



**Arab American University
Faculty of Graduate Studies**

**The Impact of Domestic Culture on the Effectiveness of Strategic
Planning in Palestine**

By

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Supervisor

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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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Student's Delegation

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Ghadeer G.M. Khalil



Dedication

This research comes as a personal responsibility and commitment from me towards my great resilient nation and beloved country Palestine. A humble contribution in the path of positive change, development and freedom.

Ghadeer G. M Khalil

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Praise, thanks and gratitude to the One God, Who taught man what he didn't know.

I am sincerely grateful to my honorable supervisor Dr. Khalid Rabaya for his patient guidance and valuable support. Otherwise, the final form of this research would not have been as successful as is.

I extend my sincere thanks and appreciation to my family for their support and encouragement during my Master's studies, especially my dear mother, my husband and my children and all of whom had patience and suffered with me during my research period.

Ghadeer G. M. Khalil

Abstract

Strategic planning is considered by all kind of organizations, being public or private as an effective scheme, which allows these organizations to flourish and stay competitive. In the latest decades, these management practices gained enormous momentum in developing countries, as is in developed countries, and they indeed become common practice. However, practicing strategic planning does not always lead to the same level of success among organizations, and even among different countries. Various reasons might influence the level of success and effectiveness of the strategic planning practices. We believe that prevailing culture, common beliefs and attitudes, contribute to explaining some of these differences in strategic planning effectiveness. As is revealed by the extensive literature review that was conducted throughout this study, we did not come across studies that dealt with this issue so far. This is one reason why we decided to conduct this study.

This research was conducted between Feb. 2017 and Feb. 2018 in Palestine, and aimed at investigating the impact of domestic cultural on the effectiveness of strategic planning in multi-sector organizations. The method applied in this research focused on using a well prepared questionnaire which included the needed variables and constructs that allowed to examine the case. Staff employed at governmental, NGOs and private sector institutions were targeted by this study. Special attention was given to Hofstede's cultural dimensions, which allowed us to measure culture and to quantify its effect on strategic planning efficiency. Data were collected from 121 questionnaire distributed on 34 different organization, while sample covered private, public and NGO sectors.

Collected data were encoded, cleaned and analyzed using SPSS and AMOS data analysis tools. Structural Equation Modelling (SEM) was used to analyze and quantify

the impact of cultural dimensions on the effectiveness of strategic planning among Palestinian organizations.

In relation to Palestinian culture, Data analyzes revealed that Palestinians are high in collectivism, somehow moderate in uncertainty avoidance and power distance, while they are moderate in masculinity. When tested by SEM and integrated in the used theoretical model, these cultural dimensions, succeeded in explaining approximately 78% of strategic planning effectiveness. The research also succeeded in analyzing the extent each cultural dimension contributes to strategic planning effectiveness.

The findings contributed to raising managerial awareness of domestic cultural aspects within workplaces in various sectors. It indicated that domestic culture dimensions are present in Palestine and how they affect strategic planning effectiveness. These findings and results are expected to assist politicians, managers and planners to increase strategic planning effectiveness by eliminating obstacles against effective strategies in the future accordingly. Results can contribute to effective development plans on the short and long-term levels.

Keywords: Culture, Strategic Planning, Effectiveness

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List of Abbreviations

NGO	Non-Governmental Organization
SEM	Structural Equation Modelling
PNA	Palestinian National Authority
PA	Palestinian Authority
WFP	World Food Program
PCBS	Palestinian Central Bureau of Statistics
oPt	Occupied Palestinian Territories
GDP	Gross Domestic Product
SP	Strategic Planning
UN	United Nations
COL	Collectivism
IDV	Individualism vs. collectivism
PD	Power Distance
PDI	Power Distance Index
LTO	Long- term Orientation
UA	Uncertainty Avoidance
UAI	Uncertainty Avoidance Index
MASC	Masculinity
Formal	Formality of Strategic Planning
Inclusiv	Inclusiveness of Strategic Planning
ManagPart	Management Participation in Strategic Planning

Effectiv	Effectiveness of Strategic Planning
Barrier	Barriers to Strategic Planning
UAE	United Arab Emirates
USA	United States of America
EFA	Exploratory Factor Analysis
ML	Maximum Likelihood
KMO	Kaiser-Meyer-Olkin test
CFA	Confirmatory Factor Analysis
SRMSR	Standardized Root Mean Square Residual
RMSEA	The Root Mean Square Error of Approximation
AVE	Average Variance Extracted
CR	Composite Reliability
MSV	Maximum Shared Variance

List of Chapters

Chapter One: Introduction

Chapter Two: Theoretical Background, Discretization of Keywords, and Literature Reviews

Chapter Three: Research Methodology

Chapter Four: Data Analyses and Study Findings

Chapter Five: Conclusion

Chapter 1: Introduction

The last century showed rapid growth in countries' development around the world in a race to seek to establish a significant position in this universe. Immense efforts and budgets have been designated for the determination guided by long and short-term strategic plans for each country, at both, micro and macro levels. For this reason, new attention has been directed to strategic planning in political and managerial issues since the 60's. According to Al-Shammari (2008), regarding the issue of implementing the process of strategic planning, attention has shifted towards the effectiveness of strategic planning. Many studies discuss this topic, which mainly focus on the industrial countries such as the USA, Canada, Japan, and countries in Europe, with little attention to developing countries, specifically the Middle East. Nevertheless, this topic is studied on various levels.

Culture plays a significant role in the daily lives of people around the world. Since the 1960's, the role of culture has been recognized as an important factor affecting development. The differences in cultural dimensions available between countries manipulate the degree of effectiveness of development efforts. These development efforts were guided by strategic planning. Developing countries are facing slow development regardless of the efforts and budgets allocated to this issue. Arab countries are a good example of this. Managerial processes and strategic planning are linked to the cultures of managers and staff in various organizations leading these development efforts. The idea becomes obvious if dimensions of Arab culture were compared to Western culture, for example.

Palestine, as part of the Arab world, also suffers from the same problem. Since the establishment of the Palestinian National Authority (PNA) as a result of the Oslo

Accords in 1993, has failed to effectively implement any national strategic plan. Constant planning, along with the failure to adopt implementation methodologies, is due to the dependence on the Israeli occupation, despite the fact that this has not been justified. The same situation was also recognized on corporations' micro level, aside to the national level which makes investigating this issue worthwhile. New scientific methods, such as the Cultural Dimensions Theory, should be adopted to explain this fatal problem which Palestine suffers from. This research examined this dilemma through the following research question: What is the domestic culture in Palestine and how does it impact the strategic plan's effectiveness?

Many studies show that there is a significant relationship between domestic culture and strategic planning in each country (Rauch, Frese, & Sonnentag, 2000; Janicijevic, 2012; Toding, Samdin, Madjid, & Nasrun, 2017). It was found that culture affects the effectiveness of strategic planning and decision making policies in different institutions and on various management levels. In addition to available studies, the researcher devoted this imperial research for examining the Palestinian case specifically. The following research questions were assigned to reach an answer for the main research question:

- 1- To what extent is Palestine oriented towards long-term orientation?
- 2- To what level is Palestine scoring in power distance cultural dimension?
- 3- Are Palestinian institutions employees oriented towards collectivism or Individualism?
- 4- Are Palestinian institutions employees oriented towards the uncertainty avoidance cultural dimension?

5- Are Palestinian institutions employees oriented towards masculinity cultural dimension?

6- Do cultural dimensions in Palestine have significant correlational effect on strategic planning effectiveness?

The results are the first of its kind in this field and contribute immensely in assessing the main reasons for the failure of Palestinian organizations to implement strategic plans. This leads to a better understanding of this critical problem and lead to better policies towards national development and institutional managerial success.

1.1 Research Background

Since last century, development efforts have accelerated in a significant way in many countries and aspects of life around the world. Attention is being given to strategic planning since the 1960's as to lead development at the macro national level and micro organizational level. Many studies have supported the notion that strategic planning establishes enhanced long-term competitive positions and boosts overall organizational performance (Al-Shammari, 2008). New interests have been directed towards the effectiveness of strategic planning. Greenely (1994) studies the differences between nations regarding the effectiveness of strategic planning, where he states that even though organizations that adopt the principles of strategic planning will show improvement, there will be differences between national and international cultures that will most definitely influence the operations of the organization.

Effectiveness of strategic planning, on the other hand, was studied by many researchers regarding its formality and processes from a managerial perspective, while other researches and theories were established regarding the topic from a cultural point of

view. These theories are now widely and globally recognized for their reliability in analyzing cultural reasons behind the effectiveness of strategic planning or no effect at all. One of these leading theories is the cultural dimensions theory by Geert Hofstede established in the 1960's. This theory remains widely used in many organizations to investigate cultures within the organizations.

1.2 Motivation

Since the establishment of the PNA as a result of the Oslo Agreement in 1993, it has failed to fully implement any national strategic plan. Constant planning, along with the failure to adopt implementation methodologies, is due to the dependence on the Israeli occupation, despite the fact that this has not been justified. The same situation was also recognized on corporations' micro level, aside to the national level which makes investigating this issue worthwhile. Based on a report by the World Food Program (WFP) (2017) regarding strategic planning in Palestine, the country suffers from restricted trade and access to global markets, high unemployment rates, stagnation, and an increase in the rates of poverty, food insecurity, and continuous political and economic conflict. The report indicated that this unchanged situation does not take into consideration donations regarding the humanitarian response plan, which has been supported by twelve donors since 2009. The number of donors has decreased to one and the cause for this may be the ineffectiveness of these donations and their interest in other donation aspects.

Another report regarding the progress of implementation of the Palestinian Reform and Development Plan 2008-2010 issued by the PNA itself mentions that Palestine had endured an 8% decline in GDP in 2006, 0% growth rate in 2007, and a very low growth

in the first quarter of 2008, due to the persistent restrictions on the movement of goods and people. The report further indicated that the number of people in need of social assistance has increased, as a result of rising unemployment rates and poverty within the country. Data from the Palestinian Central Bureau of Statistics (PCBS) in 2007 showed that overall unemployment in the Occupied Palestinian Territories (oPt) stood at 22% (West Bank 19%; Gaza 33%) PNA (2008). The PCBS on the other hand in a latest report in 2017 titled “Palestine in Figures 2016” indicated that the unemployment rate in the West Bank is almost unchanged with a percentage of 18.2%, while in Gaza it increased to 41.7% despite of efforts, budgets and plans to develop the country and boost the economy (PCBS, 2017).

Other reports by other donors and international parties can be found on this topic. Most of them indicated external reasons for strategic planning and development failures and blame the Israeli occupation for unfulfilled plans which truly cannot be neglected. However, when investigating internal reasons for this issue, other scientific reasons can be found apart to those external barriers that are related to domestic culture in Palestine and Palestinian institutions. This issue needs to be examined and studied from other angles to assess the situation deeply and scientifically in order to understand how to address this issue in the future, so as to reach a well-shaped and significantly developed Palestinian state as this nation deserves, not only on state macro level, but also on organizations and firms micro level.

1.3 Research Questions

The study reflects the necessity of adopting strategic human resources planning and development in a systematic approach in Palestinian institutions. It is important to

understand the characteristics of the present cultures within a nation and national institutions to be able to lead available human resources toward the successful implementation of strategic plans. An understanding of the domestic cultures in Palestine is the first step in trying to comprehend the reasons behind the low performance and ineffectiveness of strategic planning in organizations. Cultural dimensions are aimed to be understood in Palestine as an intermediate agent to strategic planning effectiveness. Thus the domestic cultural dimensions identified as a result of this research, can be addressed in order to change the current processes of strategic planning. Through the following research questions:

To specify the impact of the peoples' culture on strategic planning, this research addressed the following research questions:

1. To what extend is Palestine oriented towards long-term orientation?
 2. To what level is Palestine scoring in power distance cultural dimension?
 3. Are Palestinian institutions employees oriented towards collectivism or Individualism?
- 1- Are Palestinian institutions employees oriented towards the uncertainty avoidance cultural dimension?
 - 2- Are Palestinian institutions employees oriented towards masculinity cultural dimension?
 - 3- Do cultural dimensions in Palestine have significant correlational effect on strategic planning effectiveness?

It is valuable to note that such research could have much numberless research questions and hypothesis related to its topic and quantitative study. For the purpose of this

research we chose to limit the research questions to the above listed as not to expand in wider space of knowledge.

1.4 Problem Statement

Strategic planning was acknowledged since the 60's as one of the main management and planning tool to assure success, sustainability and development of any project, firm or even policy on national level. Palestine as an apart of other nations seeking development also started using strategic planning during the last two decades since the PNA was established. Despite of the donations to the support the PA in establishing well developed national strategic plans received since then in the form of experts and knowledge sharing or in the form of financial aids, it seems none of the PNA national SP's until today was significant or reached the goals it was assigned for. The same situation can be said on firm's level. The number of firms known in the markets for their sustainability and growth are very few compared to the number of firms registered in the financial markets.

The problem of strategic planning ineffectiveness needs to be addressed and understood on both, the national and firms' micro levels to assure significant development, growth and sustainability in policies and levels of national economy. One reason affecting this is the national/domestic culture. The focus of this thesis will be on the evaluation of the relationship between domestic cultural dimensions and the impact of domestic culture on the effectiveness of strategic planning.

To toggle the cultural aspect impacting the effectiveness of strategic plans in Palestine, the research highlights the following main research question: *What is the domestic culture in Palestine and how does it impact the strategic plan's effectiveness?*

1.5 Study Objectives and Significance

Strategic plans fail to reach its goals on the national and as well as on the firm level. Development programs are never sustainable. Firms' profits and growth are not as expected or desired. Many similar problems are recorded which can be associated to domestic culture. As this research is the first of its kind to discuss the cultural dimensions in Palestine and how it impacts the effectiveness of strategic planning, the results are expected to be very valuable for policymakers and institutional managers at the micro level.

Conclusions are expected to help in understanding the reasons behind the failure in achieving goals and objectives assigned to strategic plans. Undesirable cultural dimensions are to be addressed for change in the long and short run to assure successful strategies in the future. If the obstacles facing strategic planning in Palestine are tackled, Palestine will reach the maximum benefit of efforts for development.

This research objectives are briefed in the following:

- 4- Examine what cultural dimensions are available in Palestine
- 5- Examine strategic planning effectiveness through nonfinancial procedures and factors
- 6- Study the relation between available cultural dimensions and strategic planning effectiveness to understand how it affects ineffectiveness in strategic plans toward development goals.
- 7- Results are to assist understanding the problem of strategic plans inefficiency on National level and on micro institutional level in various sectors in future plans.

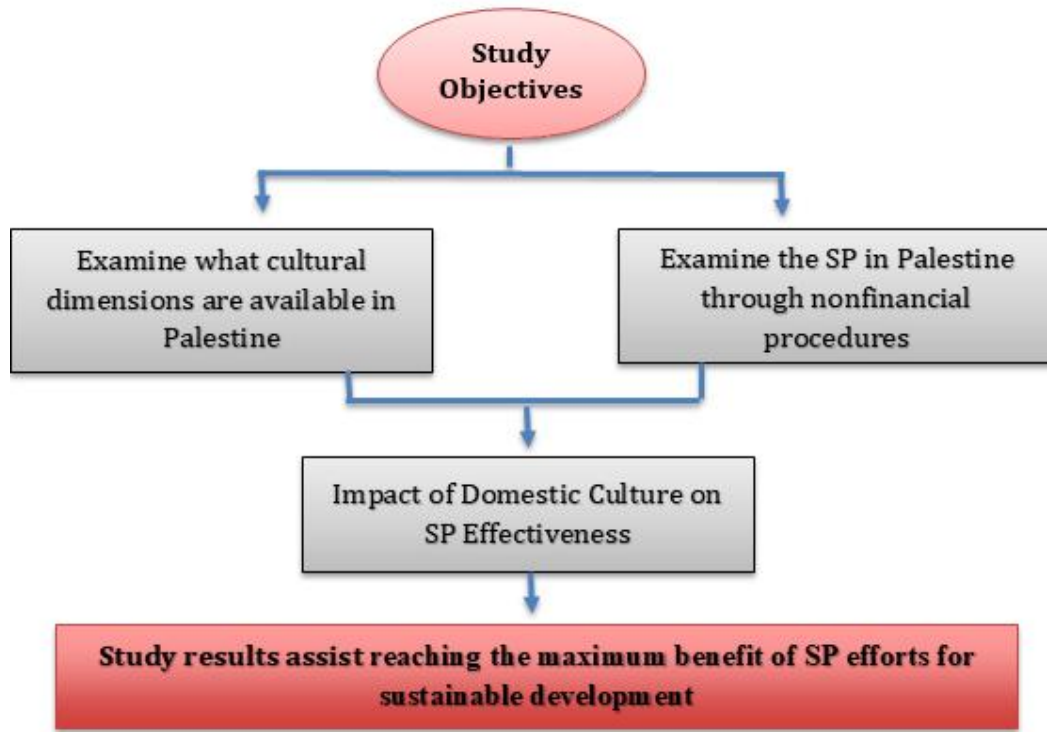


Figure 1: Researcher's Study Objectives Summary

1.6 Scope of Study

Movement between cities and governorates is a very difficult mission due to political situation. That is in addition to siege on an important part of nation. This led to the reduction of the targeted sampled area and limits this study to one city in the West Bank, which is the city of Ramallah. Only 10% of the sample includes those in Gaza and East Jerusalem.

The sample did not include all governorates, which is considered a weakness as it may affect the results. This is due to the fact that each governorate in Palestine has its own

unique culture and tradition, which makes this study further interesting. Also, since each governorate has its own culture and tradition, responses may affect the overall findings of the research. Therefore, the findings of this research may not necessarily be applicable to other governorates in Palestine.

1.7 Structure of Research

In order to reach a scientific answer as a conclusion for the research question, which is the main argument, this research ran through the following chapters:

- **Chapter 1:** This chapter mainly ran through the introduction, research background, motivation, statement of the problem and questions, study objectives and significance, limitations and the scope of the study.
- **Chapter 2:** Theoretical model of the study and literature reviews were the main topic of this chapter. Theoretical framework of the study, framework components and study hypothesis were covered as to prepare the reader for the next sections related to research methodology. In Addition, strategic planning definitions and procedures were discussed and identified, along with its elements as to give an overview of the main topic of this research. That is not neglecting leaping to strategic planning and management within Arabic context to have a glimpse of what the situation of strategic planning in Arab countries is. It also discussed discretization culture and cultural models. After defining culture as a concept, researcher had a quick overview of Hofstede's model, were 5 of its used cultural dimensions were described.

The review of related literature were synopsisized in this section. Following, main concepts discussed through the research were defined to reach to the knowledge gap research aims to cover and rational of research.

- **Chapter 3:** Research Methodology was discussed through sections related to Research Approach, Research Design, Variables, Data Collection and Analysis Procedures, Sample Technique Respondents, Questionnaire, Interviews and Limitations and Assumptions.
- **Chapter 4:** Data analysis and study findings were approached pre leaping to findings discussion. Related topics such as: Data editing and encoding, data screening, profile of respondent characteristics, theoretical framework of the study was discussed. In addition, other topic related to quantitative research section were followed such as: Reliability analysis, descriptive statistics of constructs, descriptive statistics of cultural variables and model testing.
- **Chapter 5:** The final chapter was the conclusion chapter. Research findings and argument final answers were taken here. It leaded the researcher to discuss the contributions of these findings at a national level. Also future research direction were advised accordingly.

Chapter 2: Theoretical Background

2.1 Strategic Planning: Definitions and Procedures

Strategic planning was originally used by military forces to plan and obtain long-term goals to assist them in winning battles. During the 1960's, strategic planning began to be utilized in business and became a management tool for companies on micro and macro levels. Many studies were also established on the topic related to best practices and procedures to assure effective strategic planning. Nowadays, it is considered one of the main aspects for effective planning, development and sustainability in any company or institution.

2.1.1 Definitions of Strategic Planning

Regis (2008) has defined strategic planning as Mintzberg (1994) noted that firms' managers had a specific definition for strategic planning in the 1960's where it was first adopted in management, which was the single method of formulating and executing business strategies that would improve the competitiveness of each organizational unit within an organization. The method of framing, applying, and analyzing an organization's strategies for conducting business to attain the organization's pre-established objectives. He further indicated that to strategically plan for is not the same as strategic thinking. Strategic planning requires analysis, while strategic thinking incorporates elements of planning, analysis and thinking. Indeed, strategic thinking requires for the process to be carefully and thoroughly researched before implementing the plan. Planners need to consider formal analyses and actual data, which should contribute to the process of strategic planning, and assist them in knowing they are on

the right path. It also aids in formulating new ideas which definitely contributes to the strategic planning process.

On the other hand, Poister (2010) defines strategic planning as the process that involves taking into consideration where the organization is heading in the future, including relevant facts of the organization and subjective evaluation of the organization's objectives, priorities and values to be able to document a future course of action. This guarantees the organization's dynamism, productiveness, success, and its ability to give back to its community. In line with the United Nations' (UN) Manual on Strategic Planning for Managers (2017), a well thought-out strategic plan compels motivation, liability, and results.



Figure 2: Relationship between Mission, Vision, and Values with Strategic Planning at UN.

Source: UN Manual on Strategic Planning for Managers, 2017.

2.1.2 Strategy Concept

Strategy is a high level plan to achieve one or more goals under conditions of uncertainty Statistics Denmark (2017). The strategic planning process starts by identifying the vision, mission and main goal of the client or organization in consideration of the long-term perspective. To assure effectiveness, strategic planning should take into consideration processes, resources, budget and timeframe of implementation. It is also a continuous process through all production stages starting prior to implementation, revisited during the implementation phase, and re-evaluated periodically throughout the phase, and after it is finalized. After that, the process should start over again. Ferreira (2008) summarized the strategic planning process through the following chart:

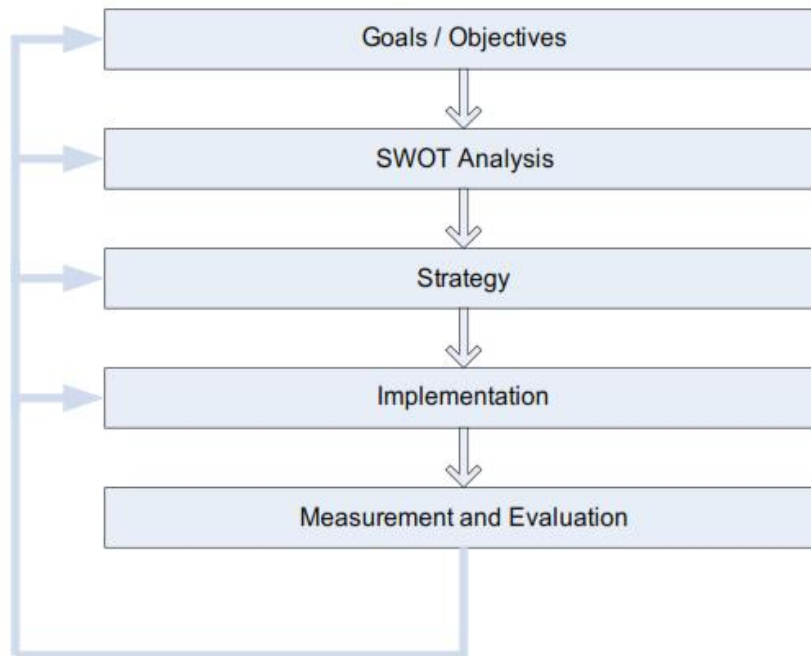


Figure 3: Summary of the Concept of Strategic Planning.

Source: Ferreira (2008)

Successful strategic planning includes participation from all managerial hierarchy levels, as contributions from each level covers the knowledge area they are specified in.

The following is a table by Rouse (1982) showing planning roles:

Plan Developed By:	Advantages	Disadvantages
Full Board of Directors	<ul style="list-style-type: none"> ▪ Ownership by leadership ▪ Board becomes more informed about programs and activities 	<ul style="list-style-type: none"> ▪ Time availability may be limited and scheduling difficult ▪ May not achieve staff ownership
Staff	<ul style="list-style-type: none"> ▪ Clear understanding of operations ▪ Time flexibility 	<ul style="list-style-type: none"> ▪ Limited board involvement and subsequent ownership ▪ May detract from other staff responsibilities
Committee	<ul style="list-style-type: none"> ▪ Manageable size ▪ Can include a variety of perspectives (such as board, staff, partners, constituents, etc.) 	<ul style="list-style-type: none"> ▪ Full board may not feel sense of ownership of plan details ▪ Board perspectives may be excluded
Consultant	<ul style="list-style-type: none"> ▪ Good understanding of planning process ▪ Should produce timely and professional-looking plan 	<ul style="list-style-type: none"> ▪ Limited board and staff participation may lead to limited sense of ownership of plan details ▪ Limited board leadership development

Figure 4: Planning Roles in an Organization.

Source: Rouse (1982)

2.1.3 Strategy Elements

Strategic planning can be found in two main shapes: formal and informal planning. Informal planning refers to plans that are not according to an assigned time schedule nor refer to a written document containing goals, budget details and parameters that can be tested to check effectiveness. Contrary to this is the formal strategic planning which is evoked after a series of meetings on various managerial levels to identify organizational goals, implementing activities, allocated budgets, and timeframe of implementation

combined in a formal document. The formal strategic planning process consists of six steps or elements according to Regis (2008):

1. Defining the organizations' mission, vision, values and goals.
2. Analyzing external environment; identifying (opportunities and threats).
3. Analyzing internal environment; identifying (weaknesses and strengths).
4. Select strategies that build on the organization's strengths and correct its weaknesses in order to take the advantage of external opportunities and counter external threats.
5. Strategic implementation.
6. Evaluation and assessment.

Steps 1-4 are normally grouped into one task group called "strategy formulation", while steps 5-6 are the implementation stage at which the organization designs the appropriate organizational structure and control systems to put the organization's strategy into action, and operates an auditing system to assess and evaluate the progress of implementation, taking any correction action when needed.

2.1.4 Strategic Planning in Relation to Culture

Many researchers expressed interest in studying the factors affecting the effectiveness of strategic planning. One of those most obvious factors recorded was the national and organizational culture represented by the cultures of staff employed at organizations. King and Cleland (1978) define culture as the cohesive systems of attained behavioral patterns. To them, these social cultures influence organizational cultures and define what can be accomplished effectively and the means decided for this aim.

Other researchers, such as Snodgrass (1984), discussed how cultures affect strategic planning and control processes. Her work came to complete the idea of Horovitz (1980)

who designed a model regarding management control and culture as part of the organizational planning process.

Redding and Martyn-Johns (1979) developed a model to study how culture affects managerial practices including planning. According to Redding and Martyn-Johns, planning is a cognitive process which consists of several mental constructions: Causality, Probability, Time (urgency), self and Morality. These cognitive processes are all affected by culture for events perception and priorities in decision making and planning.

2.1.5 Strategic Planning and Management within Arabic Context

There are few Western researches on strategic planning that give attention to the Arab world. Also, very few Arab researches are performed regarding the strategic planning status in Arab countries. These studies are mainly built upon Western research methodologies in the field and are not considered an establishment for new methodologies. On the other hand, there are vast differences between Arab countries, although they share the same culture, religion and language.

A leading study conducted recently regarding strategic planning in the UAE was performed by Elbanna in 2010, where he states that the results actually show few and insignificant differences among public and private organizations, and between small and large organizations. Furthermore, he notes that there are no significant obstacles that deter management from adopting strategic planning processes. He also adds that upper management personnel are more likely to be involved in the process of strategic planning.

Another research performed by Aldehayyat (2008) regarding the status of strategic planning in small firms, mainly in Jordan and other Arab countries. The findings indicate that not much attention is given to the use of strategy techniques and the greatest technique that is used is financial analysis. This technique is very popular among organizations in various countries around the world. He also concluded that little attention is given to the internal environment analyses while most attention and focus is on the external environment, such as analysis performed on the competence of different business units, human resources, and value chain analysis. Moreover, results illustrate that organizations do not usually perform portfolio analyses, use strategic planning software tools, conduct experience curve analysis, or analyze the organizational culture within (although the processes of strategy formulation and implementation were found to negatively affect the organizational culture).

2.2 Discretization of Culture and Cultural Models

2.2.1 Definition of Culture

Walkerm (1995) defines culture as the attitudes, ways of thinking, beliefs, social behaviors and values shared by people from the same society and region. They share the same views of the world and exhibit the same styles of behavior. They also possess the same work ethic and it is what shapes the operations of an organization. Hofstede (2005) defines culture as the inherent qualities and characteristics that are embedded in people from certain regions and countries from a young age. Dedousis (2004) defines national culture as the mental programming of people from the same nationality. It distinguishes people from others. This mental programming shapes the perceptions of

people from certain nationalities forms the attitudes, beliefs, and values learned at childhood.

2.2.2 Definition of Culture in Arab Context

Culture was also defined in an Arab context by many researchers. Al-Soufi (2005) explained that culture is established by a group of people, incorporated by others, accepted as the norm, and flowed on to the newer generation. It is what brings people together, allows them to ponder about themselves, and helps them to confront the outer world.

Other researchers, such as Najm (2015), have described the Arab culture as being based on two major factors: the language, which is Arabic, and the religion, which is Islam. Nydell (2002) believes that Islam is the major factor that differentiates the Arab culture from other cultures, where Islam is governs politics, the rule of law, and societies' social behaviors. Accordingly, a definition of culture can be generated for the purpose of this research, and is the beliefs, norms, traditions, social regulations and decision making styles a person is raised upon affected by history, religion, language, and geographical region.

2.2.2.1 Culture in the Palestinian Context

Palestine as a part of the Arab world is affected by almost same main culture formation factors: social interaction, education and social learning processes, geographic effects, language, religion... etc. In addition to the traditional effect by Islam religion same as other Arab countries, multiplicity of religions through having a combination of Islam and Christianity as main religions between Palestinians and interaction between the two

religions living peacefully side by side gave uniqueness to Palestinian culture. Historical events since ancient history and continuous occupations by various avid parties contributed also in the uniqueness of domestic culture through the accumulative collective psychology and learning experiences interfered by consecutive generations. It also shaped the collective view of the world, other nations, past and future.

Politics and power between what so called Israel and Palestine is a fundamental factor of culture (Stein, 2004). The power is not only reflected in state power, but also it has roots in economic control as well according to the same source. The struggle created cultural resistance practices as an instrument or weapon for resilience and survival. This was reflected on the everyday life, Politics, folklore, poetry, literature, and knowledge bank of the Palestinian nation in general.

According to Sharif Kana'neh (2011), these continuous struggles and unstable living conditions with continuous clashes with various nations and cultures formed changes on the Palestinians as an adaptive natural response. The author discussed how these changes were on three levels:

- The physiological structure of the nervous system on long run changes as development change related to genetics.
- The psychological characteristics of the Palestinians on mediate run.
- Cultural, social and behavioral changes on the short run.

Kana'neh also discussed how the Israeli occupation contributed in changing the social gender equity towards women in difference with most Arab nations. The reason behind this change was that women became the head of many families after detaining their husbands or death. This included new economic roles and responsibilities and

eventually change in the whole traditional role of women known in the Arab culture and in return change in the social image and understanding for this gender.

Thus Palestinian culture is very much unique and different from other Arab nations living in the same area. The unique historical events, continuous occupations and interaction between three religions is a case that can't be duplicated in any other Arabic nation. For this the Palestinian culture and Palestinian personality is diffidently a special case worth of deeply examining and considering in apart of other Arab nations.

2.3 Cultural Models

In order to identify cultures within nations or organizations, many researches were conducted to analyze values and attitudes related to each culture. In this process of investigating cultures and its relation to various management shapes, many cultural models and theories were formed. Cultural models are a representation of a specific culture in order to perceive a culture in an easy fashion. The internal structures of cultural models comprise of main elements that are imbued by default values. These values undergo a change to other different values when individuals are exposed to certain events (Bennardo and Munck, 2014). Cultural models ease the process of recognizing and categorizing different cultures, even though they may slightly differ, for example, in their behaviors. These models play an essential part in generating individual behaviors.

A simplified way to comprehend our complex social world is to generate cultural models or maps. They are constructed of ideas and behaviors extracted from certain cultures and that are incorporated in everyday life (Fryberg, 2007). These models are so rooted in our everyday lives, individual practices, and institutions, and thus impact

effectiveness, achievement and success. If the effect was considered negative or undesirable, management may consider change in available cultures among its different employees' hierarchy levels. This change is mostly faced by resistance as a natural response since it touches individual beliefs and attitudes. This phenomenon is called "cognitive dissonance". This term was invented by Robert Festinger and described it as a phenomenon that is inherent in all cultures when certain beliefs are challenged. It alludes to an uncomfortable feeling when people's strong beliefs are proven wrong. It happens when new ideas are presented (Wursten, 2014). To minimize resistance to change, management must be sensitive and understanding of the different cultures that exist, if employees are expected to acclimate to those changes. For change to be possible, management should understand the components of change and resistance to change, as well as how to design different motivation tactics to match the various cultures within an organization. There are many cultural models constructed by many researchers. Thus, for the purpose of this study, the most widely known models only are mentioned. Thus the researcher ran through a quick abstract for the most famous models known in the Western literatures: Schwartz Model, Halls model, GLOBE cultural model and at last Hofstede cultural dimensional model which was chosen to study the cultural dimensions for the purpose of this study.

2.3.1 Hofstede's Cultural Model

Hofstede constructed a roadmap to evaluate change management and resistance to change within an organization. His model, the 5-Dimensional Model for Cultural Differences, consists mainly of individualism vs. collectivism, power distance, uncertainty avoidance, long-term vs. short-term orientation, and finally, masculinity vs.

femininity. Each culture within a country shares common issues that revolve around 5 fundamental aspects of human behavior (Wursten, 2014). These dimensions are considered as clusters to define and study cultures. The impact of these clusters can be observed in issues related to negotiations, decision-making, consumer behavior, entrepreneurship and teamwork, in addition to social behaviors within a society or family.

The following are the five cultural dimensions discussed through Hofstede's Cultural Dimensions Theory.

2.2.3.1 Individualism vs. Collectivism

Individualism relates to groups of people in which every individual is self-reliant: each individual has the freedom to take care of him/her and his/her immediate family members. Meanwhile, collectivism relates to societies where all members of society work together, look after each other, prioritize other before themselves, and are integrated into strong and unified groups throughout their lifetimes (Hofstede, 2005). Collectivism is the degree to which individuals set aside their own problems in order to help others in need. They put themselves second to the concerns of other people (McCoy, 2005). Based on Hofstede's (1994) study and according to his classification system, Arab countries obtained a score of 38 out of 100. Arabs were more likely to be collectivists rather than individualists. Hofstede notes that there is an inverse relationship between this dimension and the power distance dimension. High power distance cultures, such as Arab countries, tend to be more collectivist nations. In countries such as these, individuals tend to rely on groups, especially on authority figures (Hofstede, 1994).

2.2.3.2 Power Distance

This dimension refers to the degree to which less powerful employees within a country accept and understand that power is unequally distributed (Hofstede, 2001). Power distance is defined by Hofstede as the degree of interpersonal power or influence between an employee and his superior (Hofstede, 1991). According to Hofstede, decisions in organizations and also within family members are taken according to favor and loyalty of the inferiors towards the superiors. This idea was supported and confirmed by researches which results showed positive relation between high power distance dimension and paternalism. Countries high in power distance illustrate the dependency to which employees greatly rely on their superiors. This includes Arab countries, where, based on a study of the extent of power distance between countries, they have scored 80 out of 104. Arab countries ranked 7th place among the 50 countries that were included in the study (Najm, 2015).

2.2.3.3 Long-Term Orientation

Long-term orientation refers to the degree of the time orientation pertaining to a culture within a country. It focuses on the balance between long-term opportunities and short-term satisfaction. Long-term orientation emphasize on the extent to which a culture within a country adopts, or not, long-term dedication to traditional, and forward-thinking values (Lee, 2012). Organizations operating in cultures with long-term orientation emphasize on the future and are more open to long-term investments and changes in the long-run (Waarts, 2005). Furthermore, institutions with a focus on long-term orientation emphasize on future results, institutions with a focus on short-term orientation emphasize on the past and on fast results (Obeidat, 2012). Arab countries

scored 38 in this dimension which is considered very low, and consequently, Arab countries are regarded as short-term oriented. They highly regard virtues related to the past and present, while they have deep respect for their culture and traditions and fulfilling their social obligations (Hofstede, 2001). Obeidat (2012) states that while taking into account that cultures focusing on long-term orientation highly encourage planning, and that Arab cultures value planning ahead in order to reduce uncertainty, Arabs may be classified as long-term oriented. This score may be associated with high family-orientation as well as a high sense of belonging to one's culture.

2.2.3.4 Uncertainty Avoidance

Uncertainty refers to situations or consequences that are unpredictable and unknown. There are individuals who feel very comfortable and are able to deal with uncertainty better than others. Likewise, there are some individuals who prefer to play it safe and feel more comfortable trying to avoid uncertainty. Uncertainty avoidance refers to the extent to which society cannot endure ambiguous situations and feel threatened by them. Societies such as these may choose to avoid unpredictable situations by adhering to strict codes of behavioral patterns, belief in the absolute truth, initiating formal rules and regulations, and the intolerance for nonconformity of accepted ideas and behaviors. People who make every effort to avoid uncertain situations are said to be concerned with security in life, abide by established rules, are unlikely to take risks in their lives, while people who enjoy and thrive on risk-taking behaviors are said to be less perturbed by the future, bend the rules, and are more risk tolerant Hofstede (1980). Cultures that are associated with high uncertainty avoidance often encourage individuals to depend on their governments, while cultures associated with low uncertainty avoidance promote

employee empowerment (Obeidat, 2012). Hofstede (1980) asserts that cultures with low uncertainty avoidance, such as the UK and Denmark, are somewhat tolerable of some risk-taking behavior. An interesting idea by Hofstede (2001) is that claim he makes in stating that individuals who belong to high uncertainty avoidance cultures are constrained by the formal rules established by management regarding innovation and creativity. He says that it restricts individuals from thinking creatively. Furthermore, as Obeidat (2012) mentions, employees in this type of culture believe that an organization's rules should not be broken. Arab countries scored 68 out of 100 on this dimension which is considered low. This low score can be linked to the Islamic religion which is the main religion of most Arab countries. That is since Islam emphasizes on relying on God and accepting His wills in all circumstances.

2.2.3.5 Masculinity vs. Femininity

Masculinity refers to the fourth dimension in which social gender roles are clearly distinct in a society: men are supposed to be assertive, tough and focused on material success, while women are supposed to be modest, tender, and concerned with the quality of life. Femininity stands for a society in which social gender roles overlap: both men and women are supposed to be modest, tender and concerned with the quality of life (Hofstede, 2001). Masculinity may also be defined as the degree to which the dominant values in a society are associated with masculinity, such as assertiveness, possession of money and object, not caring too much about the welfare of others, quality of life, or people (Hofstede, 1980). In a feminine society, individuals work to live, whereas, individuals living in a masculine society live to work (Hofstede, 2001). Bjerke (1993) refers to this dimension as Achievement Orientation or Care-Oriented.

Arab societies according to Hofstede's theory scored 53 out of 100, and were ranked 23 among the 50 countries included in his study. Arabs are considered to be close to the feminine side on the masculine-feminine scale in that they highly value social relationships (Bjerke, 1993). According to Litvin (2010), the scores of this dimension in Arab countries can be characterized in educational institutions as the following: Students expect teachers to openly praise good students and use best students as the norm, institutional rewards for academic scores, failure in school is damaging to self-image and family standing, to compete with each other in class, to choose academic subjects related to career goals, admire kind, patient, and flexible teachers, cooperate as a whole group, which indicates the ability students to care for one another and are capable of establishing healthy relationships with others which is attributed to the teachings of Islam (Troudi, 2007).

The Arab culture's main characteristics differ from each Arab country even though they somewhat share the same culture. Yet, according to the main cultural theories and Hofstede theory literatures examined through this research, Arab culture characteristics are summarized as the following:

Table 1: Summary of Arab Cultural Characteristics

Theory	Dimension	Characteristics
Hall's Cultural Dimensions	High context communication vs. Low context communication	Arabs are mainly High context communication. Most communication is encoded in physical context as body language, while little communication and information is coded in verbal context. Communication is somehow vague. People seem to talk around the issue rather than being direct and to the point.
	Monochronic Time vs. Polychronic Time	Arabs are high in Polychronic time. This is reflected in difficulties in committing to schedules and

		deadlines. Future plans are not fixed. Meetings never seem to start on time.
Hofstede's Cultural Dimensions Theory	Power Distance (PDI)	High in Power Distance. It implies great respect for those in higher positions. Power is distributed unequally among people. Accept control by those in higher positions.
	Individualism vs. Collectivism (IDV)	High in Collectivism. Loyalty is high for groups, communities, family and extended families. The groups a person is related to are more important than the individual himself.
	Masculinity vs. Femininity (MAS)	For Masculine societies, men are expected to be assertive, tough and focused on material success. While women are expected to be tender and to assume roles related to family and have concerns for the quality of life for their families. There is a clear distinction between roles according to genders. Feminine societies are found where both men and women are expected to be tender, modest and care about the quality of life as roles for both genders overlap. Arab societies are considered mediated between both dimensions.
	Uncertainty Avoidance (UAI)	Uncertainty avoidance reflects the extent to which societies feel insecure and threatened of vague situations. Arabs are considered low in this dimension mainly because of the Islamic religion doctrines and the dependence on Allah in all aspects of life.
	Long-Term vs. Short-Term Orientation (LTO)	Arabs score high in short-term orientation which is reflected in short-term future plans rather than long-

		term ones. It is also reflected in being attached and focus centered on the past and present rather than foresight toward the future.
GLOBE Theory	Assertiveness Orientation	Low in Assertiveness Orientation (AO) practices
	Institutional Collectivism	Low in Individual Collectivism (IC)
	In-Group Collectivism	Low in Collectivism (IGC) practices
	Power Distance	High in Power Distance (PD)
	Uncertainty Avoidance	Low in Uncertainty Avoidance (UA)
Schwartz Theory	Hierarchy vs. Egalitarianism	High in hierarchy. Individuals enjoy unequal shares of power. Each hierarch level has unique roles and powers.
	Mastery vs. Harmony	High in harmony dimension. Individuals do not seek to change surrounding social, natural worlds and use resources for their own self- enhancement.

Source: Researcher's own compilation.

2.3 Effectiveness

According to Denison (2004) effectiveness is understood and defined according to the context of each national culture and is linked to differences in organizational culture, work values, and behavior. On the other hand, strategic planning effectiveness in particular has been studied by many researchers to investigate the relationship between the dimensions of strategic planning and organizational effectiveness, as they are linked to each other in many ways. Numerous approaches have been suggested to empirically analyze organizational effectiveness. Organizational performance can be judged in various ways. These approaches, excluding the standards for financially assessing an organization's performance, add other nonfinancial and qualitative standards to business processes, customers, employees, and innovations to the core units in the organization

in order to increase organizational performance (Suklev, 2012). Thus, the effectiveness of organizations is evaluated and estimated based on the extent it succeeds to fulfill their strategic plans to reach their vision, mission, and goals.

2.4 Review of Related Literature

The problem statement for the research is: *What is the domestic culture in Palestine and how does it impact the strategic plan's effectiveness?* This national untouched issue is very important to be understood for future strategic planning and development efforts effectiveness. In order to seek a scientific result for this research question, researcher firstly depended on literature reviews as source for related theories, previous researches, books, articles and websites and other literatures as a base for the study.

Literature reviews related to this vital and wide topic are numerous. This section will include literature reviews from the following three sections:

1. Cultural dimensions and strategic planning in Western context
2. Cultural dimensions and strategic planning in Asian and African context
3. Cultural dimensions and strategic planning in Arab context

2.4.1 Cultural Dimensions and Strategic Planning Effectiveness in Western

Context

Organizational culture and effectiveness was examined by (Denison,2004). Although much is known about cross-cultural differences importance, similar pattern results were shown across the major regions of universe. The results strongly and consistently linked between corporate culture and effectiveness.

Schwartz H. a. (1981) discussed the reason behind major global companies to reserve their success despite the external aggressive competition they face in addition to the variations of nations' combinations in various locations. Schwartz showed great interest in his various researches regarding this topic. One of his works titled "Organizational Dynamics" in 1981 asserted the reason behind these corporate' good job is organizational culture which reflects the organizational style of management, creativity, implementation, decision making, and maintaining their leadership style around the world.

Not far from the same idea, Tosti (2007) wrote regarding culture which characterize how a group of people select to behave. He considered that the most effective trick for organizational leaders toward success is to find a way to lead employees to behave in a mean that support the delivery of organizational strategy.

Galbreath (2010) argued that strategic planning system provides guidance of formal activities and responses required to adapt to environmental stimulations. These stimulations include corporate social responsibility which is linked to corporate culture, values and beliefs. The researcher confirmed that a positive influence is available between cultures and strategic planning for social responsibility.

Other studies deliberate deeply in cultural theories to find connections between them and business effectiveness through other dimensions. Castillo-Palacio (2017) examined the GLOBE Project theory to find empirical relation between strategic actions and entrepreneurship startups.

Another investigation by Johnson et al. (2005) was upon the relation between culture and strategic response styles. To reach his findings, Johnson examined four cultural

dimensions identified by Hofstede and risk response style and chosen respondings to environment.

After the establishment of the organizational culture concept, researchers and managers became more interested in studying the relation between organizational cultures and strategies as two fundamental concepts of management. Cultural differences in planning and success relationships was the focus of a research by Rauch (2000). The research examined relationships between strategic planning and success in micro enterprises located in East Germany, West Germany, and Ireland. The findings showed that the quality of planning was positively correlated with success in both East and West Germany.

Jani ijevi (2012) concluded that organizational culture influences strategy in its formulation, as in the processes and implimentation well. Accordong to him, organizational culture involvesstrategy formulation by shaping the understanding of information which strategic decisions makers receivefrom the internal and external environment of organization.

Other similar researches were more general to cover the impact of various factors on effective strategic planning. Kiptoo (2014) studied the connection between strategic plans with organization structure, organizational culture, leadership and human resources through various strategic processes. According to him, strategic management is related to formulation and implementation processes of strategic plans towards organizational goals and success. Strategic decision- making process was given the most importance by Lioukas (1998) in relation to contextual factors. Decision- making process was analyzed by its seven dimensions as independent variables: Financial

reporting, lateral communication, rationality, formalization, politicization, hierarchical decentralization and problem solving.

Dwyer (2003) also discussed management and organizational performance in relation to culture, but through gender diversity in management. As a general outcome for the research, gender management diversity's collaboration with an adhocracy culture type was found to be associated with positive performance and productivity as main strategic orientations for firms.

The American Management Association (2007) was interested in such topics and appointed the Human Resource Institute to conduct a worldwide study to gain more understanding into strategy execution. For the purpose, over 1,500 executives and managers worldwide were used as a study sample. The study identified the barriers to the implementation process of strategic plans and the drivers of strategic planning. The study focused on the strategy execution factors carried by leaders. These factors are: customer needs and demands, workforce capability, technology, internal creativity and innovation, alignment, leadership, management practices and culture.

Choo (2002) wrote regarding the same issue but from the knowledge and learning perspective related to human resources in relation to strategic planning. For him the competitive strategy in organizations is built around the intellectual human resources and their capabilities.

Not far from the topic, also Appelbaum (1998) wrote about Strategic Organizational Change and the impact its various elements as leadership, learning, motivation and productivity in relation. The Cultural change process interaction with learning and organizational leadership is presented with the definitive influence on workers and organizational performance.

Another imperial research by Ringov (2007) was aimed to study the effect of different domestic cultures on the factors affecting organizations performance. Findings proposed that organizations available in countries characterized by high levels of power distance, masculinity, individualism, and uncertainty avoidance show lower levels of performance according to empirical tests of these dimensions on 463 firms from North USA Europe and Asia.

A study by Zheng (2010) inspected the possible intervening role of knowledge management in the relationship between other management related topics such as organizational culture, strategy, structure, and overall organizational effectiveness. Those independent variables which research relied upon are considered a critical part for internal organizational characteristics and sources for success.

Conner Partners (2010) discussed through a paper the impact of culture on strategy change. The power of culture is an important deliberation when planning change. It lives through the mindsets and behaviors of its staff. The existing mindsets and behaviors of employees working in an organization help them evaluate what actions are considered acceptable as correct or unacceptable and wrong.

Zaribaf and Bayrami (2010) studied some of the major factors affecting the formulation and implementation processes of strategic planning. These factors included in the study were leadership, organizational structure, organizational culture, human resources, information systems and technology. They argued that the surrounding competitive environment analyses alone is not enough for successful implementation of strategies. They considered strategy as an attitude or method which an organization chooses for achieving its long and short-term goals in future situations. By this, strategies should be affected by culture the same as any other aspects of attitude. Their consideration came

as strategy is deeply related to management decision making and how it perceives the surrounding environment as the main factors of formulating strategies.

Many researchers have expressed interest in investigating leadership behavior in organizations and its relationship to cultural dimensions as it is reflected on the financial situation and effectiveness of industries. A study by (Lee, 2012) indicates that leaders can utilize the effects of organizational culture to direct the highest level of motivation for accomplishing organizational goals. His research examined the correlations between each leader's behavior attribute and each culture dimension. The study concentrated on leaders' behaviors and their impacts on the culture of the society without signing to the culture itself, as well as its impact on strategic planning in the organization.

2.4.2 Cultural Dimensions and Strategic Planning Effectiveness in Asian and African Context

Many studies have been carried out to investigate cultural in relation to business management and planning in the Asian context. These studies have based the same methodologies and theories as the studies that have been conducted in a Western context.

Organizational commitment and performance in relation to culture grabbed the attention of Abdul Rashid (2003) as he wrote about the topic related to Malaysian companies. The research covered a total sample of 202 executives in public listed companies. The results came to show a significant correlation between corporate culture and organizational commitment to strategic plans.

Tayeb (1994) discussed the characteristics of international Japanese companies' management styles in branches and offices in Britain. This was as a comparing

examples between western and Asian cultures. According to the researcher, Japan is widely known to be a highly collectivist nation, while Britain is known to be highly individualistic according to Hofstede's theory. Scoring high on this dimension is reflected in managerial practices, such as encouraging employees to compete as a group, close emotional relationships among employees, and the expectation of managers to assist with employees' personal difficulties and support them to fulfill their tasks. British managers on the other hand encourage individual responsibility, initiative, and competitiveness. Employees do not expect their managers to interfere in their personal difficulties. In addition, employees never seek to remain in the same job in the long-term, as it is more desirable to develop oneself and graduate to better jobs continuously during the professional life. As individuals seek privacy, office spaces also reflect this need by having most offices as private individual territories, rather than open office spaces as the Japanese model. These cultural differences should be taken into consideration when planning strategies as to avoid insufficiency and failure in reaching strategic goals.

Mukokho (2010) examined the reasons behind having many strategic plans that are never implemented within the University of Nairobi in Africa. According to Mukokho, organizational culture characterizes and controls behaviors within the organization. It also influences how people react to specific circumstances within the workplace. Mukokho concluded that the main success factors of SPs in organizational culture include staff employment activities, training, deployment, and other financial activities, such as equipment, monetary policies, and the adoption of technologies, developing policies, and organizational structures.

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2.4.3 Cultural Dimensions and Strategic Planning Effectiveness in Arab Context

Studies on the cultural dimensions and the effectiveness of strategic planning in Arab contexts have not adopted new methodologies. That is since no specific theories were related to the special cultural cases of Arabs. Rajasekar (2014) discussed the same topic but specialized in Oman as a case study. Considering the successful SP is the key element for organizational success and survival, he examined SP implementation success factors from his side. Rajasekar noted that organizations may fail to carry out a successful strategy despite having a good SP formulation process because of the lack of implementation processes. One of the main factors of such failures in implementation is organizational cultures which are highly related to leadership styles. One of his arguments was that poor leadership or ineffective leadership is highly reflected on poor and unsuccessful SP implementation.

Zaribaf and Bayrami (2010) studied some of the major factors affecting the formulation and implementation processes of strategic planning. These factors included in the study

were leadership culture and style, organizational structure, organizational culture, human resources, information systems and technology.

A research by Ali (2014) was related to strategic planning and culture for information systems. Commitments of managers aside to users' participation was evident to provide a sustainable part in Information systems strategic plans.

Omira (2015) examines the reasons behind the weaknesses in management and ineffectiveness of SPs in Saudi Arabian public organizations. According to him, culture and leadership styles affect the overall performance of the organization. The findings indicate an obvious connection between organizational culture and organizational performance, while a weak connection was found between the organizational culture and leadership style. Employees' commitment and job satisfaction, on the other hand, are affected by leadership styles and the organizational culture which in turn is reflected on employees' performance as a vital cause of the overall performance of the organization. According to these findings, the researcher recommends that governmental organizations in Saudi Arabia develop their organizational culture positively, and hire managers who are highly qualified and who demonstrate high quality of performance. The researcher assumes that this will enhance employees' commitment to work which will in return enhance the organizational performance.

Najm (2015) aimed to study the Arab culture from two perceptions and models. The first is Hofstede's model which is considered the international western model for studying and judging cultures around the world. The conclusion of this study was that there was disagreement on studying the dimensions of national cultures using a single model. That is since the international models examine cultures from a western perception which is generalized on various countries around the world. Najm

considered this model as a bias for that reason. He argued that Islam and related values are the major influence on culture and behavior in Arab countries. Thus, it was suggested that a new dimension should be added to Hofstede's model, which is the religious dimension or faith and which is found in most Arab models.

Weir (2001) studied the Arab culture through some famous studies in which were as follows: Geert Hofstede's Cultural Dimension Theory 1960, Hickson and Pugh 1995, Dadfar 1993, MEIRC Study 1989. The findings of the study confirm other impressionistic studies regarding management style and SP processes such as decision making. He pointed out that different managerial practices and theories should be carried out in Arabian countries than Western countries according to those cultural differences.

Obeidat (2012) in his study investigated how Arabian cultures differ from Western cultures where theories related to cultural dimensions were established upon. It paid special attention to religion and cultural heritage as the main drivers affecting managers and employee behaviors. Although Hofstede considered all Arab countries as one unit in his theory, the Obeidat argued with much evidence from other literatures that each Arab country has its own cultural uniqueness. Although all Arab countries share the same religion which they derive their major characteristics of their national cultures from, yet, each Arab country's national culture should be studied separately. Management techniques should be designed specifically to match each country's case and needs according to the findings of its cultural dimensions. The researcher argued that the management style in Arab countries suffer from various problems such as loss of direction, high power distance, low coordination between tasks and positions inside the organization, limited future orientation, lack of trainings related to employees'

needs, lack of authority delegations, high collectivism, and loyalty to people rather than the organization itself. These problems are suggested to be caused by adopting management techniques designed for Western countries which theories and studies were designed upon.

Correspondingly, Al-Shabbani (2015) studied the issues suffered by construction companies in the Middle East causing SP inefficiencies and goal commitment problems. According to him, the Middle East is placed at the top of the global list in terms of disputes related to costs and time delays. The study indicated the causes for these disputes included inefficient managerial practices, slow decision-making processes, bureaucracy of clients, lack of management, etc. was organizational culture by referring to Hofstede's theory.

2.5 Knowledge Gap

The increased interest in strategic planning since the last century as a main input of significant development and profit maximization, has led to many researches regarding this topic. Many literatures since then have seen the light trying to identify elements, methods, uses and processes of strategic planning. Lately, there has been a shift in the literatures towards addressing the effectiveness of strategic planning, where measurements have been established to study its effectiveness around the world. Cultural dimensions were addressed by various researches as one of the main effects to SP effectiveness.

The dimensions for measuring the effectiveness of plans were mainly established according to Western contexts. These studies have directed their attention towards industrialized countries including the USA, UK, Canada, Australia, and Japan while

they developed frameworks and models suitable and applicable only to those countries. They were not applicable to developing or emerging countries (Al-Shammari, 2008). Greenly (1994) believes that while the very principles should be applicable universally, there will be national differences in strategic planning within countries, country-dependent influences from business culture, and differences apparent in the trading conditions of the country. Arab countries strategic plans characteristics found as the following:

- Mostly informal
- Lacks of understanding of importance of strategic plans
- Give less importance to internal environment scanning than external environment scanning
- Little focus on the use of strategy techniques
- The use of financial techniques is most popular
- Little focus on the use of scenario construction
- Low dependence on researches and new technologies
- Major role of planning given to top managers
- Low communication techniques and information sharing among hierarchy levels

On the other hand, most literatures examining cultural dimensions in Arab countries dealt with all Arab countries as one unit considering them sharing same religion, language, history, values, traditions and believes. Few other literatures examined a sample of Arab countries and expected that results can be projected on other remaining Arab countries for same reasons. As an overall view, available literatures did not take into consideration that Arab culture's main characteristics differ between each Arab country even though they somewhat share the same culture. Yet, according to the

Hofstede theory and related literatures the main Arab countries characteristics are summarized as the following:

- High Power Distance
- Low Uncertainty Avoidance
- High Collectivism
- Medium between Masculinity and Femininity
- Short- term oriented

Palestine as a case was never examined for either its available cultural dimension, nor for its strategic plans' effectiveness or how culture in return do affect strategic plans in this country. This is the main knowledge gap that the study aimed to fill through its empirical methods. The following figure is a screenshot of the search results performed on Hofstede's official website. A search result of the cultural dimensions for a few Arab countries was found, while Palestine did not appear:

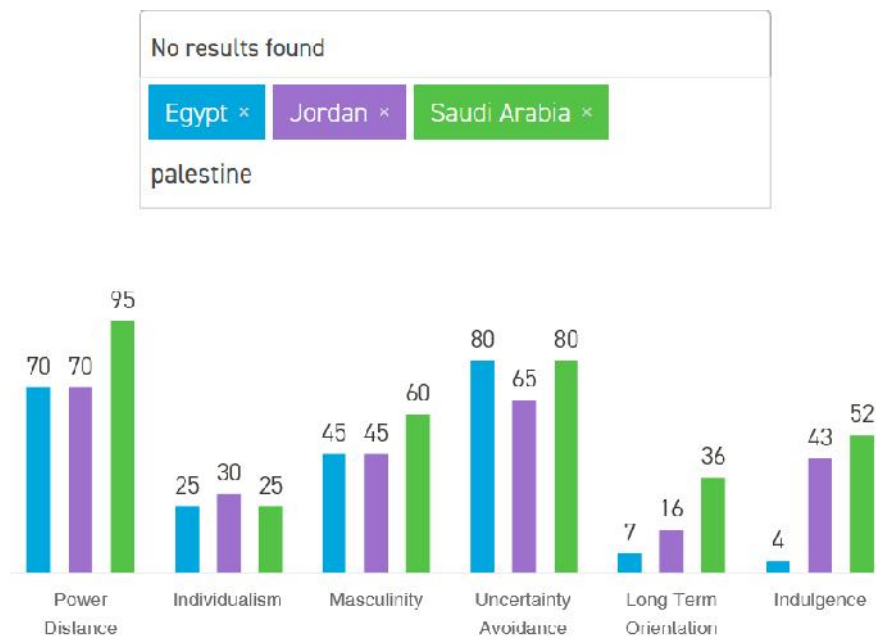


Figure 5: Hofstede Results for Cultural Dimensions search for Palestine.

Source: Hofstede, 2017.

Chapter 3: Research Methodology

3.1 Research Approach

Strategic planning and its effectiveness are studied and explored by adopting a design by Suklev and Debarliev (2012) related to strategic planning effectiveness in the Macedonian context.

A set of questions were also included in the questionnaire to study the effectiveness of strategic planning in Palestinian organizations. To link the effectiveness of strategic planning with cultural dimensions, Hofstede's theory has been selected for investigating and examining cultural characteristics and dimensions in Palestine. The Cultural Dimensions Theory was chosen for the study from among other theories in the field, since it is widely and internationally used for studying cultures within nations and organizations around the world. Related dimensions were part of the research survey as each dimension was investigated by a specific set of questions. The following design was prepared by the researcher to investigate the relationship between strategic planning effectiveness and each cultural dimensions related to the Cultural Dimensions Theory.

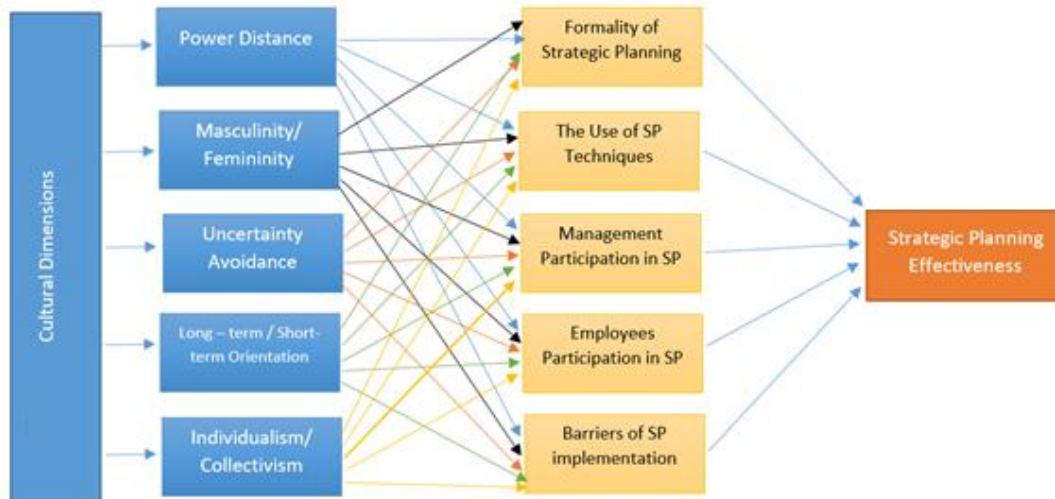


Figure 6: Hypotheses Model

Source: Researcher Contribution

3.2 Variables

Questionnaires were distributed to the targeted population where it starts with a set of questions related to demographic information such as: age, gender, education level, marital status, and years of knowledge and experience in strategic planning. This set of questions was followed by questions related to the type of institution employed at, the number of workers, and age of institution since its establishment and years of ownership.

The next sections involve a set of questions related to the variables of cultural dimensions and strategic planning effectiveness, which are all examined through a seven scaled-set of questions as follows:

1. Cultural dimensions of Hofstede's theory which consist of five variables:
 - Power distance index (PDI)
 - Individualism vs. collectivism (IDV)
 - Uncertainty avoidance index (UAI)
 - Masculinity vs. femininity (MAS)

- Long-term orientation vs. short-term orientation (LTO)

2. Other variables related to strategic planning effectiveness used by Suklev and Debarliev (2012):

- Inclusiveness of strategy
- Effectiveness of strategic planning
- Formality of strategic planning
- Barriers to the Strategic Planning Implementation
- Management Participation in Strategic Planning
- Employees Participation in Strategic Planning

3.3 Data Collection and Analysis Procedures

Data was collected through a scientific questionnaire specifically designed for the purpose of this study. The survey was mainly distributed by hand where communication with the targeted population was performed face-to-face to assure full understanding of the nature of the questionnaire. The collected data was finally analyzed and examined through SPSS as to assure a significant relationship between variables.

3.4 Sample Technique Respondents

As this study is meant to cover Palestine as a nation, the sample consisted of 34 Palestinian organizations in all sectors: Private sector firms, governmental organizations, and NGOs in the West Bank and Gaza Strip. The purpose for addressing organizations from all sectors is to reflect the situation on national level in research results. The sample included 121 employees as is illustrated in the following table:

Table 2: Respondents According to Sector of Organization

Sector	West Bank	Gaza	Jerusalem	Total	%
Private sector firms	42	1	0	43	35.5%
Governmental organizations	39	5	1	45	36.4%
NGOs	26	6	1	33	27.3%

Source: Researcher's own compilation.

3.5 Questionnaire

The questionnaire was designed to cover the pre-mentioned variables for both, the cultural dimensions and strategic planning. Cronbach's alpha was used to measure internal consistency of variables. This means how closely related a set of questions are as a group as a measurement of reliability. (Please check questionnaire copy in appendix 1 for reference).

A set of questions was assigned to test each variable. The first set of twelve questions involved the "Inclusiveness of Strategy". Respondents were asked to indicate the degree of emphasis placed on each of the twelve inclusiveness of strategic planning, on a seven scale rating from "strongly disagree" to "strongly agree" (Cronbach's alpha = 0.83).

The second set of seven questions involves the "Effectiveness of Strategic Planning". Respondents were asked to indicate the degree of emphasis placed on each of the seven dimensions of strategic planning effectiveness on a seven scale rating from "strongly disagree" to "strongly agree" (Cronbach's alpha = 0.87).

The third set of nine questions is dedicated for "Formality of Strategic Planning". Respondents were asked to indicate the degree of emphasis placed on each of the nine formality of strategic planning on a seven scale rating from "strongly disagree" to "strongly agree" between the two poles of contradictions (Cronbach's alpha = 0.54).

The fourth set of eleven questions involves “Barriers to the Strategic Planning Implementation Process”. Respondents were asked to indicate the degree of emphasis placed on each of the eleven barriers to strategic planning implementation process on a seven scale rating from “strongly disagree” to “strongly agree” (Cronbach’s alpha = 0.91).

The fifth set of four questions involves “Management’s Participation in Strategic Planning”. Respondents were asked to indicate the degree of emphasis placed on each of the four management participation in strategic planning on a seven scale rating from “strongly disagree” to “strongly agree” (Cronbach’s alpha = 0.84).

The sixth set of three questions involves “Employees’ Participation in Strategic Planning”. Respondents were asked to indicate the degree of emphasis placed on each of the three employees’ participation in strategic planning on a seven scale rating from “strongly disagree” to “strongly agree” was excluded for its inconsistency.

The seventh set of four questions involves “Long-Term Orientation”. Respondents were asked to indicate the degree of emphasis placed on each of the four set of questions related to the long-term orientation of the cultural dimension of employees in the related workplace, on a seven scale rating from “strongly disagree” to “strongly agree” (Cronbach’s alpha = 0.78).

The eighth set of four questions involves “Power Distance”. Respondents were asked to indicate the degree of emphasis placed on each of the four sets of questions related to the Power distance orientation of the cultural dimension of employees in the related workplace, on a seven scale rating from “strongly disagree” to “strongly agree” (Cronbach’s alpha = 0.74).

The ninth set of five questions involves “Collectivism”. Respondents were asked to indicate the degree of emphasis placed on each of the five sets of questions related to the collectivism orientation of the cultural dimension of employees in the related workplace, on a seven scale rating from “strongly disagree” to “strongly agree” (Cronbach’s alpha = 0.71).

The tenth set of four questions involves “Masculinity”. Respondents were asked to indicate the degree of emphasis placed on each of the four sets of questions related to the masculinity orientation of the cultural dimension of employees in the related workplace, on a seven scale rating from “strongly disagree” to “strongly agree” (Cronbach’s alpha = 0.87).

The eleventh set of five questions involves “Uncertainty Avoidance”. Respondents were asked to indicate the degree of emphasis placed on each of the five sets of questions related to the uncertainty avoidance orientation of the cultural dimension of employees in the related workplace, on a seven scale rating from “strongly disagree” to “strongly agree” (Cronbach’s alpha = 0.82).

A summary of Cronbach’s alpha results in indicated in table number 3 below:

Table 3: Cronbach's Alpha of each Factor as a Measure of Reliability

Factor	Cronbach's Alpha
Long Term Orientation	0.78
Power Distance	0.74
Masculinity	0.87
Uncertainty Avoidance	0.82
Collectivism	0.71
Management Participation	0.84
barriers to Strategic Planning	0.91
Formality of Strategic Planning	0.54
Effectiveness of Strategic Planning	0.87
Inclusiveness of strategic Planning	0.83

Cronbach's Alpha is meant to examine how reliable the items or indicators are in measuring the same factor every time they are used to measure it. In other words, if another researcher used the same indicators to measure the same construct, these indicators should load on the same construct, when the reliability criterion is within the acceptable range. The approach to test for reliability is to calculate Cronbach's Alpha for each factor. For the reliability to be achieved, the Cronbach's Alpha should be at least 0.7. The number of indicators per construct should be at least 3, and in some cases is acceptable. As is indicated by the table above, all constructs' values lie within the acceptable range except for the Formality of Strategic Planning factor, which records 0.54. Therefore, this factor is treated with caution in subsequent calculations.

3.6 Questionnaire Distribution Technique

Cole (2005) states response rates for questionnaires distributed by hand are higher by approximately 15%. With this method, it is less likely to have missing data fields, as opposed to questionnaires distributed and submitted over the web. This is the main reason for choosing this study survey distribution technique. Surveys in the West Bank were distributed by hand through a direct interview with managers, head of strategic planning units, or heads of the human resources units. All sections of the questionnaire was clarified during the interviews, management permitting. This was done to guarantee there are no misunderstandings of the questions, and in return assure the validity of the answers by the targeted population. High cooperation was found by sample institutions which were reflected by the high response rate, quality of data entries in questionnaire fields, and time assigned for this purpose. Surveys that were distributed in Gaza and Jerusalem were sent through emails, and the interviews were conducted by telephone.

Response rates were low for Jerusalem and Gaza as compared to the response rate from the West Bank.

3.7 Limitations and Assumptions

The main limitation of this study was caused by the restriction on movement between Jerusalem, the West Bank, and Gaza Strip imposed by Israel. Travel between the North and South, from 1967 to 1948 Israeli occupied regions, and between West Bank and Gaza was difficult. According to a report by B'Tselem (2017), there are 31 major fixed Israeli checkpoints between cities in the West Bank that restrict travel. These checkpoints prohibit travel for 236.94km between cities in the West Bank and agricultural lands owned by Palestinian green ID holders.

Thus, the sample was concentrated in Ramallah which is considered the economic capital for the State of Palestine. This fact makes Ramallah one of the highest labor absorption rates in Palestine and attracts workers from various institutional sectors within the West Bank. This made it easier to reach workers in various sectors and various levels gathered from various Palestinian cities concentrated in Ramallah, which assisted the goal of this study.

Meanwhile, the fact that this study relied on a sample of organizations located in Ramallah could prohibit the researcher from making generalizations to some extent. That is since culture and the use of strategic planning processes definitely vary from governorate to governorate, between North and South, as well as between Gaza, the West Bank, and Palestinians from the 1948 regions. The small sample gathered from Gaza (approximately 12%) was gathered by an assistant where communications were

mainly conducted by phone and email. Thus it is not guaranteed that all questions were clearly understood by the sample or correctly answered.

Another issue regarding the Gaza sample is that organizations operating in the private sector could not be reached. This part of the nation is very important and needs to be thoroughly investigated and included in the findings of this study. Since they are not, it may greatly affect the entire research for the uniqueness of its case. Therefore, interpretation of the results on national level should be done with care.

Chapter 4: Data Analysis and Study Findings

This chapter discusses the results of the data analysis for the study with the purpose of exploring the impact of culture on the effectiveness of strategic planning, as indicated by respondents selected randomly from various sectors of Palestinian organizations in the West Bank and Gaza Strip. The chapter began by explaining the descriptive statistics. It then proceeded to describing the testing of model which in return tested the validity and reliability of the collected data, and examine their suitability for factor analysis and model building. It ended by illustrating the testing of the overall model of effectiveness of strategic planning as it is influenced by the prevailing culture in the society. The chapter further discussed the implications of the research results and how these results can be used to predict strategic planning effectiveness.

4.1 Descriptive Statistics

The table below summarizes the demographic characteristics of the participants in the study. Most of the participants are employees who have assumed managerial roles in their organizations. About 70% of them are aged between 30 and 50 years. About 90% of them are from the West Bank, while 10% are from Gaza. The low participation rate from Gaza is attributed to the difficulty of communicating with the targeted organizations due to the restriction on movement. Approximately 13.2% of the participants assume a general manager's position, while half of the sample assumes a unit's director position. The remaining 33.9% are employees. This clearly indicates that the study reflected managers rather than employees, which is taken into consideration among the credits of the study.

Table 4: Demographic Statistics of the Sample

Demographic characteristics		Percentage
Gender	Male	58.7%
	Female	41.3%
Age	30	16.5%
	Between 30 and 40	38.0%
	Between 41 and 50	31.4%
	>40	14.0%
Location	Gaza Strip	10.7%
	West Bank	89.7%
Management Level	General Manager	13.2%
	Unit Director	52.9%
	Employee	33.9%
Highest degree achieved	Secondary Certificate	1.7%
	Diploma	4.1%
	Bachelor	56.2%
	Master	35.5%
	PhD	2.5%
Level of knowledge in strategic planning	Weak	2.5%
	Satisfactory	25.6%
	Good	47.9%
	Excellent	22.2%

The vast majority of the participants, approximately 94.2%, hold a Bachelor's degree or above. This indicates a rather high level of education among participants and presumes a good knowledge of the basics of strategic planning. As is indicated by the table below, about 70% of the participants consider themselves as having either good or excellent knowledge in strategic planning. Overall, the demographic statistics of the participants do satisfy the requirements of the study in terms of gender consideration, management, education, and strategic planning knowledge level.

As for the participating organizations, they also represent a fair distribution among public, private, and non-governmental organizations. Each sector represents approximately 1/3 of the sample. In terms of size, about 1/3 are small organizations with less than 50 employees, while 1/5 of them are large organization with employees

greater than 500. Some of these large organizations are ministries and governmental organizations.

Table 5: Characteristics of Participating Organizations

Demographic characteristics		Percentage
Organization type	Private sector	35.5%
	Public Sector	37.2%
	NGO	27.3%
Organization size	50	29.8%
	Between 50 and 100	4.10%
	Between 100 and 200	17.4%
	Between 200 and 500	27.3%
	>500	21.5%
Organization age	0 – 5 years	1.7%
	5 – 10 years	6.6%
	10 – 20 years	30.6%
	20 – 50 years	49.6%
	> 50 years	11.5%
Organization experience in strategic planning	< 50	5.8%
	5- 10 years	34.7%
	10 – 20 years	52.1%
	> 20 years	6.6%

More than 40% of the organizations sampled have been operating for 20 years or less, and about 50% of them are aged between 20 and 50 years. Their experience in strategic planning is rather moderate with the vast majority possessing experience of less than 20 years. Overall, their experience in strategic planning does not correspond with their ages, as is shown by table 5 above.

The table number 6 below summarizes the main results of the variables of the study. The table is divided into two sections; the first describes the main variables or constructs used to measure strategic planning practices among local organizations, and the second section contains measurements of cultural dimensions as depicted by Hofstede's model (Hofstede 1980, 1991, 1994, 2005). All variables are measured on a Likert scale of 7, where a 7 indicates strongly agree and 1 indicates strongly disagree.

Effectiveness of strategic planning, which is the dependent variable of the study, is among the variables that have been estimated. According to results, participants show weak to moderate satisfaction with the effectiveness of strategic planning in the organizations they are employed at, or in other words, an average value of 3.9/7.0. The results indicate that organizations are rather neutral in regards to the effectiveness of their strategic planning practices, as 68.2% of the participants responses ranged between 3.4 (closer to disagree to certain extent) to 4.4 (closer to neutral). The results clearly indicate that participants are not satisfied with the effectiveness of strategic planning.

The strategic planning formality variable measures the extent to which strategic planning, as implemented by the organizations, follows the formal or standard effective procedure, as developed by key institutions. Among the issues with formality are the timeframe, stakeholders and decision makers' involvement, availability of budget, and the reflection of strategic goals on the organizations' policies, among other factors, where 68.2% of participants indicated they were strongly dissatisfied with these issues. This is a disappointing result, which definitely impacts the participants' view on the effectiveness of strategic planning in general.

The inclusiveness variable measures the extent to which the strategic planning process includes all standard strategic planning procedures, as indicated by best practices. The result indicates that participants believe that their strategic planning processes are not inclusive, where parts of the standard strategic planning procedures are missing, as indicated by the 4.3/7.0 score. Regarding the participation of organizations' management in strategic planning, results indicate that managers do not completely get involved in the process, as is noted by the results of 3.8.

The barriers to strategic planning were identified. Participants indicated they were dissatisfied with these barriers, as is noted by the result of 2.0.

Table 6: Descriptive Statistics of Barriers to Strategic Planning

	Number of data points		Mean	Std. Error of Mean	Std. Deviation
	Valid	Missing			
Formality	121	0	2.1	0.1	0.6
Inclusiveness	121	0	4.3	0	0.5
Management Participation	121	0	4.4	0.1	0.6
Effectiveness	121	0	3.9	0	0.5
Barrier to Strategic planning	121	0	3.1	0.1	1.1
Cultural dimensions included in the study					
Collectivism	121	0	5.3	0.1	1.2
Power Distance	121	0	3.2	0.1	0.6
Uncertainty Avoidance	121	0	3.8	0.1	1.1
Long Term Orientation	121	0	5.0	0.1	0.6
Masculinity	121	0	3.1	0.1	1.6

The cultural dimensions obtained from the study are compared to a certain extent with those found in Hofstede's studies (Hofstede 1980, 1991, 1994, 2005). Unfortunately, there are no values for Palestine in Hofstede's studies. This is why the records for Jordan, Lebanon and Syria, which are Palestine's neighboring countries, were used for comparison. Masculinity, uncertainty avoidance, and collectivism are within the acceptable range and compared with the neighboring countries. However, Palestine recorded a low value in the power distance indicator compared to the neighboring countries, while a high value was recorded for the long-term orientation indicator compared to the neighboring countries. See the table 7 below.

Table 7: Cultural Dimension Values for Palestine's Neighboring Countries

Culture dimension	Jordan (%)	Lebanon (%)	Syria (%)	Palestine (%)
Power Distance	70	75	80	45
Masculinity	45	65	52	44
Uncertainty Avoidance	65	50	60	54
Collectivism	70	60	65	75
Long-Term orientation	16	14	30	41

4.2 Testing the Model

Testing the measurement model is a vital step in order to ensure that the data is valid and appropriate for further analysis. This step includes data screening where search for missing data and outliers are performed. Test of normality and linearity are also performed to ensure that the distribution of data and relationships among variables are appropriate for multiple regression and Structural Equation Modeling (SEM) analysis.

4.2.1 Data Screening

The dataset was examined for missing data and outliers. As for missing data, only a few cases were detected, which were replaced with the median, in case of ordinal variables. Along with the missing data, unengaged respondents were identified by calculating the standard deviation of all Likert-scaled variables, and cases with a standard deviation smaller than 0.5 were excluded. This means that the responses to all items are almost the same, which indicates lack of dishonesty in filling the questionnaire, reported the exact same value for every question, and identified when the value of the standard deviation for each question was zero. Few data points were found in the entire data set, and all of them were removed. Also, outliers for continuous variables were checked,

two extreme values of age were found and removed.

4.2.2 Normality Test

Testing for normality is essential in multivariate analysis (Hair, Black, and Babin, (2010) and the Jarque-Bera (skewness-kurtosis) test was used for this test. Skewness values denote the symmetry of the distribution (Pallant, 2010), whereas negative values indicate a shift towards the right and positive values indicate a shift to the left. Kurtosis indicates the peakness of the distribution (Pallant, 2010). Positive values signify peaked distribution, while negative values signify a flatter distribution. According to Tabachnick and Fidell (2007), the normal range for skewness-kurtosis value is ± 2.58 . Following this recommendation, all items in the dataset were found to be normally distributed (i.e., $< \pm 2.58$). Most of the values are within ± 1 , and only two cases were found to have values above ± 2.0 , which clearly indicates that the dataset is normally distributed.

According to Tabachnick and Fidell (2007), kurtosis threshold below which the distribution is said to be normal has an absolute value of less than three times its standard error. Variables outside this range indicate problematic kurtosis, and consequently, are short of sufficient variation. The measured items are either in the acceptable range or borderline values. The borderline values were flagged for potential issues in subsequent analysis.

Table 8: Skewness and Kurtosis Values of all Constructs (Lateral Variables)

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Formal	-.510	.220	-.060	.437
COL	-.151	.220	-.526	.437
PD	-.110	.220	-.168	.437
UA	-.076	.220	-.741	.437
Inclusiv	-.571	.220	-.054	.437
LTO	-.579	.220	.728	.437
Masc	.354	.220	-1.077	.437
ManagPart	-.854	.220	.824	.437
Effectiv	-.453	.220	.438	.437
Barrier	-.124	.220	-1.117	.437

4.3 Exploratory Factor Analysis (EFA)

Exploratory Factor Analysis (EFA) is a data analysis technique which is used to test the strength of correlation among the different indicators in the dataset, to determine which of those indicators belong to which construct. This approach results in a factor structure that groups indicators according to the strength of their correlations. This analysis is a vital step to prepare the data for a more rigorous structural equation modeling. The advantage of EFA over other factor analyses, such as the confirmatory factor analysis, is that there is no a priori theoretical assumption about the distribution of items to the contributing constructs. This allows the researcher to recognize problems in the measurement model before the start of constructing and testing the theoretical model. The EFA presumes that all tested variables are either categorical or ordinal in nature, i.e. non-nominal items. The measurement model is correct when each group of items (questions) belong to one construct and contribute to the same construct they represent.

Regarding this study, the EFA was applied using the Maximum Likelihood (ML) estimation with Promax rotation, to find out whether the measured variables were sufficiently correlated, and satisfied the criteria of reliability and validity. The ML estimation was selected so as to determine the exclusive variance among items, as it also provides a goodness-of-fit test for the factor solution. The ML works to maximize the differences between factors, and provides a model-fit estimate. It is also the technique which is used by AMOS, the software package which was used to study the theoretical model of this research.

4.3.1 Appropriateness of Data

To test the adequacy of the data for the model, the Kaiser-Meyer-Olkin (KMO) test is used, which is designed to measure the appropriateness of the dataset for factor analysis. The test result rates between 0 and 1, and the rule of thumb for deciding the appropriateness of the data is that the KMO value is larger than 0.8 and not adequate when the value is below 0.6. The test results for this study sample are summarized in table 9 below.

Table 9: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.782
Bartlett's Test of Sphericity	Approx. Chi-Square	2048.472
	df	561
	Sig.	.000

As is indicated by the table, the KMO value (0.782) is very close to the adequate range. The other test indicated by the table is the Bartlett's test of sphericity, which examines the correlation matrix of the dataset. If the correlation matrix is 1, then that would indicate that the variables are unrelated and therefore unsuitable for structure detection.

The Sig. (P-value) of 0.000 (which is less than 0.05) indicates that the correlation matrix is not an identity matrix, which indicates that factor analysis may be useful in our data.

4.3.2 Commonalities

This test is meant to evaluate the correlation of each indicator with all other indicators included in the study. The value of each indicator ranges between 0.00 and 1.00, and the higher the better. Values below 0.4 might not be appropriate for factor analysis, therefore it is recommended to have values above 0.4. As indicated by the table below, all values are high, greater than 0.4, which also indicates that the dataset suits factor analysis, except for the formality factor, which is treated with caution in the subsequent calculations.

Table 10: Commonalities among Various Indicators

	Extraction
LTO1	.546
LTO2	.623
LTO3	.569
PD2	.505
PD3	.750
MAS1	.713
MAS2	.731
MAS4	.885
UA3	.911
UA4	.565
UA5	.464
MangmParticSP2	.492
MangmParticSP3	.751
MangmParticSP4	.815
BarrierSP4	.634

BarrierSP5	.804
BarrierSP7	.773
BarrierSP8	.748
BarrierSP3	.552
COL2	.554
COL3	.517
FormalitySP4	.385
FormalitySP5	.399
FormalitySP8	.375
EffectSP1	.645
EffectSP2	.660
EffectSP5	.613
EffectSP6	.738
EffectSP7	.608
IncluSP1	.611
IncluSP2	.669
IncluSP3	.841
MangmParticSP1	.436
LTO4	.507
IncluSP4	.739
IncluSP5	.826
IncluSP6	.872
IncluSP7	.667

4.3.3 Factor Structure

The best test for the appropriateness of a dataset for factor analysis is the calculation of the pattern matrix. This test calculates the inter-correlation among the indicators being tested. The results of the test are listed in the table below. These results are obtained after dropping some indicators that were originally included in the study. The table shows the indicators loaded precisely on the correct factor as originally planned. This

EffectSP2		0.92								
EffectSP5		.532								
EffectSP6		.582								
EffectSP7		.601								
IncluSP1						.716				
IncluSP2						.823				
IncluSP3						.747				
Extraction Method: Maximum Likelihood.										
Rotation Method: Promax with Kaiser Normalization.										
a. Rotation converged in 15 iterations.										

Another positive indicator for the goodness-of-fit of the dataset for factor analysis among the indicators is the high loading of indicators of the factors, which is in most cases greater than 50%.

4.3.4 Convergent and Discriminant Validity

Convergent validity is indicated by the trend that all items loaded on the single variable are highly correlated. The necessary loading of each indicator depends on the sample size of the study, and the higher the sample size the lower the sufficient loading of each indicator would be. For example, the needed loading would be approximately 0.50 for a sample size of about 121 samples, as illustrated in table 11 above.

Discriminant validity is a kind of test intended to measure how indicators loaded within each variable are distinguished from loading on other variables. The loading of one indicator on its intended factor is significantly higher than the loading of the same indicator on other un-intended factors. If it happens that one indicator is loaded on two different factors, then there should be at least a 0.2 difference in the loadings between the two factors.

Table 12: Factor Correlation Matrix among Factors (Constructs)

Factor Correlation Matrix										
Factor	1	2	3	4	5	6	7	8	9	10
1	1.000	-.149	.452	-.064	.439	.364	-.229	.184	.188	-.033
2	-.149	1.000	-.103	.228	-.004	-.199	.115	.258	-.096	.118
3	.452	-.103	1.000	.057	.353	.588	.005	.243	.110	.121
4	-.064	.228	.057	1.000	.022	.021	.108	.290	-.142	-.040
5	.439	-.004	.353	.022	1.000	.298	-.152	.255	.184	-.024
6	.364	-.199	.588	.021	.298	1.000	-.012	.286	.200	.077
7	-.229	.115	.005	.108	-.152	-.012	1.000	.177	-.065	.016
8	.184	.258	.243	.290	.255	.286	.177	1.000	.106	.109
9	.188	-.096	.110	-.142	.184	.200	-.065	.106	1.000	.065
10	-.033	.118	.121	-.040	-.024	.077	.016	.109	.065	1.000

Extraction Method: Maximum Likelihood.
Rotation Method: Promax with Kaiser Normalization.

As a confirmation for the discriminant validity, the factor correlation matrix was used.

The rule of thumb is that the correlation among different factors should not exceed 0.7

4.4 Confirmatory Factor Analysis

EFA is intended to explore how factors are formed and how indicators are loaded on each factor. In this step and before the start of the experimentation with the theoretical model, the structure of the factors needs to be confirmed, by performing the confirmatory factor analysis (CFA), as is described in this section. The step starts with the results of the EFA and proceeds with some analysis to confirm that what is found is the best possible outcome that can be achieved.

4.4.1 Model Fit

Within the CFA analysis, the first step was to explore the model fit, which gauged how the proposed model accounted for the correlations among the indicators in the dataset. Goodness-of-fit means that we are accounting for the major correlations existing in the dataset with regards to the variables (constructs) involved in the model. If the model did

not fit, then there would have been a considerable discrepancy between the existing correlations in the dataset and the proposed correlations depicted by the model. This was performed using AMOS.

Table 13: Measure of the Goodness of Fit of the Model

Metric	Observed value	Recommended
CMIN/DF	1.379	Between 1 and 3
CFI	0.989	>0.950
RMSEA	.0560	<0.060
PCLOSE	0.167	>0.050
SRMR	0.091	<0.090

As indicated by table13 above, the goodness-of-fit of the parameters are all within the acceptable range, except for SRMR.

The convergent validity and reliability of the model are tested by calculating the composite reliability (CR), Average Variance Extracted (AVE) factors for each of the constructs used in the model. Composite reliability are obtained by combining all of the true score variances and covariance in the composite of indicator variables related to constructs. Reliability of the model is achieved when attaining a value greater than 0.7 for CR. As is shown in the table below, all constructs have achieved composite reliability except for the *formality* construct, with a CR value of 0.519. This again confirms what has been found by the Cronbach's Alpha test, which also indicates a lack of reliability for this construct.

To examine the model for convergent validity, the Average Variance Extracted (AVE) is evaluated for each construct, see the table below. Chin (1998) suggests that the AVE of values above 0.5 is sufficient. This means that the latent construct explains at least 50% of the variability of its indicators. As is exhibited by the table below, all constructs do have convergent validity except for the Long Term Orientation (LTO, AVE= 0.462) and the Power Distance (PD, AVE= 0.462).

Discriminant validity is tested using the Maximum Shared Variance (MSV) values. Discriminant validity is achieved when the MSV value of the construct is smaller than its AVE value, which is the case for each of the constructs.

Table 14 : Composite Reliability, Average Variance Extracted, and Maximum Shared Variance

	CR	AVE	MSV	MaxR(H)
COL	0.712	0.553	0.417	0.716
Barrier	0.899	0.642	0.245	0.930
Effectiv	0.861	0.555	0.403	0.953
ManagPart	0.830	0.558	0.403	0.965
Masc	0.872	0.695	0.140	0.973
LTO	0.744	0.422	0.274	0.975
Inclusiv	0.834	0.627	0.283	0.978
UA	0.822	0.609	0.108	0.980
PD	0.724	0.477	0.417	0.981
Formal	0.519	0.275	0.051	0.982

The reliability, validity and discriminant validity tests are all positive for all constructs except for the *formality* construct, where both, reliability and validity tests have been failed. However, the discriminant validity test was successful. This conclusion allows us to go ahead with the model building using the SEM scheme.

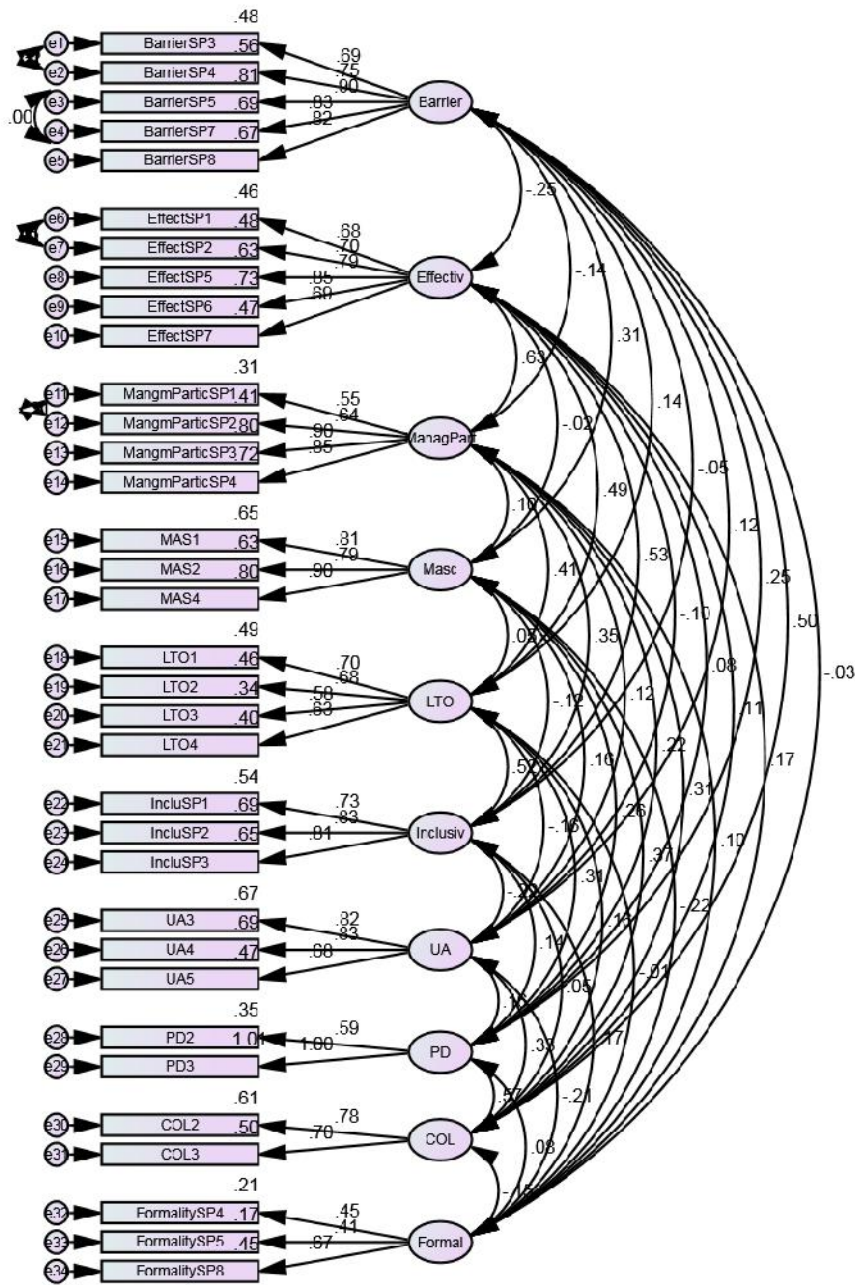


Figure 7: Confirmatory Factor Analysis Showing Regression Weights and Covariance among Factors.

Source: Researcher's contribution

The model used to compute the results shown above is represented by figure 5 above, which graphically depicts the contribution of each indicator (question) to the constructs included in the study, and is indicated by the oval shape. It also shows the error terms

that were co-varied with each other for the sake of reducing uncertainty and optimizing the model building.

Additionally, the total AVE of the average value of variables used for the research model (shown in the table below in the diagonal line) is larger than their correlation value; therefore, we also established discriminant validity.

Table 15: AVE for Research Model

	COL	Barrie r	Effecti v	ManagPar t	Masc	LTO	Inclusi v	UA	PD	Forma l
COL	0.744									
Barrier	0.495	0.802								
Effectiv	0.114	-0.254	0.745							
ManagPar t	0.316	-0.142	0.635	0.747						
Masc	0.374	0.307	-0.017	0.104	0.834					
LTO	0.161	0.142	0.497	0.411	0.051	0.650				
Inclusiv	0.057	-0.051	0.532	0.349	-	0.523	0.792			
UA	0.329	0.119	-0.100	0.122	0.161	0.155	-0.221	0.780		
PD	0.646	0.299	0.121	0.289	0.364	0.404	0.179	0.165	0.690	
Formal	-	-0.030	0.175	0.101	-	-	0.173	-	0.108	0.524

4.5 Model Building Using Structural Equation Modelling

Models built using SEM are more accurate than those built using multiple regression or any other data or factor analysis techniques. SEM allows for the calculation of the impact of each and every independent variable on the dependent variable simultaneously, while this impact is calculated separately for each variable in a regression analysis. This means that in a regression analysis when the impact of one variable is calculated, other variables are kept constant. Another advantage of SEM is the ability to include two or even more dependent variables in the model, whereas, only one dependent variable can be included in the model built by regression analyses.

One of the most important features that makes SEM more accurate has to do with the fact that in SEM, relationships or correlation among variables can be accounted for in the model, which is not possible in multiple regression analyses. In regressions, if we want to account for one variable in the model, we need to fix other variables. This makes models extracted by SEM much more accurate in reflecting the true status among variables. Accounting for measurement errors using SEM is another feature that makes it more accurate over models built using regression, as regression presumes that measurements are perfect, so it does not postulate or account for any kind of measurement errors. Additionally, SEM allows for the construction of a complex model which may comprise of multiple levels, with complex relationships among variables, including mediation and moderation. Meanwhile, regression allows for only the building of a simple model.

The tested model of this study is depicted in the figure below, which demonstrates effectiveness of strategic planning, "Effectiv", as the main dependent variable in the model. Effectiveness of strategic planning is a function of four other variables: formality, inclusiveness, management participation, and barriers to strategic planning. Employees' participation, which was originally among the mediating variables in the model, failed to be qualified to later stages of the model building.

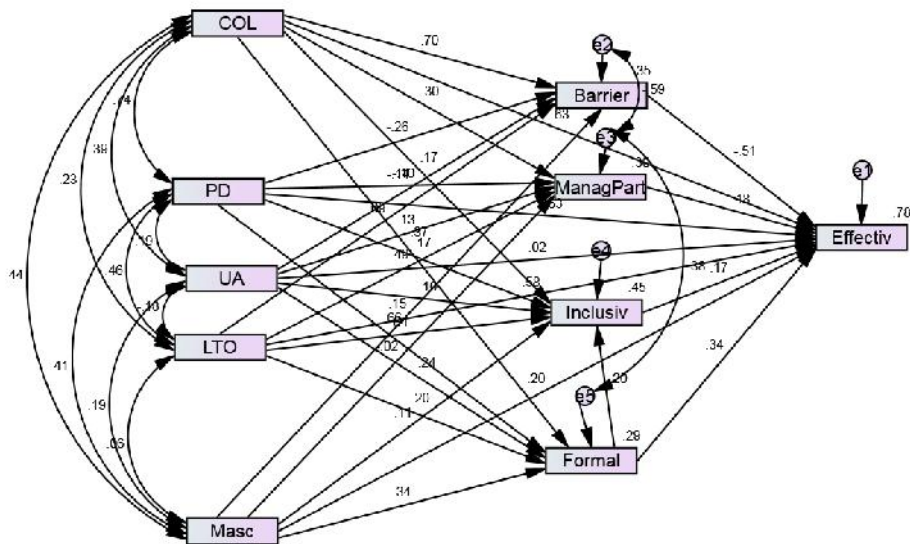


Figure 8: Model to be tested by the Study

Source: Researcher's contribution

As the model demonstrates, these variables are formed (or synthesized) out of the cultural dimensions of individualism/collectivism "COL", masculinity/femininity "Masc", uncertainty avoidance "UA", long-term orientation "LTO", and power distance "PD", derived out of Hofstede's model (Hofstede, 1980; 1986). The model presumes that the four mediating variables: formality, inclusiveness, management participation, and barriers to strategic planning are moderated by culture as is quantified by the five cultural dimensions included in the study. These cultural dimensions are not exhaustive and other cultural dimensions can be used. However, only these dimensions have been included in the study, as these presumably had the most substantial influences on strategic planning.

In building the model, both direct (from cultural dimensions into effectiveness of strategic planning) and indirect (through the four mediating variables) effects are

included in the study. This feature is unique to SEM as opposed to regression analyses and enables the model to be sufficiently accurate.

In the figure above, two values that can be employed in assessing the construct of the model are easily recognized. These are the coefficients of determination R^2 , and the path coefficient or beta " ". R^2 quantifies the variability of the endogenous variable that can be explained by the exogenous variables included in the model. Beta, on the other hand, quantifies the contribution of the exogenous variable in determining the endogenous variables. Based on that, the model exhibited in figure 32 above can be explained.

The variability of the strategic planning variables explained by culture as modeled in the study, ranges between 0.29 for formality (Formal) to 0.78. As for Effectiveness of strategic planning, see the table below. The Formal variable, explains 28.9% of its variance. In other words, the error variance of **Formal** is approximately 71.1% of the variance of **Formal** itself. The same applies to other constructs, including Effectiveness of strategic planning. It is estimated that the predictors of Effectiveness, including cultural dimensions and other mediating variables, explain 77.7% of its variance. In other words, the error variance of Effectiveness is approximately 22.3% of the variance of Effectiveness itself.

Table 16: R^2 Multiple Correlation

Endogenous variable	Estimate (as depicted by the model)
Formal	.289
Inclusiveness	.454
Management Participation	.303
Barrier	.355
Effectiveness	.777

4.6 Significance of Correlation among Different Variables

In order to proceed with building the model, we need to know which variables are significantly correlated, as is expressed by the p-value (sig. value). These values, along with the unstandardized correlation coefficient, the standard error of the correlation coefficients are depicted in table below.

As is indicated by tables 18-23 below, all relationships in bold have p-value larger than 0.05, which indicates that they are statistically not significant. This implies that there is no correlation between the tested variables. For example, the correlation between management participation and masculinity is statistically not significant, which means that they are not linked with each other, i.e. the level of masculinity has no (significant) effect on management participation in strategic planning. However, when the p-value is less than 0.05, it indicates that the relationship is significant and needs to be counted for in the model.

Furthermore, the tables display the strength of correlation between the variables included in the study. The values vary from 0 to 0.60, when a value close to 0 means that there is no relationship, as is the case between Effectiveness and Uncertainty Avoidance (UA) and Inclusiveness and Collectivism. A value greater than 0.60 signifies a strong relationship between the variables, as is the case with Barrier and Collectivism (COL) (0.704) and Formality and Power Distance (PD) (0.662).

Table 17: Correlation Coefficients of Formality with Cultural Dimensions

			Stand. Coef.	Unstand. Coef.	S.E.	C.R.	P
Formal	<---	Masc	-.343	-.133	.034	-3.924	***
Formal	<---	LTO	-.204	-.218	.098	-2.209	.027
Formal	<---	UA	-.236	-.131	.049	-2.697	.007
Formal	<---	PD	.662	.666	.131	5.086	***
Formal	<---	COL	-.366	-.191	.065	-2.920	.003

The construct of formality in the model is defined by the cultural dimensions included in the study by 29%, which means that these constructs are responsible for 29% of the variability of the formality construct. All of the cultural dimensions do have a significant correlation with the formality construct, with the PD having the strongest correlation. Masc, LTO, UA, and COL are all negatively correlated with this construct. That means formality decreases as these cultural dimensions increase among the targeted sample population who participated in the study, as is shown in table 17 above. Barriers to strategic planning are revealed by the model and were determined by 35% of its value by the cultural dimensions included in the study. This indicates that 35% of the variability of the Barriers was determined by the cultural dimensions included in the study. Masc, PD, and COL all have significant correlations with Barrier to strategic planning, whereas LTO and UA have an insignificant correlation with this construct. PD has a negative correlation with Barrier to strategic planning. See table 18 below.

Table 18: Correlation Coefficients of Barriers to Strategic Planning with Cultural Dimensions

			Stand. Coef.	Unstand. Coef.	S.E.	C.R.	P
Barrier	<---	Masc	.147	.106	.060	1.769	.077
Barrier	<---	LTO	.089	.175	.173	1.010	.312
Barrier	<---	UA	-.099	-.101	.086	-1.183	.237
Barrier	<---	PD	-.260	-.483	.230	-2.096	.036
Barrier	<---	COL	.704	.678	.115	5.890	***

Management Participation was determined by up to 30% of the included cultural dimensions. LTO and COL both have significant correlation with this construct, whereas Masc, UA, and PD do not have any significant correlation with this construct.

Additionally, LTO and COL have a positive correlation with management Participation, as is illustrated in table 19 below.

Table 19: Correlation Coefficients of Management Participation with Cultural Dimensions

	Stand. Coef.	Unstand. Coef.	S.E.	C.R.	P
ManagPart <--- Masc	-.016	-.006	.033	-1.186	.853
ManagPart <--- LTO	.490	.515	.096	5.359	***
ManagPart <--- UA	.135	.074	.047	1.558	.119
ManagPart <--- PD	-.144	-.143	.128	-1.119	.263
ManagPart <--- COL	.299	.154	.064	2.410	.016

The inclusiveness construct is determined by the model by 45%, which means that the included cultural dimensions along with the formality construct are responsible for 45% of its variability. Among all cultural dimensions, LTO has the strongest impact, with a 0.637 correlation value. All other cultural dimensions, mainly Masc, UA, PD, and COL have an insignificant correlation with inclusiveness, as shown in table 20 bellow.

Table 20: Correlation Coefficients of Inclusiveness with Cultural Dimensions, in addition to Formality

	Stand. Coef.	Unstand. Coef.	S.E.	C.R.	P
Inclusiv <--- Masc	-.109	-.033	.025	-1.335	.182
Inclusiv <--- LTO	.637	.529	.069	7.704	***
Inclusiv <--- UA	-.097	-.042	.034	-1.228	.219
Inclusiv <--- PD	-.168	-.132	.099	-1.335	.182
Inclusiv <--- COL	.166	.067	.046	1.458	.145
Inclusiv <--- Formal	.196	.153	.062	2.448	.014

Effectiveness of strategic planning (Effectiv) have a direct and indirect impact on the included cultural dimensions. The direct effects are represented by the direct arrows

from these cultural dimensions into the Effectiv construct as shown by figure 8 above. The correlation between these cultural dimensions and Effectiv are shown in table 21 below. It is worth noting that all of the cultural dimensions have a significant correlation with effectiveness of strategic planning except UA. COL has a strong correlation with Effectiv, and PD is negatively correlated with Effectiv. LTO and Masc are positively correlated with Effectiv.

Table 21: Correlation Coefficients of Effectiveness with Cultural Dimensions

			Stand. Coef.	Unstand. Coef.	S.E.	C.R.	P
Effectiv	<---	COL	.631	.245	.040	6.052	***
Effectiv	<---	PD	-.629	-.470	.069	-6.857	***
Effectiv	<---	UA	.016	.007	.022	.306	.759
Effectiv	<---	LTO	.578	.458	.063	7.304	***
Effectiv	<---	Masc	.196	.057	.016	3.555	***

The last component in the model illustrates how the mediating variables of formality (Formal), Barrier to Strategic Planning (Barrier), Inclusiveness (Inclusiv), and Management Participation (Manag Part) contribute to the shaping of the effectiveness of strategic planning. As is indicated by table 22 below, all of the mediating variables have a significant correlation with Effectiv, ranging from weak correlation, as is the case with management participation, ($r = 0.184$), and Inclusiv ($r = 0.171$), to moderate correlation, as with Formality ($r = 0.34$), and a rather strong negative correlation, as is the case with Barrier ($r = -0.514$).

Table 22: Correlation Coefficients of Effectiveness with Mediating variables; Barrier, Management Participation, Inclusiveness, and Formality

			Stand. Coef.	Unstand. Coef.	S.E.	C.R.	P
Effectiv	<---	Barrier	-.514	-.207	.028	-7.337	***
Effectiv	<---	ManagPart	.184	.139	.055	2.524	.012
Effectiv	<---	Inclusiv	.171	.164	.056	2.938	.003
Effectiv	<---	Formal	.341	.254	.044	5.747	***

4.7 Total Direct and Indirect Effects of Strategic Planning Effectiveness

As is indicated by table 23 below, the total effect of each cultural dimension comprises of two parts, the direct effect and the indirect effect (or mediated effect). The direct effect is estimated when the cultural dimension is directly correlated with Effectiveness of strategic planning, while the indirect effect is the effect of cultural dimension on Effectiveness of strategic planning that is mediated via the mediated variables included in the model. For instance, the standardized total (direct and indirect) effect of **COL** on **Effectiv** is .216. This is due to both, the direct (unmediated) (0,631) and indirect (mediated) (-0.415) effects of **COL** on **Effectiv** When **COL** increases by 1 standard deviation, **Effectiv** variable increases by 0.216 standard deviations. The same applies to other cultural dimensions when both direct and indirect effects are considered.

Table 23: Standardized Total Direct and Indirect Effects of Cultural Dimensions

Cultural dimension/effect	Indirect Effect	Direct Effect	Total Effect
COL	-0.415	0.631	0.216
PD	0.326	-0.629	-0.303
UA	-0.029	0.016	-0.013
LTO	0.077	0.578	0.655
Masc	-0.226	0.196	-0.03
Formal	0.034	0.341	0.374
Inclusiv	0	0.171	0.171
ManagPart	0	0.184	0.184
Barrier	0	-0.514	-0.514

4.8 Discussion

The research findings show that the majority of the sample population is highly educated, as 94.2% hold a Bachelor's degree or above. They are also presumed to possess a good knowledge of the basics of strategic planning, which makes the results reliable. The results of the present cultural dimensions, according to Hofstede's model, were very remarkable and unique as it varied from the similar findings of related studies conducted on the neighboring Arab countries. Results are shown in table 24 below:

Table 24: Cultural Dimensions Values for Palestine's Neighboring Countries

Culture dimension	Jordan (%)	Lebanon (%)	Syria (%)	Palestine (%)
Power Distance	70	75	80	45
Masculinity	45	65	52	44
Uncertainty Avoidance	65	50	60	54
Collectivism	70	60	65	75
Long Term orientation	16	14	30	41

Source: Researcher's contribution

This is considered a very rich contribution to the cultural dimensions theory for Hofstede, since he himself failed to cover Palestine's cultural cases in his researches and various studies. The results related to the uniqueness of the Palestinian situation on the other hand is summarized in table 25 below, according to the degree each score is translated:

Table 25: Cultural Dimensions Score Degree Translation in Palestinian Case

Culture dimension	Palestine (%)	Degree Summery
Power Distance	45	Moderate
Masculinity	44	Moderate
Uncertainty Avoidance	54	Moderate
Collectivism	75	High
Long Term orientation	41	Low

The results for the research questions tests in relation to cultural dimensions are as follows:

4.8.1 *To what extent is Palestine oriented towards long-term orientation?*

According to results Palestine scored 41% on this dimension, which is considered somewhat low. Therefore, we reject this research hypothesis. We conclude that Palestine is more oriented towards short-term orientation. This implies that long-term plans are not so efficient or successfully fulfilled to reach the assigned goals. This also implies to aggressive competitiveness in general towards competitive threats to achieve temporary advantages, to the contrary of high long-term orientation where firms avoid aggressive competitiveness to benefit from strategic long-term relationships. In addition, low Long-term orientations scores are reflected on strategic plans by preferring short-term goals oriented plans over long-term. Little patience is available in management as short-term orientation implies to preferring quick and temporary decisions for problem solving rather than tolerance of temporary difficulties in the aim of reaching final and comprehensive solving of problematic situations in planning.

Also, this dimension affects organizational innovation, as low scores imply to little innovation regarding product/service development which can affect the sustainability and survival of the organization. Organizations with low scores on this dimension usually fail to recognize opportunities for development and avoid risk-taking or investing in new technologies or big projects. Day-to-day planning is mostly utilized by firms with not much hard work for future achievements, as low commitment to work is one of the main characteristics for staff in their workplaces.

4.8.2 *To what level is Palestine scoring in power distance cultural dimension?*

The Power Distance dimension score of 45% is considered somehow moderate with little skewness toward power distance leading to accept this research hypothesis. Therefore we conclude that Palestinians respect those in higher positions in organizations or in families is recognized moderately. In general, they are somehow moderate in terms of respecting authority of those with high power and accepting class distinction. We can say that they have no problem in directing or rejecting erroneous decisions with somehow moderate respecting to democratic management as well as dictating and confronting decision-makers to a certain extent if necessary.

Additionally, this implies that employees are somehow moderately willing to participate in strategic planning and decision-making processes (unlike places with high power distance), employees do not suffer limited discretions, and communications somewhat flow vertically upwards and downwards, as well as horizontally with moderate communication gaps between supervisors and staff. This good sense of communication within different hierarchical organizational levels implies the quality of decisions to be not so poor rather than acceptable. Regarding unethical behaviors, it is mostly to be uncovered within workplaces.

4.8.3 *Are Palestinian institutions employees oriented towards collectivism or Individualism?*

Based on results, Palestine is highly oriented towards Collectivism with score of 75% for this dimension and in result we accept this hypothesis. The results indicate that Palestinians are more inclined to be part of a group, extended family, tribe, regional gathering, or even a member of a political party, and strong national identity as opposed

to being independent in their daily lives. This may have a negative effect on individuals as they subsume in their groups. Many of their individual needs, rights or thoughts hardly are heard or tended to. Thus decision-makers and planners have no a clear view of problematic situations regarding groups or individuals to be taken into considerations in strategic plans. Individuals depend on decision-makers to take care of management or policy making by being included in the development of strategic plans on both, the micro and macro national levels. Nevertheless, it has a positive impact on organizations by implying on staff as members of their organizations to accept organizational strategic goals over their own personal goals and assess relationships within the organizations. Management are advised to take this result in consideration and design more effective methods for information sharing and participation in strategic planning within hierarchy levels for effectiveness increase for plans.

4.8.4 *Are Palestinian institutions employees oriented towards the uncertainty avoidance cultural dimension?*

Results for this dimension achieved a score of 54%, therefore, we accept this hypothesis and conclude that Palestinians institutions are somehow oriented towards Uncertainty Avoidance but still in moderate way. Vague situations are not so threatening for Palestinians. New decisions that have not been conceded before can be dealt with rationally to some extent. Strategic plans and managerial actions aiming for change are not expected to be highly resisted and desired changes can be moderately overtaken. These results are also considered positive to some extent and call for optimism on how they apply in reality and affect the implementation of strategic planning. More detailed

strategic planning with short term feedbacks could be very effective in overtaking more of the available uncertainty avoidance among staff.

4.8.5 *Are Palestinian institutions employees oriented towards masculinity cultural dimension?*

This dimension received a 44% of scoring, therefore we reject this hypothesis and conclude that the Palestinian nation is oriented almost moderately between Masculinity and Femininity while leaning a little more towards Femininity. In other words, social gender roles are not so rigidly distinct. It is also situated between the feminine culture “work to live” and a masculine society “lives to work”. The same can imply regarding the “Achievement Orientation” or “Care Orientation”. Since the score is a little more skewed towards femininity, Palestine can be regarded as more tender, friendly, accepting of new relationships, and very hospitable especially to foreigners. Additionally, if a workplace is directed by wise management, the workplace will have a calm working atmosphere with little selfishness and more caring for the individual. Strategic plans can thus be implemented with a good degree of smoothness and good feelings among employees through a rational management.

4.8.6 *Do cultural dimensions in Palestine have significant correlational effect on strategic planning effectiveness?*

Results showed that cultural dimensions in Palestine have a significant correlational effect by 75% on the effectiveness of strategic planning which leads us to accept this hypothesis. Discussing each dimension of strategic planning effectiveness in relation to cultural dimensions, the findings can be summarized as follows:

- Formality of SP has a significant positive correlation with Power Distance (PD), meaning that whenever the PD score increases, formality of SP also increases. Meanwhile, Masculinity, Long-Term Orientation (LTO), Uncertainty Avoidance (UA), and Collectivism (COL) all have a negative correlation with this construct. In other words, as formality decreases, cultural dimensions increase among the sampled population of this study.
- Results indicated that 35% of the variability of the Barriers to SP were determined by the cultural dimensions included in the study. Masculinity (Masc), Power Distance (PD), and Collectivism (COL) all have a significant correlation with Barriers to SP, whereas, Long-Term Orientation (LTO) and Uncertainty Avoidance (UA) have an insignificant correlation with this construct. Power Distance (PD) has a negative correlation with Barriers to SP meaning that as PD increases, Barriers to SP decreases in the opposite direction.
- Management Participation was determined by up to 30% by the included cultural dimensions. Masculinity (Masc.), Uncertainty Avoidance (UA), and Power distance (PD) do not have any significant correlation with this construct. However, Long Term Orientation (LTO) and Collectivism (COL) have a positive correlation with Management Participation meaning that as LTO or COL increases, Management Participation also increases as a result. The Inclusiveness of SP construct is determined by the model by 45% of its total value of the cultural dimensions. All cultural dimensions, specifically Masculinity (Masc), Uncertainty Avoidance (UA), Power Distance (PD), and Collectivism (COL) have an insignificant correlation with Inclusiveness of SP. Among all cultural dimensions, Long-Term Orientation (LTO) has the most significant impact, as per the results.

The following table 26 summarizes the correlation between each cultural dimension and SP effectiveness (Positive correlation “+”, Negative correlation “-“, or NO significant correlation “\”), as well as the percentage to which the model succeeded in determining SP effectiveness according to the cultural dimensions:

Table 26: Summary of Cultural Dimensions Correlation with SP Effectiveness Dimensions

SP effectiveness dimensions	Model determination of SP effectv.	PD	Masc	UA	Col	LTA
formality of SP	29%	High +	+	\	+	\
Barrier to SP	35%	-	+	\	+	\
Management Participation	30%	\	\	\	+	+
Inclusiveness of SP	45%	+	+	+	+	High +

Referring back to the research results for descriptive statistics, most employees working on SPs are highly educated and are well experienced in SP formulation and implementation. Nevertheless, the results clearly indicate that participants are pessimistic towards the effectiveness of strategic planning in Palestinian organizations in different sectors. That is as 68% of the sampled population’s answers were closer to disagree, regarding the SP formality variable. Taking into consideration that half of the sample assumed a unit director position, and the remaining 33.9% are employees. This clearly indicates that the study reflected the opinions of the organizations’ managers rather than the employees. This gives us a general overview of how successful and effective SPs have been in their workplaces.

Chapter 5 : Conclusion

This chapter is meant to conclude the research work done in the scope of this thesis, in addition to listing some recommendations for further work.

While the measurements for cultural dimensions are widely used to investigate leadership behavior, managerial characteristics and decision making processes, this study is the first to examine the effect of culture on the effectiveness of strategic planning in Palestinian organizations. The research that is tackled and examined is very critical regarding the depth of its findings. It supports both, the boosting of developmental efforts as well as the economy of Palestine, as it is one of the regional nations struggling to achieve sustainable development.

5.1 Research Overview

The research results strongly support the discussed strategic planning literatures, which advocate strong positive relationships between strategic planning effectiveness and cultural dimensions (Hofstede, 1980, 1986, 2005; Haiss, 2013; Faucheux, 1977; and King, 1978). The research model succeeded in interpreting SP effectiveness in relation to cultural dimensions by 78%, which is considered a remarkable contribution to the field. This research is new and supports existing studies and literatures performed and written on the relationship between SP effectiveness and cultural dimensions.

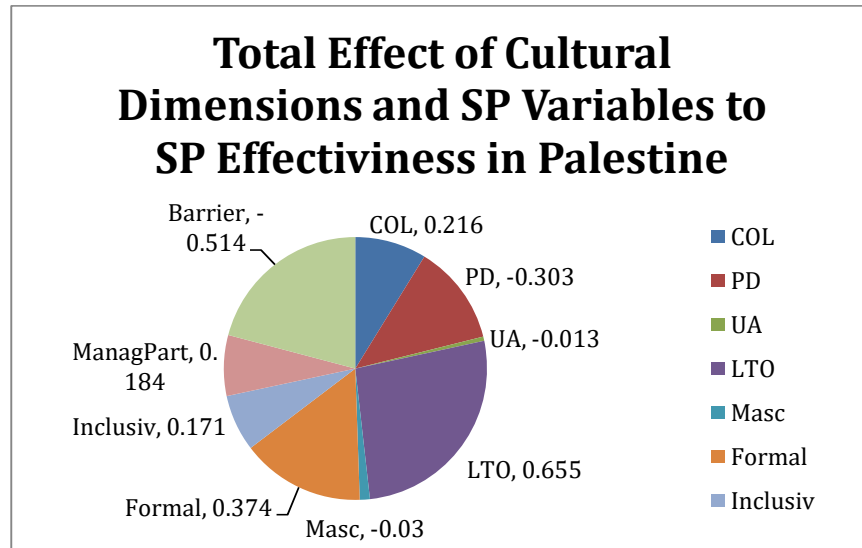


Figure 9: Effect of Cultural dimensions and other SP variables to SP effectiveness
Source: Researcher's Contribution

Furthermore, this research contributes new findings regarding the available cultural dimensions in Palestine, which have not been previously covered by any other researcher. Thus, the results provide great support for the empirical research of Hofstede's theory that are related to cultural dimensions, since his theory failed to examine the Palestinian case among many other countries covered by his research (Hofstede, 1980, 1986, 1994, and 2005). These cultural dimensions appeared to be unique when compared to other cultural dimensions available in the neighboring Arab countries, such as Lebanon, Jordan, and Syria (see figure below). This indicates that the Palestinian case is special for its political situation, as well as for its historical events, which are not shared by other Arab countries.

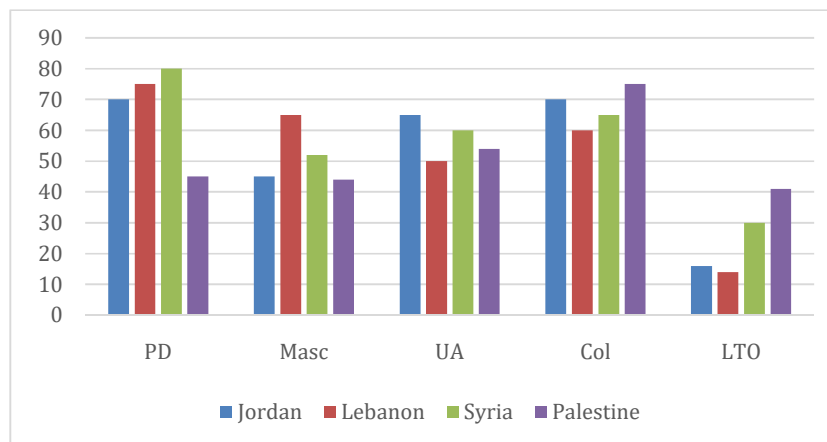


Figure 10: Comparison Between Palestine and Other Neighboring Countries According to Hofstede's Theory (%)

Source: Researcher's Contribution

Thus, we can determine that the Palestinian case cannot be compared to other case studies, as we emphasize that any study related to cultural or management issues should be especially designed for Palestine to assure its reliability.

It is worth to be said that there is no such thing as a good cultural dimension and bad cultural dimension. It is up to management and leadership to decide what cultural dimension suits and supports its strategic planning orientation and specialty of related organization and features to support and develop, or what cultural dimensions available in work place works against strategic planning to be planned for change or controlled. In Addition, it is noticed that almost all cultural dimensions scoring for Palestine is around the center or not far from it except for the Collectivism dimension. Thus any required cultural change to reach desirable effect on strategic planning effectiveness does not require allot of effort to move any of them upward or downward. Regarding the high scoring for the Collectivism, the unique political situation in Palestine may be one of the major reasons behind it normal for individuals to seek connection to groups

(especially political ones) in such situations as to feel more secure and receive support. Nether-the-less, this assumption would require more specific study to be determined.

5.2 Contribution of Study

In line with the results of research model which succeeded in explaining 78% of SP effectiveness in relation to available cultural dimensions on the Palestinian national level, results can benefit various organizations in various sectors to enhance the effectiveness of SP. The empirical survey can thus be used to investigate the internal available cultural dimensions among staff in various hierarchical levels, by management aiming to change or control unwanted cultural dimensions that are negatively affecting its SP effectiveness in the desired shape. Considerations by management can be taken for future managerial decisions and procedures, and SP designs for maximum SP effectiveness leading to organizational success, profit increase, best use of available resources, and overall, reaching to sustainable growth and development. This in return is reflected on the macro national level.

On the other hand, the findings of this study can assess expectations of future plans to a high degree, if based upon investigations regarding available cultural dimensions in organizations in various sectors.

5.3 Research Limitations

Although the research's results provide empirical evidence about the nature of the relationship between strategic planning effectiveness and cultural dimensions in Palestine, it is important to identify some of the research limitations. The main limitation of this study was that 90% of the research population consisted mainly of

organizations located in Ramallah, while only 10% of the sampled population was located in Gaza and Jerusalem. This may result in minor errors as the national culture may vary between directorates, or even between Palestinians living in the Gaza Strip, the West Bank, and Jerusalem. Thus, generalizations of findings on the national level should be dealt with caution.

5.4 Researcher Perspective:

As Palestine is seeking to find a place between the well developed countries around the world and take solid firm and accelerating steps toward freedom and development. Strategic planning seems to be a good tool for this purpose which PA assure to own in all its governmental organizations as a mandatory managerial process. Those SPs are found to be fully according to correct format and including all required conventional processes. Never-the-less, most of those SPs are not considered a national output reflecting real national needs and according to Palestinian own intellectual products. The matter of fact, most SPs in governmental organizations are in accordance to coatings by external western parties. This comes through consultancy and technical supports in forming SPs or dominating upon PA through donations. Needs priorities screening and involvement of local community through national questionnaires and focus groups is not the case for deciding national goals and direction of national SPs.

On the other hand, Private sector seems to lack knowledge and awareness regarding the importance of strategic planning. No noticeable evident is available regarding any PA planning or activities to raising awareness on national level for private sector regarding SPs importance or correct processes. It was found during this research data collecting process that only some big companies have strategic plans, while most other big,

medium and small scale private sector institutions have none. This sector seems to lack knowledge around the importance of such managerial tool for profit maximization, sustainable development and resilience in competitive markets.

Looking at the NGOs sector, most of organizations owned strategic plans but are considered a mandatory piece of paper work in order to grab the attention of donors for further funding and donations in the purpose of survival and continuity. Many times organizations in this sector drop their main planned goals if new donations appears in the horizon to follow new goals according to donors' needs. It is to be questioned if related strategic plans are really and actually committed in details or just used according to need.

In general, for those organizations and institution owning strategic plans, lack of knowledge exists around the topic from various modern scientific perceptions and factors for effectiveness (such as cultural dimensions). This is considered a limp for the SPs success on national level. More attention and follow up for up-to- date researches and literatures should be committed rather than dealing with SP as a mandatory or prestigious tool. In addition, PA lacks promoting specific nation goals on sectorial level or guidance to assure that all organizations in various sectors are working towards the same nation goals and in same direction. What is available is only wide general goals with vague means to reach giving the change for each organization's creativity to exert on how to touch those goal (that is if actually the organization had in mind any national goal in its SP over its own competitive goals and interest). The loss of efforts and resources accompanied with delay in reaching any national goal is a definite consequence for this status.

5.5 Future Research Directions

As this is the first research performed on the subject regarding the national cultural dimensions in Palestine and its relationship to strategic planning effectiveness, which is a very vital topic, future research should consider the following:

- Include a larger sample population covering all directorates in Palestine, as well as Palestinians living in Jerusalem and so called Israel. Including participants in the research population from various directorates in Palestine will enrich the results and assure the coverage of all cultures available on the national level. That is, in addition to covering organizations from various economic levels and work circumstances that distinguishes each Palestinian governorate from the other.
- More cultural dimensions should be allowed to be examined for more accurate results. In addition, other variables affecting strategic planning effectiveness should be examined for a holistic view of the problem, in order to study the topic from various views and aspects to assess the problem in future plans, and reach maximum success in developmental efforts.
- Further research should be undertaken to examine SP procedures used in Palestinian organizations and connect them to financial performance as to evaluate the degree of its effectiveness. This could also lead to national policies and guidance for various sectors on the preferable SP procedures. It could also reveal weaknesses and lack of knowledge in areas that need to be addressed by national awareness raising campaigns.

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Appendices

Appendix 1: Questionnaire

A questionnaire on the cultural dimensions in Palestine and its impact on the effectiveness of strategic planning in local institutions

The information contained in the questionnaire will be treated with complete confidentiality and will only be used for scientific research purposes. Thank you for your cooperation

Symbol	Question
Pers1	Age:.....
Pers2	Sex: Male <input type="checkbox"/> Female <input type="checkbox"/>
Pers3	Education level: High school or less <input type="checkbox"/> Diploma <input type="checkbox"/> BA <input type="checkbox"/> MA <input type="checkbox"/> PhD <input type="checkbox"/> Other <input type="checkbox"/>
Pers4	Employment Title: Employee <input type="checkbox"/> Unit\ Section Director <input type="checkbox"/> Director General <input type="checkbox"/>
Pers5	Level of Knowledge in SP: Excellent <input type="checkbox"/> V. Good <input type="checkbox"/> Acceptable <input type="checkbox"/> Weak <input type="checkbox"/> None <input type="checkbox"/>
Pers6	Years of Participation in SP

The Institution I Work In:

Org1	Institution Type: Private Sector <input type="checkbox"/> Public/ Governmental Sector <input type="checkbox"/> NGO <input type="checkbox"/>
Org2	Number of Workers in Institution:
Org3	Age of Institution in Years:
Org4	Institution Owns a SP since year:

Inclusiveness of strategy

Symbol	Question	Strongly Agree	Agree	Somehow Agree	Neutral	Somehow Disagree	Disagree	Strongly Disagree
IncluSP1	Organization established SP team consisting of all departments & admin levels							
IncluSP2	Organization defined the duration of SP in a practical manner							
IncluSP3	Team conducted SWOT analysis of organization in a practical & realistic manner							

IncluSP4	Organization identified the values on which the institution's SP is based and built upon							
IncluSP5	Planning team identified the vision of the organization accurately and pragmatically							
IncluSP6	Planning team identified a mission that is accurate and realistic and applicable							
IncluSP7	Planning team defined strategic objectives of institution accurately & achievable manner							
IncluSP8	Planning team translated objectives into projects that could be implemented by institution							
IncluSP9	Planning team identified resources needed to implement strategic projects to achieve strategic goals							
IncluSP10	Planning team determined budget needed to implement the projects that emerged from the strategic plan							
IncluSP11	Planning Team selected (KPIs) which enables organization to measure success in achieving goals							
IncluSP12	Planning team studied possible scenarios, & based on them determined alternative plans							

Effectiveness of strategic planning

Symbol	Question	Strongly Agree	Agree	Somehow Agree	Neutral	Somehow Disagree	Disagree	Strongly Disagree
EfSP1	SP increased effectiveness of achieving goals in organization							
EfSP2	SP maintained the sustainability of institution and its competitive position							
EfSP3	SP achieve commitment of managers & heads of depts. to achieve objectives of institution							

EfSP4	SP work to develop a unified vision among staff of organization							
EfSP5	SP work on alignment between external environment of institution & internal capabilities							
EfSP6	SP helped managers anticipate future results of current decisions							
EfSP7	SP worked to increase effectiveness & impact of institution or increase profits							

Formality of strategic planning

Symbol	Choose the most convenient from between the sentences on both sides of each row: 1= Strongly agree 2= Agree 3= Somehow Agree 4= Neutral 5= Somehow Disagree 6= Disagree 7= Strongly Disagree								
ForSP1	SPs where I work are prepared at all departments levels	1	2	3	4	5	6	7	SPs where I work are prepared at my dept. level only
ForSP2	Workers from all hierarchy levels participated in SP	1	2	3	4	5	6	7	Only decision makers participated in SP
ForSP3	SP contained rigid and fixed planning procedures	1	2	3	4	5	6	7	SP contained flexible planning procedures
ForSP4	SP Focused on practical procedures	1	2	3	4	5	6	7	SP Focused on the results rather than process
ForSP5	SP consisted of more than 10 pages	1	2	3	4	5	6	7	SP consisted of 10 pages or less
ForSP6	SP timeframe plan is more than 3 years	1	2	3	4	5	6	7	SP timeframe plan is 3 years or less
ForSP7	SP contains a systematic & periodic progress follow-up	1	2	3	4	5	6	7	SP is random rather than containing systematic & periodic progress follow-up
ForSP8	Organization did not taken into account the necessary funding for SP implementation	1	2	3	4	5	6	7	Organization has taken into account the necessary funding for SP implementation
ForSP9	Organization's policies & regulations did not change to serve the SP	1	2	3	4	5	6	7	Organization's policies & regulations have been changed to serve the SP

Barriers to the Strategic Planning Implementation

Symbol	Question	Strongly Agree	Agree	Somehow Agree	Neutral	Somehow Disagree	Disagree	Strongly Disagree
BarSP1	Crises facing the institution distract attention from the implementation of SP							
BarSP2	Organization's management guidelines							
BarSP3	Overall strategic objectives are not well understood by employees							
BarSP4	Strategic goals are unrealistic and							

	unattainable							
BarSP5	Employees do not receive proper training and guidance							
BarSP6	Execution takes longer time than expected							
BarSP7	Communication methods are inadequate							
BarSP8	Coordination during implementation is not sufficiently effective							
BarSP9	Lack of support from board of directors or higher authorities in institution							
BarSP10	Lack of necessary funding for plan implementation							
BarSP11	Lack of cadres for plan implementation							

Management Participation in Strategic Planning

Symbol	Question	Strongly Agree	Agree	Somehow Agree	Neutral	Somehow Disagree	Disagree	Strongly Disagree
ManSP1	Managers & heads of dept. at all levels of administrative ladder participate in SP							
ManSP2	Managers & heads of depts. are aware of SP importance							
ManSP3	Managers are committed to implementing SP in administrative procedures at all stages							
ManSP4	All levels of management are involved in SP development & have an active role							

Employees Participation in Strategic Planning

Symbol	Question	Strongly Agree	Agree	Somehow Agree	Neutral	Somehow Disagree	Disagree	Strongly Disagree
EmpSP1	Staff from all levels participate in SP							
EmpSP2	All staff are aware of the importance of SP							
EmpSP3	Employees are committed to implementing SPs in practical procedures at all stages							

Long Term Orientation

Symbol	Question	Strongly Agree	Agree	Somehow Agree	Neutral	Somehow Disagree	Disagree	Strongly Disagree
LTO1	I do not care to achieve quick profit but I plan for the development of the long-term							
LTO2	I plan for my career prospects for a longer term (more than five years)							
LTO3	I have long-term goals that I always strive to achieve							
LTO4	I Give up the pleasure of today for the success of future							

Power Distance

Symbol	Question	Strongly Agree	Agree	Somehow Agree	Neutral	Somehow Disagree	Disagree	Strongly Disagree
PD 1	Children must be raised up to accept the authority of the old							
PD2	It is my duty to respect the opinion of my managers at work							
PD3	My business managers are better in understanding business requirements							
PD4	Involving employees in decision-making reduces the manager's prestige and decreases his powers							

Collectivism

Symbol	Question	Strongly Agree	Agree	Somehow Agree	Neutral	Somehow Disagree	Disagree	Strongly Disagree
COL1	My belonging is to my family, my town and my nation in general							
COL2	My community's customs, traditions and behavior is what determines my personal behavior							
COL3	I care about the people's opinion in my personality and behavior							
COL4	The society and government are responsible for providing a job for me when I graduate							

COL5	I consider myself as an integral part of my community							
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Masculinity

Symbol	Question	Strongly Agree	Agree	Somehow Agree	Neutral	Somehow Disagree	Disagree	Strongly Disagree
MAS1	The most important role for women consists in paying attention to their homed and families							
MAS2	The man has the final word in any decision at home							
MAS3	In my community, males are more encouraged to get higher academic degrees than girls							
MAS4	I prefer that higher positions in the institution are occupied by men							

Uncertainty Avoidance

Symbol	Question	Strongly Agree	Agree	Somehow Agree	Neutral	Somehow Disagree	Disagree	Strongly Disagree
UA1	I always care that work instructions are absolutely clear to me							
UA2	I feel scared when I first start a new job							
UA3	I always have fear and doubts about the future							
UA4	I feel afraid of mysterious situations and do not prefer to venture							
UA5	There is always a risk in doing things that have not been done before							

Appendix 2: List of Sampled Organizations

#	Institution Name	Address	Sector
1	Arab Center for Agriculture Development\ ACAD	Ramallah	NGO
2	Ministry of Women's Affairs	Ramallah	Public
3	Jawwal	Ramallah	Private
4	PALTEL	Ramallah	Private
5	Bank of Palestine	Ramallah	Private
6	Electricity Company	Ramallah	Private
7	Al- Bireh Municipality	Ramallah	Public
8	National Insurance Company	Ramallah	Private
9	Trust Insurance Company	Ramallah	Private
10	Union Agricultural Work Committee\ UAWC	Ramallah	NGO
11	SDCO	Ramallah	NGO
12	Al- Bireh Women's Arab Union Society	Ramallah	NGO
13	Al- Takaful Insurance Company	Ramallah	Private
14	Arab Islamic Bank	Ramallah	Private
15	Palestinian Water Authority	Ramallah	Public
16	Palestinian Businesswomen's Association\ ASALA	Ramallah	NGO
17	Ministry of Labor (Ramallah)	Ramallah	Public
18	SHAREK Youth Forum	Ramallah	NGO
19	Palestine Agricultural Relief Committee\ PARC	Ramallah	NGO
20	Ministry of Local Governance	Ramallah	Public
21	Health Work Committee\ HWC	Ramallah	NGO
22	Ramallah Municipality	Ramallah	Public
23	Birzeit Medical Factory	Ramallah	Private
24	Ministry of National Economy	Ramallah	Public
25	Ministry of Interior Affairs	Ramallah	Public
26	Ministry of Social Affairs	Ramallah	Public
27	Ministry of Agriculture	Ramallah	Public
28	Youth Development Department\ YDD	Jerusalem	NGO
29	The Higher Advisory Council \ Dar Al- Ifta'a	Jerusalem	Public
30	Ministry of Labor (Gaza)	Gaza	Public
31	Job Creation Program\ JCP	Gaza	Public
32	Palestine credit and development \ FATEN	Gaza	NGO
33	Islamic Relief	Gaza	NGO
34	Arab Center for Agriculture Development\ ACAD	Gaza	NGO

Arabic Abstract

يعتبر التخطيط الاستراتيجي من قبل المؤسسات جمعاء سواء أكانت العامة أو الخاصة أداة فعالة تسمح لهذه المؤسسات بأن تزدهر وتتطور وتحافظ على قدرتها على الاستمرارية و المنافسة في العقود الأخيرة، اكتسبت هذه الأداة الإدارية زخماً هائلاً في البلدان النامية ما هو الحال في البلدان المتقدمة، وأصبحت بالفعل ممارسة شائعة الاستعمال في المؤسسات. ومع ذلك تخطيط الاستراتيجي لا تؤدي دائم . . . المستوى من النجاح بين المؤسسات عوامل مختلفة على مدى نجاح وفي إجراءات التخطيط الاستراتيجي فيها . نحن نعتقد في بناءنا لهذه الدراسة أن الثقافة المحلية السائدة ، والمعتقدات والمواقف السائدة ، تساهم في تفسير بعض هذه الاختلافات من حيث مدى فية التخطيط الاستراتيجي . تمت مراجعة الأدبيات المتعلقة بالموضوع بشكل مكثف خلال هذا البحث، وضمن هذه العملية لم نأت عبر أي من الدراسات التي . لمسألة على مستوى فلسطين حتى الآن . تبعاً لذلك كان هذا هو أحد الأسباب التي دفعتنا لإجراء هذه

تم إجراء هذا البحث في الفترة الواقعة ما بين فبراير 2017 وفبراير 2018 في فلسطين، حيث استهدف البحث أثر محلية على مدى فاعلية التخطيط الاستراتيجي في المؤسسات من القطاعات المختلفة فيها على استخدام استبيان جيد الإعداد يتضمن المتغيرات اللازمة التي تسمح بفحص الحال، إذ تم من خلاله استهداف الموظفين العاملين في المؤسسات الحكومية والمنظمات غير الحكومية والقطاع الخاص . أولياهتمام خاص الثقافية التي أسسها العالم هوفستيد ، مما سمح لنا بقياس الثقافة المحلية السائدة وتحديد تأثيرها على كفاءة التخطيط ستراتيبي من خلال نظريته حول الأبعاد الثقافية. فتم جمع البيانات الخاصة بالبحث من خلال 121 استبيبا . توزيعه على 34 مؤسسة مختلفة، في حين غطت العينة القطاعات الخاصة والعامة والمنظمات غير الحكومية. تم تشفير البيانات المجمعة وتنظيفها وتحليلها باستخدام أدوات تحليل بيانات SPSS AMOS . كما تم استخدام نمذجة المعادلات الهيكلية (SEM) لتحليل وقياس تأثير الأبعاد الثقافية على فاعلية التخطيط الاستراتيجي بين المؤسسات الفلسطينية.

فيما يتعلق بالثقافة الفلسطينية، كشفت تحليلات البيانات أن الفلسطينيين لديهم بُعد الجماعة collectivism بتسجيل مرتفع، معتدلون نوعاً ما في تجنب عدم اليقين uncertainty avoidance . . . power- distance . بينما هم معتدلون في . Masculinity. عندما تم اختبار هذه البيانات بواسطة برنامج SEM ودمجها في

النموذج النظري المستخدم ، تبين أن هذه الأبعاد الثقافية نجحت في تفسير حوالي 78 من فاعلية التخطيط الاستراتيجي. إضافة الى ذلك، فقد نجح البحث في تحليل مدى مساهمة كل بعد ثقافي في فاعلية التخطيط الاستراتيجي كل على حدا. هذه النتائج تم الوصول اليها ضمن فصول البحث التالية:

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2- الفصل الثاني: الخلفية النظرية، التعريفات للكلمات المفتاحية و المراجعات الادبية

3- الفصل الثالث: مناهج البحث العا

4- الفصل الرابع: تحليل البيانات و النقاش،

5- والفصل الخامس والاخير : الاستنتاجات

تضمنت الفصول السابق ذكرها مجموعة من الجداول و الرسومات التوضيحية ذات العلاقة بالمحتوى و تحليل البيانات المستعمل أغلبها من نتاج الباحث بغرض توضيح آلية الوصول للنتائج بشكل علمي. حيث تم الاعتماد على مراجع متنوعة من كتب، مقالات، دراسات، ومواقع انترنت في صلب موضوع الابعاد الثقافية و التخطيط الاستراتيجي. وبنى عليها لاحقاً مناهج البحث العلمي للدراسة ومن ثم الوصول الى النتائج التي تعتبر نوعية وفريدة من نوعها حول الموضوع فيما يخص فلسطين.

ساهمت النتائج في رفع الوعي الإداري بالجوانب الثقافية المحلية داخل أماكن العمل في مختلف القطاعات . . إلى طبيعة الأبعاد الثقافية المحلية موجودة في فلسطين وكيف تؤثر على فاعلية التخطيط الاستراتيجي فيها.ومن المتوقع أن تساعد هذه النتائج السياسيين والمدراء والمخططين على زيادة فاعلية التخطيط الاستراتيجي من خلال القضاء على العقبات التي تواجه الاستراتيجيات الفعالة في المستقبل وفق . . و يتوقع أن تؤدي النتائج إلى خطط إنمائية فعالة على المستويين القصير والبعيد المدى.

الكلمات المفتاحية: الثقافة ، التخطيط لاستراتيجي ، الفاعلية