



**Arab American University
Faculty of Graduate Studies**

**Operational Planning at the Department
Of Logistics Affairs at the Palestinian Civil
Police Force in the West Bank**

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**This thesis was submitted in partial fulfillment
of the requirements for the Master's Degree
in Strategic Planning and Fundraising**

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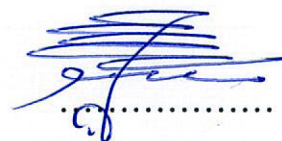
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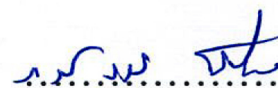
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Declaration

I, Mahmoud Zaytoun, declare this work provided in this thesis, unless otherwise referenced, that this dissertation is my original work and that it has not been presented, and will not be presented, to any other university for similar or any other degree award.

Signature.....



Dedication

This work is dedicated to my affectionate mother, my lovely wife, and my beloved children Yamen and Sharif. It is also dedicated to everyone who provided me with support and encouragement, and was the reason for the completion and success of this research.

Acknowledgement

Studying at the university level needed moral and material support from different people. In reality, it is difficult to acknowledge each person. Likewise there are people who need special attention. God, for keeping me alive and giving me the ability to finish this Master's Degree Program in Strategic Planning and Fundraising.

Many thanks and appreciations should go to my supervisor, Dr. Aysar Sussan for his patience, understanding, wide guidance and support during my study and preparation for this dissertation. Special thanks should go to the Logistics Affairs Department at the Palestinian Civil Police Force for giving me permission to use them as a case study. Despite their inability to sponsor me, their permission enabled me to pursue this study.

Lastly, a word of thanks and appreciation are extended to all people, who in one way or another helped me during the study in persuading this program.

Abstract

The purpose of this study is to understand how operational planning in the Logistics Affairs Department in the Palestinian Civil Police Force in Palestine, specifically in the West Bank, is implemented. The research approach used for this study is quantitative research and was conducted on 8/2017. Questionnaires were used for data collection, in which 40 questionnaires were distributed, and 39 were filled (a 97.5% response rate). The targeted populations were managers of the logistics affairs departments and their deputies across the West Bank.

Results show there is a high participation rate (77.6%) among executive managers in establishing operational plans. Results also indicate that 68.4% of obstacles moderately affect managers from establishing and implementing operational plans. Furthermore, the main obstacles hindering managers are the lack of experience in operational planning, as well as the lack of other alternatives. The necessary requirements for operational planning are very high, where 81.8% of the main requirements are databases that provide future administrative issues and identifying strengths and weaknesses.

This study presents a number of recommendations: Managers should maintain their participation in devising operational plans; set alternatives to operational plans; offer specialized training in operational planning to managers in order to enhance their qualifications and capabilities in establishing operational plans; and finally, offer databases that project future administrative issues.

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Chapter 1: Introduction

The study of strategic management requires an integrated and comprehensive background in management principles, their functions, and the foundations and activities of organizations. Strategic management is a vision for the future of the organization, draws its mission, determines its long-term goals, and identifies the dimensions relations with the environment (Al-Maghrebi, 1999).

Interest in strategic planning is the right and effective way to determine the capabilities that are available to the security system through the plans, programs, and various projects of the organization so that the security services maintain high-performance rates, commensurate with the importance and nature of the work of employees in the security services field. Planning and management contribute to the effective allocation of the resources of organizations and integration activities, in addition to assisting organizations in anticipating strategic issues and the development of strategies to address those variables (Abu Al-Einein, 1994).

Operational planning is the process of linking strategic goals and objectives to tactical goals and objectives. It describes the stages and conditions of success and explains how to enter into a strategic plan or any part of it that will be put into effect during a given operational period (Qasem, 2015).

The Department of Logistics Affairs plays a crucial role in the Palestinian Civil Police Force (PCPF). It supports the police personnel by enabling them to carry out their tasks. This helps the police staff perform their duties without any setbacks, while also enforcing the law and providing security for citizens. The department is able to execute these tasks by adopting a

scientific approach to tackle challenges, and it is gaining in importance as it is becoming a core component in shedding light on operational planning within the department.

1.1. Logistics Affairs

Logistics refers to the administration of the movement of goods between the manufacturer and the consumer in order to satisfy some requirements, either of the consumer or supplier's side. The goods managed may be physical in nature, such as food items, raw materials, livestock, machinery and equipment, and liquids, as well as nonphysical items, such as time and information. Logistics can be demonstrated, scrutinized, visualized, and enhanced by simulation software (Li, 2014).

The Department of Logistics Affairs offers logistical support to all members of the police force and at all levels. The department administers the construction sites and all buildings used by the police force, and determine the basic requirements of the force. Furthermore, it articulates and prepares the technical studies to identify what the police force already has available, regarding their logistical requirements. This department administers and maintains all the services it renders to ensure that all the construction sites and equipment are kept in good condition. It aids members of the force in supplying them with all the tools and information they need, so they are able to execute their duties quickly and effectively. The department's strategic goals are as follows (PCPF, 2017):

1. Qualified and capable human resources of a high degree of efficiency and effectiveness.
2. Infrastructure that will make police officers capable of performing their duties.

3. Develop effective policies and procedures that help enact laws and regulations to develop the police institution.
4. Provide all the resources, needs, and necessary technical equipment that the police need to do their work.
5. Provide good police vehicles that suit the needs of police work.

1.2. Future of Logistic Projects

The aims of the Department of Logistics Affairs are:

1. To build 55 police stations, where 5 police stations are already under construction and are funded by the Government of Germany, 4 of which are based in Jenin and 1 in Jericho,
2. To build 5 police stations funded by the USAID,
3. The planning for constructing 3 Palestinian Civil Police Force headquarters with the blueprint design with different donors, one of these is in Jericho, and are funded by the Government of Spain,
4. To build 2 rehabilitation centers in Nablus, Jericho and the plan to build two centers in Jenin, and Hebron, and a rehabilitation of the detention center at the PCPF's headquarters. Complete the building of three services center covering (Central, North. and South) at the west bank to serve the PCPF fleet, having an excellently trained staff, fully equipped. These centers are environment-friendly where they rely on solar energy to generate electricity and perform a full recycling of wastewater and oils.

1.3. Statement of the Problem

The process of strategic planning has begun an important function of observing the future of organizations, forecasting the challenges that can face, and unpleasantly affect, their efficiency based on the kind of work the organization deals in. Strategic management is at the core of strategic planning and expands its scope and dimensions, so that the planning of the strategy has become one of the most important elements of strategic management (Yassin, 1998).

The problem is: How is the reality of operational planning in the Department of Logistics Affairs at the Palestinian Civil Police Force in Palestine identified?

Operational planning is an important element in the management process in organizations which reflects the success of the institution, so it must affect around 30 out of 40 members in the Department of the Logistics Affairs at the Palestinian Civil Police Force in the West Bank. The importance of the role of operational planning is to serve, protect, and provide optimum service to citizens.

This quantitative research will examine operational planning in the Department of Logistics Affairs at the Palestinian Civil Police Force. The purpose of this quantitative research is to identify the reality of operational planning in the Department of Logistics Affairs at the PCPF. The target groups of the proposed study are lieutenants, captains, majors, and others who will be surveyed to determine the importance of operational planning for the actions of organizations.

1.4. Questions and Hypotheses

The primary research question in this study is: Do executive managers at the Department of Logistics Affairs at the Palestinian Civil Police Force implement operational plans? This would

also suggest the type of relationship that exists between the executive managers, as well as the factors to be considered.

The specific research questions will be used as a guide to understand the relationship between the variables:

1. What is the participation degree among the executive managers in their input in operational planning?
2. What are the main constraints that an executive manager may face in operational planning?
3. How well-qualified are the executive managers involved in the process of operational planning, for the process to be successful?

The null hypotheses for this study are:

1. H_0 : There are no statistical differences regarding the participation of managers in formulating operational plans.
2. H_0 : There are no statistical differences in formulating operational plans regarding the constraints to the process of operational planning.
3. H_0 : There are no statistical differences in formulating operational plans regarding the requirements for successfully implementing operational plans.

1.5. Purpose of Study

The purpose of this quantitative correlational study is to identify whether there is a relationship between the independent variable (operational planning) and the dependent variables (the degree of participation among executive managers in the process of operational planning, the main constraints to operational planning, and the requirements for successful operational planning).

If a relationship is identified,

1. The results of the study can be used by decision makers at the Department of Logistics Affairs in implementing operational planning at the PCPF.
2. It will further provide them with information about the different factors that contribute to the successful adoption of operational planning.
3. This research will be the first of its kind to study operational planning in the security sector in Palestine.

Surveys were distributed in 11 governorates across the West Bank, where the inputs from the directors and deputies of the Department of Logistics Affairs will be utilized in an attempt to answer the research questions. The results will provide an integrated perspective on operational planning. The goal of this research, upon the completion of the analysis, is to help both organizational leaders and academicians relate and utilize operational planning to the success of organizations. This study will be performed with decision makers of the Department of Logistics Affairs at the PCPF in the West Bank. This study will contribute to research, theory, and

practice. These contributions will be discussed at the end of this research once the data are collected and analyzed.

1.6. The Significance of the Problem

This research derives its importance from the subject dealt with, which is to identify the reality of operational planning in the Department of Logistics Affairs at the PCPF in the West Bank, which is one of the most important administrative concepts that has been gaining popularity in recent years in the corporate world, whether the organizations are for profit or not-for-profit, because of its importance in improving its performance and helping to achieve its mission and objectives, which is the purpose of its implementation. The importance of this concept will be a serious attempt to fill the obvious gap in the field of scientific research, where this study is considered as the one of the first studies that attempts to identify the process of operational planning in the Department of Logistics Affairs at the PCPF in the West Bank, and to help decision makers in governmental institutions and police workforce to develop their institutions.

1.7. Assumptions

A research project can be validated through assumptions through the collection and interpretation of data to resolve an identified problem. Logistics Affairs directors and deputies from the PCPF will be the participants in this study, and their contacts will be obtained from the Department of Logistics Affairs. Their permission will be acquired and it is assumed that most of them will be interested in participating, as this study will add valuable input to the body of knowledge for the process of implementing operational plans. The results are expected to be

used to generalize the nature of proactive succession planning at the Department of Logistics Affairs, since the process is centrally controlled by the police headquarters located in Ramallah.

1.8. Scope and Limitations

This study will attempt to address the question: Is operational planning implemented by executive managers in the Department of Logistics Affairs at the Palestinian Civil Police Force? The research will only cover Palestine, specifically, the West Bank. The findings and results may not be applicable to large institutions in Palestine or police departments across the world.

1.9. Summary

This chapter introduced the study on operational planning at the Department of Logistic Affairs at the PCPF. The purpose of this multiple-case study (as reflected in the central research questions) was to address the gap in the literature by exploring these conflicting perceptions and gaining an appreciation of the underlying attitudes, beliefs, values, and experiences that influence police decision-making and responses. Additionally, this chapter summarized the nature of the study as well as key definitions and concepts, assumptions, scope and limitations, and included the significance of the research.

Chapter 2: Literature Review

The purpose of this research is to analyze the process of operational planning in the Department of Logistics Affairs at the Palestinian Civil Police Force to improve decision-making. This chapter will provide the most recent information about operational planning, along with a review on previous studies. Considering the numerous researches conducted on operational planning in different organizations, and the importance of these studies, still, not many researchers have discussed operational planning in the security service sector, especially in Palestine.

2.1. Strategic Planning

Before introducing the concept of strategic planning, a definition of strategy in line with the appropriate concept for its application by practitioners will be provided. Organizations define strategy as the policies and activities that are being enhanced in order to guarantee they are in line with the organization's mission, goals and objectives, while also keeping in mind the surrounding environment in which the organization operates. This will ensure the organization runs smoothly, effectively, and efficiently (Al-Said, 1990). Strategic planning is one of numerous types of planning, and is define by Khatib (2003) as the process by which decision-making is based on probable information regarding future decision-making, and the possible consequences for the organization resulting from its implementation.

Askar (1987) defines strategic planning as an integrated process of establishing an organization's interests by concentrating on access to relevant information (past and present), while projecting the performance of the organization regarding the future, as well as identifying opportunities and external threats in the environment the organization operates in.

2.2. Operational Planning

Operational planning is the comprehensive plans that incorporate all activities and actions concerning the implementation of strategic goals. It describes indicators, the conditions for the organization to succeed, and clarifies how a strategic plan will be implemented during a specific point in time. A well thought out operational plan should identify the activities and budgets of each unit of an organization for the next 3 years. It connects the organization's strategic plans with the activities that will be delivered by the organization, along with the necessary resources needed to deliver the activities (Qasem, 2015).

Operational planning in this research is the integrated process of development for the work of the Department of Logistics Affairs. It is aimed at the reality of operational planning in the PCPF.

2.3. Productivity Efficiency

Efficiency is defined as the ability to successfully attain a set goal or objective without expending much energy (Al-Munif, 1979). Productive efficiency refers to the increasing of efficiency at work by saving time, effort, and money on certain processes while performing a specific task (Al-Mutawwa', 1993).

For the purpose of this study, productive efficiency refers to the efficiency of the performance of the staff at the Department of Logistics Affairs at the PCPF. This is achieved by performing tasks and duties in the most efficient way as possible. Performance in this research is referred to the functional behavior of the staff at the department, and the concept of performance measurement is connected to the evaluation of the performance of staff employed at the organization. To achieve its objectives, the performance efficiency measure identifies how well

programs have been implemented in accordance with the pre-established operational plans in time and distribution of manpower, equipment, program activities and amounts spent (Ashmawi, 2000).

2.4. Performance

Performance is the means to achieve a specific objective of the organization, and is defined by Badawi (1984) as the process or actions executed by individuals or organizations in order to perform a specific task. Performance in this research is the functional behavior of staff at the Department of Logistics Affairs at the PCPF.

The concept of performance measurement is linked to the evaluation of employee performance at an organization to achieve its goals and objectives, and the performance efficiency measure illustrates the degree to which the program has been implemented in accordance with the pre-established time plans and distribution of manpower, equipment, program activities and amounts of money expended (Ashmawi, 2000).

2.5. Review of Existing Literature

The main sources of this literature review were collected from peer-reviewed articles at the Arab American University Library-Jenin's database, and were used extensively for research papers on executive leaders on strategic and operational planning.

Al-Shammari (1988) conducted a study on using strategic planning in combating terrorism. The study aims at identifying the best strategies for counter-terrorism, and is a comparative study of planning for strategic plans based on the reality and circumstances of the region. His descriptive analytical methodology is used to investigate trends, motives and reasons for

terrorism activities. He emphasizes on the importance of care and directing attention to people who are good at strategic planning, by holding specialized courses for them to raise their competence levels. To achieve the full capacity to confront terrorism can only be achieved through the creation of strategic plans for the training of military personnel, and to direct attention to the most competent of them to be employed by security agencies. Planning processes should include a database for information that will enable personnel to be highly efficient, make them better able to analyze, and to help them draw conclusions faster. Al-Shammari's study addresses the issue of strategic planning to address one of the security problems of combating terrorism, and this dimension is partially compatible with some current search trends and supports current quests to evaluate where current research on strategic planning lies.

Given the increasing importance of the work of the security services, this research is comprehensive in addressing the issue of strategic planning, to understand its role in raising the productivity of the security services personnel. Phillips (1996) states that there is a relationship between strategic planning and the performance of the hospitality sector in the United Kingdom. The aim of the study was to examine the type relationship, if any, and what influence it has on the performance of the organizations. He collected data from 63 hotels from across the UK. The results of the study showed that the basic characteristic for establishing a strategic plan is the ability to master the planning process. The steps and the methods in which strategic plans are developed in the hotels he studied, and the extent to which stakeholders are involved in the whole planning process was positive. The results also showed that in most cases there is a strong relationship between planning and performance indicators for hotels, such as efficiency, effectiveness, rate of return on investment, profit margin, and costs.

Hopkins and Hopkins (1997) conducted a study to analyze the relationship between strategic planning and financial performance in the banking sector. They used an integrated model to examine the relationship between the administrative, environmental, institutional elements, intensive strategic planning, and performance. The model was developed and tested using data from 112 banks, where the results showed that focus on strategic planning of participating banks has a direct positive impact on financial performance of banks. Furthermore, strategic planning had an average effect on the administrative and regulatory factors of the banks. Results also showed a strong relationship between strategic planning and the performance level of the banks. Strategic planning leads to improved performance.

Rippon (2002) examined the strategic approach non-profit organizations (NGOs) undertake in South Africa. The study shows how NGOs in South Africa can benefit from strategic planning. He explains how these organizations are mismanaged and exploited for power, control, and personal gains. He concludes that the lack of strategic planning in these NGOs contribute to their inefficiencies and mismanagement by upper management personnel.

Charest, Bouffard, and Zajmovic (2016) explored strategic planning and the day-to-day professional activities of managers in social media. They used a qualitative and descriptive approach to tackle their research. They interviewed 12 managers routinely active in social media located in North America. Results showed that managers did not always have a strategic plan established when interacting with their audiences; however, they were willing to do so in order to better adapt social media content to the needs of their audiences. Furthermore, managers tried their best to stay up-to-date with current trends and tried to integrate this to their strategic plans.

Khatib (2003) studied strategic planning and institutional performance. This study was aimed at the Jordanian pharmaceutical sector - the public shareholding companies – and was only been able to identify the real strategic planning within this sector through the degree of clarity of the concept, and degree of practice, sources of information, parties involved in the process, and its relationship to institutional performance. One of the most important results of the survey included: 52% of partner managers of pharmaceutical companies did not understand the correct concept of strategic planning. Additionally, the process of strategic planning is carried out through higher levels of management, which reflects a high degree of central decision-makers, according to 56% of the sample studied. The directors of the Jordanian pharmaceutical companies have positive attitudes towards strategic planning and results. In the case of its application, there is no relationship between strategic planning and the institutional performance of these companies, either measured by return on assets or market value added. Moreover, results showed that managers do not take the internal or external environment into consideration when establishing strategic plans.

Al-Dijani (2011) studied the role strategic planning plays in the quality of institutional performance in Palestine. The study aimed at identifying the reality of strategic planning in achieving the quality of institutional performance; providing clear performance indicators and determinants of the effective institutional performance of all its components among indicators and standards, which is suitable for the Palestinian environment; and developing developmental proposals to improve the quality of the institutional performance according to performance indicators of the areas of institutional work. He concluded that there is a relationship between the role of strategic planning and the standard of philosophy, mission, and goals of the institutions as

one of the dimensions of the quality of performance in institutional development. Lastly, there is a relationship between the role of strategic planning and the quality of institutional performance.

Hoffman (2007) studied the relationship between strategic planning and performance. The study aimed at demonstrating the relationship between strategic planning and performance, and whether the different cultures and nationalities of employees influence the process of strategic planning, particularly employees with multiple nationalities, since managers are becoming increasingly encouraged to learn whether strategic planning enhances performance in organizations where most employees come from different cultural backgrounds. He used a sample of international institutions and found a suitable strategic planning model for all cultures. The study showed that the relationship between culture and planning are insignificant. In other words, culture did not much affect the organization's performance or strategic planning process too much.

Rudd, Greenley, Beatson, and Linga (2008) examined the relationship between strategic planning and performance in medium and large organizations in the UK. They found four types of flexibilities in strategic planning in relation to the organizations' performances: Operational flexibility, financial flexibility, technological flexibility, and structural flexibility. The study found the following results: Strategic planning has a direct and positive impact on operational flexibility, and operational flexibility has a direct positive impact on financial performance. Strategic planning has a direct and positive impact on the structural resilience of the organizations and structural flexibility has a positive impact on non-financial performance. Strategic planning has a direct and positive impact on technological flexibility, and technological flexibility has a direct positive impact on non-financial performance. Strategic planning has a

direct and positive impact on financial flexibility and financial flexibility a direct positive effect on financial performance.

Otaibi (2012) identify the impact of strategic planning on the effectiveness of independent institutions in Kuwait. The study concluded that: independent Kuwaiti institutions were constantly working to discuss the plan of improvement and quality within the institutions, which provides them with the priority to improve projects and redesign activities. Management of the institutions recognized the importance of the role of quality in supporting strategic planning in the institutions, and the harmony of improving the plans with the strategic plans for the institutions. Independent Kuwaiti institutions attained a tie to achieve the goals.

Athenian (2015) studied the role of strategic planning in the development of the performance of security officers at the King Fahd Security College. The researcher used the descriptive and historical method, as well as the case study methodology where interviews were used to gather data from the field. The following results were reached: The level of officers' information, their trends, and the limited problems they face are measured as they are solved through performance development programs. Improving the performance of officers in the college is a continuous process. Strategic planning contributes to reducing costs and raising the efficiency rate. The lack of interest of a group of officers to organize the training programs because of their association with the events of customs and traditions in Saudi societies. Finally, willing officers needed to be encouraged through the selection of qualified and experienced personnel and subject to the programs of performance development. This could be done by providing officers with specific knowledge, skills, and abilities aimed at improving their performance at work; facilitate access to knowledge; and train officers to operate and maintain advanced technologies.

Al-Dosari (2010) studied the role of strategic planning in improving the efficiency of the performance of security services from the point of view of employees. The study took place at King Fahd International Airport in Riyadh. The researcher used the analytical descriptive method, where he designed a questionnaire to collect data from the study community, which consisted of 311 officials at King Khalid International Airport in Riyadh. The results were as follows: the strategic planning resources were mostly available to the employees at King Fahd International Airport. The members of the sample of the study strongly agreed that the responsibilities and powers of the heads of the security services were clearly established, alternative plans in the event of crises were comprehensive, and that measure were taken continuously to strengthen the role of the security services in achieving its strategic objectives in the security services at King Khalid International Airport. Strategic planning contributes somewhat to the improvement of the performance of employees. The members of the sample of the study strongly agreed that there was a lack of human and financial resources, and that centralized powers did not care to train those who were responsible for preparing or implementing strategic plans.

Scholars such as Hirsh (2000), Lacey (2003), and Coye (1985) have established differing views regarding succession planning in an organization. They focus on proper recruitment at an organization; along with the selection and promotion of employees, which they consider as essential for effective succession planning in an organization. Additionally, all these depend on an organization's ability to retain its employees by motivating them, offering attractive benefits, providing employees with good working conditions, good job specifications, and provide good quality facilities.

Hirsh (2000) investigates succession planning in an organization. He found that succession planning provides prospects for managers to review the current demands of the organization, identify what qualifications specific tasks require, and to determine which potential employees are most qualified to perform those tasks. Furthermore, succession planning aligns organizational thinking, the external environment, and the development needs of employees.

Lacey (2003) performed a study on succession planning at the Ministry of Education implemented by the Victorian Government in Australia. She found that the resignation of employees before they reach the retirement age of 55 posed a challenge for the organization, and that the Australian government was finding it difficult to retain employees. She found that approximately 45% of civil servants employed in the education sector would be progressively reaching the age for retirement within the following ten years.

In summary, both Hirsh (2000) and Lacey (2003) emphasized on succession planning for organizations, and that organizations should consider the following for its prosperity in the short and long run:

1. The age of key employees at the organization,
2. The huge implications on the part of organizations from the risks of losing key employees,
3. To understand how the loss of key employees will negatively affect an organization, which may only present itself in the long-run,
4. To identify short-term successors, and

5. To identify long-term successors at an organization.

Coye (1985) argued that succession planning in the military poses a challenge to new leaders because, during the initial stage of leadership, subordinates begin to evaluate the successor's actions and reactions, judging new leaders' behaviors in relation to their expectations. The leader's behavior will be associated with the satisfaction or dissatisfaction of his/her subordinates. The new leader will have a task to gather information and knowledge about the formal and informal modes of the operation for effective leadership. The new commanding officer, upon arrival, has legitimate power associated with both assignments to command the personal rank or grade. Over time, members of a unit will assess the new commanding officer's expertise, task competence, leadership skills, personal attractiveness, and other attributes that seem important to them. These attributes will influence the power of new leaders, and will definitely affect the success and mission accomplishment of the unit.

2.5.1. Process of Strategic Planning

The process of strategic management entails four core stages, including environmental analysis, strategy formulation, implementation, and the evaluation and control stage (Johnson, Scholes, & Whittington, 2008). However, various stages are emphasized based on their context, content or the strategic process itself. Management should establish the mission, vision, and objectives of an organization from which it can derive meaningful strategies (Sababu, 2007). Environmental analysis is the first stage in the process of strategic management. Environmental analysis is a critical stage as it ensures the formulation of strategies from an informed view of the external and internal environment (Bruce and Longdon, 2000). The second and most crucial stage in strategic planning is strategy formulation. It builds on the first stage where strategic

issues, opportunities, threats or constraints are identified, and strategic alternatives are weighed to decide on the most appropriate strategic action to be taken. Third, although strategic planning ends in making strategic choices, the strategic management process emphasizes on the implementation stage because well-formulated strategies that are not implemented do not add any value to the firm.

According to Wheelan and Hunger (2012), strategy implementation is the process by which objectives, strategies, and policies are put into action through the development of programs, budgets, and procedures. Finally, the evaluation and control process seeks to ensure that a firm is achieving what it initially set out to achieve by comparing present performance with desired results, revealing the performance gap and providing the feedback necessary for management to take the corrective measures (Yabs, 2007).

There are various approaches to strategic planning in different organizations depending on their size. Some firms undertake formal, semi-formal, or informal strategic planning. Carter and Dylan (2009) note that small firms do not largely engage in formal strategic planning, because entrepreneurs engage in creative ways for generating resources and making sales in an unplanned and purely speculated manner. Chan and Foster (2001) assert that although strategy-making and planning in small firms are opportunistic and informal, the process of strategic management is significant in both small and large organizations. Formality defines the extent to which a strategy is considered, documented, and communicated, as well as the time spent on planning and the degree of involvement among participants, and the specifications of the process, resources, and responsibilities (Opiyo, 2011).

According to Ansoff (1986), deliberate and systematic strategic planning was introduced in the 1960s. Johnson et al (2008) state that managers may misunderstand the initial purpose and design of the official method for implementing strategic plans; for this reason, the strategic plan may fail to be correctly implemented, which will result in the loss of innovation and authenticity.

2.5.2. Theory of Planning

The theory of planning refers to the central part of scientific ideas, definitions, behavioral relationships, and presumptions that shape the main frame of knowledge of urban planning. There are eight procedural theories of planning that remain the principal theories of planning procedures today. The different theories of planning include: the rational-comprehensive approach, the incremental approach, the transactive approach, the communicative approach, and the advocacy approach (Allmendinger & Gunder, 2005).

After the 'blueprint plan' was abandoned in the late 1950s and early 1960s, a model referred to as the synoptic model, started to emerge and dominate the theory of planning. Lane (2005) describes synoptic planning as having four central elements:

1. An enhanced emphasis on the specification of goals and targets;
2. An emphasis on quantitative analysis and prediction of the environment;
3. A concern to identify and evaluate alternative policy options; and
4. The evaluation of means against ends.

2.5.3. Participatory Planning

Participatory planning is referred to as a model of urban planning that lays emphasis on the whole community when establishing the processes of strategic management for urban planning. The community participates in the development of strategic plans of an organization (Santamouris, 2006). Participatory planning aims to harmonize views among all of its participants as well as prevent conflict between opposing parties. In addition, marginalized groups have an opportunity to participate in the planning process (Mctague and Jakubowski, 2013).

2.5.4. Incrementalism

Beginning in the late 1950s and early 1960s, critiques of the rational paradigm began to emerge and formed into several different schools of thought regarding planning. Lindblom's instrumentalism theory is one of the first. This theory explains planning as disentanglement and believed that practical planning necessitated incremental decision-making. This approach intended for decision-makers to select from a small number of policy approaches that would have minimal effects on an organization, while continuously amending the objectives of the planning process and using multiple analyses and evaluation methods (Lindblom, 1959).

Lane (2005) explains the public involvement implications of this philosophy. Though this perspective of planning could be considered a large step forward in that it recognizes that there are a number of "public interests" and because it provides room for the planning process to be less centralized, and incorporates the voices other than those of planners, it in practice would only allow for the public to be involved in a minimal, more reactive rather than proactive way.

2.5.5. Mixed Scanning Model

The mixed scanning model was developed by Etzioni, and is similar to the other theories. Etzioni (1968) suggested that planning in organizations is performed on 2 levels: tactical and strategic. He stated that organizations utilize the mixed scanning model by scanning the environment on multiple levels and then selecting different tactics and strategies to tackle identified issues. While Lindblom's approach only operated on the functional level, as Etzioni argued, the mixed scanning approach permits organizations to plan by working on functional and big-picture oriented levels.

Lane (2005) claims that this model does not involve the public too much, since those responsible still have much of their attention directed at the organization, since their objectives are not necessarily in line with the public's views. By the late 1960s and early 1970s, planners began to look for new approaches, because as happened nearly a decade before, it was realized that the current models were not necessarily sufficient. As had previously occurred, a number of different models emerged. Lane (2005) notes that it is most useful to think of these models as emerging from a social transformation planning tradition, as opposed to one for social guidance, so the emphasis is more bottom-up in nature than it is top-down.

2.5.6. Transactive Planning

Transactive planning was considered a fundamental break from previous models. Instead of considering public participation as a method that would be used, in addition to the normal training planning process, participation was a central goal. For the first time, the public was encouraged to take on an active role in the policy setting process, while the planner took on the role of a distributor of information and a source of feedback (Lane, 2005).

Transactive planning focuses on interpersonal dialogue that develops ideas, which will be turned into action. One of the central goals is mutual learning where the planner gets more information on the community and citizens become more educated about planning issues (Friedmann, 1973). After studying the previous theories in the planning, it can be noted that the mixed scanning model is the most appropriate theory for the subject of this study.

2.5.7. Strategic Planning Requirements

Given the excellence of strategic planning by focusing on future decision-making processes, setting goals, strategies, and timelines for programs, strategic planning has many requirements to be implemented as expected. The most important requirements for strategic planning are highlighted as follows (Al-Ouji, 1988):

1. Precisely define the main objective that the strategy aims to achieve that this objective has several sub-objectives.
2. The availability of data, reliable information about the target, and the expected circumstances surrounded by, in order to find out their nature, and prepare to confront them.
3. Identify the material and human resources available to implement the objectives, and this is a necessary requirement because it is the effective tool in achieving the objectives.
4. To provide a vision of the activities that must be taken to achieve the objectives, to find out Interactions that can occur, and anticipating expected results in the light of possibilities Available.

5. Create an interactive relationship between the planners of the strategy, and implementers, in order to activate the transfer Strategic planning from theoretical to practical.
6. Strategies may involve the precise identification of special budgets; the budget includes the expenditure of equipment, operation, as well as sources of public funding for budget items.
7. Develop a time plan to achieve the main objective and its sub-objectives.
8. Provide standards to measure the achievements achieved by their compatibility with the goal to be achieved.
9. The essence of strategic planning is the possibility of identifying opportunities, in addition to future threats, and this requires the hope of the future constantly, and in a manner methodology.

Strategic planning is the process of developing the organization's mission, plans and policies for the next phase, as well as an integrated process of identifying the interests in the external environment (Al-Ouji, 1988).

2.5.8. Operational Planning and Strategic Plans

It is important to understand the difference between an "operational plan" and a "strategic plan". A process of strategic planning is a process by which decision-making is based on probable information, regarding future decision-making, and the possible consequences for the organization, resulting from its implementation (Khatib, 2003). The strategic plan is about

setting a direction for the organization, establishing goals and objectives and determining an assortment of tactics to follow, so that the organization might realize its aims. Strategic management is regarded as an assortment of decisions and possible actions collected by management in consultation with all employees at all levels within the organization, in order to establish the long-term activities of the organization. This will enhance the competitive position of the organization and will enhance its profitability as well (Houben, Lenie, and Vanhoof, 1999).

On the other hand, operational planning presents highly detailed information pertaining specifically to people, to perform the day-to-day tasks required in the running of the organization. The organization's management and staff should frequently refer to the operational plan in carrying out their everyday work. Operational plans constitute:

1. The strategies and tasks that must be undertaken.
2. The persons who have a responsibility of each of the strategies/tasks.
3. The timelines in which strategies/tasks must be completed.
4. A number of financial resources provided to complete each strategy/task

The aim of the operational plan is to present the organization's personnel with clearly established tasks and responsibilities in line with the goals and objectives of the organization, which should be included in the organization's strategic plans. Basically, operational planning is controlled by lower management, since they are the ones who understand best the current underlying issues, as well as the daily tasks and activities that need to be carried out. At the operational planning level, tasks of employees to be undertaken in a specific timeframe are

defined. It is comprehensive and concrete; it adds to planned strategies, and is executed periodically by the units in the organization (Mateljak and Mihanovic, 2016).

2.5.9. Developing an Operational Plan

An operational plan is the next step after a strategic plan has been established. The task is to take every single strategy included within the strategic plan and allocate resources, set a timeline and stipulate performance indicators. Each of these components is explained below:

Human Resource Allocation: Every strategy is assigned to an employee who then becomes responsible for the implementation of that strategy (Isaac, 2017). If a strategy is not assigned to an individual, it is highly likely that it will not be implemented thoroughly, or it will not be implemented at all. In the operational plan, the person responsible for the strategy is generally assigned by their job description.

Financial Resource Allocation: not every strategy will require a budget, however, most will. If people have to be paid to do work, then there will be financial resources needed for remuneration (Isaac, 2017). If volunteers are involved, money may be needed to be set aside for food and/or other benefits for them. Many strategies will involve administration costs in the form of telephone calls, printing and photocopying, and postage. Some strategies will need purchases of equipment, or materials, or promotional costs such as advertising. The fact of the matter is that one must think of all possible costs that might be incurred if a strategy is to be implemented. If money is inadequately allocated for the implementation of a strategy, there will be a high probability the strategy will fail.

Setting Timelines: The implementation of any strategy will require a timeline to be established; in other words, a time period during which work is performed to achieve the desired outcome. The time period can range from one day to several months, depending of course on the strategy. It could also be set for some time in the near future, or programmed for a future year. The aim of establishing a timeline for each strategy in the operational plan is to give a chronological order to the numerous tasks that need to be performed. Since resources are limited, a decision needs to be made as to the priorities of each strategy where efforts should be focused (Isaac, 2017). This guarantees the efficiency and productivity of an organization.

Set Performance Indicators: There are numerous reasons why performance indicators should be set. Setting a baseline or target allows an organization to understand how efficiently the organization is performing. When a strategy has reached the established target, it will be considered successful (Isaac, 2017).

2.5.10. Summary

Previous studies dealt with the subject of planning, its components, and its requirements. The dimensions studied are consistent with some current study trends, as the research is currently focused on operational planning. Previous studies have focused on planning in different areas towards some security and non-security problems, and addressing them, while the focus will be on these researchers in the operational planning at the Department of Logistics Affairs at the PCPF to apply to branch managers and their deputies and directors of the departments in the West Bank. The researcher benefited from these studies in enriching the theoretical framework, which is a practical effort to complement previous research efforts in this area.

Chapter 3: Methodology

3.1. Introduction

The purpose of this quantitative research is to evaluate the process of operational planning at the Department of Logistics Affairs at the Palestinian Civil Police Force in the West Bank. This chapter provides the procedures that are used to obtain and gather data and information pertaining to the study.

The research design is defined as an arrangement for the collection of data and data analysis. Thus, a research design is the conceptual structure or framework from which research is conducted, it constitutes the collection, measurement, and analysis of data (Kothari, 2008). The actual fieldwork of this study was centered in Palestine, West Bank regions where the tools of data collection, questionnaires.

3.2. Sample Population and Size

This study was based on a survey on the Department of Logistics Affairs at the Palestinian Civil Police Force in 11 governorates in the West Bank. The study included the managers and deputies at the department. District directors were also targeted at the department.

The study population is the director of the Department of Logistics Affairs at the Palestinian Civil Police Force in the West Bank and all the directors of departments in the public administration, as well as all managers of administrative affairs in the provinces, along their deputies. Distinguished officials in different governorates are also surveyed, where the number of respondents is 40.

3.3. Research Collection Methods

The primary data is collected from distributed questionnaires, and the secondary data is collected from books, journals, articles, and reports, including statistical reports from the Palestinian Central Bureau of Statistics (PCBS). This quantitative method encompasses a system in which the collected data is condensed to numerical values and then can be applied to a larger population. The correlational evaluations assess the relationship between two or more variables. Questionnaires were distributed to the sample population.

The questionnaire was the main instrument used in this study and was distributed to the sample population to solicit information on the nature of operational planning at the Department of Logistics Affairs at the Palestinian Civil Police Force, and the factors affecting it. The questionnaire was chosen because it is able to elicit information about attitudes. Further, it has the advantage of getting a lot of information within a short time. In addition, since all the respondents were literate, the questionnaire, in this case, was the most appropriate.

The questions were structured in three formats:

1. Closed-ended questions,
2. Semi-structured questions, and
3. Open-ended questions.

All three forms of questions were selected based on the advantage of each one to this research. The closed-ended questions are the questions, which require respondents to provide single word answers only, or force him/her to choose only one answer from the given choices.

Closed-ended questions have been preferred because of their advantages, which they offered. Oppenheim (1992) points out that, closed-ended questions are easier and quicker to answer; they require no writing and quantification is straightforward. This often means that more questions can be asked within a given length of time.

Open-ended questions are the questions, which require much explanation. These questions can be essay questions, having space at the end and require respondents to give as much information as they can. Semi-structured questions are the questions that contain space at the end and the respondents are required to fill some information in the given space. Actual semi-structured questions needed more information than closed-ended questions and less information than open-ended questions.

Close-ended questions have disadvantages as well, such as forcing the respondent to give only one word or to choose only one option from the list. It also does not provide respondents a chance to express or explain themselves properly. There is also a lack of spontaneity from close-ended questions, which would otherwise be provided by semi-structured and open-ended questions. The advantage of close-ended questions appears to outweigh the advantages of the two other types of questions, as well as its own disadvantages. Thus, closed-ended questions are highly preferred in this study.

3.4. Research Questions and Hypotheses

The primary research question in this study is: Do executive managers at the Department of Logistics Affairs at the Palestinian Civil Police Force implement operational plans? This would also suggest the type of relationship that exists between the executive managers, as well as the factors to be considered.

The specific research questions will be used as a guide to understand the relationship between the variables:

1. What is the participation rate among the executive managers in their input in operational planning?
2. What are the main constraints that an executive manager may face in operational planning?
3. How well-qualified are the executive managers involved in the process of operational planning, for the process to be successful?

The null hypotheses for this study are:

1. H_0 : There are no statistical differences regarding the participation of managers in formulating operational plans.
2. H_0 : There are no statistical differences in formulating operational plans regarding the constraints to the process of operational planning.
3. H_0 : There are no statistical differences in formulating operational plans regarding the requirements for successfully implementing operational plans.

3.5. Data Analysis

Regulatory approval was obtained prior to the survey. The Director-General of the Palestinian Civil Police Force was contacted to facilitate the task of distributing the questionnaires. The Director of the Department of Management was instructed to distribute the questionnaires to branch managers and vice-chairmen.

Statistical analysis was performed using SPSS. All analyses were two-sided with a 5% alpha level. Demographic variables were summarized using the mean, standard deviation, and range for continuously scaled variables and frequency and percent for categorical scaled variables. Cronbach's alpha was used to measure the internal consistency and reliability.

Hypothesis 1 was tested using Pearson's correlation coefficient. If the Pearson correlation coefficient is statistically significantly different from zero, then the null hypothesis would be rejected and it would be concluded that there is a correlation in the formulation of operational plans according to the participation of executive leadership.

Hypothesis 2 was tested using Pearson's correlation coefficient. If the Pearson correlation coefficient is statistically significantly different from zero, then the null hypothesis will be rejected and it would conclude that there is a correlation in the formulation of operational plans according to the constraints to the process of operational planning.

Hypothesis 3 was tested using Pearson's correlation coefficient. If the Pearson correlation coefficient is statistically significantly different from zero, then the null hypothesis would be rejected and it would be concluded that there is a correlation in the formulation of operational plans according to the requirements of operational planning to be successfully implemented.

The independent variable in the regression model is operational planning, while the dependent variables are: the degree of participation of executive leaders in the process of operational planning, the main constraints to operational planning, and the requirements for the successful implementation of operational plans. If the regression coefficient for the independent variable is statistically significant, then the null hypothesis would be rejected and it would be concluded that the degree of participation of executive leaders in the process of operational

planning, the main constraints to operational planning, and the requirements for the successful implementation of operational plans, all add independent information in predicting the operational planning capability score.

If the independent variables were statistically not significant, it would be concluded that the degree of participation of executive leaders in the process of operational plans, the main constraints to operational planning, and the requirements for the successful implementation of operational plans do not add independent information in formulating operational plans. The equation of the model was reported and statistically significant regression coefficients were interpreted. The R-square for the final model was also presented and interpreted.

3.6. Reliability and Validity Tests

To ensure reliability and validity, 10 managers participated in a pilot test, with some adjustments being made to suit the target population. The study was explained to the directors of the branches, departments, and their deputies through e-mails and fax. All 40 of the respondents filled out the questionnaires. They were sent back by fax, which were then analyzed using SPSS.

A pilot study was carried out in this research prior to the main research to check the feasibility, validity, and possible improvement of the quantitative research design. Mostly pilot studies are carried out on the relevant members of the population but not those who form part of the main sample. The pilot study was run for a brief period of one week. It helped answer the following questions:

- Do participants fail to finish the survey?
- What are the response rates and time?

- How much variability is shown by the data?

Appropriate validity and reliability tests are conducted on the survey instrument. The collected data is analyzed using both descriptive and inferential statistics. The quantitative research follows a linear research path using a language of quantities and relationships among them (Neuman, 2006). Quantitative research establishes, confirms or validates relationships and develops generalizations that contribute to existing theories. The data collected from the survey will be analyzed using appropriate statistical techniques. The data are analyzed using the statistical program SPSS. Correlation analysis and multiple regressions will help answer the research questions and test the hypotheses. Pearson's correlation will help examine the relationship between the dependent and independent variables (Neuman, 2006).

Here it may be important to define reliability as compared to the validity of the questions. Reliability is defined as consistency or obtaining the same results if the question were to be asked a second time. Meanwhile, validity indicates whether the question or item really measures what it is supposed to measure. In this study, interviews with the selected sample were conducted immediately after collecting the completed questionnaires. Pre-testing of questionnaires was conducted in order to test their reliability scores.

Table 1: Case Summary

		N	%
Cases	Valid	39	97.5
	Excluded	1	2.5
	Total	40	100.0

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.799	30

The reliability of the study tool has been tested through Cronbach's alpha test on the study sample, where the reliability result α scored (0.799). This shows that we could generalize our results to the study population rather than the sample alone.

A Likert scale was used to determine the validity of the results and it was defined as follows:

Table 3: Likert Scale for Validity of Results

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

Table 4: Values

Mean	Degree
4.21 or higher	Very high
3.61-4.2	High
3.41-3.6	Moderate
1.81-3.4	Low
Less than 1.8	Very low

3.7. Summary

This chapter discusses the research methodology. The research methods and design are explained. Additionally, information about the participants, research instrument, and definitions of variables are included. It is anticipated that the study will shed light on the reality of operational planning at the Department of Logistics Affairs at the Palestinian Civil Police Force. This will help decision makers at the department understand the process of operational planning better. The data collection processing and analysis have been explained. In summary, all research methods to be used are discussed.

Chapter 4: Results

4.1. Introduction

The main purpose of this research is to understand how operational plans are implemented at the Department of Logistics Affairs at the Palestinian Civil Police Force. This chapter presents the research findings of the study based on the research questions. The chapter is divided into three major sections; each section is intended to cover one research question. This study used SPSS to analyze data and to generate results. The following specific questions and hypotheses have guided the research:

1. What is the participation degree among the executive managers in their input in operational planning?
2. What are the main constraints that an executive manager may face in operational planning?
3. How well-qualified are the executive managers involved in the process of operational planning, for the process to be successful?

The null hypotheses:

1. H_0 : There are no statistical differences regarding the participation of managers in formulating operational plans.
2. H_0 : There are no statistical differences in formulating operational plans regarding the constraints to the process of operational planning.

3. H_0 : There are no statistical differences in formulating operational plans regarding the requirements for successfully implementing operational plans.

4.2. Descriptive Characteristics

A total of 40 questionnaires were distributed to 40 staff members at the Department of Logistics Affairs employed at the Palestinian Civil Police Force. All 40 questionnaires were filled and returned. Results from data analysis showed that the majority of the sample population (24) was between the age of 41 and 50. The remainder of the sample (16) was between the age of 30 and 40. The table below illustrates more clearly.

Table 5: Age Group of Respondents

Age	Age Group	Number of Respondents
	30-40	16
	41-50	24
	Total	40

Regarding the level of education of managers, results showed that the majority of managers (22) have earned Bachelor's degrees, while 7 have earned Master's degrees. Furthermore, results showed that 11 managers have only received Diplomas or below. The table below demonstrates more clearly.

Table 6: Educational Qualification of Respondents

Qualifications	Degree Level	Number of Respondents
	Master's Degree	7
	Bachelor's Degree	22
	Diploma or below	11
	Total	40

Concerning the level of practical experience in logistics affairs, the majority of managers, which are 21 in total, have between 5 and 10 years of experience dealing with logistics affairs matters. Only 3 managers have more than 20 years of experience in dealing with logistics affairs, 1 manager has between 16 and 20 years of experience, 6 managers have between 11 and 15 years of experience, while 9 managers have less than 5 years of experience with logistics affairs. The table below illustrates more clearly.

Table 7: Degree of Experience in Logistics Affairs

Practical Experience in Logistics Affairs	Level of Experience in Logistics Affairs	Number of Respondents
	More than 20 years	3
	16 to 20 years	1
	11 to 15 years	6
	5 to 10 years	21
	Less than 5 years	9
	Total	40

Concerning the degree of experience in working with the police force, results showed that the majority of managers have more than 20 years of experience working with the force; in other words, a total of 22 managers. Furthermore, 14 managers have between 16 and 20 years of experience working with the police, only 2 managers have between 11 and 15 years of experience, and only 2 managers have between 5 to 10 years of experience working with the police force.

Table 8: Degree of Experience Working at the Police Force

Practical Experience working with the Police Force	Level of Experience with the Police Force	Number of Respondents
	More than 20 years	22
	16 to 20 years	14
	11 to 15 years	2
	5 to 10 years	2
	Total	40

Results from data analysis revealed that the majority of managers are ranked as Majors, in which they accounted for 17 of managers surveyed. 11 of managers are ranked as Lieutenant Colonels, 4 are Colonels, 6 are Captains, 1 is a First Lieutenant, and 1 is a Lieutenant. The table below shows the ranks of managers more clearly.

Table 9: Ranks of Managers at the PCPF

Rank	Ranks of Managers	Number of Respondents
	Colonel	4
	Lieutenant Colonel	11
	Major	17
	Captain	6
	First Lieutenant	1
	Lieutenant	1
	Total	40

4.3. Participation degree of Executive Managers in Operational Planning

Executive managers immensely benefit from operational plans. It helps them in the process of managing the organizations and the departments they supervise. These plans contain valuable information that permits them to manage effectively. Regarding the participation rate of executive managers at the Department of Logistics Affairs, results showed that managers were highly involved in the process of formulating operational plans, as shown in the table below. The statement “directors encourage subordinates to present their ideas and proposals” scored the

highest arithmetic mean (4.33), while the statement “operational planning is limited to senior management” had the lowest mean (3.05).

Table 10: Means, Standard Deviation, and Participation Rate of Executives (%) in the Development of Operational Plans

#	Statement	μ	σ	%	t-stat	A
1	Directors encourage subordinates to present their ideas and proposals.	4.33	.57	86.5	14.642	.000
2	Senior management allows branch and departments managers to make observations on decisions.	4.25	.59	85.0	13.437	.000

4.4. Main Constraints to Operational Planning

Constraints are restrictions that hinder an operation. A constraint determines whether a decision maker should act or leave the issue as it is, consequently limiting the freedom of action of a decision maker. In reference to this study, the main constraints to the formulation of operational plans were related to financial resources. Results indicated that the lack of sufficient funds needed to support the implementation of operational plans constituted a major constraint (71.5%). The second major constraint was attributed to the inexperience of managers. As results pointed out, 59.5% of the constraints were attributed to the lack of competencies and experiences of executive managers in formulating operational plans. A third major constraint was the lack of an alternative plan in the case of emergencies, in which it constituted 66.5% of the constraints. The table below illustrates more clearly.

Table 11: Main Constraints to Operational Planning

#	Statement	μ	σ	%	t-stat	α
1	There is competence and experience specialized in operational planning.	2.98	1.00	59.5	-.158	.875
2	There are alternative operational plans to implement programs in case of emergencies.	3.33	.97	66.5	2.117	.041
3	Sufficient funds are allocated to implement the operational plan.	3.58	1.22	71.5	2.117	.005

4.5. Requirements for Successful Operational Planning

For an operational plan to be implemented successfully, certain requirements need to be fulfilled. Data pertaining to the plan needs to be readily available. If data on different units in an organization is not regularly collected and stored in a specialized database, then the operational plan will surely fail. Planning requires all managers at all levels to be involved in the process. This aids in the data collection process. All level managers understand the needs and requirements of their department; thus, if planning is integrated at all levels, an organization will attain long-lasting gains.

In regards to this study, results showed that the main requirements for the successful implementation of operational plans at the Department of Logistics Affairs were databases containing current and up-to-date information on administrative issues, and accurate identification of potential physical and human potential, as is noted in the table below.

Table 12: Requirements for Successful Operational Planning

#	Statement	μ	σ	%	t-stat	A
1	Providing databases on current administrative issues.	4.33	.66	86.5	12.778	.000
2	Accurate identification of potential physical and human potential.	3.68	1.05	73.5	4.076	.000

4.6. Hypotheses

The following are the null hypotheses for this study:

1. H_0 : There are no statistical differences regarding the participation of managers in formulating operational plans.
2. H_0 : There are no statistical differences in formulating operational plans regarding the constraints to the process of operational planning.
3. H_0 : There are no statistical differences in formulating operational plans regarding the requirements for successfully implementing operational plans.

Regarding the first hypothesis “there are no statistical differences regarding the participation of managers in formulating operational plans”, since α is less than 0.05, we reject the null that there are no differences regarding the participation of managers in formulating operational plans. In other words, there are statistical differences regarding the participation of managers in formulating operational plans, as is shown in the table below.

Table 13: Testing Hypothesis 1

Correlation Coefficients		There are no statistical differences regarding the participation of managers in formulating operational plans.
Operational Planning at the Department of Logistics Affairs at the PCPF.	Pearson Correlation	.627**
	Sig. (2-tailed)	.000
	N	39

Regarding the second hypothesis “there are no statistical differences in formulating operational plans regarding the constraints to the process of operational planning”, since α is less than 0.05, we reject the null that there are no statistical differences in formulating operational plans regarding the constraints to the process of operational planning. In other words, there are statistical differences in the formulation of operational plans regarding the constraints to the process of operational planning, as is shown in the table below.

Table 14: Testing Hypothesis 2

Correlation Coefficients		There are no statistical differences in formulating operational plans regarding the constraints to the process of operational planning.
Operational Planning at the Department of Logistics Affairs at the PCPF.	Pearson Correlation	.610 ^{**}
	Sig. (2-tailed)	.000
	N	39

Regarding the third hypothesis “there are no statistical differences in formulating operational plans regarding the requirements for successfully implementing operational plans”, since α is less than 0.05, we reject the null that there are no statistical differences in formulating operational plans regarding the requirements for successfully implementing operational plans. In other words, there are statistical differences in formulating operational plans regarding the requirements for successfully implementing operational plans, as is shown in the table below.

Table 15: Testing Hypothesis 3

Correlation Coefficients		There are no statistical differences in formulating operational plans regarding the requirements for successfully implementing operational plans.
Operational Planning at the Department of Logistics Affairs at the PCPF.	Pearson Correlation	.612 ^{**}
	Sig. (2-tailed)	.000
	N	40

Chapter 5: Conclusions and Recommendations

5.1. Conclusions

The purpose of this study was to evaluate how executive managers formulate and implement operational plans at the Department of Logistics Affairs at the Palestinian Civil Police Force. It examined the degree of participation among executive managers, the main constraints executive managers face, and how knowledgeable managers are regarding how to formulate planning.

Overall, results showed that operational plans are generally implemented at the department. Results also demonstrated that the majority or 77.6% of executive managers at the Department of Logistics Affairs participate in planning. Indeed, a case study on the Senegalese Ministry of Health saw an improvement in the quality of operational planning after involving all managers in the process (Shuey, Bigdeli, and Rajan, 2016). Furthermore, results indicated that 68.4% of obstacles constituted major constraint, and were: the lack of sufficient funds needed to support the implementation process, the lack of competencies and experiences of executive managers, and the lack of alternative plans in the case of emergencies. This coincides with a study on the level of it and its impact on production efficiency. It showed that obstacles hindering the planning process contributed negatively to the production efficiency of the machine building efficiency (Mateljak and Mihanovic, 2016). Moreover, 81.8% of requirements were needed for successful implementation. This matches the study by Shuey, Bigdeli, and Rajan (2016). When the necessary requirements were not available at the Ministry of Health it had a negative impact on planning.

It is worth noting that although one of the constraints to the formulation of operational planning is the lack of competencies of managers, results showed that the majority of managers have between 5 and 10 years of experience working with logistics affairs issues. Perhaps what these managers require is regular training in logistics affairs issues so that they may stay up-to-date with current trends. This will increase the level of competencies of managers, and they will be able to tackle certain matters with modern problem-solving techniques.

Moreover 86.5% of executive managers, encourage their deputies and department managers to participate and present their ideas during the formulation process of operational planning. Results showed that planning is integrated at all levels at the PCPF. This ensures and guarantees the department's long-term gains regarding the objectives of the PCPF. This also indicates that executive managers value the opinions and inputs of their subordinates, and that they always strive to include them in the decision making process of the department.

5.2. Recommendations

The study has arrived at the following recommendations:

1. Maintaining senior executive managers' participation in the formulation and implementation of operational plans at the PCPF, to enhance the level of success of operational planning.
2. Providing alternative plans to operational plans, so as to have contingency plans in case of possible emergencies. This will have a significant impact on enhancing the level of performance of the PCPF in the event of possible future circumstances.

3. Preparing and implementing specialized trainings and workshops inexperienced managers in operational planning. Experienced managers should also take part in these training and workshops so they can remain up-to-date with current problem-solving tactics, to raise their efficiencies and competencies.
4. Building and maintaining databases that illustrate current underlying issues, project future administrative issues, and identify the strengths and weaknesses of the PCPF.

5.3. Future study

Since not much research is conducted on operational planning within the Department of Logistics Affairs at the Palestinian Civil Police Force especially in Palestine, future studies should be conducted regarding this topic.

- A study should be performed on operational planning at the Traffic Department at the Palestinian police Force. Such a study would examine the role of operational planning in enhancing the efficiency of traffic police Department, which would allow them to provide better service to its citizens.
- A study on the role of operational plans in enhancing the productivity of the Palestinian Civil Police force at the Criminal Investigations Department should be conducted.

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7: Appendices

Appendix 7.1: Permission to Use the Questionnaire

Dear Miss/Mrs. Siyam,

My name is Mahmoud Zaytoun and I am a Master's student at the Arab American University - Jenin. I am currently working and developing my thesis on Operational Planning at the Department of Logistics Affairs at the Palestinian Civil Police Force. The purpose of my dissertation is to identify how operational plans are implemented at the Department of Logistics Affairs.

Your dissertation titled "Application of Strategic Planning and its Relationship with Performance on Governmental Organization in the Gaza Strip" was of particular interest to me and I really liked your survey questionnaire for this research. I seek your permission to adapt and modify your survey questionnaire for my dissertation. I will make sure that proper citation and reference is provided in my dissertation.

I am very thankful for your time and appreciate your help in completing my research.

Regards,

Mahmoud Zaytoun

BA, Administrative and Economic Sciences

mzaytoon@hotmail.com

Phone: 0568981093

Date: 10 September, 2017

Appendix 7.2: Permission to Distribute the Questionnaire

THE ARAB AMERICAN UNIVERSITY

الجامعة العربية الأمريكية

المديرية العامة للشرطة
إدارة الشؤون الإدارية

أدارة
رقم: ٧٧٥٥ / ٤٠٤
تاريخ: ٠٩/٠٩/٢٠١٧

التاريخ: 2017/8/29

حضرة اللواء حازم عطا الله المحترم
مدير عام الشرطة

الموضوع: تسهيل مهمة بحثية

تحية طيبة وبعد،

تهديك الجامعة العربية الأمريكية أطيب التحيات، وتأمل من حضرتكم تسهيل مهمة الطالب محمود شريف مصطفى زيتون حامل الرقم الجامعي: 21512439 أحد طلبة كلية الدراسات العليا بالجامعة العربية الأمريكية، حيث يقوم الطالب بإجراء بحث بعنوان:

واقع التخطيط التشغيلي في إدارة الشؤون الإدارية في الشرطة الفلسطينية

وتلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجنيد الأموال، أملين منكم التكرم والسماح له بتوزيع الاستبانة على إدارة الشؤون الإدارية في الشرطة الفلسطينية، لما لها من أهمية في إنجاح للبحث، والتوصل إلى توصيات هادفة، علماً بأن المعلومات والبيانات التي سيتم الحصول عليها ستستخدم لأغراض البحث العلمي فقط، وستبقى في منتهى السرية التامة.

وتفضلوا بقبول فائق الاحترام والتقدير،،،

عيد كلية الدراسات العليا


الجامعة العربية الأمريكية
كلية الدراسات العليا

دولة فلسطين
وزارة الداخلية
مدير عام الشرطة
03-09-2017
السادة
الرقم: ١٠٥٠٩ / ١٠٥٠٩

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1080

05/09/2017 10:59 FAX 02285503

Appendix 7.3: The Questionnaire

	<p style="text-align: right;">Arab American University</p> <p style="text-align: right;">College of Graduate Studies</p> <p style="text-align: right;">Strategic planning and fundraising</p>
---	--

To whom it may concern,

Greetings,

I would like to inform you that the student Mahmoud Sharif Mustafa Zaytoun is conducting a study titled "Operational Planning at the Department of Logistics Affairs at the Palestinian Civil Police Force in the West Bank," in order to complete the requirements for a Master's Degree in the field of Strategic Planning and Fundraising. Thus, please answer these questions carefully due to the importance of this questionnaire in completing the study. Note that all data and information collected through this questionnaire is strictly for academic use and will be confidential. The target group of this questionnaire includes branch managers, their deputies and department managers at the PCPF in the West Bank.

Instructions:

- 1. Please read the title of each paragraph for precise understanding.**
- 2. Please read the paragraphs carefully.**
- 3. Please put the sign (X) under your answers.**

Yours sincerely,,

Professor: Aysar Sussan

Student: Mahmoud Sharif Mustafa Zaytoun

Mobile: 0568981093

Part 1: General Information

1.1 Age

From 30 to 40 years ☐ Less than 30 years ☐

From 41 to 50 years ☐ More than 50 years ☐

1.2 Qualification

PhD ☐ Master's ☐ BA ☐ Diploma or below ☐

1.3 Practical experience in logistic affairs.

Less than 5 years ☐ 5 to 10 years ☐ 11 to 15 years ☐

16 to 20 years ☐ More than 20 years ☐

1.4 Practical experience in the police

Less than 5 years ☐ 5 to 10 years ☐ 11 to 15 years ☐

16 to 20 years ☐ More than 20 years ☐

1.5 RankColonel ☐ Lt. Colonel ☐ Major ☐Captain ☐ 1st Lieutenant ☐ Lieutenant ☐**1.6 Area of Work**Administrative Affairs ☐Branches of Administrative Affairs ☐**1.7 Job title**Director ☐ Deputy Director ☐**2. Part 2: Statements of the Questionnaire:**

2.1 Participation of executives in the development of operational planning						
#	Paragraph	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
2.1.1	Directors encourage subordinates to present their ideas and proposals.					
2.1.2	The senior management allows branch and departments managers to make observations on decisions.					

2.1.3	All operational units are consulted regarding activities needed to make operational planning.					
2.1.4	Senior management discusses staff on work barriers.					
2.1.5	Senior management discusses staff on work development.					
2.1.6	Senior management presents the operational plans to all departments and branches to obtain their views before approving them.					
2.1.7	Periodic meetings are held to discuss operational plans.					
2.1.8	Operational planning is limited to senior management.					
2.1.9	Proposals are taken into account in the finalization of the operational planning.					
2.1.10	Planning process is a continuous.					

2.2 Main constraints to operational planning						
#	Paragraph	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
2.2.1	There is communication between senior management and branches and departments					

	managers.					
2.2.2	Centralization of planning and decision-making process.					
2.2.3	Current and future material resources are studied when carrying out the operational planning.					
2.2.4	Current and future human resources are studied when carrying out operational planning.					
2.2.5	There is competence and experience specialized in operational planning.					
2.2.6	Sufficient funds are allocated to implement the operational plan.					
2.2.7	There are alternative operational plans to implement programs in case of emergencies.					
2.2.8	Current and future strengths and weaknesses are analyzed.					
2.2.9	Monitoring and evaluation at the administrative level to ensure that activities are conducted in accordance with the operational plans.					
2.2.10	The needs and requirements of the planning are provided.					

2.3 Requirements for successful operational planning

#	Paragraph	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
2.3.1	Providing databases on current administrative issues.					
2.3.2	Providing databases on future management issues.					
2.3.3	Accurate identification of available material and human resources.					
2.3.4	Accurate identification of potential physical and human potential.					
2.3.5	Providing a comprehensive and accurate vision for preparing plans for all activities to be achieved.					
2.3.6	Participation of employees in formulating operational plans related to their fields of work.					
2.3.7	Communication between the operational planners and implementers.					
2.3.8	Providing alternative for the operational plan, maintaining the level of performance					

2.3.9	Identifying strengths and weaknesses during operational planning.					
2.3.10	Identifying opportunities and threats surrounding management during operational planning.					
2.4 operational planning in logistic affairs						
#	Paragraph	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
2.4.1	Encourage subordinates by Directors to present their ideas and proposals					
2.4.2	Sufficient funds are allocated to implement the operational plan.					
2.4.3	Work meetings are held to discuss operational plans.					
2.4.4	There is competence and experience specialized in operational planning.					
2.3.5	Centralization of planning and decision-making process.					
2.4.6	Participation of employees in formulating operational plans related to their fields of work.					

2.4.7	Communication between the operational planners and implementers.					
2.4.8	Providing alternative for the operational plan.					
2.4.9	Use (SWOT) Analysis in the planning process.					
2.4.10	Monitoring and evaluation at ensure that activities are conducted in accordance with the operational plans.					

Thank You

Appendix 7.4: Sample Characteristics

Participant Demographics and Characteristics					
Variable name	Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Age	From 30 to 40 years	16	40	40	40
	41 to 50 years	24	60	60	100
	Total	40	100	100	
Qualifications	Diploma or below	11	27.5	27.5	27.5
	BA	22	55	55	82.5
	Master	7	17.5	17.5	100
	Total	40	100	100	
Practical experience in logistic affairs	Less than 5 years	9	22.5	22.5	22.5
	5 to 10 years	21	52.5	52.5	75
	11 to 15 years	6	15	15	90
	16 to 20 years	1	2.5	2.5	92.5
	More than 20 years	3	7.5	7.5	100
	Total	40	100	100	
Practical experience in the police	5 to 10 years	2	5	5	5
	11 to 15 years	2	5	5	10
	16 to 20 years	14	35	35	45

	More than 20 years	22	55	55	100
	Total	40	100	100	
Rank	lieutenant	1	2.5	2.5	2.5
	1st lieutenant	1	2.5	2.5	5
	Captain	6	15	15	20
	Major	17	42.5	42.5	62.5
	Lt. Colonel	11	27.5	27.5	90
	Colonel	4	10	10	100
	Total	40	100	100	
Area of Work	Branches of Administrative Affairs	23	57.5	57.5	57.5
	Administrative Affairs	17	42.5	42.5	100
	Total	40	100	100	
Job title	Director	23	57.5	57.5	57.5
	Deputy Director	17	42.5	42.5	100
	Total	40	100	100	

Appendix 7.5: Descriptive Statistics

Table 1: Means, Standard Deviation, and Participation Rate of Executives (%) in the Development of Operational Plans

#	Paragraph	Mean	Std. Deviation	%	t	Sig
1	Directors encourage subordinates to present their ideas and proposals.	4.33	.57	86.5	14.642	.000
2	Senior management allows branch and departments managers to make observations on decisions.	4.25	.59	85.0	13.437	.000
3	All operational units are consulted regarding activities needed to make operational planning.	4.15	.74	83.0	9.888	.000
10	Planning process is a continuous.	4.08	.80	81.5	8.530	.000
5	Senior management discusses staff on work development.	3.95	.71	79.0	8.411	.000
4	Senior management discusses staff on work barriers.	3.90	.67	78.0	8.473	.000
7	Periodic meetings are held to discuss operational plans.	3.78	.77	75.5	6.386	.000
9	Proposals are taken into account in the finalization of the operational planning.	3.70	.88	74.0	5.014	.000
6	Senior management presents the operational plans to all departments and branches to obtain their views before approving them.	3.63	.87	72.5	4.555	.000
8	Operational planning is limited to senior management.	3.05	1.24	61.0	.255	.800
	Q1. What is the degree of participation of the executive leaders in their input in the operational planning?	3.88	.45	77.6	12.506	.000

Appendix 7.6: Hypotheses Testing

Correlation Coefficients		There are no statistical differences regarding the participation of managers in formulating operational plans.
Operational Planning at the Department of Logistics Affairs at the PCPF.	Pearson Correlation	.627**
	Sig. (2-tailed)	.000
	N	40

Correlation Coefficients		There are no statistical differences in formulating operational plans regarding the constraints to the process of operational planning.
Operational Planning at the Department of Logistics Affairs at the PCPF.	Pearson Correlation	.610**
	Sig. (2-tailed)	.000
	N	40

Correlation Coefficients		There are no statistical differences in formulating operational plans regarding the requirements for successfully implementing operational plans.
Operational Planning at the Department of Logistics Affairs at the PCPF.	Pearson Correlation	.612**
	Sig. (2-tailed)	.000
	N	40

ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Participation of executives in the development of operational planning	Between Groups	.617	5	.123	.591	.707
	Within Groups	7.107	34	.209		
	Total	7.724	39			
Main constraints to operational planning	Between Groups	1.407	5	.281	.742	.597
	Within Groups	12.897	34	.379		
	Total	14.304	39			
Requirements for successful operational planning	Between Groups	1.422	5	.284	.680	.642
	Within Groups	14.234	34	.419		
	Total	15.656	39			
Operational Planning in the Logistics Affairs of the Palestinian Civil Police	Between Groups	.137	5	.027	.206	.958
	Within Groups	4.527	34	.133		
	Total	4.664	39			

ملخص

يهدف هذا البحث إلى التعرف على واقع التخطيط التشغيلي في إدارة الشؤون الإدارية في الشرطة المدنية الفلسطينية في الضفة الغربية وتم اجراء البحث بتاريخ 8 / 2017 . حيث تم استخدام منهج البحث الكمي وأداة الاستبيان لجمع البيانات من مجتمع الدراسة حيث وزع 40 استبانة استرد منها 39 استبانة أي ما نسبته (97.5%) وتم استهداف جميع مجتمع الدراسة المكون من مدراء فروع الشؤون الإدارية والدوائر في الضفة الغربية ونوابهم .

أظهرت النتائج وجود مشاركة عالية للمدراء التنفيذيين في وضع الخطط التشغيلية بلغت نسبته (77.6%) بينما كان دور متوسط للمعوقات على التخطيط التشغيلي بلغت نسبته (68%) ومع ذلك كان أكثر المعوقات تأثيراً على التخطيط التشغيلي هو ضعف الخبرات في التخطيط التشغيلي وعدم توفر بدائل للخطط التشغيلية. أما المتطلبات الضرورية للتخطيط التشغيلي بلغت نسبة مرتفعة (81.8%) وأهم تلك المتطلبات هي توفير قواعد بيانات عن المشكلات الإدارية المستقبلية وتحديد نقاط القوة والضعف .

كما خلص البحث الى مجموعة من التوصيات :

- المحافظة على مستوى مشاركة المدراء في إعداد الخطط التشغيلية .
- توفير خطط تشغيلية بديلة .
- توفير دورات متخصصة في التخطيط التشغيلي لرفع كفاءة المدراء في إعداد الخطط التشغيلية.
- توفير قواعد بيانات للمشكلات الإدارية المستقبلية.