	4.17	.770	High	83.4%	10

	for each category to improve the quality of service provided.					
	Customers' satisfaction	4.36	.503	High	87.2%	

As shown in the above table, all items of the customers' satisfaction in the Islamic banks in Palestine had a high level, that means that there is a high level of knowledge of customers' satisfaction in the Islamic banks in Palestine with ($M=4.36$, $SD=0.50$), whereas the mean for all of them ranges from (4.17-4.55). The respondents believed that item twenty three “The Bank has ATMs in more than one place” was the most important item in the dimension of customers' satisfaction of the Islamic banks due to its greater mean (4.55) with 91% importance percentage, while the twenty two item “The bank has a wide network of branches” comes in the second stage of importance since its mean was (4.53) with 90.6% importance percentage, but the lowest item of the customers' satisfaction dimension was the twenty-eighth item “There is a special staff member for each category to improve the quality of service provided” as its mean was (4.17) with 83.4% importance percentage.

We can observe that the level of customers' satisfaction from the view point of directors and employees of Islamic banks in Palestine is high. This may be due to the high concern of the Islamic banks to meet all the needs of the customers such as having ATMs in more than one place, and a wide network of branches, and that the Bank is interested in customer suggestions and complaints about the banking services provided.

This result is not supported by the study of (Halake, 2016) which showed that Islamic banks lack effective competitive strategies in Kenya. This result is also consistent with the results of (Hardjito, 2015) which showed that in the banks of Indonesia customer loyalty variance can be clarified by variables in cost leadership,

differentiation and focus strategies, and (Kamau & Mosoti, 2014) which concluded that strategic planning gives companies a competitive advantage over their competitors.

To answer the second sub question: "What is the level of Competitive advantage in the Islamic banks in Palestine?"

Table (16): Means and Standard Deviations of Competitive advantage Performance

Items	Mean	Standard Deviation	Level	Importance percentage	Rank
Quality	4.45	.420	High	89%	1
Customers' satisfaction	4.36	.503	High	87.2%	2
Cost	4.35	.502	High	87%	3
Competitive advantage	4.39	.42847	High	87.8%	

As shown in the above table, all dimensions of the competitive advantage in the Islamic banks in Palestine had a high level, that means that there is a high level of knowledge of competitive advantage in the Islamic banks in Palestine with (M=4.39, SD=0.42), whereas the mean for all of them ranges from (4.35-4.45). The “quality” was the most important dimension of competitive advantage of the Islamic banks due to its greater mean (4.45) with 89% importance percentage, while the "customers' satisfaction" was the second place in terms of importance , and the "cost" dimension was the third.

To answer the third sub question: "What is the effect of the study demographic variables of (gender, educational level, specialization and years of experience) on the viewpoints about the effect of strategic planning on competitive advantage in the Islamic Banks in Palestine?"

In order to answer this sub question it was formulated into a main hypothesis as indicated in the following section:

4.3 Testing research hypotheses

In this part we will illustrate the results related to study hypotheses.

H0-1: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to demographic characteristics.

In order to test this hypothesis it was divided into the following seven sub hypotheses:

H01-1: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to gender.

Table (17): The Results of Independent T-test for the differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to gender

Dimensions	Type	N	Mean	Std. deviation	T-value	Sig.
Mission	Male	131	4.4824	.43474	.613	.541
	Female	69	4.4420	.45999		
Goals	Male	131	4.4173	.44125	1.528	.128
	Female	69	4.3124	.49773		
Strategy	Male	131	4.4148	.46732	.085	.933
	Female	69	4.4090	.43557		
Internal environment	Male	131	4.4637	.43259	1.662	.098
	Female	69	4.3478	.53157		
External environment	Male	131	4.3904	.43324	.483	.630
	Female	69	4.3582	.47609		
Strategic Planning	Male	131	4.4337	.38679	1.001	.318
	Female	69	4.3739	.42944		
Quality	Male	131	4.4678	.39949	.560	.576
	Female	69	4.4327	.46062		
Cost	Male	131	4.3817	.46704	1.113	.267
	Female	69	4.2986	.56321		

Customers' satisfaction	Male	131	4.3954	.45283	1.139	.256
	Female	69	4.3101	.58840		
Competitive advantage	Male	131	4.4150	.39540	1.065	.288
	Female	69	4.3471	.48510		
Total	Male	131	4.4262	.37148	1.079	.282
	Female	69	4.3632	.43030		

Independent t-test was used to test the hypothesis “There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to gender” with a 95% level confidence.

The table above shows that the P-value is more than 0.05. Therefore the researcher can accept the H01-1 hypothesis that there are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to gender.

Thus, gender doesn't play an important role in strategic planning in the Islamic banks in Palestine and its effect on competitive advantage as the H01-1 hypothesis was accepted.

Gender as a demographic characteristic of the employee in the Islamic banking sector has no significant impact on the effect of strategic planning on competitive advantage in the Islamic banks in Palestine. The Islamic banks need to care about strategic planning and its dimensions to enhance the competitive advantage in these banks. For example males and females work in the bank need to know the (mission, goals, strategy, internal, and external environment) in his/her bank to improve and enhance his or her work and increase the productivity and work in the right way. They need to know that dimensions of strategic planning are necessary to achieve competitive advantage as shown in the empirical studies such as Alagha & etal, (2012) and Krmasheh (2010) .

H01-2: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to educational level.

Table (18): The Results of One Way ANOVA test for the differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to educational level

Dimensions	educational level	Sum of Squares	df	Mean Square	F	Sig.
Mission	Between Groups	.408	2	.204	1.039	.356
	Within Groups	38.624	197	.196		
	Total	39.032	199			
Goals	Between Groups	.942	2	.471	2.224	.111
	Within Groups	41.713	197	.212		
	Total	42.655	199			
Strategy	Between Groups	.949	2	.474	2.317	.101
	Within Groups	40.344	197	.205		
	Total	41.293	199			
Internal environment	Between Groups	.273	2	.136	.612	.543
	Within Groups	43.877	197	.223		
	Total	44.150	199			
External environment	Between Groups	.407	2	.203	1.016	.364
	Within Groups	39.454	197	.203		
	Total	39.861	199			
Strategic Planning	Between Groups	.536	2	.268	1.670	.191
	Within Groups	31.615	197	.160		
	Total	32.151	199			
Quality	Between Groups	.444	2	.222	1.257	.287
	Within Groups	34.786	197	.177		
	Total	35.230	199			
Cost	Between Groups	1.158	2	.579	2.325	.100
	Within Groups	49.080	197	.249		
	Total	50.238	199			
Customers' satisfaction	Between Groups	.147	2	.074	.287	.750
	Within Groups	50.382	197	.256		
	Total	50.529	199			
Competitive advantage	Between Groups	.476	2	.238	1.299	.275
	Within Groups	36.059	197	.183		
	Total	36.534	199			
Total	Between Groups	.511	2	.255	1.666	.192
	Within Groups	30.199	197	.153		
	Total	30.709	199			

The table above shows that one-way ANOVA test was used to test H01-2 hypothesis “There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to educational

level“. It can be observed that there are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to educational level.

Since the P-value of the observed F statistic is more than (0.05), therefore the researcher can accept the hypothesis.

This result can be interpreted based on the experience of the researcher in working at Islamic banking sector where all the employees of all educational levels who work in Islamic banks know the strategic plan from the first day of their work, and it is also published on the website. In addition they can feel its impact on competitive advantage in the bank.

The literature review did not include the effect of the variable (educational level) on the impact of strategic planning on competitive advantage.

H01-3: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to specialization.

Table (19): The Results of One Way ANOVA test for the differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to specialization

Dimensions	specialization	Sum of Squares	df	Mean Square	F	Sig.
Mission	Between Groups	1.429	3	.476	2.483	.062
	Within Groups	37.602	196	.192		
	Total	39.032	199			
Goals	Between Groups	.913	3	.304	1.429	.235
	Within Groups	41.741	196	.213		
	Total	42.655	199			
Strategy	Between Groups	.919	3	.306	1.487	.219
	Within Groups	40.374	196	.206		

	Total	41.293	199			
Internal environment	Between Groups	.670	3	.223	1.006	.391
	Within Groups	43.480	196	.222		
	Total	44.150	199			
External environment	Between Groups	1.173	3	.391	1.980	.118
	Within Groups	38.689	196	.197		
	Total	39.861	199			
Strategic Planning	Between Groups	.943	3	.314	1.974	.119
	Within Groups	31.208	196	.159		
	Total	32.151	199			
Quality	Between Groups	.845	3	.282	1.606	.189
	Within Groups	34.385	196	.175		
	Total	35.230	199			
Cost	Between Groups	2.708	3	.903	3.723	.120
	Within Groups	47.530	196	.243		
	Total	50.238	199			
Customers' satisfaction	Between Groups	1.462	3	.487	1.947	.123
	Within Groups	49.066	196	.250		
	Total	50.529	199			
Competitive advantage	Between Groups	1.465	3	.488	2.729	.054
	Within Groups	35.069	196	.179		
	Total	36.534	199			
Total	Between Groups	1.129	3	.376	2.493	.061
	Within Groups	29.581	196	.151		
	Total	30.709	199			

OneWay Anova test was used to test the hypothesis (There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to specialization) with a 95% level of confidence.

The table above shows that there were no significant differences due to specialization because the P value was >0.05 . So the scholar accepts the hypotheses that there are no significant statistical differences in the effect of strategic planning on competitive advantage in the Islamic banks in Palestine due to specialization.

The researcher can accept the H01-3, where specialization doesn't play a role in in the effect of strategic planning on competitive advantage in the Islamic banks in Palestine.

This result can be interpreted based on the experience of the researcher in working at Islamic banking sector where all the employees of all specialization have a full idea

about strategic plan because it is published and every one can see it, and they can estimate its impact on competitive advantage in the Islamic bank.

The literature review did not include the effect of the variable (specialization) on the impact of strategic planning on competitive advantage.

H01-4: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to years of experience.

Table (20): The Results of One Way ANOVA test for the differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to years of experience

Dimensions	years of experience	Sum of Squares	df	Mean Square	F	Sig.
Mission	Between Groups	1.460	3	.487	2.538	.058
	Within Groups	37.572	196	.192		
	Total	39.032	199			
Goals	Between Groups	1.987	3	.662	3.192	.025
	Within Groups	40.668	196	.207		
	Total	42.655	199			
Strategy	Between Groups	3.500	3	1.167	6.050	.001
	Within Groups	37.793	196	.193		
	Total	41.293	199			
Internal environment	Between Groups	1.716	3	.572	2.642	.051
	Within Groups	42.433	196	.216		
	Total	44.150	199			
External environment	Between Groups	1.134	3	.378	1.912	.129
	Within Groups	38.728	196	.198		
	Total	39.861	199			
Strategic Planning	Between Groups	1.843	3	.614	3.974	.009
	Within Groups	30.308	196	.155		
	Total	32.151	199			
Quality	Between Groups	2.041	3	.680	4.019	.008
	Within Groups	33.189	196	.169		
	Total	35.230	199			
Cost	Between Groups	1.182	3	.394	1.574	.197
	Within Groups	49.057	196	.250		
	Total	50.238	199			
Customers' satisfaction	Between Groups	.946	3	.315	1.247	.294
	Within Groups	49.583	196	.253		
	Total	50.529	199			
Competitive advantage	Between Groups	1.266	3	.422	2.345	.074
	Within Groups	35.268	196	.180		

	Total	36.534	199			
Total	Between Groups	1.528	3	.509	3.422	.018
	Within Groups	29.181	196	.149		
	Total	30.709	199			

One-way ANOVA test was used, given the data provided in the table above, with a 95% level of confidence, the researcher can observe that: There are significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to years of experience, since the P-value on the total degree is less than (0.05). Therefore, the researcher rejects the Hypothesis H01-4.

Years of experience is a significant factor, the more the participants had years of experience, the more they had the awareness of applying strategic planning in the Islamic banks in Palestine and its impact on the competitive advantage as shown in the following table:

Table (21): LSD test for distinction of the differences

Multiple Comparisons
LSD

Dependent Variable	(I) Years_of_experience	(J) Years_of_experience	Mean Difference (I-J)	Std. Error	Sig.
goals	5 Years and less	6- 10 Years	-.07604	.07319	.300
		11- 15 Years	-.22704*	.08699	.010
		More than 15 years	-.51805	.26794	.055
	6- 10 Years	5 Years and less	.07604	.07319	.300
		11- 15 Years	-.15100	.08758	.086
		More than 15 years	-.44201	.26813	.101
	11- 15 Years	5 Years and less	.22704*	.08699	.010
		6- 10 Years	.15100	.08758	.086
		More than 15 years	-.29101	.27222	.286
	More than 15 years	5 Years and less	.51805	.26794	.055
		6- 10 Years	.44201	.26813	.101

			11- 15 Years	.29101	.27222	.286
Strategy	dimension2	5 Years and less	dimension3 6- 10 Years	.00962	.07055	.892
			dimension3 11- 15 Years	-.28083*	.08386	.001
			dimension3 More than 15 years	-.57712*	.25829	.027
		6- 10 Years	dimension3 5 Years and less	-.00962	.07055	.892
			dimension3 11- 15 Years	-.29045*	.08443	.001
			dimension3 More than 15 years	-.58674*	.25848	.024
		11- 15 Years	dimension3 5 Years and less	.28083*	.08386	.001
			dimension3 6- 10 Years	.29045*	.08443	.001
			dimension3 More than 15 years	-.29630	.26242	.260
		More than 15 years	dimension3 5 Years and less	.57712*	.25829	.027
			dimension3 6- 10 Years	.58674*	.25848	.024
			dimension3 11- 15 Years	.29630	.26242	.260
Strategic Planning	dimension2	5 Years and less	dimension3 6- 10 Years	-.02540	.06318	.688
			dimension3 11- 15 Years	-.20651*	.07509	.007
			dimension3 More than 15 years	-.49455*	.23130	.034
		6- 10 Years	dimension3 5 Years and less	.02540	.06318	.688
			dimension3 11- 15 Years	-.18111*	.07561	.018
			dimension3 More than 15 years	-.46915*	.23147	.044
		11- 15 Years	dimension3 5 Years and less	.20651*	.07509	.007
			dimension3 6- 10 Years	.18111*	.07561	.018
			dimension3 More than 15 years	-.28804	.23500	.222
		More than 15 years	dimension3 5 Years and less	.49455*	.23130	.034
			dimension3 6- 10 Years	.46915*	.23147	.044
			dimension3 11- 15 Years	.28804	.23500	.222
Quality	dimension2	5 Years and less	dimension3 6- 10 Years	.10293	.06612	.121
			dimension3 11- 15 Years	-.11270	.07858	.153
			dimension3 More than 15 years	-.48855*	.24205	.045
		6- 10 Years	dimension3 5 Years and less	-.10293	.06612	.121
			dimension3 11- 15 Years	-.21563*	.07912	.007
			dimension3 More than 15 years	-.59148*	.24222	.015
		11- 15 Years	dimension3 5 Years and less	.11270	.07858	.153
			dimension3 6- 10 Years	.21563*	.07912	.007
			dimension3 More than 15 years	-.37585	.24592	.128

total	dimension2	dimension3	More than 15 years	5 Years and less	.48855*	.24205	.045
				6- 10 Years	.59148*	.24222	.015
				11- 15 Years	.37585	.24592	.128
	dimension2	dimension3	5 Years and less	6- 10 Years	.00352	.06200	.955
				11- 15 Years	-.16578*	.07368	.026
				More than 15 years	-.48491*	.22696	.034
	dimension2	dimension3	6- 10 Years	5 Years and less	-.00352	.06200	.955
				11- 15 Years	-.16930*	.07419	.024
				More than 15 years	-.48842*	.22713	.033
	dimension2	dimension3	11- 15 Years	5 Years and less	.16578*	.07368	.026
				6- 10 Years	.16930*	.07419	.024
				More than 15 years	-.31913	.23059	.168
	dimension2	dimension3	More than 15 years	5 Years and less	.48491*	.22696	.034
				6- 10 Years	.48842*	.22713	.033
				11- 15 Years	.31913	.23059	.168

*, The mean difference is significant at the 0.05 level.

The table above shows the differences in the responses of the sample individuals according to the variable years of experience in the dimensions of study and the total field, as follows:

- It is clear from the previous table that there are differences according to the dimension of goals between those who had years of experience of five years and less and those who had years of experience 11-15 years. The differences were in favor of those whose years of experience were 11-15 years.
- The dimension of the strategy showed that there were differences between the years of experience of five years and less and those who had years of experience 11-15 years and the differences were in favor of 11-15 years. And those who had 6-10 years of experience and those who were more than 15 years of experience

and the differences were in favor of those who had more than 10 years of experience.

- In terms of strategic planning total dimension, there were differences between those with less than five years' experience and those with 11-15 years of experience. The differences were in favor of those with 11-15 years of experience. And the differences between those who had years of experience from 6-10 years and those who were more than 15 years were for the benefit of those who had more than 15 years of experience.
- As for the quality dimension, there were statistically significant differences between those who had five years of experience and less and those who had 11-15 years of experience. The differences were in favor of those who had 11-15 years of experience of. And the differences between those who had years of experience of 6-10 years and those who had 11-15 years were for the benefit of those who had 11-15 years of experience, and differences found between those who had years of experience more than 15 years and those who had five years and less and 6-10 years , the differences were in favor of those whose years of experience were more than 15 years.
- As shown in the previous table, the differences on the total of the study were between five and less years of experience and 11-15 years and more than 15 years. The differences were in favor of those who had more years of experience. There were also differences between those who had 6-10 years and those who had years of experience 11-15. The differences were in favor of those who had years of experience of 11-15 years. And there were differences between those who had years of experience more than 15 years with those who had years of

experience of 6-10 years The differences were in favor of those who had more than 15 years of experience.

This result is supported by the study of (Alagha & etal, 2012) which showed that years of experience had an influence on the employees' viewpoint regarding strategic planning and its effect on competitive advantage.

H01-5: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to age.

Table (22): The Results of One Way ANOVA test for the differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to age

Dimensions	Age	Sum of Squares	df	Mean Square	F	Sig.
Mission	Between Groups	1.008	2	.504	2.612	.076
	Within Groups	38.023	197	.193		
	Total	39.032	199			
Goals	Between Groups	.396	2	.198	.924	.399
	Within Groups	42.258	197	.215		
	Total	42.655	199			
Strategy	Between Groups	.179	2	.090	.429	.652
	Within Groups	41.114	197	.209		
	Total	41.293	199			
Internal environment	Between Groups	.118	2	.059	.263	.769
	Within Groups	44.032	197	.224		
	Total	44.150	199			
External environment	Between Groups	.110	2	.055	.273	.761
	Within Groups	39.751	197	.202		
	Total	39.861	199			
Strategic Planning	Between Groups	.258	2	.129	.797	.452
	Within Groups	31.893	197	.162		
	Total	32.151	199			
Quality	Between Groups	.770	2	.385	2.202	.113
	Within Groups	34.460	197	.175		
	Total	35.230	199			
Cost	Between Groups	.554	2	.277	1.098	.336
	Within Groups	49.685	197	.252		
	Total	50.238	199			
Customers' satisfaction	Between Groups	.705	2	.352	1.393	.251
	Within Groups	49.824	197	.253		
	Total	50.529	199			

Competitive advantage	Between Groups	.525	2	.263	1.436	.240
	Within Groups	36.009	197	.183		
	Total	36.534	199			
Total	Between Groups	.341	2	.170	1.105	.333
	Within Groups	30.369	197	.154		
	Total	30.709	199			

One-way ANOVA test was used, given the data shown in the table above, with a 95% level of confidence, the researcher can observe that there are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to age, since the P-value of the observed F statistic is more than (0.05). Therefore, the researcher can accept the Hypothesis H01-5.

On the dimensions of strategic planning and competitive advantage ($P=0.45$), ($P=0.24$) respectively. Based on the test results, the researcher found that the age doesn't play a role in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to age because all Islamic banks are keen to give all the needed information about (mission, goals, strategy, external, and internal environment) from the first day of employees' work.

The literature review did not included the effect of the variable (age) on the impact of strategic planning on competitive advantage.

H01-6: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to job.

Table (23): The Results of One Way ANOVA test for the differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to job

Dimensions	Job	Sum of Squares	df	Mean Square	F	Sig.
Mission	Between Groups	.225	2	.112	.571	.566
	Within Groups	38.807	197	.197		
	Total	39.032	199			
Goals	Between Groups	.280	2	.140	.651	.523
	Within Groups	42.375	197	.215		
	Total	42.655	199			
Strategy	Between Groups	.773	2	.386	1.878	.156
	Within Groups	40.521	197	.206		
	Total	41.293	199			
Internal environment	Between Groups	.180	2	.090	.403	.669
	Within Groups	43.970	197	.223		
	Total	44.150	199			
External environment	Between Groups	.079	2	.039	.195	.823
	Within Groups	39.782	197	.202		
	Total	39.861	199			
Strategic Planning	Between Groups	.231	2	.115	.712	.492
	Within Groups	31.920	197	.162		
	Total	32.151	199			
Quality	Between Groups	1.048	2	.524	3.019	.051
	Within Groups	34.182	197	.174		
	Total	35.230	199			
Cost	Between Groups	.246	2	.123	.485	.617
	Within Groups	49.992	197	.254		
	Total	50.238	199			
Customers' satisfaction	Between Groups	.114	2	.057	.222	.801
	Within Groups	50.415	197	.256		
	Total	50.529	199			
Competitive advantage	Between Groups	.104	2	.052	.281	.755
	Within Groups	36.430	197	.185		
	Total	36.534	199			
Total	Between Groups	.174	2	.087	.560	.572
	Within Groups	30.536	197	.155		
	Total	30.709	199			

One-way ANOVA test was used, given the data shown in the table above, with a 95% level of confidence, the researcher can observe that there are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to job, since the P-value of the observed F statistic is more than (0.05). Therefore, the researcher can accept the Hypothesis H01-5.

On the dimensions of strategic planning and competitive advantage ($P=0.49$), ($P=0.75$) respectively. Based on the test results, the researcher found that the job doesn't play a role in the effect of strategic planning on competitive advantage in the Islamic banks in Palestine because all Islamic banks are keen to give all the needed information about strategic planning for all the employees, heads, directors, and the directors and they are aware of its impact on competitive advantage regardless of their jobs.

The literature review did not included the effect of the variable (job) on the impact of strategic planning on competitive advantage.

H01-7: There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to work place.

Table (24): The Results of One Way ANOVA test for the differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to work place

Dimensions	Work place	Sum of Squares	df	Mean Square	F	Sig.
Mission	Between Groups	7.563	8	.945	5.738	.100
	Within Groups	31.469	191	.165		
	Total	39.032	199			
Goals	Between Groups	9.801	8	1.225	7.122	.062
	Within Groups	32.854	191	.172		
	Total	42.655	199			
Strategy	Between Groups	7.517	8	.940	5.314	.054
	Within Groups	33.776	191	.177		
	Total	41.293	199			
Internal environment	Between Groups	7.379	8	.922	4.791	.210
	Within Groups	36.771	191	.193		
	Total	44.150	199			
External environment	Between Groups	7.738	8	.967	5.751	.320
	Within Groups	32.123	191	.168		
	Total	39.861	199			
Strategic Planning	Between Groups	7.614	8	.952	7.409	.110
	Within Groups	24.537	191	.128		
	Total	32.151	199			
Quality	Between Groups	6.121	8	.765	5.020	.420
	Within Groups	29.109	191	.152		

	Total	35.230	199			
Cost	Between Groups	8.541	8	1.068	4.890	.081
	Within Groups	41.698	191	.218		
	Total	50.238	199			
Customers' satisfaction	Between Groups	9.485	8	1.186	5.517	.054
	Within Groups	41.044	191	.215		
	Total	50.529	199			
Competitive advantage	Between Groups	7.263	8	.908	5.924	.053
	Within Groups	29.271	191	.153		
	Total	36.534	199			
Total	Between Groups	7.190	8	.899	7.299	.060
	Within Groups	23.519	191	.123		
	Total	30.709	199			

One-way ANOVA test was used, given the data shown in the table above, with a 95% level of confidence, the researcher can observe that there are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to work place, since the P-value of the observed F statistic is more than (0.05). Therefore, the researcher can accept the Hypothesis H01-7.

On the dimensions of strategic planning and competitive advantage ($P=0.110$), ($P=0.53$) respectively. Based on the test results, the researcher found that the work place doesn't play a role in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to work place because all branches of Islamic banks working in Palestine have the same mission and strategy, they are all given all the needed information about strategic planning from the regional Administration, so all the directors, heads, and employees are aware of its impact on competitive advantage regardless of their work place.

The main question "What is the impact of strategic planning on competitive advantage in the Islamic banks in Palestine?"

To answer the main question of the study it was formulated into the following hypothesis:

H02: There is no significant impact of strategic planning on competitive advantage in the Islamic banks.

Table (25): R-square and ANOVA for Econometrics Model

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	23.842	1	23.842	371.940	.000	.808 ^a	.653	.651
Residual	12.692	198	.064					
Total	36.534	199						

a. Dependent Variable: competitive advantage

The scholar obtained the results presented in the table above using the ANOVA; the results show a significant F-value of 371.940 with DF (1,99). The F-test can be taken as a measure of overall significance of the estimated regression, it indicates that the p-value (sig.) = (0.00) is less than (0.05), which implies that a significant impact exists between strategic planning and quality in the Islamic banks in Palestine. Additionally, as $R^2 = .653$ which means that strategic planning can explain 65.1% of the variation in competitive advantage in the Islamic banks in Palestine.

Table (26): The OLS Summary Statistics of the Null Hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.591	.198		2.988	.000
Strategic planning	.861	.045	.808	19.286	.000

The multiple linear regression analysis was used to examine if strategic planning has an impact on the competitive advantage in the Islamic banks in Palestine. The results of the multiple linear regression indicated that strategic planning predicts competitive advantage in the Islamic banks in Palestine ($\beta=0.861$, $p=0.00$).

The econometric model equation:

Competitive advantage = 0.591+ 0.861 Strategic Planning

H02-1: There is no significant impact of strategic planning dimensions on quality dimension in the Islamic banks in Palestine.

Table (27): R-square and ANOVA for the impact of strategic planning dimensions on quality

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	20.584	5	4.117	54.533	.000 ^a	.764 ^a	.584	.574
Residual	14.646	194	.075					
Total	35.230	199						

a. Dependent Variable: Quality

The results obtained by the researcher using the ANOVA, as shown in the table above. The results show a significant F-value of (54.533) with DF (5 and 194). The F-test can be considered a measure of the overall significance of the estimated regression, and it indicates that the p-value (0.00) is less than (0.05), which implies that a significant impact exists between strategic planning dimensions and quality dimension in this model. In other words, indicates that “the combination of these variables significantly predicts the dependent variable”, and as $R^2 = .584$ which means that strategic planning dimensions can explain 58.4% of the variation in quality.

Table (28) shows the standardized coefficients for each strategic planning dimension, for the variables (mission, internal environment, and external environment) the β coefficients were statistically significant and relatively high due to their significant level of which is less than (0.05)

The strongest impact of the three effective dimensions of strategic planning on quality was for the mission dimension has the strongest impact with a β value of (0.301) and significance level of (0.000), followed by internal environment dimension with a β value of (0.207) and significance level of (0.014). It is also clear that the external environment dimension has the weakest impact with a β value of (0.202) and significance level of (0.010).

The table also shows that goals and strategy have no significant impact on quality due to their significance level of (0.45) and (0.32) respectively. And these values are more than (0.05).

H02-2: There is no significant impact of strategic planning dimensions on cost dimension in the Islamic banks in Palestine.

Table (28): Multiple regression test for the impact of each dimension of strategic planning on quality as a dimension of competitive advantage

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant (quality)	.877	.219		4.005	.000
	mission	.286	.068	.301	4.188	.000
	goals	.065	.086	.072	.756	.451
	strategy	.083	.084	.090	.996	.320
	Internal environment	.185	.074	.207	2.481	.014
	External environment	.190	.073	.202	2.601	.010

Table (29): R-square and ANOVA for the impact of strategic planning dimensions on cost

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	26.085	5	5.217	41.902	.000 ^a	.721 ^a	.519	.507
Residual	24.154	194	.125					
Total	50.238	199						

a. Dependent Variable: cost

The results obtained by the researcher using the ANOVA, as shown in the table above. The results show a significant F-value of (41.902) with DF (5 and 194). The F-test can be considered a measure of the overall significance of the estimated regression, and it indicates that the p-value (0.00) is less than (0.05), which implies that a significant impact exists between strategic planning dimensions and cost dimension in this model. In other words, indicates that “the combination of these variables significantly predicts the dependent variable (cost)”, and as $R^2 = .519$ which means that strategic planning dimensions can explain 51.9% of the variation in cost.

Table (30): Multiple regression test for the impact of each dimension of strategic planning on cost as a dimension of competitive advantage**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	Constant (cost)	.337	.281	1.197	.233
	mission	.284	.088	.250	.001
	goals	.144	.111	.132	.196
	strategy	.044	.107	.039	.685
	Internal environment	.157	.096	.148	.101
	External environment	.281	.094	.250	.003

Table (30) shows the standardized coefficients for each strategic planning dimension, for the variables (mission, and external environment) the β coefficients were statistically significant and relatively high due to their significant level of which is less than (0.05)

Highlighting the strongest impact of the three effective dimensions of strategic planning on cost, it is clear that the mission dimension has the strongest impact with a β value of (0.250) and significance level of (0.001), and external environment dimension with a β value of (0.250) and significance level of (0.003).

The table also shows that goals, strategy and external environment have no significant impact on cost due to their significance level of (0.19), (0.68) and (0.10) respectively. And these values are more than (0.05).

H02-3: There is no significant impact of strategic planning dimensions on customers' satisfaction dimension in the Islamic banks in Palestine.

Table (31): R-square and ANOVA for the impact of strategic planning dimensions on customers' satisfaction

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	26.734	5	5.347	43.592	.000 ^a	.727 ^a	.529	.517
Residual	23.795	194	.123					
Total	50.529	199						

a. Dependent Variable: **customers' satisfaction**

The results obtained by the researcher using the ANOVA, as shown in the table above. The results show a significant F-value of (43.592) with DF (5 and 194). The F-test can be considered a measure of the overall significance of the estimated regression, and it indicates that the p-value (0.00) is less than (0.05), which implies that a

significant impact exists between strategic planning dimensions and customers' satisfaction dimension in this model. In other words, indicates that “the combination of these variables significantly predicts the dependent variable (customers' satisfaction)”, and as $R^2 = .529$ which means that strategic planning dimensions can explain 52.9% of the variation in customers' satisfaction.

Table (32): Multiple regression test for the impact of each dimension of strategic planning on customer's satisfaction as a dimension of competitive advantage

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 Constant (customer's satisfaction)	.354	.279		1.269	.206
mission	.244	.087	.215	2.810	.005
goals	.154	.110	.141	1.399	.164
strategy	-.028	.107	-.026	-.266	.790
Internal environment	.287	.095	.268	3.022	.003
External environment	.252	.093	.224	2.704	.007

Table (32) shows the standardized coefficients for each strategic planning dimension, for the variables (mission, internal environment, and external environment) the β coefficients were statistically significant and relatively high due to their significant level of which is less than (0.05)

Highlighting the strongest impact of the three effective dimensions of strategic planning on customer satisfaction, it is clear that the internal environment dimension has the strongest impact with a β value of (0.268) and significance level of (0.003), then external environment dimension with a β value of (0.224) and significance level of (0.007) followed mission with a β value of (0.215) and significance level of (0.005).

The table also shows that goals and strategy have no significant impact on customers' satisfaction due to their significance level of (0.16) and (0.79) respectively. And these values are more than (0.05).

Table (33): Results of Multiple Regression Analysis for testing the impact of each strategic planning dimension

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant) (strategic planning)	.523	.200		2.613	.010
Mission	.271	.062	.280	4.355	.000
Goals	.121	.079	.131	1.534	.127
Strategy	.033	.076	.035	.430	.668
Internal environment	.210	.068	.230	3.083	.002
External environment	.241	.067	.252	3.608	.000

The table of multiple regression analysis is about testing the impact of each predictor included in the model on the dependent variable. Standardized beta coefficients β and α significance levels were used to test the impact of strategic planning (mission, goals, strategy, internal environment, and external environment) on competitive advantage. In other words, the value of standardized beta coefficient can identify the most and least dimension of strategic planning that affects the competitive advantage.

Table (33) shows the standardized coefficients for each strategic planning dimension. On the one hand, for the variables (mission, internal environment, and external environment) the β coefficients were statistically significant and relatively high due to their significant level of which is less than (0.05)

Highlighting the strongest impact of the three effective dimensions of strategic planning on competitive advantage, it is clear that the mission dimension has the strongest impact

with a β value of (0.280) and significance level of (0.000), followed by external environment dimension with a β value of (0.252) and significance level of (0.000). It is also clear that the internal environment dimension has the weakest impact with a β value of (0.230) and significance level of (0.002). Accordingly, the level of impact of these variables depends on the β value, the higher β value the higher impact on dependent variable.

The table also shows that goals and strategy have no significant impact on strategic planning as a whole due to their significance level of (0.12) and (0.66) respectively. And these values are more than (0.05).

This finding is consistent with previous related studies such as (Ahmad, 2017) which showed that strategic planning had an impact on the achievement of competitive advantage, and (Elsiefy & Eljohani, 2016) which found statistically significant impact of the strategic planning in improving the Islamic Banks performance, and (Iravani & et al, 2014) which revealed that Islamic banking can play a key role in balancing the financial system and thus to affluence of the Islamic economies and competitive advantage, and (Alghazi & Mohammad, 2016) which revealed that there was a positive impact for the practice of strategic planning activities in increasing the success of Yemeni Islamic banks and improve their efficiency and effectiveness.

The results are also consistent with (Solichun & et al, 2013) which revealed that strategic planning has an effective role in increasing the competitive advantage of Islamic banks in Indonesia, (Mryan, 2012) which revealed that strategic planning is an important tool in promoting and sustaining the competitive advantage of business organizations, (Alagha & et al, 2012) which revealed that there was a significant

relationship between the strategic planning and the competitive advantage, and (Krmashah, 2010) which concluded that strategic planning is an important task to be accomplished by organizations that wish to compete; competitive advantage.

The econometric model equation:

Competitive advantage = 0.523+ 0.271 mission+ 0.210 internal environment+ 0.241 external environment.

The interpretations of the significant independent variables:

1. There is a significant impact of goals on competitive advantage, and increasing mission by (10) units may increase competitive advantage by (2.7) units.
2. There is a significant impact of internal environment on competitive advantage, and increasing internal environment by (10) units may increase competitive advantage by (2.1) units.
3. There is a significant impact of external environment on competitive advantage, and increasing external environment by (10) units may increase competitive advantage by (2.4) units.

According to the hypothesis testing rule that was discussed above, the testing results of sub-hypotheses of the third main hypothesis are illustrated in table (34).

Table (34): Results of testing the sub-hypotheses of the third main hypothesis

Null Sub-hypothesis	Result
There is no statistically significant impact of mission on competitive advantage.	Rejected
There is no statistically significant impact of goals on competitive advantage.	Accepted
There is no statistically significant impact of strategy on competitive advantage.	Accepted
There is no statistically significant impact of internal advantage on competitive advantage.	Rejected
There is no statistically significant impact of external environment on competitive advantage.	Rejected

4.4 Discussion

- In this section, we will discuss the main results mentioned in the previous section (Data Analysis) in order to answer the questions of the research problem regarding the impact of Strategic Planning n competitive advantage in The Islamic banks in Palestine.
- The study discussed the level of strategic planning and its impact on competitive advantage in the Islamic banks in Palestine.
- The study also discussed the effect of some variables on impact of Strategic Planning n competitive advantage in The Islamic banks in Palestine.
- Regarding the findings of this study, they are organized and discussed below according to the study questions and hypotheses.
- **Regarding the first sub question: "What is the level of strategic planning in the Islamic banks in Palestine?"**
- The overall mean of the **level of strategic planning is (4.41)** which mean that there is a high level of strategic planning.

- The level of mission is high (M= 4.46): Employees and directors confirmed that the bank has a clear mission, the Bank's mission outlines new opportunities for the development of the banking sector, the Bank's mission encourages creativity, the bank's mission is balanced with available resources, the bank wishes to communicate its mission to employees for the purpose of improving performance, the bank's mission includes the values and beliefs it believes in, the bank's mission includes what the bank is doing, the Bank's mission includes the most important features, the bank's mission is known to all employees, and the bank mission is written.
- Depending on this result, it is clearly defined that the Islamic banks in Palestine are applying the strategic planning practices regarding the mission.
- The level of goals is high (M= 4.38): Employees and directors confirmed that the Islamic bank has long term goals (3-5) years to pursue, the bank clearly sets out its policies to help implement its strategic goals, the goals of the bank are to stimulate the abilities and skills of employees to develop and improve performance, the bank is working to achieve the goals to suit its potential, all parties to the bank participate in the formulation of its objectives, the bank's goals are clear, specific and understandable to all employees, the bank's goals are flexible enough to adapt to emergency circumstances. The bank's goals are clear, and that the bank's goals are written.
- Depending on this result, it is clear that the Islamic banks in Palestine are applying the strategic planning practices regarding the goals..
- The level of strategy is high (M= 4.41): Employees and directors confirmed that the Islamic bank chooses strategies in line with its vision, mission and goals,

several alternative strategies are being developed to achieve the bank's objectives, bank employees are involved in the preparation of their strategic plan, specialists participate in the development and evaluation of the bank's strategic plan, the bank is committed to a specific timetable when preparing the plan, the bank develops the employees' performance to contribute to the implementation of its strategic plan, the bank monitors the implementation of the strategic plan on an ongoing basis, and that there is a clear system in place for the bank to evaluate the strategic plan and take advantage of the evaluation results in developing its business, in addition , they approved that the bank's appropriate strategy is selected in the light of the results of the evaluation of strategic alternatives.

- This result indicates that the Islamic banks in Palestine are applying the strategic planning practices regarding the strategy.
- The level of internal strategy is high (M= 4.42): Employees and directors in the Islamic banks in Palestine highly agreed that the Islamic bank identify strengths and weaknesses making it possible to strengthen the competitive position, and that work is under way to achieve integration and coherence between all functions and activities of the bank, the main problems and issues that protect the bank's interests and future are dealt with, information is provided to make the best decisions, interest in managing the bank to increase the effectiveness of communications within the bank is found, control over the bank's resources are allocated and directed, the quality and functions of the services are diversified, and that there is an interest in the presence of competencies and cadres that can provide different services.

- This result indicates that the Islamic banks in Palestine are applying the strategic planning practices regarding the internal environment.
- The level of external environment is also high (M= 4.37): Employees and directors confirmed that the Islamic bank seeks to enhance its competitive position by sustaining adaptation to external environment changes, the bank manages the business efficiently and effectively, there is an interest in studying and analyzing competitors' reactions and readiness to confront them, there is an interest in adaptation to environmental conditions and their changing variables, there is a great deal of data and information from the external environment, the main trends of environmental change and the resulting opportunities and threats are identified, and there is an interest in taking into account new needs and desires that need to be better satisfied than currently available.
- This result is evidence that the Islamic banks in Palestine are applying the strategic planning practices regarding the external environment.
- This result is supported by the study of (Alghazi & Mohammad, 2016) which showed that the level of practicing of Yemeni Islamic banks for strategic planning was high, and (Ahmad & Zakaria, 2016) which showed that Algerian banks' reputation lies in their good analysis of the surrounding environment and the market demands to follow the current situation and the competitive environment.
- **Regarding the second sub question: "What is the level of competitive advantage in the Islamic banks in Palestine?"**
- The overall mean of the **level of competitive advantage is** (4.39) which means that there is a high level of competitive advantage.

- The level of quality is high (M= 4.45): The respondents agreed that the bank has modern banking equipment, the exterior of the bank's buildings is attractive, the bank offers its banking services in the right place for customers, the bank's staff is skilled and efficient, the bank anticipates the needs of its customers on an ongoing basis, customers are confident in the Bank's ability to provide superior banking services, the bank ensures confidentiality of customer data, the customer feels secure in dealing with the bank, the bank offers its banking services to customers at the appropriate speed, the bank sympathizes with clients in most circumstances, the bank employees show a friendly spirit in dealing with clients, there is a steady evolution in the bank's internal operations, there is continuous development of staff in terms of skills and knowledge, and that there is a continuous development of the internal environment.
- Depending on this result, it is clearly defined that quality level in the Islamic banks in Palestine is high.
- The level of cost is high (M= 4.35): The study sample agreed that the Islamic bank has specialized human resources that contribute to reducing the cost of banking services, the bank has modern technology that reduces the cost of banking services, the bank is developing its banking services to reduce its costs, the bank develops its internal processes thus reducing the cost by eliminating recurring activities or which do not provide value to the consumer, and that the bank examines the banking services costs of competing banks.
- This result indicates that the level of cost in the Islamic banks in Palestine is high.

- The level of customers' satisfaction in the Islamic banks in Palestine is high (M= 4.36): The respondents confirmed that the Islamic bank measures customer satisfaction with its banking services from time to time, the bank is interested in customer suggestions and complaints about the banking services provided, the bank has a wide network of branches, the bank has ATMs in more than one place, the bank communicates with its customers on an ongoing basis, the bank has a special section for VIP customers, the bank has a special corporate department, customers are divided into categories to facilitate their services, there is a special staff member for each category to improve the quality of service provided, and that there are enough staff to serve customers.
- This result indicates that the Islamic banks in Palestine are enjoying a high level of customers' satisfaction.
- One of the main purposes of this study was to study the impact of strategic planning on competitive advantage in the Islamic banks in Palestine; the findings proved that there is a statistically significant positive impact of strategic planning on competitive advantage in the Islamic banks in Palestine. The results showed that there is a significant impact of mission, internal environment and external environment on competitive advantage in the Islamic banks.

- The results of testing the hypotheses indicated the following:

Hypothesis	Result	Support\not support
There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to gender.	There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to gender.	Support
There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to educational level.	There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to educational level.	Support
There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to specialization.	There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to specialization.	Support
There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to age.	There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to age.	Support
There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to job.	There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to job.	Support
There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to work place.	There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to work place.	Support
There are no significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to years of experience for the benefit of employees with more years of experience.	There are significant statistical differences in understanding the strategic planning and competitive advantage in the Islamic Banks in Palestine due to years of experience for the benefit of employees with more years of experience.	Not support

CHAPTER FIVE

Conclusions and Recommendations

5.1 Introduction

The study investigated the Strategic Planning in the Islamic Banks in Palestine and its effect on Competitive advantage.

Strategic planning dimensions are seen as a way to know the potential and the different competences that can be available to the banks through different plans, programs and projects, so that the bank can maintain high competitive advantage that corresponding with the importance and nature of the work of the bank.

The results of the level of practicing strategic planning variable were high which indicates that the participating respondents have a positive view towards practicing the dimensions of strategic planning. The level of competitive advantage variable was also high which indicates that the respondents showed a high degree of competitive advantage in the Islamic banks in Palestine.

5.2 Conclusions

Strategic planning is to establish viable linkages between the long- term goals, resources and environmental conditions of an organization using specific methods and activities. The strategic plan is a management instrument that gratifies the aim of helping the bank to do a better job and develop banks because the plan stresses on the energy, resources and time of each person in the organization in the same trend.

This study has developed a theoretical framework to investigate the level of strategic planning and its impact on competitive advantage in the Islamic banks in Palestine, and to discuss the effect of some variables on the impact of Strategic Planning on competitive advantage.

The Banks have a high level of strategic planning in the context of Islamic Bank, and also a high competitive advantage.

The findings provided empirical support for the debate that competitive advantage is positively and significantly impacted by strategic planning dimensions particularly, mission, internal environment, and external environment. These strategic planning dimensions were found to be applied and practiced in the Islamic banks in Palestine in a high degree.

In order to maintain a culture of strategic thinking and to develop the Islamic bank system, there should be emphases on the energy, resources and time of each person. The bank should highly focus on implementing strategic planning to enhance competitive advantage and to direct employees' to implement the bank's mission, goals, strategy, internal environment, and external environment.

5.3 Study Limitations

One of the difficulties encountered the researcher in the study was the small size of the sample and the inability to reach all the regions in Palestine. In addition, the researcher distributed 289 questionnaires and received only 200 filled questionnaires.

5.4 Recommendations

Based on the data analysis and the discussion demonstrated before, the following recommendations are suggested:

5.4.1 Recommendations related to level of strategic planning:

- It is necessary for the Islamic banks in Palestine to contribute more in enhancing competitive advantage through its strategy, which must be explained more accurately.
- It is necessary for the bank goals to contribute more to improving the competitive advantage and they must be understandable and more flexible.
- There must be reliance on personal and external experiences as a basis for achieving goals of the Islamic bank.

5.4.2 Recommendations related to competitive advantage:

- The necessity to give more attention to the development of more effective cost strategy for its importance as a component of competitive advantage.
- There should be more attention to develop customer's satisfaction to establish more audience interest in the Islamic bank services.
- The Islamic banks must conduct a customers' satisfaction evaluation through interviews designed to establish common goals that take into account the interests of the bank and the customers.

5.4.3 For Future Research

1. The researcher suggested studying other strategic planning dimensions that are not considered in this study such vision in order to reach a full idea about the impact of all dimensions of strategic planning on competitive advantage.
2. The researcher also suggested studying other factors that may affect the impact of strategic planning on competitive advantage such as number of training courses and university of graduation in order to reach a more comprehensive understanding of the factors that may have an effect in this regard.
3. The researcher proposed to conduct a similar study on other Islamic institutions which will provide an opportunity to compare different results and implications.

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Appendices

Appendix (1): The Evaluators

Name	Academic Rank	Specialization	Affiliation
Dr. Hisham Jaber	Associate Professor	Finance	An- Najah National University
Dr. Attiah Mosleh	Associate Professor	Business Administration	Al-Quds Open University
Dr. Emad wildali	Assistant Professor	Business Administration	Arab American University

Appendix (2): Questionnaire



Gentlemen Directors ... Brothers Employees:

The researcher conducts a field study

on "**Strategic Planning in the Islamic Banks in Palestine and its effect on Competitive advantage**". Please, read all the questions carefully and check the correct option as you see fit. Note that your answer will be confidential and will only be used for scientific research purposes.

Thanks for your cooperation

Researcher: Mustafa Habaybeh

Section 1: Personal Information

Gender: ☐ Male ☐ Female

Education level: ☐ Less than Bachelor ☐ Bachelor ☐ Postgraduate

Specialization: ☐ Business Administration ☐ Accounting ☐ Economics ☐ Other

Years of experience: ☐ 5 years and less ☐ 6-10 years ☐ 11-15 years ☐ more than 15 years

Age: ☐ less than 30 ☐ 30-40 ☐ more than 40 years

Job: ☐ Employee ☐ Head of Department ☐ Director

Section 2: Please read the following statements carefully and tick the appropriate box in front of each paragraph:

A. Strategic planning

No.	Paragraphs	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. Mission						
1.	The Bank has a clear mission.					
2.	The Bank's mission outlines new opportunities for the development of the banking sector.					
3.	The Bank's mission encourages creativity.					
4.	The Bank's mission is balanced with available resources.					
5.	The Bank wishes to communicate its mission to employees for the purpose of improving performance.					
6.	The Bank's mission includes the values and beliefs it believes in.					
7.	The Bank's mission includes what the Bank is doing.					
8.	The Bank's mission includes the most important features					
9.	The bank's mission is known to all employees.					
10.	Bank mission is written					
2. Goals						
11.	The Bank has long term goals (3-5) years to pursue.					
12.	The Bank clearly sets out its policies to help implement its strategic goals.					
13.	The goals are to stimulate the abilities and skills of employees to develop and improve performance.					
14.	The Bank is working to achieve the goals to suit its potential.					
15.	All parties to the Bank participate in the formulation of its objectives.					
16.	The Bank's goals are clear, specific and understandable to all employees.					
17.	The Bank's goals are flexible enough to adapt to emergency circumstances.					
18.	The Bank's goals are clear.					
19.	The Bank's goals are written.					
3. Strategy						
20.	The Bank chooses strategies in line with its vision, mission and goals.					
21.	Several alternative strategies are being developed to achieve the Bank's objectives.					
22.	Bank employees are involved in the preparation of their strategic plan.					
23.	Specialists participate in the development and evaluation of the Bank's strategic plan.					
24.	The Bank is committed to a specific timetable					

	when preparing the plan.					
25.	The Bank develops the employees' performance to contribute to the implementation of its strategic plan.					
26.	The Bank monitors the implementation of the strategic plan on an ongoing basis					
27.	There is a clear system in place for the Bank to evaluate the strategic plan and take advantage of the evaluation results in developing its business.					
28.	The Bank's appropriate strategy is selected in the light of the results of the evaluation of strategic alternatives.					
4. Internal environment						
29.	Strengths and weaknesses are identified, making it possible to strengthen the competitive position.					
30.	Work is under way to achieve integration and coherence between all functions and activities of the Bank.					
31.	The main problems and issues that protect the Bank's interests and future are dealt with.					
32.	Information is provided to make the best decisions.					
33.	There is an interest in managing the bank to increase the effectiveness of communications within the bank.					
34.	Internal control over the bank's resources are allocated and directed.					
35.	The quality and functions of the services are diversified.					
36.	There is an interest in the presence of competencies and cadres that can provide different services.					
5. External environment						
37.	The Bank seeks to enhance its competitive position by sustaining adaptation to external environment changes.					
38.	The Bank manages the business efficiently and effectively.					
39.	There is an interest in studying and analyzing competitors' reactions and readiness to confront them.					
40.	There is an interest in adaptation to environmental conditions and their changing variables.					
41.	There is a great deal of data and information from the external environment.					
42.	The main trends of environmental change and the resulting opportunities and threats are identified.					
43.	There is an interest in taking into account new needs and desires that need to be better satisfied than currently available.					

Competitive advantage

No.	Paragraphs	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. The quality						
1.	The bank has modern banking equipment.					
2.	The exterior of the bank's buildings is attractive.					
3.	The bank offers its banking services in the right place for customers.					
4.	The Bank's staff is skilled and efficient.					
5.	The Bank anticipates the needs of its customers on an ongoing basis.					
6.	Customers are confident in the Bank's ability to provide superior banking services.					
7.	The Bank ensures confidentiality of customer data.					
8.	The customer feels secure in dealing with the bank.					
9.	The Bank offers its banking services to customers at the appropriate speed.					
10.	The Bank sympathizes with clients in most circumstances.					
11.	Bank employees show a friendly spirit in dealing with clients.					
12.	There is a steady evolution in the bank's internal operations.					
13.	There is continuous development of staff in terms of skills and knowledge.					
14.	There is a continuous development of the internal environment.					
2. The cost						
15.	The Bank has specialized human resources that contribute to reducing the cost of banking services.					
16.	The bank has modern technology that reduces the cost of banking services.					
17.	The Bank is developing its banking services to reduce its costs.					
18.	The Bank develops its internal processes, thus reducing the cost by eliminating recurring activities or which do not provide value to the consumer.					
19.	The bank examines the banking services costs of competing banks.					
3. customers' satisfaction						
20.	The Bank measures customer satisfaction with its banking services from time to time.					
21.	The Bank is interested in customer suggestions and complaints about the banking services provided.					
22.	The bank has a wide network of branches.					
23.	The Bank has ATMs in more than one place.					
24.	The Bank communicates with its customers on an ongoing basis.					

25.	The bank has a special section for VIP customers.					
26.	The bank has a special corporate department.					
27.	Customers are divided into categories to facilitate their services.					
28.	There is a special staff member for each category to improve the quality of service provided.					
29.	There are enough staff to serve customers.					

الاستبانة: (3) Appendix



السادة المدراء ... الأخوة الموظفون:

يقوم الباحث بإجراء دراسة ميدانية حول "التخطيط الاستراتيجي وأثره في الميزة التنافسية في البنوك الإسلامية في فلسطين". من فضلك، أقرأ جميع الأسئلة بعناية ثم ضع علامة على الخيار الصحيح كما تراه مناسباً. علماً بأن إجابتك ستكون سرية ولن يتم استخدامها إلا لأغراض البحث العلمي.

شكراً لتعاونكم.

الباحث: مصطفى حبايه.

القسم (1): المعلومات الشخصية

- الجنس: ☐ ذكر ☐ أنثى
- المستوى العلمي: ☐ أقل من البكالوريوس ☐ بكالوريوس ☐ دراسات عليا
- التخصص: ☐ إدارة أعمال ☐ محاسبة ☐ اقتصاد ☐ أخرى
- سنوات الخبرة: ☐ 5 سنوات فأقل ☐ 6-10 سنة ☐ 11-15 سنة ☐ أكثر من 15 سنة
- العمر: ☐ أقل من 30 ☐ 30-40 ☐ أكثر من 40 سنة
- الوظيفة: ☐ موظف ☐ رئيس قسم ☐ مدير

القسم (2): الرجاء قراءة العبارات التالية بعناية ووضوح إشارة في المربع المناسب أمام كل فقرة:

أ - التخطيط الاستراتيجي

الرقم	الفقرات	5 موافق بشدة	4 موافق	3 محايد	2 معارض	1 معارض بشدة
1- الرسالة						
1.	يوجد لدى البنك رسالة واضحة.					
2.	توضح رسالة البنك فرص جديدة لتطوير القطاع المصرفي.					
3.	رسالة البنك تشجع العاملين على الإبداع.					
4.	رسالة البنك معدة بشكل متوازن مع الإمكانيات والموارد المتاحة.					
5.	يرغب البنك في إيصال رسالته إلى العاملين لغرض تحسين الأداء.					
6.	تتضمن رسالة البنك القيم والمعتقدات التي يؤمن بها.					
7.	تشتمل رسالة البنك على ماهية عمل البنك.					
8.	تشتمل رسالة البنك على أهم ما يتميز به					
9.	رسالة البنك معروفة لدى جميع العاملين.					
10.	رسالة البنك مكتوبة.					
2- الأهداف						
11.	لدى البنك أهداف طويلة الأجل (3-5) سنوات يسعى لتحقيقها.					
12.	يحدد البنك سياساته بوضوح مما يساعد على تنفيذ أهدافه الاستراتيجية.					
13.	أهداف البنك تحفز قدرات ومهارات العاملين من أجل تطوير وتحسين مستوى الأداء.					
14.	يعمل البنك على تحقيق الأهداف التي وضعتها بما يتلائم مع إمكانياته المتاحة.					
15.	يشارك جميع الأطراف في البنك في صياغة أهدافه.					

					16. أهداف البنك واضحة ومحددة ومفهومة لجميع العاملين.
					17. أهداف البنك تتميز بالمرونة الكافية للتكيف مع المتغيرات الطارئة.
					18. أهداف البنك واضحة.
					19. أهداف البنك مكتوبة.
3- الاستراتيجية					
					20. يختار البنك الاستراتيجيات بما ينسجم مع رؤيته ورسالته وأهدافه.
					21. يتم تطوير عدة استراتيجيات بديلة لتحقيق أهداف البنك
					22. يشارك العاملون في البنك في إعداد الخطة الاستراتيجية له.
					23. يشارك متخصصون في وضع الخطة الاستراتيجية للبنك وتقييمها.
					24. يلتزم البنك بجدول زمني محدد عند إعداد الخطة.
					25. يقوم البنك بتطوير أداء العاملين بما يساهم في تنفيذ خطته الاستراتيجية.
					26. يقوم البنك بمراقبة تنفيذ الخطة الاستراتيجية بشكل مستمر
					27. هناك نظام واضح لدى البنك لتقييم الخطة الاستراتيجية والاستفادة من نتائج التقييم في تطوير عمله.
					28. يتم اختيار الاستراتيجية المناسبة للبنك في ضوء نتائج تقييم البدائل الاستراتيجية.
4- البيئة الداخلية					
					29. يتم تحديد مواطن القوة والضعف مما يسهل من تقوية المركز التنافسي.
					30. يجري العمل على تحقيق التكامل والترابط بين جميع وظائف وأنشطة البنك.
					31. يتم التعامل مع المشكلات والأمور الأساسية التي تحمي مصالح البنك ومستقبله.

					32. يتم توفير المعلومات اللازمة لاتخاذ القرارات الأفضل.
					33. هناك اهتمام لدى إدارة البنك بزيادة فعالية الاتصالات داخل البنك.
					34. هناك سيطرة على موارد البنك ويتم تخصيصها وتوجيهها.
					35. يتم التنوع في نوعية الخدمات ووظائفها.
					36. هناك اهتمام بوجود الكفاءات والكوادر التي تستطيع تقديم الخدمات المختلفة.
5- البيئة الخارجية					
					37. يسعى البنك إلى تعزيز المركز التنافسي عن طريق إدماة التكيف مع تغيرات البيئة الخارجية.
					38. يعمل البنك على إدارة الأعمال بكفاءة وفعالية.
					39. هناك اهتمام بدراسة وتحليل ردود أفعال المنافسين والاستعداد لمواجهةها.
					40. التكيف هناك اهتمام بالتكيف مع ظروف البيئة ومتغيراتها المؤثرة.
					41. يحتاج/ هناك قدر كبير من البيانات والمعلومات من البيئة الخارجية.
					42. يتم تحديد الاتجاهات الرئيسية للتغيرات البيئية وما ينتج عنها من فرص وتهديدات.
					43. هناك اهتمام بمراعاة ما يستجد من حاجات ورغبات جديدة تحتاج إلى إشباع بصورة أفضل من المتاح حالياً.

ب- الميزة التنافسية:

الرقم	الفقرات	موافق بشدة	موافق	محايد	معارض	معارض بشدة
1- الجودة						
1-	يملك البنك أجهزة ومعدات مصرفية حديثة.					
2-	يظهر الشكل الخارجي لمباني البنك بضرورة جاذبة.					
3-	يقدم البنك خدماته المصرفية في المكان المناسب للعملاء.					
4-	يتمتع العاملون في البنك بالمهارة والكفاءة العالية.					
5-	يتوقع البنك احتياجات عملائه بصورة مستمرة.					
6-	يثق العملاء بقدرات العاملين في البنك على تقديم خدمات مصرفية متميزة.					
7-	يحرص البنك على سرية البيانات المتعلقة بالعملاء.					
8-	يشعر العميل بالأمان في التعامل مع البنك.					
9-	يقدم البنك خدماته المصرفية للعملاء بالسرعة المناسبة.					
10-	يتعاطف البنك مع العملاء في أغلب الظروف.					
11-	يظهر العاملون في البنك روح المودة والصدقة في التعامل مع العملاء.					
12-	هناك تطور مستمر في العمليات الداخلية للبنك.					
13-	هناك تطوير مستمر للعاملين من حيث المهارات والمعارف.					
14-	هناك تطوير مستمر للبيئة الداخلية.					

2- التكلفة					
					15- يمتلك البنك كوادر بشرية متخصصة تساهم في تخفيض تكاليف الخدمات المصرفية.
					16- يمتلك البنك تكنولوجيا حديثة تساهم في تخفيض تكاليف الخدمات المصرفية.
					17- يطور البنك خدماته المصرفية بما يساهم في تخفيض تكاليفها.
					18- يقوم البنك بتطوير عملياته الداخلية مما يؤدي على تقليل التكلفة من خلال إزالة النشاطات المتكررة أو التي لا تعطي قيمة للمستهلك.
					19- يدرس البنك تكاليف الخدمات المصرفية للبنوك المنافسة.
3- رضا العملاء					
					20- يقوم البنك بقياس رضا العملاء عن خدماته المصرفية من فترة لأخرى.
					21- يهتم البنك بمقترحات وشكاوي العملاء عن الخدمات المصرفية المقدمة.
					22- يمتلك البنك شبكة واسعة من الفروع.
					23- يوجد للبنك صراف آلي في أكثر من مكان
					24- يتواصل البنك مع عملائه بصورة مستمرة.
					25- في البنك قسم خاص لعملاء ال VIP.
					26- في البنك قسم خاص للعناية بالشركات.
					27- تم تقسيم العملاء إلى فئات لتسهيل خدماتهم.
					28- هناك موظف خاص لكل فئة لتحسين جودة الخدمة المقدمة.
					29- هناك عدد كاف من الموظفين لخدمة العملاء.

الملخص باللغة العربية

تحاول معظم المنظمات البقاء في السوق والتنافس على الأرباح والاستقرار والبقاء والنمو في سوق العمل، وفي ضوء المنافسة بين هذه المنظمات فإنها تسعى للبحث عن ميزة لتمييزها عن غيرها. بطبيعة الحال، لن يأتي هذا التمييز من تلقاء نفسه، ولكن يجب على المنظمات العمل والنظر في جميع قدراتها واستخدام كافة الموارد المتاحة لتحقيق الهدف المنشود.

تناولت هذه الدراسة التخطيط الاستراتيجي في البنوك الإسلامية في فلسطين وأثره على الميزة التنافسية. تتكون الاستبانة من (72) فقرة صممها الباحث بناءً على الدراسات السابقة تم استخدامها لجمع البيانات من عينة الدراسة التي تكونت من (200) من مديري وموظفي البنوك الإسلامية في فلسطين.

خلصت الدراسة إلى بعض النتائج بما في ذلك أن البنوك تتمتع بمستوى عال من التخطيط الاستراتيجي في سياق البنوك الإسلامية، وكذلك ميزة تنافسية عالية. وقد أظهرت نتائج الدراسة تقديم دعم تجريبي للنقاش حول أن الميزة التنافسية تتأثر إيجابياً وبشكل كبير بأبعاد التخطيط الاستراتيجي وخاصة الرسالة والبيئة الداخلية والبيئة الخارجية. تم العثور على أبعاد التخطيط الاستراتيجي هذه وتطبيقها في البنوك الإسلامية في فلسطين بدرجة عالية. كما تضمنت النتائج عدم وجود فروق ذات دلالة إحصائية في تأثير التخطيط الاستراتيجي على الميزة التنافسية في البنوك الإسلامية في فلسطين تعزى للنوع الاجتماعي والتخصص والعمر ومكان العمل ومستوى التعليم. وأظهرت النتائج فروق إحصائية هامة في تأثير التخطيط الاستراتيجي على الميزة التنافسية في البنوك الإسلامية في فلسطين تعزى لسنوات الخبرة لصالح الموظفين ذوي الخبرة الأطول.

بناءً على هذه النتائج، أوصى الباحث بأنه من أجل الحفاظ على ثقافة التفكير الاستراتيجي وتطوير نظام البنك الإسلامي، يجب التركيز على الطاقة والموارد والوقت لكل شخص، كما ينبغي أن يركز البنك وبشدة على تنفيذ التخطيط الاستراتيجي لتعزيز الميزة التنافسية وتوجيه الموظفين لتنفيذ رسالة البنك وأهدافه واستراتيجيته وبيئته الداخلية والبيئة الخارجية. بالإضافة إلى ذلك، أوصت الدراسة بضرورة إيلاء المزيد من الاهتمام لتطوير استراتيجية تكلفة أكثر فاعلية لأهميتها كعنصر من عناصر الميزة التنافسية، وأنه ينبغي إيلاء المزيد من الاهتمام لتطوير رضا العملاء لإثارة اهتمام جمهور أكبر بخدمة البنوك الإسلامية.