



**Arab American University**

**Faculty of Graduate Studies**

**The Impact of Strategic Planning on Employees'  
Performance in the Banks Operating in Palestine.**

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**This thesis was submitted in partial fulfillment of the  
requirements of the master's degree in Strategic  
Planning and Fundraising**

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# **The Impact of Strategic Planning on employees' performance in the banks operating in Palestine.**

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## **DECLARATION**

I hereby declare that I have complied with all applicable rules, regulations, and decisions of the Arab American University of Palestine (AAUP) by recognized scientific and ethical standards, including the scientific integrity, and that I shall bear all consequences and liability if the contrary was proved.

By this, I authorize the AAUP to photocopy my thesis in whole or in part to provide copies of it to individuals and institutions in accordance with the regulations and instructions of the AAUP after my personal approval.

**Sameh Rashed Ali Abu-Khader**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

﴿يَرْفَعُ اللَّهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ أُوتُوا الْعِلْمَ دَرَجَاتٍ وَاللَّهُ بِمَا تَعْمَلُونَ خَبِيرٌ﴾

صَدَقَ اللَّهُ الْعَظِيمُ

## DEDICATION

To the teacher and the Master of Creation, to the illiterate who taught the learners our Prophet (Muhammad), peace and blessings of Allah be upon him. To the one who opened my eyes to see. First I grabbed my hand and taught me the pen jar... and to whom I have given my heart the most beautiful meanings of love and tenderness....

### **To my beloved mother.**

Who taught me the alphabet of joy... and who was a symbol of my happiness... and the prettiest smile...

### **To my dear wife**

To my dear children who filled my life with pleasure and hope

**(Rashid, Amal, Mira and Muhammad)**

To whom I spent the most beautiful days of my childhood and youth with.

**To my dear brothers, may Allah bless them**

**To you all I dedicate this humble work**

**Sameh Rashed Ali Abu-Khader**

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In the name of Allah the Most gracious the most merciful and prayers and peace upon his noble Prophet Mohammad, at the end of this thesis, I would like to take some time to thank all the people without whom this project would never have been possible. Although it is just my name on the cover, many people have contributed to the research in their own particular way and for that I want to give them special thanks.

First, I give thanks to Allah for his protection and ability to do the work.

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## **ABSTRACT**

This study aims to evaluate the impact of using strategic planning on employees' performance in the banks operating in Palestine. And to assess the appropriateness of the strategic plans with the bank's vision and mission, also assess the appropriateness of resources with plans.

A cross sectional descriptive study was conducted to assess the perceptions of banks employees working in branches of banks operating in Palestine and specialized departments on the strategic plans development process. A sample of 407 Palestinian banks employees was targeted out of total population estimated of about 7001. Study data was collected using self-administered questionnaire. The total questionnaire distributed were (407), (320) were filled and sent back which made the response rate (78.6%)

The results showed that (82.5%) of the participants were from Commercial banks, and the remaining respondents were from Islamic banks (17.5 %). Most of the respondents were males (72.8%) compared to females (27.2 %). There is an existence of strategic planning in the targeted banks operating in Palestine, the various dimensions used for the assessment of strategic planning show a consistency of the factors in use throughout the bank, respondents were highly in agreement with most of the factors of the various dimensions indicating an efficient and effective operations of the strategic planning in the targeted banks operating in Palestine .

There is a high correlation between the strategic planning and employees' performance in banks. Where improved strategic planning and the existence of a clear vision and mission have the main effect in raising the quality of the performance of employees. The feedback of the employees working in the banks operating in Palestine who usually are the implementer of the developed strategic plans were not taken into consideration

Efforts need to be made to allocate the available resources (Human & Financial) required in the process of the effective implementation for the strategic plans including reaching the agreed upon objectives in cost effective manner.

Developing & improving the lines of communication between banks senior management and employees work in the banks in order to provide windows for the feedback of employees to be taken into the consideration of the bank's senior management especially when banks are developing marketing plans.

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## Chapter 1

### The General Framework of the Study.

#### 1.1. Introduction and historical background:

Strategic plans have begun to plan military infighting and wars between rival armies, where military commanders devise a strategic plan to defeat enemy armies. In the Nineteenth century with the spread of industrial revolutions in Europe, the concept of strategic planning began to spread more widely in the industrial and commercial fields, and planning for the future better and planning to achieve the objectives of companies and projects that were implemented by European countries to achieve the objectives of economic, agricultural and industrial revival , And in the 1950s and beyond the concept of strategic planning began to take another direction, which is the economic and commercial direction.(مصلح، 2010).

In the Middle of the last century, in parallel with the development that followed the industrial revolutions, trade specialists and the philosophers of the economy started thinking of strategic plans for the continuity of existing companies and increasing their profits. On the other side, and due to World change and profit monopoly within group of people and capital, the demise of capitalism started to support companies and projects that are based on economic and social development, which guarantees for citizen a decent living and for companies the continuity of work and profits. Due to all these factors, long-term plans became a must to ensure continuity of economic projects(Geiss, 2003). Historically, the countries which participated and were affected by the destruction and homelessness resulted by the First and Second World Wars developed strategic plans to overcome after Wars crisis ((Neil Ritson, 2011).

In the last Century, relying on prediction, experiences and historical studying for the former factors that surround the organizations or the projects that are mostly aimed at

increasing profits and achieving the objectives of the organizations, is no longer adequate,

To start with the strategic plans, the organization needs to re-structure itself again in order to harmonize with plan to achieve objectives and study the external and the internal environments of the organization and resources, especially the financial sources, which is called the budget, which must be compatible with the plan subject and with the available organization resources.

At the organizational level, the organizations need to make a strategic planning for projects that want to make in the future like plan for a new production line that will cost the organization, so it must make a good plan to success, or the bank wants to introduce a new service for the customers, the bank should make a plan to know if market need this service or not and to know how to implement this service and then make a good advertising campaign, all of this are need planning. The study is based on knowledge of the impact of strategic planning on the performance of bank employees in Palestine?

**The strategic planning** is the planning that organization has to develop for the long-term project that need more than five years of implementation and to achieve organization main goals & sub-goals, and determine the direction of an organization over the long term. (David, 2013)

## **1.2. Statement of the problem:**

Banking system in Palestine plays an important role in supporting Palestinian economy, by granting facilities that help to improve economic projects in Palestine State. Employees are work to achieve the objectives of the bank and to achieve these objectives they must understand and be aware of the strategic plans developed. Banks in Palestine achieve the objectives assigned to their employees through achieving amount of loans and granting facilities to customers, but the problem is that those employees

fulfill these objectives without being fully aware of the importance of these objectives and its relation to marketing strategic or expanding plans of the bank.

The problem of the study is to diagnose the reality of strategic planning in the banks working in Palestine from the perspective of their employees. Problem of the study is represented by answering the main following question:

**“What is the impact of strategic planning on employees' performance of the banks operating in Palestine?”**

The main question is branched into these sub-questions:

- i. Are there any differences among the banks employee's responses regarding the strategic planning status in terms of the following variables: age, gender, work experience, academic qualification, or job title?
- ii. What is the reality of strategic planning in the banks operating in Palestine from their employees' point of view?
- iii. Does the implementation of strategic plans impact the performance of employees based employees' point of view?

### **1.3. Hypothesis:**

**A)** There is no statistically significant difference at the significance level (0.05) in the responses of the study sample, the effect of strategic planning on performance indicators in the banks working in Palestine due to age variable.

**B)** There is no statistically significant difference at the significance level (0.05) in the responses of the study sample, the effect of strategic planning on performance indicators in the banks working in Palestine due to work experience variable.

**C)** There is no statistically significant difference at the significance level (0.05) in the responses of the study sample, the effect of strategic planning on performance indicators in the banks working in Palestine due to academic qualification variable.

**D)** There is no statistically significant difference at the significance level (0.05) in the responses of the study sample, the effect of strategic planning on performance indicators in the banks working in Palestine due to job title variable.

**E)** There is no statistically significant difference at the significance level (0.05) in the responses of the study sample, the effect of strategic planning on performance indicators in the banks working in Palestine due to gender variable.

**F)** Banks working in Palestine depends on strategic planning to achieve their goals.

#### **1.4. Objectives of the study**

The main objective of the study is to evaluate the extent of the implementation of the strategic plans in the banks operating in Palestine and the extent of their impact on employees' performance in these banks.

##### **The goals:**

1. To know the Bank's commitment to its strategic plan
2. The appropriateness of strategic plan with the allocated budget
3. The relevance of implementation plan with the bank's vision and mission.
4. How to develop employee performance under strategic planning.
5. The extent of existing KPIs to measuring the employee's performance.

#### **1.5. The importance of the study:**

Addressing the issue of strategic planning in banking sectors is crucial to identify the impact of strategic planning in Palestinian banks on the employee's performance, and to examine the impact of the following variables (age, gender, work experience, educational qualification, and job title) towards employees' perspective on the effect of strategic planning in banks.



**The importance of the study comes from:**

- a. Identifying the extent of the practice of strategic planning in the banks working in Palestine.
- b. Evaluating the impact of strategic planning implementation on employees' performance in the banks working in Palestine.
- c. The scarcity of studies that address strategic planning in the Palestinian banking sector and related resources allocation consequence.

**1.6. Definition of terms:**

#	Terms	Definition
1	Planning	The process of inventorying and gathering the resources of society and regulating the methods of exploiting them in order to achieve certain objectives within the shortest possible period of time.
2	Strategy	A process of making continuous decisions according to possible information about the future and effects of these decisions in future, organizing the necessary efforts to implement these decisions, and measuring the results in light of expectations by a system of feedback
3	Strategic planning	Organization process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.
6	USAID	USAID is the world's premier international development agency and a catalytic actor driving development results. USAID's work advances U.S. national security and economic prosperity, demonstrates American generosity, and promotes a path to recipient self-reliance and resilience.
7	Logframe Approach (LFA)	An analytical, presentational, and management tool which can help planners and managers to provide a clear and rational framework for planning envisioned activities and determine how to measure a project's success, while taking external factors into account.
8	Vision	Vision statement answers the question "What do we want to become?" (David F. R., 2009)
9	Mission	Mission statement answers the question "What is our business?" (David F. R., 2009)

10	Value	What the organization leaders believe
11	Employees performance management	The means by which management can identify the levels of the organization's workforce and their ability to perform the functions based on them and achieves the levels required in their production (Pulakos, 2004).
12	(KPIs)	Quantitative and qualitative measures used to review an organization's progress against its goals.
13	Commercial Banks	A commercial bank is an entity or financial institution that accepts deposits from individuals and entities on demand and then uses these deposits to open accounts and loans for profit.
14	Islamic Banks	A financial institution operating in an Islamic framework that performs services banking and finance.
15	Palestine Monetary Authority (PMA)	It's an independent public institution with main tasks to formulate and implement the Palestinian monetary and banking policies in order to maintain the integrity of the banking sector and reduce inflation, foster financial stability, protect the banking sector and promote sustainable growth of the Palestinian national economy
16	Association of Banks in Palestine (ABP)	It is a non-profit organization, created as a result of an initiative from all operating banks in Palestine to represent the Palestinian banking sector and its interest

## Chapter 2

### Theoretical Framework and Literature Review

#### 2.1. Theoretical framework

##### 2.1.1. Introduction

The organizations need to develop their future projects strategic plan such as plan for a new production line with resources consequences to ensure successful implementation. Another example is when any bank wants to introduce a new service for customers; the bank should develop a plan tackling the market need for the service and how to apply this service in addition to executing a good advertising campaign for the service. (النصر، 2009)

The strategic planning is “a systematic process for determining how the institution will transmit from the current situation to the desired future. The strategic plan is a process of making decisions based on some questions: Where are we now? Where we desire to be? How will we get there? How we measure our progress? In a meaning that strategic planning is a complicated and continuous process and a core mission for management concerning preparing and implementing plans, and observing and evaluating implementation, while plans is one of the elements in the planning process as final results which are placed mentally to determine a behavior to be committed to.

(إدریس و بني حمدان، 2007)

##### 2.1.2. What is planning?

**Planning:** it is the process of inventorying and gathering the resources of society and regulating the methods of exploiting them in order to achieve certain objectives within the shortest possible period of time (HILL, 2009).

**Planning** is an art, science and methodology. It is also a multi-dimensional activity that always seeks to achieve integration between its different dimensions, dealing with its time dimension with the past, present and future, and designing bridges between them.

(العتال، 2008).

**Planning:** a scientific and practical method panning is a smart process and mind behaves to do things in an orderly way before working, working in the light of facts rather than guessing. (صيام، 2010)

### 2.1.3. What is strategy?:

“A strategy or general plan of action might be formulated for broad, long-term, corporate goals and objectives, for more specific business unit goals and objectives, or for a functional unit, even one as small as a cost center” (Nickols, 2016).

It's defined by **Dakar** as “a process of making continuous decisions according to possible information about the future and effects of these decisions in future, organizing the necessary efforts to implement these decisions, and measuring the results in light of expectations by a system of feedback”(خطاب، 2001)

**Khatab** sees that strategy is a group of directed plans that help management to achieve the route it chose and making use of the surrounding opportunities, and facing the restrictions, threats and dangers that it faces in achieving its strategic goals, by assuring the implementation of the restricted plans and programs(خطاب، 2001)

**Shpiro** defined Strategy as “a comprehensive style based on understanding the general context it works within, it includes strengthens and weaknesses and the problem it tries to solve. Strategy grants a general frame to explain what we need to achieve or the style we are going to rely on, however, it doesn't deal with certain activities”(صيام، 2010) .

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#### **2.1.4. What is strategic planning?**

It is the planning that organization has to develop for the long-term project that need more than five years of implementation and to achieve organization main goals & sub-goals, and determine the direction of an organization over the long term, where the organization internal and external environments, the factors influence the organization growth and the increase profits are examined. It includes many points to plan for the future of any organization, which reflects the organization's vision, mission and values. The organization must know where it stands now and what it wants to be by the end of the strategic plan (Avinash K. Dixit and Barry Nalebuff, 2008).

**Strategic planning** is an organization process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy. It is executed by strategic planners or strategists, who include many parties and research sources in their analysis of the organization and its relation to the environment in which it competes. In the strategic planning, the organization can evaluate the process of implementing the strategic planning in each models and cycles of the implementation process. (Kollah, 2012).

##### **2.1.4.1. Goals of strategic planning:**

Strategic planning mainly aims to identify the priority issues that top management must accomplish and also to focus resources on important things, it also aims to provide information to the senior management by analyzing the factors surrounding the institution to make better decisions, analyzing strengths and weaknesses, and external and internal factors influencing the workings of the institutions. The strategic planning makes the process of administrative control easier and determine the responsibilities of each person in the organization and identify more realistic goals.

#### **2.1.4.2. Characteristics of strategic planning:**

The strategic planning is closely linked to successful management that sees what it should be in the future, where it is now and what management should do to reach the top goals. The followings are the key characteristics associated with successful strategic planning(عبدالرازق، 2012)

##### **a. Realistic:**

Reflects the reality of the organization, the challenges going through, and studying the conditions surrounding the organization to attain its strategic plan objectives and successfully achieve its main objective.

##### **b. Linked to the time factor:**

Strategic plans for projects and development plans usually continue for more than five years, which likes to be reaped in the right manner.

##### **c. From past to future:**

The strategic plan is to reach a goal in the future, but you must look at the past and learn the lessons from it to inform the top management where the organization today is and how it reached, and what you want to reach in the future.

##### **d. Plan B:**

There are a lot of risks and instability in the circumstances surrounding the organization facing the implementation of the strategic plan and there is a lot of ambiguity during the period of implementation and therefore, so the officials of the strategic plan are required to develop an alternative plan to achieve the objectives and to study all the conditions and the obstacles that may impede the implementation of the plan.

##### **e. Monitoring:**

You should check the plan and the goals achieved during the period of implementation, which is called the follow-up line implementation of the plan during the period of implementation to monitor the results.

**f. One overall goal:**

Emphasis should be placed on one main objective and work to achieve and make maximum efforts to achieve this goal. Draw a path that leads to the main goal of achieving small sub-goals.

**g. Achievable:**

Studying the surrounding conditions in the organization and the supporting factors to achieve the main objective makes the strategic plan achievable and applicable on the ground, if it is difficult to achieve so it is unsuccessful.

**h. Measurable and accountable:**

The strategic plan should be measurable and should also determine the responsibilities of the people who implement the strategic plan by developing an implementation plan.

As a part of strategic plan, developing a plan of monitor and evaluation and distribution of responsibilities to the staff, this makes the process of accounting responsible for mistakes and rewarding responsible for success easy and makes the strategic plan to be measured and monitored.

**2.1.4.3. Benefits of strategic planning:**

The most important benefits of strategic planning are(عبدالرازق، 2012)

- a. Forecasting the future
- b. Drawing the path
- c. Increasing profitability and market share
- d. Making rational decisions
- e. Increasing the life of the foundation
- f. Increasing job satisfaction
- g. Superiority over competitors.

#### **2.1.4.4. Strategic planning constraints:**

There are many constraints, most be noted:(عبدالرازق، 2012)

- Fear of planning (planning means change).
- Lack of trust in the importance of strategic planning of some senior leaders.
- Poor strategic planning skills for managers or department or department staff.
- The need for strategic planning steps for practice and training.
- Uncertainty of financial conditions or sources of funding.
- The High Authority's reluctance to disclose the nature of the required structural changes, especially when these changes affect the prevailing interests, leading to inconsistencies in the planning process and lack of clarity of objectives.
- Lack of clarity of responsibilities in different units of the institution.
- High administrative levels are preoccupied with routine daily problems and the ignorance of strategic problems related to the long-term development of the institution.
- Management tends to adapt a system of thinking or strategic planning in times of crisis, but when the crisis ends, the traditional system is reverted to.
- The belief and the assumption that strategic planning is the responsibility of a specialist in planning and not the responsibility of all levels of management.
- The incentive system focuses on short-term outcomes without being linked to long-term strategic goals.
- The development of new systems without the participation of individuals, and without creating the appropriate institutional culture.
- Systems.
- Lack of an integrated and dynamic information system.
- Overall creative thinking is not encouraged by bureaucratic control of management and planning.



#### **2.1.4.5. The classic 4-step approach to strategic planning:**

When we build a strategic planning, we should ask four questions to evaluate our strategic planning and to determine where we are, these four questions are: (DiNapoli, 2003)

*Step 1: Where are we now?*

*Step2: Where do we want to get to?*

*Step3: How are we going to get there?*

*Step4: How will we know when we get there?*

Each step is very important to evaluate the organization's plan and project.

##### **Step 1: Where are we now?**

In this step the organization analyses its current situation and establishes the organization position. This should be an honest and realistic assessment of our position through the key factors in the organization in general and in our part of the organization in particular.

##### **Step2: Where do we want to get to?**

This is effectively our Vision. In a large organization, there will almost certainly be an overall Vision. It is also necessary to consider the local situation within the overall Plan what do we have to achieve in our area? Where do we need to get to?

##### **Step3: How are we going to get there?**

In this step the organization should prepare all its fund resources, human resources, and all its resources which can be used to get to the organization's goals by the end of the strategic planning.

##### **Step4: How will we know when we get there? Monitoring and evaluation**

In this step we should monitor and evaluate the organization plan if it runs effectively or it should be modified to gain the final goal, we use a measure tool for this purpose; it's a very important step to measure the plan.

#### **2.1.4.6. Models of strategic planning:**

There are six models of strategic planning, there is no one perfect strategic planning model, to be used the same way all the time with every organization. Each organization should customize the best approach to suit the culture of its members, the current situation in and around the organization, and the purpose of its planning. (Carter McNamara, 2018).

##### ***The First Model: Conventional Strategic Planning (The Standard Model)***

This is the most common model of strategic planning; it is not suitable for every organization. It is ideal for organizations that have sufficient resources to pursue very ambitious visions and goals; external environments that are relatively stable, and do not have large number of current issues to address.

The standard model is familiar with updated vision, mission, and goals; the planner also can analyze the external and internal environment. It can be used for a small problem, the planner determines and evaluate the SWOT, and GOAL.

##### ***The Second Model: Issues-Based Strategic Planning (Problem Focused Model)***

If the organizations have limited recourses and different kind of problems, it should implement this model of strategic planning. When the organizations implement this model and the problems are solved then the organization might undertake the more ambitious conventional model.

##### ***The Third Model: Organic Strategic Planning***

This model is usually used for very long term strategic planning that needs everyone to work together toward the vision but with each person regularly doing whatever actions that he or she regularly decides to do toward that vision. It is very effective to use this model when the organization has uncertain external and confusing environment. In the organic model the organization might convene those involved to state or restate values and vision and work hard to generate GOALS for each group. Work with each group

within the Standard Model. Most of those who use the organic model must work in the core of strategic planning because the accurate evaluation and feedback is an absolute requirement.

***The Fourth Model: Real-Time Strategic Planning (Just-in-time Model)***

This model is effective for those leaders who believe that the around and the internal environment change rapidly for the long term strategic planning. The experts or leaders advise the organization to use this kind of models when it has a rapid external change and focuses on real-time planning. Just-in-time model focuses on the uncertainty and the risk in the external environment.

In this model we can implement two stages. The first stage, the foundation stage, is where the vision and vales are developed and understood and the goals are clear. And the second stage is planning for rapid changes in the environment.

***The Fifth Model: Alignment Model of Strategic Planning***

The organization uses this model to ensure strong alignment of the organization's internal operations with achieving the overall goal, for example the organization uses this model to increase the productivity or profitability.

To implement this model the organization might establish the overall goals for alignment, and also analyses the process to achieve the goals. In this model, the organization should establish strong alignment goals for the organization's internal operations with achieving the overall goal.

***The Sixth Model: Inspirational Model of Strategic Planning***

This model is very useful when the organizations has no time for long term plan and try to make a brainstorming between the key persons in the organization together for planning by giving extended attention in the vision and mission statement and goals. The Inspirational model needs high quality leadership; apart from anything else a leader

has to encourage ideas no-one has had before while at the same time choosing decisively between them.

#### 2.1.4.7. Tools used in strategic planning:

##### a. SWOT

SWOT analysis is a very important tool to estimate the strategic plan for any organization; the planner can evaluate the external and internal resources. It can measure the strategic plan in all its stages by using SWOT. (Neil Ritson, 2011)



SWOT refers to Strength, Weakness, Opportunity, and Threat.

Strength and weakness are for evaluating internal resources and opportunity and weakness are for evaluating and measuring external resources. All these measuring tools are very important for any project plan.

<b>Internal</b>	<b>Strength:</b> attributes, characteristics and factors that give competitive advantage to the business
	<b>Weakness:</b> attributes, characteristics and factors that weaken competitiveness of the business in the marketplace.
<b>External</b>	<b>Opportunity:</b> favorable situations and factors that can strengthen competitive advantage of the business or provide the business with new sources of competitive advantage
	<b>Threat:</b> unfavorable situations and factors that could create problems for the business compromising its competitive advantage to a certain extent.

##### b. TOWS:

A TOWS analysis is a variant of a SWOT analysis and is an acronym for Threats, Opportunities, Weaknesses and Strengths. Is an effective way of using our SWOT

analysis to help us work out something that will become very important later on when we discuss dealing with uncertainty? To create our TOWS analysis, we start with Cartesian axes – ‘Strengths’ at



the top, ‘Weaknesses’ at the bottom, ‘Threat’ on the left, ‘Opportunities’ to the right. That divides the page into four quadrants: if we go around the zones clockwise, top right is the zone of ‘Strengths’ and ‘Opportunities’; clockwise, the next is ‘Opportunities’ and ‘Weaknesses’; next, ‘Weaknesses’ and ‘Threats’; finally, ‘Threats’ and ‘Strengths’. Now, we need to read across from the SWOT matrix and once we’ve done that we notice in each of the four quadrants, different types of Strategic Postures present themselves.

Top right, we use our strengths to make the most of our opportunities; Maxi/Maxi Strategies; bottom right, we use opportunities to minimize our weaknesses; Mini/Maxi Strategies. Bottom left, we’re on the defensive; this isn’t the ground we want to fight on – our main priority is avoiding threats and minimizing the impact of our weaknesses, our Mini/Mini Strategies; finally, top left, our aim is to use our strengths to minimize threats our Maxi/Mini Strategies. (oxford college of marketing)

c. Log frame approach (LFA)

LFA was first formally adopted as a planning tool for overseas development activities by USAID in the early 1970s. Its origins can be traced back to ‘management by objectives’ approach which initially became popular in the 1960s. LFA has since been adopted, and adapted as a planning and management tool by a large number of agencies involved in providing development assistance (Finance, 2007).

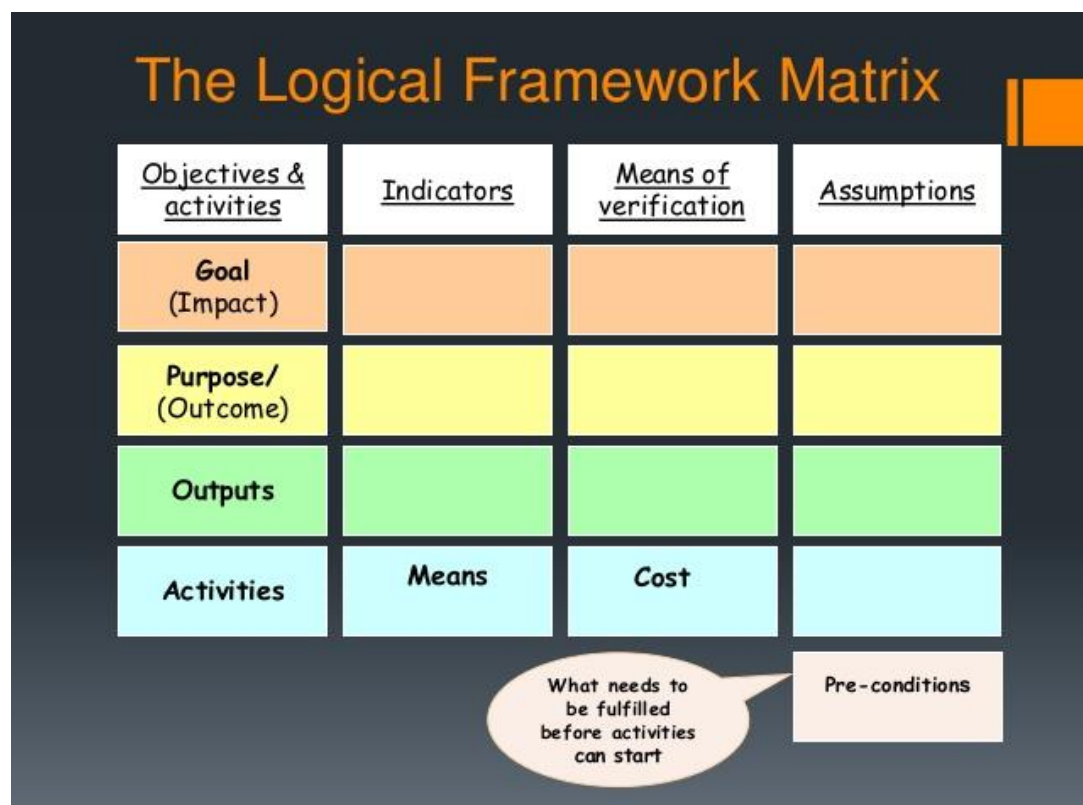
The logical framework approach is an analytical, presentational, and management tool which can help planners and managers. The main purpose is to provide a clear and rational framework for planning envisioned activities and determine how to measure a

project's success, while taking external factors into account. It is tool used to describe major elements of a project and It gives answers to questions about the why, what, how, who, where and when of a project.

The two main stages of LFA are:

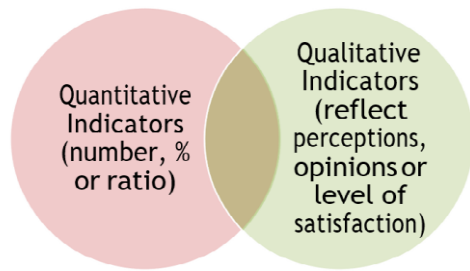
- i. Analysis stage: it is to guarantee that the project idea is relevant to the future situation desired.
- ii. Planning stage: it is to guarantee the development of the project.

The main output of the LFA is the log frame matrix; it is use to present information about project objectives, output, and activities in a systematic and logical way. The LFM consists of a matrix with four columns and four rows (or more), which summarize the key elements of a project plan, as shown in the figure below.



**The indicators**, (the second column) which demonstrate the ways in which the goals, project purpose, outputs and input shall be achieved and it answer the following questions:

- ❖ In what quality? (how much)
- ❖ In which quantity? (how well)
- ❖ By what time? (by when)
- ❖ Location (Where)



The Indicators should be quantifiable wherever possible, but qualitative indicators may also be used if necessary. In general, ideal indicators are:

- ❖ Independent
- ❖ Verifiable
- ❖ Specific
- ❖ accessible

#### *Indicators characteristics*

- ☒ quantitative
- ☒ let you know that something is changing or has changed
- ☒ measurable
- ☒ created by people
- ☒ Can be different from situation to another one.

**Means of Verification (MoV)**, (the third column), these specify the source of the information used to measure or verify the indicators, and it is serve as the proof for the indicators and it may be documents or statistics.

**Risks and Assumptions**, (forth column), these are important events, conditions, or decisions which are necessarily outside the control of the project, but which are critical for the project objective to be attained. The assumptions are necessary conditions for the achievement of results at different levels. Also, it is factors outside project management's control that may impact on the purpose of project linkage.

We mean by risk is a potential event or occurrence beyond the control of the program or

project that could adversely affect the achievement of the desired results.

**Goals (Impact):** it is the END GAOL that the organization expected to reach in the finish of the project. This goal depends on the focal problem.

**Purpose (Outcome):** the anticipated effect that the project will achieve by delivering the planned output, this should correspond to one of the objectives based upon the sub-goals.

There is a tendency for this to be expressed in term of a “change in behavior” of a group or institution, the project outputs are expected to facilitate this change.

**Output:** the tangible results that the project management team should be able to guarantee and deliver within specified time frame.

**Activities:** we can define it as the resources that the project consumes in the course of undertaking the activities. Almost it will be human resources, money, materials, equipment and time. The activities must be undertaken by the project to produce the outputs. The activities take time to perform.

***Purposes of the logical framework:***

- Management

For designing, planning, implementing, and monitoring and evaluating a project or programs

- A tool for systematic thinking

For relating inputs to the implementation of activities, activities to the production of outputs, outputs to the achievement of a defined purpose, and purpose to a high-level goal or impact

- A tool for identifying and assessing risks

By listing critical assumptions inherent in project design and implementation.

- A tool for measuring project progress

Through objectively verifiable indicators and means of verification



- A tool for developing consensus and communicating a project's intent and strategy.
- It brings together all in one place a statement of all the key components of the project and program.
- Meets requirements of a good project design by facilitating possible responses to past weaknesses.
- Time saving for project management

Many project staff report that they are often short of time and work around the clock.

- Facilitates implementation.
- Facilitates participation by appropriate stakeholders
- Facilitates team approach

Where objectives verifiable indicators (OVIs), means of verification (MoV) and assumptions are agreed to by all participants

*d. Strategic goals:*

Now we should have defined what do we mean by the goals?

To answer this question, we should know the types of goals and how it affects organization's strategic planning and the relations of the goals with organization's strategic planning. In the strategic plan, the organization should concentrate on the sub goals to achieve the main one; the goals should be time-based, specific, reality and solid.



We can identify the goals by three categories:

- *End GOALS,*
- *Performance GOALS,*
- *Process GOALS*

✓ End goals:

The most important goal, the goal that the organization want to achieve it and built the strategic plan to arrive, at the end, to the END GOAL. The organization should appoint all its resources, and use all its power to face any changes in environment and uncertainty to achieve the end goal. END GOAL may be numbers of goals that the organization want to achieve.

✓ Performance goals:

Through implementing the strategic plan, the organization puts sub goals to achieve, that lead the organization to achieve the final goal.

The performance goals are sub goals the organization seeks to achieve, and it is always within control and achieving this goal indicates that strategic planning is successful. In this stage we can measure our strategic planning.

✓ Process goals:

Are the goals that we start our strategic plan and achieving these goals indicate that we are in the right direction?

Example;

A new telecommunication company intends to open in Palestine and wants to put a strategic plan to start an increase the market share.

The company firstly should buy a building or a land to build its office and make the infrastructures, hire employees and put the rules of procedure, all of these and more are called the PROCESS GOALS. Then the organization starts to put a target of costumer's number should engage every month, and increase percentage of market share, this what we call PERFORMANCE GOALS. The vision of the company is related to the final goal. In this example the telecommunication company's vision is to be the biggest telecommunication company and to have large market share, this is the FINAL GOAL.

✓ Characteristics of the strategic goals (SMART)

SMART, is the way we can measure the quality of goals. to be successful in strategic plan, the goals must be SMART. It stands for

S = SPECIFIC, M = MEASUREABLE,

A = ACHIEVABLE, R = REALISTIC, T = TIMELY



S=SPECIFIC: It explains that the goals must be specific and the organizations should determine what they want and what they want to achieve.

M=MEASUREABLE: It means that the goals must be measurable. It is very important to measure the goals, by measuring goals can determine if the company at the right way of implementing the strategic plan or not.

A=ACHIEVABLE: Goals must be realistic and attainable by the average employees in your organization.

R=REALISTIC: The goals should be stated to our life; can the organization achieve the goals? Is it real and relevant to the business?

T=TIMELY: Should relevant to the time, when the organization wants to achieve a goal, it should determine the dead time for achieving that goal.

**2.1.4.8. Vision, mission and value**

There is a relationship between the Strategic Planning and the value, mission and the vision of the organization, in the strategic plan there are many changes will take place through the process, the mission and vision statement will help to measure the strategic plan align with the overall goals of the organization (David F. R., 2009).

- **Vision statement:**

It describes what the organization will be in the future, it encourages and helps employees to work hard to get the goals that the organization wants and measures the

direction for employees' behavior, and inspire the people to work with the organization  
(David F. R., 2009)

**Bank of Palestine Vision Statement**

“We aspire to become a distinguished financial and banking institution on both the local and regional levels.” (Bank of Palestine)

- **Mission statement**

It explains the vision statement and explains how the organization will achieve the final goal. The leaders should emphasize on the mission statement and encourage the employees to implement the mission statement through the process of the strategic planning. (David F. R., 2009)<sup>1</sup> Mission statements are often longer than vision statements. Sometimes mission statements include a summation of the firm's values. Mission statements answer the questions of “Who are we?” and “What is our organization's value?”

**Palestine Islamic Bank's Mission Statement**

“Excellence in all our target markets by offering modern banking solutions with utmost respect to quality and in compliance with Islamic Sharia, moving forward in meeting the financial need of our customers” (Palestine Islamic Bank)

- **Value:**

It is very important to make the organization strategy, it is what the organization leaders believe, it's based on enduring tenets, organization's principles need it part of the organization's strategic planning. It is the beliefs that guide the conduct, activities and goals of your organization. It establishes Why you do? What you do? and What you stand for? Values are deeply held convictions, priorities, and underlying assumptions

that influence the attitudes and behaviors of your organization. Strong values account for why some organizations gain a reputation for such strategic traits. (DiNapoli, 2003)

As leadership, product innovation, and total customer satisfaction. And the most important thing in the value that it never changes.

**Arab bank's values**

**Trust** – True to our history, we will always protect the interest of our customers.

**Commitment** – We are fully committed to the region, dedicated to the people and economies.

**Citizenship** – We are active corporate citizens, fostering the growth and advancement of our communities.

**Service Excellence** – We strive to deliver world class service and a great customer experience.

**Customer Focus** – Our customers come first and everything is centered around their needs.

**Empowerment** – We invest in our people and provide them with the opportunity to grow.

**Teamwork** – We promote teamwork and collaboration within the Group and across Businesses.

**Transparency** – Our open value and clear communications, earning us confidence and trust from our customers, shareholders and employees. (Arab Bank)

## **2.1.5. What is employee's performance?**

### **2.1.5.1. Performance management**

The staff performance management system is the means by which management can identify the levels of the organization's workforce and their ability to perform the functions based on them and achieves the levels required in their production. (Pulakos, 2004) The concept of performance is one of the concepts that have received a great deal of interest and research in management studies in general and resources studies in particular, the importance of the concept at the level of the individual and the organization and the interaction of the influences that affect the performance and diversity. The modern organizations focus their efforts to continuously improve their performance and the performance of their employees.

The performance management process starts from the beginning of the employees in the company and ends when they resign from the company. It also starts from the beginning of the project till the end of the project or from the beginning of the work in the strategic plan until reaching the desired goals. Companies assess their employees' performance to identify weaknesses in human resources and work to modify them and work to strengthen strengths in their human resources. The performance management process consists of multiple stages, starting with planning and ending with achieving the required objectives of the project or plan. The performance evaluation process is not only at the end of the work, the end of the project or the end of the strategic plan. The active employee assesses his own performance before the company evaluates the performance of the employee as he follows the performance evaluation indicators developed by the company in the strategic plan followed by the company.

#### **2.1.5.2. Performance categories**

Performance is categorized into three dimensions (جبين, 2009)

1. Individual's performance.
2. Department or branch's Performance.
3. Organization and the entire institution's performance.

##### **1. Individual's performance**

The performance of the individual within the department in which he works. It includes the employee's performance of assigned tasks to achieve the assigned objectives in the strategic plan, which eventually affects the performance of the branch or the department in which he works. The performance of the individual is measured by a set of standards/ measures by which the performance is evaluated.

The performance of the individual is measured in comparison with the objectives assigned in the strategic plan, finding out if the employee's behavior is consistent with objectives, and identifies what have been accomplished. The individual's performance is considered as a monitoring tool used by the supervisor or director to follow the employee performance.

## **2. Department or branch's performance**

The activities carried out by the branch or department to achieve the agreed upon objectives in the strategic plan of the organization & its general policy, which it is conducted by the senior departments and internal control department.

## **3. Organization, entire institution's performance**

Is the total performance of the individual, the branches or the departments. It is measured by taking into consideration the interaction of the organization with the internal & external environment, as these environments have influence on the organization's performance

### **2.1.5.3. Importance of performance appraisal**

Performance Appraisal process is very important for the institution, which achieves many benefits. The most important benefits are:

1. It provides important information regarding the level of employees' performance, based on the institution works on the improvement and capacity building process for employees to accomplish assigned objective.
2. It shows the available competencies in the organization and reveals the distinguished employees which affect the promotion process for the employees and career advancement.
3. It helps to identify areas that require capacity building necessary to strengthen the performance of employees.

4. It is an investment chance in the employees' capacities in order to support the objectives of the institution and to improve employees' performance
5. It increases self-confidence for employees when they feel that their performance is met with a fair reward and that there is a neutral evaluation of their efforts.
6. It encourages employees to work diligently and hard when they feel the justice of the evaluation system.

#### **2.1.5.4. Reasons of performance appraisal process:**

There are several reasons why the institution conducts performance appraisal process, and consider it as a crucial process:

1. To measure the accuracy of plan implementation.
2. To measure the progress towards achieving the objectives of the strategic plans.
3. To measure the success of plan implementation and the effectiveness of efforts to implement strategic plans.
4. To compare the allocated budget with the achievements.
5. To gather information to be used for future strategic plans.
6. To analyze the institution internal environment.
7. To evaluate the human and financial resources of the strategic plans.
8. To analyze the activities and services provided by the institution.

#### **2.1.5.5. Objectives of performance appraisal**

The objectives of the performance appraisal determined by the senior management or departments that are interested in the evaluation process. And usually identified according to the needs of the decisions makers.

The **characteristics** of the performance appraisal objectives:



1. **Clarity:** the objectives must be clear, where evaluator should have clear understanding of the matter that needs to be evaluated
2. **Specificity:** the objective need to be specific, accurate and applicable.
3. **Measurable:** the objectives need to be easily measured by one of the evaluation tools.

The performance appraisal concerns include:

1. Measuring the adequacy of human resources for strategic plans.
2. Measuring the effectiveness of activities to achieve the objectives.
3. Sequence measuring in achieving specific objectives then the major objectives.

**Objectives** of the performance appraisal:

1. To measure the actual employee's performance and the level of the objectives achievement.
2. To detect errors, and make appropriate corrective and preventive measures to readjust the errors timely.
3. To identify the strengths and weaknesses, then improve the weaknesses and reinforce the strengths accordingly.
4. To encourage team spirit to work towards achieving the strategic plans objectives.
5. To Facilitate & speed up the decision making process aiming to improve performance.
6. To provide a basis for rewarding and promoting employees in relation to their contribution in achieving the organization's objectives.
7. To provide feedback to employees regarding the status of objectives: identifying the achieved versus the unachieved objectives.
8. To identify and track exceptional employee.
9. To provide accurate feedback to be provided into planning or executive parties.
10. To develop annual plans.

#### **2.1.5.6. Steps of performance appraisal(حطب، 2009)**

Step1: To identify the required task (conducting performance appraisal)

Step 2: Performance standards

Step3: Sources of data collection

Step 4: Methods of performance appraisal

Step 5: Implementation of performance appraisal

Step 6: Feedback

Step 7: Grievance Procedure

##### **Step1: Identify the required task:**

Future strategic plans should be taken into consideration in order to build appropriate evaluation tools, and also management should have defined procedures and policies to determine the suitable performance. There must be an analysis for the tasks in which performance is to be measured and identified in terms of quality and quantity of the work and the speed of achieving the desired goals

High management can assess the work, make necessary adjustment to attain certain achievement through different ways like observation, considering workflow and time which eventually will help to identify characteristics that employees need to be qualified with.

On the other hand, studying the working circumstances means studying the work environment and the place of work and the different surroundings such as obstacles, problems, sources of stress that employee may face or has to deal with.

##### **Step2: Performance appraisal standard**

The standard set by the senior management to compare the level of performance of the employee in order to determine the standards in which the performance is measured in

the institution to know whether the performance is good, satisfactory or excellent and it varies among institutions.

The senior management must specify the steps of performance appraisal process and clarify it to all employees through specifying their tasks and responsibilities which will lead to implement the planned strategic plans and direct them toward the procedures which will improve their performance

The participation of workers in the formulation of these standards can result in the dedication to work and raise the performance of workers in institutions. Examples of standards are marketing objectives, excellent service, minimization of errors, number of accredited customers, time and quality of provided services , awareness of the services provided by the institution in which the employee works which must be clear and accurate standards and express the performance which will be measured.

### **Types of performance standards**

There are two types of performance standards(شاويش، 2005)

#### **A. Trail standards**

Self-employed characteristics to be able to perform assigned tasks in the best manner, including honesty, spirit team, accuracy, and persistence. These trail standards classified into the apparent and the non-visible characteristics. While the apparent one can be measured by observations such as accuracy in work, the Non visible characteristics are not tangible but embedded with the employee's personality like intelligence and ease of persuasion.

#### **B. The performance standards**

The standards that are used as a reference to compare the employee's achievements with the objectives that are expected to be achieved by the same employee.

These standards are classified into three categories, the first category is the quantitative standards, which certain amount productivity supposed to be achieved within a specific period of time. An example of quantitative standard: The particular number of loans that bank employee should achieve within specific time.

The second type of performance standards is the qualitative standards, which are used to measure the quality of the employee's productivity. At banking sector, qualitative standards can be set to measure the quality of services provided for customers, the way employee approach customers and present the provided services.

The last type of performance standards is the combined quantities and qualitative standards, through which the employee's production is measured in term of quantity (amount) and level of quality and perfection within certain time frame.

### **Step3: Sources of data collection**

The following are sources of data: (حطب, 2009)

#### **A. Direct supervisor or director**

The performance appraisal depends largely on the direct supervisor, as direct supervisor is knowledgeable with the level of performance for employees, however higher control needed to ensure that performance appraisal results are accurate, free of discrimination and not being subjected to the whims of the supervisor or director.

#### **B. Self-evaluation**

It is the process where the employees himself evaluate his own performance, especially if the employee participated in developing the strategic plans objectives. While the director or supervisor's role in this process is to comment on the evaluation results with the aim of employee performance improvement rather than judging employee performance.

### **C. Co-workers evaluation**

In this type of performance appraisal, employee's evaluation depends on other work colleagues (peers), as work colleagues are fully aware of their colleague's performance due to the direct contact and interaction. However, fearing of conflicts among colleagues makes this type of performance appraisal not accounted.

### **D. Subordinates**

The subordinates assess the performance of their supervisors or directors to provide information about their performance. Although the results of this appraisal is not reliable because of the possibility of conflicts between the director and subordinates, but the generated information will be useful to improve the performance of the director or supervisor in future.

### **E. External experts**

An external evaluator conducts the evaluation process, who is objective, has no discrimination to any employee or working department, and not part of any competitive process among employees. However, the pitfalls of using external evaluator are the expensive financial cost and the evaluator might not be aware of the external environment of the employee's work.

### **F. Customers**

Customers are considered as an excellent source of information impartially and objectively. Where customers are provided with an opportunity to evaluate the employees' performance. Institutions that provide services for customers like banks usually use this approach of performance appraisal.

### **G. Committees**

Committee composed of more than one official like manager and head of department formulated to evaluate one of the employee's performance. Institutions use this approach

during the first period of employee's appointment, which is usually the first months of employee's training to determine new employee fitness to the job and related tasks.

It is worthy to say that committee members usually share their comments and feedback gathered during evaluation to reach the final report with the ultimate mutual decision.

#### **Step4: Methods of performance appraisal**

There are several methods for performance appraisal, including: (زهرة الضبب و نجمه تبعمري، 2013)

##### **A. Graphic rating scale**

In this method traits or behaviors that are important for effective performance are listed out and each employee is rated within these traits. Rating is usually given to employee as being low, average, good, or being very good, then evaluator summarizes and quantifies the rates given to employee to conclude the final evaluation rate.

Graphic Rating Scale is easy to be used and can be updated and adjusted according to the type of performance or job. However, it might not be accurate and evaluator might exercise some kind of discrimination towards employees being evaluated.

##### **B. Ranking method**

The ranking method is intended to evaluate an employee by comparing him or her with all other employees in similar positions within an institution for the purpose of placing the order he deserves. Employees' performance is ranked from the best to the worst.

The greatest advantage of ranking appraisal method is that it is useful for small institutions, simple and easy to be applied as it relies on the general performance. On the other hand, it is characterized by lack of accuracy and inability to distinguish between employees with similar performance, tendency to exert discrimination against certain employees.

### **C. Paired comparison method**

Paired Comparison is a method of evaluation in which each employee is compared with another employee, in order to identify the employee who outperforms the other colleague and allows the ranking order for employees based on performance.

Paired Comparison method is easy to be applied, but doesn't provide information regarding personal capacities of employees and unable to detect differences between employees with similar performance.

### **D. Forced distribution method**

This is a rating system that is used all over the world by companies to evaluate their workforce. It requires the supervisor to assess each employee based on certain pre-determined parameters, and thereafter rank them into 3 or more categories of performance including very low, low, average, high and very high categories, where the employees distributed according to the Normal Distribution Curve.

The main feature of this appraisal method is its objectivity, limited discrimination, and it minimizes the poor judgment in evaluation. While it destroys the healthy competitive spirit among employees

### **E. Checklist method**

In this method, the evaluator makes references to statements made through these statements measuring performance, like putting statements to measure performance, and a resident signs a (YES) or (NO) on this term that relates to employee performance. In this method, the statements are placed in agreement with the higher departments and the direct manager, to answer this part, and the Department of Human Resources gives the answers numbers to become quantitative and easy to measure and collect the marks to extract the employee's mark and assessment.

One of the advantages of this method is that it is subjective and not biased and it has a few mistakes and disadvantages, it requires accurate knowledge of the choice of phrases and also require time, effort and experience to prepare it analysis.

#### **F. Article method**

It is an appraisal method relies on reports on employees' performance prepared by the supervisor or director, where each employee has his or her own report. This type of appraisal grants the sufficient time for the director or supervisor to prepare such a report, but still, it requires huge efforts and skillful writing.

#### **G. Critical incident method**

This Appraisal method requires the supervisor or director to document all incidents and events done by the employee, which are actual either negative or positive.

The greatest advantage of this method is that it provides the director with the evidence based facts and incidents, it also allows to make performance appraisal for the employee through different periods of time within the same year. However, it might cause boredom to employees as they feel of being closely observed all the time

#### **H. Objectives by management method**

This method depends on the assumption that each employee should have specific objectives needs to achieve within a specified period of time. Accordingly, the employee is evaluated according to what he achieved of these agreed upon objectives. The advantage of this method is that evaluation process within system of equality, fairness, justice and free of discrimination. While the main disadvantages of this method is that it might not be applicable for all types of jobs, while the main disadvantage of this method is its unsuitability for all kinds of jobs. In addition to the restrictions imposed on employees' performance and it doesn't measure the performance in various jobs.



## **I. Results-based evaluation method**

This method looks for the results achieved by employee as criteria for evaluation, which reinforce the team spirit during work, among the employees and senior management in order to achieve the objectives of the organization.

### **Characteristics of result based evaluation method:**

1. Mutual agreement among director and employee on the pre-determined parameters that are used as basis for employee's evaluation.
2. Mutual agreement between superior management and employees on the determined objectives & needed time frame.
3. Director provides guidance and the necessary instructions to the employees to achieve the objectives.
4. Periodic meetings between the employees and the director to follow up on what have been achieved from the objectives and the problems being solved.
5. Criteria, which will be used to measure the performance, need to be agreed upon.
6. Participation of managers and employees to achieve the goals
7. Creating a cooperative environment and minimizing barriers between employees and the management. Also the reassurance and security feeling need to be enhanced among employees.

### **Step5: Implementation of performance appraisal**

The performance appraisal process aims to improve employees' performance, is advised to be performed and reviewed frequently by the institutions, some believes that it needs to be conducted more than one time during the same year for instance semi-annually or quarterly according to the available resources and nature of work. However, employees complain about organizations who conduct employees' performance appraisal at the end of the year as a source of unfairness might occur due to the time gap consequences.

### **Step6: Feedback**

It is the process of providing the employee with feedback regarding his performance later to performance appraisal process, where clear instructions on how to improve behaviors must be included at the content of feedback in case of low performance result. It is an employee's basic right to get general feedback but worthy to have specifically on the level of performance which means how accurate, appropriate his performance and behavior was.

#### **Benefits of feedback:**

- Reduces anxiety and stress of the employee because he knows the result of his performance during the implementation of strategic plans
- Reinforcing and encouraging the employee to keep on the appropriate performance
- Modifying the employee's behavior during the implementation of the plans if the error is caused and make the employee convinced that the cause of this error and he must make the necessary adjustments to correct this error
- Revitalizing employee's performance.
- Orienting the employee to the goals that have been achieved and which have not been achieved and let him knows the time required to achieve these goals.
- Providing information regarding co-employees' performance.

### **Step7: Grievance procedure**

It is a procedure in which employees are given the opportunity to be re-evaluated and submit grievances to the higher authorities. The objection to evaluation and grievance is considered as a part of the democratic management system, where the evaluation is presented to employees and they have the right to accept or reject.

Employees who believe that they have been wrongly evaluated are entitled to reject the evaluation and raise the grievance to the higher departments where the evaluation is

reviewed again. The Grievance System provides that the evaluation process is serious, objective and fair, measuring the performance and increasing the responsibility of the managers who carry out the evaluation because they are responsible for the validity of the results, in addition the system of grievance creates confidence for the workers to properly measure performance later.

#### **2.1.5.7. Management vs. measurement of performance**

There is a difference between management and measurement of performance. Performance measurement gives information and data about the status of the institution and the degree of the successful implementation of the strategic plans and projects. On the other hand, performance management intends to improve the performance of employees later to its measurement, then making right decisions to adjust the implementation path of strategic plans and improving the entire institution.

#### **2.1.5.8. Obstacles of performance measurement**

Performance measurement is one of the most important processes which carried out by the administration to monitor the implementation of strategic plans, but there are obstacles to measure the performance of employees within the institution interfere with accurate evaluation, including:

##### **1. Individual obstacles:**

The obstacles that are produced by the individual, whether the evaluation capacities of the individual, or the skills or the psychological and social structure of the individual who is conducting the evaluation.

##### **2. Institutional obstacles:**

The resources available for the assessment process, in addition to the financial resources.

### **3. Ambiguity of the expected objectives:**

The expected objectives of the institution evaluation system are unclear, which is considered as a direct reason to offer accurate performance assessment and reaching contradictory results.

### **4. Lack of objectivity and accuracy in the evaluation process:**

Presence of personal relationships might affect the evaluation process such as indulgence and discrimination in some instances.

#### **2.1.5.9. Balanced scorecard**

It is an important way to measure employees' performance in strategic plans where goals are translated into strategic goals and the plans are linked to the mission of the organization and vision. (الزير, 2008) It gives a clear and comprehensive revolution about the financial position of the company and its financial relationship to the financial and non-financial standards of the company and gives a clear picture of the implementation of the strategic plans in the institution based on four dimensions, namely the financial dimension, after the accredited, after the operations and post-growth Training (David F. R., 2009).

The Balanced Scorecard (BSC) is considered as one of the methods and administrative management techniques that has contributed to the performance of the institutions and is considered as an evaluation tool for the strategic plans that are disappointed with the vision of the institution and its mission.

Balanced Scorecard balances the financial aspects, customer satisfaction, effectiveness of external processes, aspects of knowledge, development and innovation in the enterprise whether profitable or non-profit, service or industrial, governmental or non-governmental, small or large, and is also an effective communication tool between

employees and senior management and a mean of exchanging information between different levels in the institution.

**Components of the balanced score card:**

- Vision: It shows where the institution is moving and what will be in the future
- Strategy: The objectives of the company and its long-term plans
- Objectives: are the results that the institution wants to reach in the future and represents the vision of the institution
- Performance indicators: They reflect the progress of the institution in achieving the strategic objectives.
- Strategic initiatives: These are the initiatives that employees will take to reach and achieve the goals.

**Dimensions of the performance balanced score card:**

Balance score card has 4 dimensions are: (عبدالقادر, 2013)

**1. Financial dimension:**

It measures the financial performance of the strategic objectives of the institution and shows how effective it is, to implement the strategic financial plans for shareholders and owners.

**2. Customers dimension**

It measures the satisfaction of the customers regarding the products of the institution. The institutions are concerned with this type of performance measurement to retain the customers, which has an effect on the expansion and increasing the market share, and it concerned with the feedback from the accredited about the service delivery and about the suitability of the products to their needs. It's also needed to maintain the existing certifiers and to measure the number of new applicants.

### **3. Internal business processes dimension**

This dimension is concerned with measuring the internal processes of the institution and its relationship to the satisfaction of the customers and the achievement of their needs efficiently and effectively, in addition to achieving financial results to satisfy the shareholders and indicators the number of operations that are done to serve the accredited and reduce the percentage of errors.

### **4. Innovation & learning dimension**

It measures the company's ability to keep updated with technological development, introduce new products to the customers, innovate advanced technologies and apply modern policies.

#### **2.1.5.10. Key performance indicators (KPIs)**

The banks extend the key performance measurement to their needs, which enable them to measure employees' performance and also to enable them to measure the achievement of the objectives set in the strategic plans of each section of the bank. The development of performance measurement keys depends on what the higher management wants to measure, there are KPIs to measure the performance of the achievement of sales and marketing objectives during the year, through which the performance of marketing staff can be evaluated in the branches of the bank. There are also KPIs to measure the performance of other departments of the bank, which can measure the spread of the bank and the market share of the bank. KPIs can be developed to measure the extent of technological development in the bank and the level of service delivery related to tectonic evolution. The KPIs are a quantitative and qualitative measures used to review an organization's progress against its goals. (Parmenter, 2015)

### **Characteristics of KPIs:**

The KPIs should be (SMART), it stands for

- i. Specific: The KPI should be clear and specific to the target and the performance to be measured so that KPI is not interpreted more than an explanation and likes the company to define one concept and measure performance.
- ii. Measurable: Must be measurable to determine the extent to which the objectives of the strategic plan are achieved and the budgets related to the strategic plans must be measurable to determine the objectives achieved from the strategic plan and the goals that have not been achieved. It must be measurable in order to be rewarded to productive employees or accountants who are underutilized
- iii. Attainable (Achievable): It should be possible to tell which goals will be measured to determine the productivity and performance of employees
- iv. Relevant: It must be relevant to the objectives of the institution and its strategic plans
- v. Time-bound: KPI must be associated with a specific timeframe. Performance measurement gives an indication of the time needed to achieve the goals set in the strategic plan

Some authors have pointed out that the characteristics of performance measurement tools must also be **EVALUATE** and **RE-EVALUATE**, it means that the KPIs should be **(SMARTER)**. These two characteristics make the KPIs adjustable and can be re-evaluated and calibrated to suit the goals.

#### **2.1.6. Banking system in Palestine**

The first bank established in Palestine was the ARAB BANK in the early Nineties of the last century , particularly in 1930 and played a large role in the Palestinian economy, which witnessed many events after that, such as the 1948 and 1967 wars that took place

in the Palestinian territories after the British Mandate for Palestine, which led to the complete occupation of Palestine by a group of Jewish and the declaration of the State of Israel, all these events greatly affected the Palestinian economy.

In the beginning of the Nineteen Ninety, when the Palestinian Authority took the responsibility of main sectors in the Palestinian territories, in parallel with Oslo Agreement and the Paris Economic Agreement, having banks in Palestine became possible, in addition to the foreign banks which started to open their branches in the Palestinian territories. Local banks began to spread in Palestine like Bank of Palestine which is considered the first national bank in Palestine.

## **1. Types of banks**

Banks in Palestine can be divided into two types in terms of the system followed in dealing with the banking services provided to customers, commercial banks and Islamic banks (PMA, banks directory, 2018). The number of banks in Palestine reached 15, including 3 Islamic banks and 12 commercial banks.

### **a. Commercial bank:**

A commercial bank is an entity or financial institution that accepts deposits from individuals and entities on demand and then uses these deposits to open accounts and loans for profit. Commercial banks have taken their name by offering short-term loans to traders at the beginning of their existence. With the development of commercial and industrial activity, the importance of bank financing to these activities has become increasingly important in terms of long and medium-term loans.

### **b. Islamic bank:**

The Islamic Bank is defined as a financial institution operating in an Islamic framework that performs services banking and finance. It also initiates finance and investment in various fields in light of the rules and regulations of Islamic law, with the aim of inculcating the values of Islamic ethics in the field of financial transactions.



**(Table 1): Bank's types and number of branches**

#	Bank's name	Bank's type	Number of branches
1.	ARAB BANK (AB)	COMERCIAL	31
2.	BANK PF PALESTINE (BOP)	COMERCIAL	71
3.	CAIRO AMMAN BANK (CAB)	COMERCIAL	21
4.	ALQUDS BANK	COMERCIAL	40
5.	THE NATIONAL BANK (TNB)	COMERCIAL	18
6.	BANK OF JORDAN (BOJ)	COMERCIAL	17
7.	JORDAN COMERCIAL BANK (JCB)	COMERCIAL	5
8.	JORDAN AHLI BANK	COMERCIAL	6
9.	EGYPTIAN ARAB LAND BANK	COMERCIAL	8
10.	HOUSING BANK FOR TRADE AND FINANCE	COMERCIAL	15
11.	PALESTINE INVERSTMENT BANK	COMERCIAL	18
12.	SAFA BANK	ISLAMIC	4
13.	PALESTINE ISLAMIC BANK	ISLAMIC	38
14.	ARAB ISLAMIC BANK	ISLAMIC	10

- (PMA, banks directory, 2018)

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#### **2.1.7. Palestine Monetary Authority (PMA):**

“It's an independent public institution with main tasks to formulate and implement the Palestinian monetary and banking policies in order to maintain the integrity of the banking sector and reduce inflation, foster financial stability, protect the banking sector and promote sustainable growth of the Palestinian national economy. In order to achieve these goals, the PMA develops and executes monetary policy designed to ensure low inflation and price stability. Also PMA regulates & supervises banks, specialized lending institutions and money changers operating in Palestine in effective and transparent manner. On the other side PMA provides supervision during development, implementation and operation of the modern and efficient payment systems.

Worthy to mention that PMA operates in the Palestinian territories according to the law No. 9 of 1997 enacted by the Legislative Council, which set its independence in addition to the Banking Law Number 9 of 2010” (PMA, 2019)

- Vision of PMA

“To be a full-fledged and modern central bank for Palestine, capable of achieving monetary stability by keeping inflation under control, and maintaining financial stability. PMA also works to achieve sustainable economic growth, and promote integration into the regional and global economy”. (PMA, 2019)

- Mission of PMA

“To maintain financial stability, through the development of a sound and secure banking system, an efficient national payments system, achieves financial inclusion, and ensures monetary stability by keeping inflation under control and fostering price stability”. (PMA)

#### **2.1.8. Association of Banks in Palestine(ABP):**

“It is a non-profit organization, created as a result of an initiative from all operating banks in Palestine to represent the Palestinian banking sector and its interest. The ABP makes efforts to create a collective vision for the Palestinian banking industry which will result in individualized vision for each bank.

The ABP works closely with operating banks in Palestine by addressing and discussing issues of common interests and provide capacity building for employees working the banking sectors. In addition, PMA makes all efforts to keep the Palestinian sector related personnel aware and familiarized with the most updated banking sector development through cooperation and coordination with the relevant authorities, providing information and knowledge. Moreover, ABP organizes seminars, workshops, executes studies and research and disseminates results for the interest of banking sector development.

The Association brings knowledge and share other countries best practices & experiences in the field of banking industry with the Palestinian banking sector.

The PBA contributes to achieve the Palestinian banking system stability and growth through coordination and cooperation with both public and private sectors institutions to work towards effective partnership and supportive investment environment. Furthermore, the PBA believes that working closely with the PMA is crucial for the fulfillment of the Palestinian banking system main goal.” (abp.ps)

- Goals of the ABP: (abp.ps)

- Care of the interests of its members and coordinate with each other to achieve their common benefit.
- Service and strengthen the national economy.
- Develop methods of banking services and updated.
- Consolidate the concepts of banking, and follow standardized systems and procedures for this purpose.

## **2.2. Literature review**

### **2.2.1. International studies**

#### **2.2.1.1. (Martin Saye,Kollah 2012)**

The study titled (STRATEGIC PLANNING AND EFFICIENCY OF THE BANKING SECTOR: A CASE OF KENYA COMMERCIAL BANK LIMITED) which was presented in University of Nairobi,

The study is based on determining the relation between strategic planning and the level of performance of the banking sector in Kenya. The qualitative primary data were collected by use of interviews with 7 senior staffs. The interview questions were open-ended to enable the researcher gather as much data as possible from the respondents.

The most important findings were 1) factors that influence strategic planning in the banking industry, 2) factors that established relationship between strategic plans and level of efficiency in the Banking industry and 3) staff capacity building and achievement of management performance targets. The study further established that a well formulated, implemented and evaluated strategic plan facilitate efficiency in the banking sector and other industry. Findings further indicate how banks and other organizations can make any necessary changes to ensure harmony between its strategic plans and the level of efficiency (Saye, 2012).

#### **2.2.1.2. (Poku, Debrah, 2012)**

The study titled (THE EFFECT OF STRATEGIC PLANNING ON THE PERFORMANCE AND OPERATIONS OF THE AGRICULTURAL DEVELOPMENT BANK). A thesis submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology in partial fulfillment of the requirements for the degree of COMMONWEALTH EXECUTIVE MASTERS OF BUSINESS ADMINISTRATION. The study was conducted on banks in Ghana and the case study was a (Agricultural Development Bank (ADB). The study used primary and secondary data. The secondary data was collected from reviewing books, publications, financial records and internal records of the bank. The primary data was collected by distributing a questionnaire to the bank staff. The sample consisted of 160 employees. The number of questionnaires for analysis and study was 140, equivalent to 87.35%.

The results of the administered questionnaires showed a fairly high level of agreement for the features of the various dimensions of an effectively managed bank. However, this study showed that structures put in place for bottom-up information flow were not known to all employees. This study also showed that employees were either ignorant about program evaluation or there was a clear disregard for program evaluation

at ADB. The researcher recommends that all factors of the various dimensions should be put into the right perspective so as to help the general workforce of the bank to understand the main objectives and strategic plans in place to achieve the objectives of ADB. (Poku, 2012)

#### **2.2.1.3. (Wilbert Charles Geiss, Jr,2003)**

An important Wilbert study titled (PLANNING, MANAGEMENT, AND PERFORMANCE CHARACTERISTICS OF SMALL - MEDIUM SIZE BANKS IN THE MID-ATLANTIC REGION) which was presented in Greenleaf University, in the north of United State of America in the state of Mid-Atlantic and Eastern Great Lakes, targeting managers of medium and small banks operating in Mid-Atlantic and Eastern Great Lakes, using variable analysis technique studied the relation between the level of strategic planning and the performance of small and medium financial institutions operating in the region of his study. Founded no relation between the planning carried out by the financial institutions and the performance of these institutions according to the measurement of the return on assets, the return on equity and the net margin of interest, in addition to no relation between the level of planning followed by these financial institutions and the leading characteristics in these financial institutions and the size of the institution, on the other side a simple and weak relationship between the level of planning and financial performance of financial institutions was concluded. Accordingly, Wilbert study recommended that management likes to clarify the important relation between strategic planning and employee recruitment by training courses, link between the objectives of the institution and the employee's objectives, which must be achieved within the plans and work on clarifying short-term and long-term goals that are associated with the strategic plan. (Geiss,2003)

### **2.2.2. Regional studies.**

#### **2.2.2.1 (Dijani, Iyad, 2011)**

A descriptive analytical method based study conducted at the University of Damascus entitled (The role of strategic planning in the quality of institutional performance), with special focus on the correlation between strategic planning and institutional performance in Palestinian universities. Where the population of the study consisted from the deans, directors, planning and quality committees at both the Islamic University and Al-Aqsa University, where 130 randomly selected to be the sample of the study, were distributed as following: 34 academics, 14 administrators from Al-Aqsa University, 44 academics and 38 administrators from the Islamic University.

The above mentioned study pointed to no interest from Palestinian universities in linking strategic planning with the quality of institutional performance. The problem also lies in the fact that the strategic planning process is still being developed separately from the performance indicators and standards of quality.

The researcher also noted that Palestinian higher education institutions develop their strategic plans then develop quality plans to improve performance, which indicates the weakness in understanding the importance of the strategic planning role and its integration with high quality performance.

One of the most interesting results revealed during questionnaires analysis is the quality of strategic planning which was apparent but in varied proportion across the universities categories targeted by questionnaires ranging from 70% to 86% which could be explained by the relation between strategic planning and institutional performance

The study highly recommended the necessity to ensure a wider participation of the internal and external university community in the development of university strategies in addition to vision and mission. Also prioritizing goals that the university can achieve and providing all financial and human resources to achieve the goals and identifying the

performance indicators for the goals and activities describing the final form to be reached from the target or activity. Other recommendations included development control plans and performing periodic review of the strategic plans, in addition to the development of a clear, documented and public policy guide including the various work fields, to ensure the standardization of the implementation of the work in accordance with a unified vision of the direction and policy of the universities.(الدجني، 2011)

#### **2.2.2.2 (Jbein, Abdel Wahab, 2009)**

Another descriptive study targeted 42 health services departments in Kingdom of Saudi Arabia named (Performance evaluation in the health departments of health departments in the province of Taif), where four axes questionnaire was developed as tool for the study, addressing the personal information of the manager or the official, the concept of evaluation, the evaluation methodology and the results of the evaluation. The analysis of questionnaires information pointed that the percentage of managers and officials who have a clear concept of evaluation in general constitute less than two thirds of the sample, and that the tools and method of evaluation practiced by nearly two thirds of the patients and managers and also the results of the evaluation does not invest in high proportion. Another result related evaluation in the administrative process was showed high proportion of the respondents considered that the evaluation process is an additional process in the administrative process and it is a burden on management.

Regarding results related to the objective of the evaluation, was the responses of the targeted officials and administrators were uneven and differed, in that some of them had the objective of the evaluation for improvement and perfection.

In term of who evaluates the results revealed that were either from an internal committee or from a direct official

Concerning the evaluation time, high proportion of respondents indicated that the evaluation should be in different stages of the service and the largest percentage while the others responded that evaluation should be a sudden.

The results related to the evaluation tools were different and the tools used in the evaluation are different from the statistics, including the results of the service and the tools also records the services.

The study concluded that the concept and importance of evaluation is not clear among large proportion of those targeted the study, the evaluation is considered an additional burden, and a high percentage of managers and officials resort to evaluation in order to identify weaknesses and strengths and compare achievements and what has been achieved with what must be achieved and achieved, and a few of them use the evaluation for improvement and development and motivation.

Furthermore, the researcher concluded also that a large proportion of those surveyed are encouraged to have the evaluation of their responsibility for an internal committee. Also a large percentage of managers and officials rely on the results of the evaluation to adjust the goals, standards and measurement indicators and to adopt a large percentage of managers and officials to be the results of the evaluation is the first step in planning and the basis of decision-making.

The most important recommendations made by the researcher include subjecting directors to training courses for rehabilitation, modifying the culture of health institutions regarding evaluation and related results, clarifying the importance of both the evaluation and evaluation results in institutions beside to the importance of reading.



Final important recommendation was referring to conducting a study on the difference in the functional performance of different academic qualifications and different disciplines for the incumbents. (جبین، 2009)

#### **2.2.2.3 (Harherah, Hussein, 2008)**

One of the most important descriptive studies in the region conducted to identify strategic management in banks is Harhrah study (Impact of the Application of Strategic Management Methodology on the Performance of commercial Banks in UAE 2001-2007), where 5 banks were randomly selected among 46 working banks from different levels of the banking sector in the United Arab Emirates (UAE).

The importance of the study in the knowledge of the extent of the implementation of strategic planning in the UAE banks and the preparation of strategic planning on the performance of these banks.

The researcher hypothesized that there is weakness in the implementation of strategic planning UAE banks, UAE Banks do not attract qualified professionals to practice strategic planning, the UAE banks departments are not accused of training their cadres on the strategic management, and the UAE the banks culture do not include the elements of strategic planning which were denied later to statistical analysis to data collected through the study questionnaires.

On the other side, the same statistical analysis showed evidence to accept the other researcher hypothesis which stated that there was a relation between the strategic management and administrative and financial performance in the UAE banks. Study recommended adopting strategic management in the work of the UAE banks, defining the future objectives of the banks and the interest in setting annual goals and working on the course of work to achieve the goals and developing a system of incentives related to the achievement of strategic objectives to motivate employees to achieve the Bank's objectives.(هره، 2008)

### **2.2.3. Local studies**

#### **2.2.3.1. (Fares, Nadeen, 2016)**

A recent Palestinian study conducted at 2016 to study the relation between the characteristics of senior management and strategic planning at commercial banks in Gaza, entitled "Relationship between the leading characteristics of senior management in commercial banks and strategic planning in the Gaza Strip". A study with high response rate (98%) as a well-developed questionnaire distributed to study participants was the tool of the study.

The study finding revealed that around 82.93% of Gaza commercial banks in Gaza contained strategic planning, and the leading characteristics is available at a high level of 77.15%.

Fares at his study recommended the importance of adoption and implementation of strategic planning in the practice of commercial banks. Also Commercial banks should pay attention to the leadership characteristics of the senior management due to their crucial impact on the career managers' performance and strengthening of strategic planning. Worthy recommendation encourages improving the leading characteristics of bank managers which would enhance the success of strategic plans. (فارس، 2016)

#### **2.2.3.2. (Qabajah, Mohammad, 2011/2012)**

Another Palestinian study conducted during the year 2011/ 2012, "Extent of strategic planning of human imports in companies listed on the Palestine Stock Exchange", where 160 questionnaires were randomly distributed to the administrators and senior management in the companies listed on the Palestine Stock Exchange, who have an influence on the decision making strategic plans, information collected from the respondents through 130 retrieved questionnaires were analyzed to study the perceptions and thoughts of the respondents regarding the use of strategic planning for human resources.

The study showed important results including the existence of strategic planning for human resources in companies at an average level in all fields, functional analysis of jobs to be filled at a low level, Training of human resources in companies listed on the Palestine Stock Exchange, and declaring of companies to their employees the criteria used in evaluating the performance.

Qabajah's main recommendations to companies and managers included conducting training courses for the employees on the importance of strategic planning for human resources, making sure of the concept full understanding, and if needed using awareness bulletins for strategic planning of human resources.

The author also highly recommended developing supervisory plans to implement the strategic plans for human resources, and linking the system of incentives and rewards to evaluate the performance of staff and suit the effort of the staff. Finally engage decision makers in strategic planning for human resources were important recommendation advised to be taken into account.(قباچه، 2012).

#### **2.2.3.3. (Al-Kurdi, Rana, 2010)**

Al Kurdistudy, 2010 "The degree of application of strategic planning in the directorates of education in the West Bank governorates from the point of view of its employees", examined the implementation of strategic planning in the education directorates in the West Bank. The researcher randomly included 1190 participants selected from the working staff in the directorates of Ministry of Higher Education (MoHE) in the West Bank except for the drivers and secretaries, where the sample composed of 42 of senior management in the directorates, 254 head of directorates education departments, in addition to 894 directorates' employees.

The study results highlighted the low strategic planning development at MoHE directorates in addition to the low implementation and follow up of any developed plans.

Accordingly, some recommendations necessary to be taken including reinforcing the culture of strategic planning and its positive impact on education process among the MoHE directorate working team, beside raising their awareness on strategic planning through training courses. It is also highly recommended to create the necessary environment to be equipped with needed requirements that would facilitate the development of strategic plans. More over research called for the formation of a team whose main responsibility to develop education strategic plans in education and provide them with some type of motivation or incentives.

Finally, learning from others by exploring the experiences of neighboring countries similar to the Palestinian context in strategic planning in education is brought up by the research as an asset for more benefit.(الكردي، 2010).

#### **2.2.3.4. (Musleh, Attieh, 2010)**

At 2009 Musleh conducted “The reality of strategic planning in the government ministries in the province of Qalqilya from the perspective of its employees” study, targeting 30% of the government employees in the city of Qalqilya, where 111 employees out of 370 were eligible to be randomly included in the study. A descriptive analytical method used to analyze the information gathered from the study’s questionnaire which addressed the following six areas: Vision, Mission, Planning, Implementation, Control and Evaluation.

The study results showed the intermediate level of ministries strategic planning indicated by the existence of vision, mission and objectives of the ministries, further more ministries implement and follow up the planning, but evaluation was weak.

Researcher concluded some recommendations advised to be taken into practice by ministries including awareness raising activities through lectures & leaflets to enhance the culture of strategic planning among employees, engaging all ministries levels in the

strategic planning process and should not be exclusive for the senior level or main headquarters.

In addition, providing the high management senior advanced courses on strategic planning specially for those who developing the ministries strategic plan is their main task, also visibility of ministries vision and mission for all staff is important to enable them to translate these concepts within their daily transactions were highly recommended.

Last but not least, Musleh recommended that strategic plan need to be considered for evaluation but with the necessity of putting in place implementation and follow up mechanism to indicate any deviation from the original plan.(مصلح، 2010).

#### **2.2.3.5. (Ayoud, Ahmad,2008)**

Another local study "The Impact of Human Resources Planning and Development in Palestinian Public Shareholding Companies in the Period 2004-2007" focused on (3111) of the administrative employees in the 28 Palestinian public shareholding companies in the West Bank and listed in the Palestine Stock Exchange, where 390 employees were randomly selected to receive questionnaire developed as a study tool, data obtained from 369 questionnaires which had been retrieved from the sampled participants; was analyzed using the descriptive analytical method.

The most important findings of the study showed that planning human resources has a significant impact on the human resources and the effective performance of targeted companies, in addition to its significant impact on employees' performance, also can predict the direction of the performance of those employees.

The study showed no statistical differences in the employees' opinions on the impact of human planning and development in term of gender or working years, type of the work, number of courses and training activities in which the employee participated and the human resources planning and development.

The researcher not only recommended bringing attention to the importance of human resources planning & development, but also recommended the involvement of employees during developing such plan, in addition to developing training programs on the importance of strategic planning and human resources planning and their relation with the staff performance.(زيدان، 2008)

#### **2.2.3.6. (Abu Ewelle, Ghadah, 2008)**

A local descriptive study “entitled (extent of the adoption of the components of marketing strategy in the banks operating in Palestine, targeted the high management level in the working banks in Palestine though well-developed questionnaire to assess to which extent planning has been implemented in the marketing process in the operating banks in Palestine and the study revealed that banks operating in Palestine have clear adoption for the marketing strategy at different levels, in addition no differences in the perception of the study participants on the adoption of marketing strategic plans for job title, qualification, age, specialty, years of experience and gender

The research recommended that developing and promoting marketing plans and requirements of the customers are needed to be considered,

Active involvement of employees during strategic plans development process and practical efforts are needed for effective marketing strategies development with all related components are also highly recommended by the study team. (عويلي، 2008)

#### **2.2.3.7. (Al-Atal, Nabeel, 2008)**

Al Atal targeted in his study "The Reality of Strategic Planning in the Municipalities of the Southern West Bank" municipalities in the southern West Bank, where all the 27 municipalities' departments heads, council's heads & members (total of 356) who received questionnaire developed for the study purposes, with 80 % response rate.

Al Atal study intended to assess the municipalities' awareness and implementation for strategic planning, and to which extent relevant organizations have been involved in strategic plan.

The study also aimed to identify the obstacles faced by municipalities during the development of strategic plans, and whether the municipalities are aware of their internal or external factors that affect the strategic plans.

The main results confirmed municipality's capacity to practice strategic planning, beside their realization that strategic planning would be of a great asset in improving the performance of municipalities staff, in addition to their willingness to draft strategic plans, implementation and follow up plans

The study team raised the active involvement of all municipalities working team during strategic plan development process as one of the most prioritized recommendations, in addition to developing of motivation/ incentives approach due to its positive influence on employees' performance & efficiency. Also recruiting staff who are tasks highly skilled, expertise and qualified at the field of their work. (العنّال, 2008)

#### **2.2.4. Knowledge gap:**

The main objective of this research is to know the extent of the implementation of strategic plans in banks and their impact on employees and whether employees are taking any strategic plans to achieve their goals of sale and marketing? Is the senior management in the bank assessing this performance? Are the senior departments to develop strategic plans for employees to follow in achieving their goals and the higher management to assess their performance based on the objectives they achieved from the strategic plan for them?

In reviewing previous studies related to the strategic plans of the commercial and Islamic banks operating in Palestine, there were studies concerned with the marketing strategy of the banks in Palestine (Abu Ewelle, Ghadah, 2008) and the other studies

conducted in Palestine concerned with personnel affairs and Human resources such as the study (Qabajah, Mohammad, 2012/2011) and higher education, education departments and Palestinian universities such as the study (Al-Kurdi, Rana, 2010) and the study Dijani, Iyad, 2011).

How does this study differ from other studies?

1. Studying the extent of the implementation of strategic planning in banks operating in Palestine, including west bank and gaza..
2. Studying the strategic plans of banks in all areas in terms of achieving marketing objectives and objectives of banks in growth, development and deployment.
3. Studying the alignment of allocated budgets to strategic plans with the same plans.
4. Examining whether there are plans for follow-up and implementation of strategic plans.
5. Studying the process of assessing the performance of employees and their achievement of the objectives.



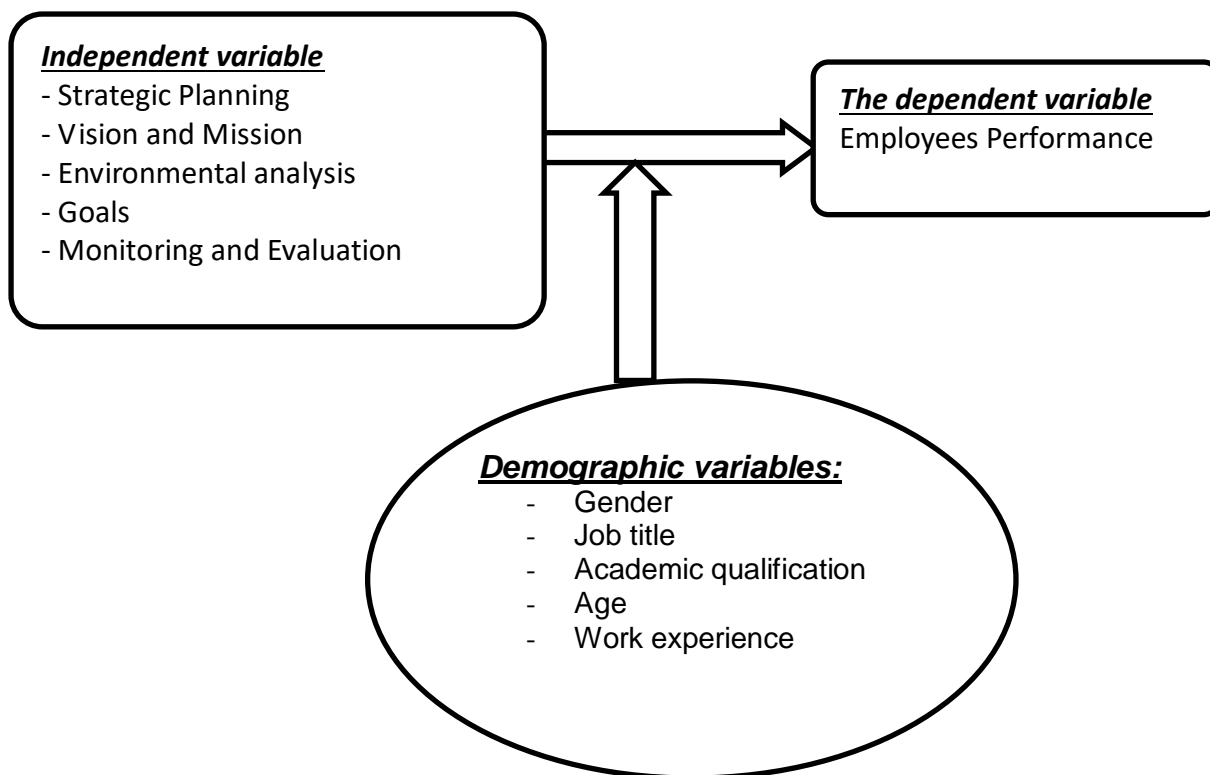
## Chapter 3

### Research Methodology

#### 3.1. Introduction:

This chapter describes the research design, sampling methodology, ethical considerations, and study tools, validity and stability of the tools, data collection methods, statistical analysis, and the summary.

#### 3.2. Study model



#### 3.3. Study design

To achieve the objectives of the study; quantitative, cross-sectional descriptive design used to identify the perspective of employees working in the banks operating in Palestine towards the strategic planning and its effects on performance. The cross-sectional design involves the collection of data at one point of time. The study was conducted during the period between (September – November, 2018).

### **3.4. Data collection tools:**

#### **3.4.1. Questionnaire**

Primary data was gathered through the questionnaire and interviews. (Annex1)

The questionnaire was designed based on the objective of the study, consists of two parts, the first part addressed the personal data of respondent includes age, gender, academic qualification, job title, and experience.

Second questionnaire part was designed to assess the perception of employees regarding availability and importance of basic elements of strategic planning, composed of structured questions which were given to respondents to answer. The questions were close-ended questions that give respondents a choice within a range of answers based on the 5- point Likert-style rating scale with “1” as strongly disagree and “5” as strongly agree.

They had choices either to agree or disagree with the statements made within the range. This was to ensure that the choice of answers directly addressed issues at stake and make collation and analysis of data simple.

Before distributing the questionnaire, the importance of the research was explained to the respondents and they were encouraged to be truthful and diligent with their responses to make the research worthwhile.

#### **3.4.2. Administration of the questionnaires**

Questionnaires sent out to respondents had a personalized covering letter explaining briefly the purpose of the questionnaire, the importance of the respondents' participation, which is responsible for the questionnaire, and a statement to guarantee confidentiality. This covering letter also expressed thanks to the respondents at the end. Questionnaires were self-administered by respondents themselves. It preserved confidentiality and was completed at the respondent's convenience.

The total questionnaire distributed were (407), (320) were filled and sent back which made the response rate (78.6%).

### **3.4.3. Piloting and testing of questionnaires**

Due to the complexity of designing a questionnaire, it is impossible even for the experts to get it right the first time round. The questionnaires were thus pre-tested – that is, piloted on a small sample of people characteristic of those in the questionnaire.

For those officials of the bank or managers that could independently fill the questionnaire, it was handed to them and a follow up visit was made two weeks later for collection.

Analyses of the responses were used to improve the questionnaire. The pilot test was polished to improve the question order, filter questions, and layout. The respondents were given 2 weeks to fill out the questionnaires before they were collected. Repeated visits and phone calls were made to the respondents, to ensure high return rate of questionnaires.

### **3.4.4. Interviews**

Semi-structured interviews were conducted with the three banks in the West Bank, namely Arab Bank, Cairo Amman bank and Al Quds Bank. Targeting managers and supervisors at strategic planning related units and departments at these banks.

The interviews were guided by questions which were developed to match the purpose of the study and fill the gaps that could not be filled by the questionnaire (Annex2) which mainly focused on strategic planning, supervising the employees' performance and methods of measuring their performance.

### **3.5. Population:**

The number of banks operating in Palestine up to 9/2018 was 14 banks and to determine the number of employees working in banks were interviewed with the Human Resources Department of banks operating in Palestine and the number of employees working in these banks is 7001 employees and to determine the sample. The study sample took 10% of the employees of the branches.

### **3.6. Sampling:**

A random sample consists of (407) respondents out of the entire population were selected for the research on convenience basis. The number was considered adequate, and representative enough to give informed answers to the research problem. The questionnaire was distributed to 407 employees representing 10% of the employees of the branches of banks operating in Palestine and 320 questionnaires were returned.

### **3.7. Validity of tool:**

Validity of the research tool – questionnaire- was checked, as it was sent to panel of experts to determine whether the items in the questionnaire were relevant and suitable to the purpose of study, the comments were taken into account incorporated into the questionnaire and updated accordingly.

### **3.8. Reliability of the tool:**

According to **Polit and Beck**, the reliability of quantitative instrument is "a major criterion for assessing its quality and adequacy" (Polit and Beck, 2004). The reliability of the tool in this study was estimated using Cronbach's alpha coefficient (Cronbach's alpha). The Cronbach's alphas for the tool were (0.936) which indicates that the prepared research tool is reliable and can be used in the research.

**Table (2): Results of stability equation Cronbach's-Alpha for the measure of the impact of strategic planning on the performance of bank employees working in Palestine.**

Number	Tool axes		
	Axis name	Number of paragraphs	Cronbach's-Alpha
1	The first axis: strategic planning	23	0.838
2	The second axis: monitoring and evaluation	11	0.929
3	The third axis: workers' performance	19	0.896
	<b>Total</b>	53	0.936

### **3.9. Research implementation procedures**

The following procedures were followed to implement the research:

- 1- Checking the number of banks branches operating in Palestine in 2018 that will be included in the study.
- 2- Distributing the research tool on the study sample.
- 3- Collecting questionnaires by the sample of the study and ensure completion.
- 4- The questionnaires were given sequential numbers (1-320) in preparation for uploading them on the computer.
- 5- The questionnaires were entered into the computer after the numbers were given, the conversion of the verbal answers to the numeric. The subjects with the positive content were given (5) for each answer (Very high score), (4) for each answer (high score), (3) for each answer (average score), 2 for each answer (low score), and 1 for each answer (very low score).
- 6- The conclusions were discussed, interpreted and commented on.
- 7- Finally, a number of recommendations were made in light of the results of the research.

### 3.10. Statistical analysis:

After collecting data, they were entered into the computer to be processed by the statistical program for social sciences (SPSS version 22).

The following table shows the statistics used in each question:

**Table (3): Statistical processing**

#	Question	Statistics
1	Distribution of study sample	Frequencies -percentages
3	What is the status of strategic planning	Means - and Standard Deviations
4	The level of performance of employees in banks operating in the West Bank	Means - and standard deviations
5	Are there statistically significant differences in the effect of strategic planning on employees' performance in the banks operating in Palestine due to theses variables (gender, bank, academic qualification, age, experience, job title)	(t) test, ANOVA test, (L.S.D to measure differences)

## **Chapter 4**

### **Research Results and Findings**

#### **4.1. Introduction**

This chapter presents the findings and results of the questionnaires. The first section discusses characteristics of the respondents' socio demographic data".

Section two, presents the statistical results of the questionnaire including the following: Mean, Standard deviations, and percentages of positive responses toward the study domains

The third section presents a bivariate analysis of the dependent variables (the study domains) and participant's characteristics (the independent variables: gender, education, experience, etc.).

#### **4.2. Socio demographic characteristics of the respondents**

(82.5%) of the participants were from Commercial banks, and the remaining respondents were from Islamic banks (17.5 %). Most of the respondents were males (72.8%) compared to females (27.2 %). The majority of respondents were between the ages of 20-30 (66.3 %). As for education; (89.7%) have a bachelor's degree and less and (10.3%) have a master degree and above. About half of the respondents experience (47.5%) is located in the 1-5 years group, while (52.5%) were in the more than 5 years groups. While the majority of respondents (69.1%) (221) were employees, (20.0%) (64) were heads of departments and (10.9%) (35) were managers. (Table 1)

**Table (4): Socio demographic characteristics of the respondents**

Type of Bank		
Type of Bank	Frequency	Percentage (%)
Commercial banks	264	82.50
Islamic banks	56	17.50
<b>Total</b>	320	100
Gender		
Male	233	72.8
Female	87	27.2
<b>Total</b>	320	100
Age (years)		
20-25	104	32.5
26-30	108	33.8
31-40	55	17.2
41-50	39	12.2
More than 50	14	4.4
<b>Total</b>	320	100
Education		
Bachelor and below	287	89.70
Master and above	33	10.3
<b>Total</b>	320	100
Years of experience		
1-5	152	47.5
6-10	68	21.3
11-15	35	10.9
More than 15 years	65	20.3
<b>Total</b>	320	100
Job title		
Employee	221	69.1
Heads of department	64	20.0
Manager	35	10.9
<b>Total</b>	320	100



### 4.3. First: The results related to the first question:

#### What is the status of strategic planning from the perspective of employees working in banks operating in Palestine?

In order to interpret the results related to this section, the five-dimensional Likert scale was adopted as in Table (5):

**Table (5): Classifications of satisfaction degree according to the Likertscale.**

Degree of Satisfaction	Mean range
Very low	Less than 1.8
Low	From 1.8 to less than 2.6
Medium	From 2.6 to less than 3.4
High	From 3.4 to less than 4.2
Too high	From 4.2 to 5

### 4.3.1. Results related to strategic planning components

#### 4.3.1.1.Mission and vision

**Table (6): Means and standard deviations of the responses related to mission & vision**

#	Statements	Mean *	Standard deviation	Degree of Satisfaction level
1	The Bank has a clear mission and vision for employees	4.25	0.66	Too high
2	The bank's mission is clear and written	4.24	0.59	Too high
3	The Bank develop a clear and written vision	4.28	0.66	Too high
4	The philosophy and mission of the Bank match the needs of customers	4.23	0.66	Too high
5	The broad acceptance and understanding of the Bank's mission and objectives by the customers	4.22	0.60	Too high
6	The Bank uses its mission and objectives during planning of activities &Processes	4.27	0.56	Too high
7	The Bank continuously develops the mission and objectives based on feedback from the field	4.32	0.65	Too high
8	The Bank's mission and vision are formulated by specialized team in strategic planning	4.09	2.94	High
	Total score	4.24	0.53	Too high

\*Maximum Mean for any statements is (5)

The study findings show that the status of strategic planning in term of Mission & Vision according to the responses of bank employees in Palestine was very high on statements (1, 2, 3, 4, 5, 6, 7) as the Mean value was more than (4.2), and was high on statement (8), as the Mean was (4.09) according to the Likert scale, and the Mean on the total score was very high in terms of Mean (4.24) Table (6).

The researcher believes that the banks in Palestine are developing a clear vision and clarifying their objectives related to the bank's vision for employees. The bank's understanding of its vision and its mission to the customers helps build confidence between the customers and the banks. The results obtained by the researcher reinforce the researcher's view that there is a clear vision for banks and that the objectives of banks are understandable to employees.

#### 4.3.1.2.Environmental analysis

**Table (7):The means and standard deviations of the responses related to environmental analysis**

#	Statements	Mean *	Standard deviation	Satisfaction level
9	The Bank performs customers need assessment	4.12	0.72	High
10	The Bank identifies his customers based on customers services analysis	4.24	0.68	Too high
11	The Bank studies the effect of services on the customers	4.09	0.63	High
12	The Bank sets its policies based on the social, cultural and environmental understanding.	4.08	0.71	High
13	The Bank specifies community resources and makes its plans based on these resources	4.07	0.76	High
14	The Bank identifies opportunities for provided services.	4.04	0.73	High

#	Statements	Mean *	Standard deviation	Satisfaction level
15	The Bank has a clear vision of potential threats at work	4.17	0.75	High
16	The Bank's administration understands the strengths and weaknesses during work	4.31	0.73	Too high
	Total score	4.14	0.47	High

\*Maximum Mean for any statement is (5)

Table (7) shows that the status of strategic planning according to the responses of bank employees in Palestine based on the analysis of the environment dimension was too high on statements (10, 16) as the Mean was more than (4.2) according to the Likert scale, and was high on statements (9, 11, 12, 13, 14 and 15) as the Mean was between (3.4 - 4.2). Noting that the Mean on the total score was very high with Mean value (4.14).

Banks are studying the surrounding environment and the latest developments in the banking field. The banks' study of the experience of other banks leads to benefit from this experience in the banking field. This is confirmed by the statistical results that the banks study the surrounding environment and study the needs of the customers. The researcher sees that banks put products according to their approved categories and classify the customers to give them the appropriate banking facilities for their needs and the banking products that suit their needs.

### 4.3.1.3.Objectives

**Table (8): The means and standard deviations of the responses related to objectives**

#	Statements	Mean *	Standard deviation	Satisfaction level
17	The bank develops applicable objectives	4.14	0.70	High
18	The Bank develops measurable objectives	4.03	0.59	High
19	The bank develops clear, specific and time bounded objectives.	4.18	0.64	High
20	The developed objectives are linked to the Bank's mission and vision	4.18	0.60	High
21	The bank set indicators for the developed objectives	4.17	0.65	High
22	The output of the Bank's objectives are clear and linked to the objectives	4.08	0.68	High
23	There are clear activities to achieve the objectives	4.16	0.64	High
	Total score	4.17	0.50	High

\*Maximum Mean for any statements (5)

Table (8) shows that the status of strategic planning according to the responses of bank employees in Palestine after analyzing the responses regarding the objectives- one of the strategic planning components- was high on all statements as the mean was between (3.4 - 4.2). The mean on the total score was high (4.17).

According to the researcher, banks are preparing annual goals and setting performance indicators to measure the performance of their employees. The senior management of the banks operating in Palestine set clear objectives for employees and are consistent with the Bank's vision and mission, as confirmed by the statistical results.

#### 4.3.1.4. Summary of results related to strategic planning components

**Table (9) :Means and standard deviations of the responses related to strategic planning components**

Strategic Planning component	Mean *	Standard Deviation	Satisfaction level
Mission and Vision	4.24	0.53	<b><u>Too high</u></b>
Environmental Analysis	4.14	0.47	High
Objectives	4.17	0.50	High
<b>Total score</b>	4.18	0.40	High

\*Maximum Mean for any statement is (5)

Table (9) shows that the reality of strategic planning from employees' perspectives of banks in Palestine was **very high** on the Mission & Vision component as the mean was (4.2), while was high on both the environmental analysis and objectives components as the mean was between (3.4 - 4.2), consequently the mean on the total score was high with mean value (4.18)

#### 4.3.2. Results related to monitoring and evaluation

**Table (10): The means and standard deviations of the responses related to monitoring and evaluation**

#	Statements	Mean *	Standard Deviation	Satisfaction level
24	A monitoring plan by the administration for the required tasks.	4.41	0.58	High
25	Data on performance indicators are collected and compared to actual results with objectives	4.33	0.56	Too high
26	Progress reports are provided to managers to alert them to problems at work	4.34	0.61	Too high
27	An internal monitoring process during the course of the work	4.29	0.75	Too high

#	Statements	Mean *	Standard Deviation	Satisfaction level
28	External evaluations are performed by customers or third parties	4.10	0.78	High
29	There are clear criteria for assessing the performance of employees	4.16	0.77	High
30	Achievements are highlighted at the end of each year.	4.18	0.78	High
31	Recommendations on performance during work are provided	4.14	0.79	High
32	Recommendations are presented at the end of each year based on the results	4.27	0.83	Too high
33	There is a periodic monitoring system in the bank	4.37	0.74	Too high
34	The Bank follows a final evaluation system every year.	4.40	0.74	Too high
Total		4.27	0.53	Too high

\*Maximum Mean for any statements (5)

Table (10) reveals that the status of strategic planning based on the responses of bank employees in Palestine on monitoring and evaluation was very high in statements (25, 26, 27, 32 and 41), as the mean was more than 4.2. (24, 28, 29, 30, 31, 33, 34), with mean value was 3.4 - 4.2. The percentage of responses to the total score was very high in terms of mean (4.27).

Banks in Palestine measure the performance of their employees according to KPIs set by the higher management and grant bonuses to high performance employees on an annual basis, according to the researcher's belief, where the banking departments study the performance of employees continuously and develop incentives for employees to raise and improve employees' performance.

#### 4.4. Second: results related to the second question:

**What is the level employees' performance in the banks operating in Palestine from their point of view?**

In order to interpret the responses related to this question, the Mean and Standard Deviation used for each statement of each questionnaire dimension, results of analysis show in table (11)

**Table (11): The means and standard deviations of the responses related to employees' performance**

#	Statements	Mean *	Standard deviation	Satisfaction level
35	I carry out the tasks that entrusted to me in a timely manner	4.43	0.55	very high
36	I pay attention to the accuracy of work and avoid mistakes	4.47	0.61	very high
37	I perform my work with the required efficiency	4.45	0.62	very high
38	I Pay attention to provide services to customers correctly and from the first time	4.40	0.62	very high
39	The bank has systems that measure the duration of service delivery	4.11	0.86	High
40	The bank has systems to ensure accuracy in work and prevent errors.	4.36	0.67	very high
41	I think the staff at the bank are very efficient	4.17	0.75	High
42	The banking knowledge of staff affects how staff can support / help the customers	4.28	0.73	very high
43	The credibility of printed information and published materials by Bank	4.38	0.63	very high
44	Compliance with obligations to customers no matter what the circumstances	4.29	0.63	very high
45	I have the ability to deal with the customers urgent problems objectively	4.36	0.54	very high
46	I have the willingness to take responsibility.	4.33	0.62	very high
47	I work to achieve the required marketing objectives timely	4.23	0.74	very high
48	Working on marketing the adopted banking services	4.23	0.73	very high
49	I maintain the confidentiality of the bank & customers information	4.45	0.68	very high

#	Statements	Mean *	Standard deviation	Satisfaction level
50	I have marketing skills to achieve the objectives set in the strategic plan	4.24	0.64	very high
51	I am aware of the Bank's marketing objectives	4.30	0.62	very high
52	I am aware of the banking policies and procedures	4.35	0.67	very high
53	I am aware of all the services provided by the bank	4.30	0.71	very high
	Total	4.32	0.38	very high

\*Maximum Mean for any statement is (5)

Table (11) shows that the level of employees' performance in the banks operating in Palestine from their point of view was very high on statements (35, 36, 37, 38, 40, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53), as the mean was more than (4.2) according to the Likert scale and was high on statements (39 and 41) with mean value was 3.4-4.2. The percentage of response to the total score is very high with mean (4.303).

According to the researcher, the banks employ their competencies to provide better services and the employees achieve the goals set for them and set out in the bank's strategic plans with efficiency and high performance.

In order to increase the level of employees' performance, human resources management in banks conducts training sessions continuously for its employees to ensure that the employees know more about the products and objectives to be achieved and set in the strategic plans.



#### 4.5. Summary of results related to all questionnaire dimensions (strategic planning, monitoring & evaluation, employees performance):

**Table (12):The means, standard deviations of the all questionnaire dimensions**

#	Dimensions	Mean *	Standard deviation	Satisfaction level
	1st dimension: Strategic planning components			
1	Mission and Vision	4.24	0.53	High
2	Environmental Analysis	4.14	0.47	High
3	Objectives	4.17	0.50	High
4	Total score of 1 <sup>st</sup> dimension	4.18	0.40	High
5	2 <sup>nd</sup> : dimension: Monitoring and evaluation	4.27	0.53	Too high
6	3 <sup>rd</sup> dimension: Employees Performance	4.32	0.38	Too high
	<b>Total Score of the dimensions</b>	<b>4.26</b>	<b>0.37</b>	<b>Too high</b>

\*Maximum Mean for any statement is (5)

Table (12) shows that the effect of strategic planning on employees' performance in the banks operating in Palestine was very high on vision and mission, Monitoring & evaluation & Employees performance, as the mean was more than (4.2) according to the Likert scale. (4.18). the percentage of response to the total score was very high with mean value (4.26).

#### 4.6. Third: the results related to the third question:

**Is there any effect of strategic planning on employees' performance in the banks operating in Palestine?**

The Spearman test was used to find the relationship between the dimensions of strategic planning and the performance of bank staff. Table (9) shows the results of the Spearman test.

**Table (13): Spearman test results**

Employees' performance	Strategic planning		Coefficient of correlation	Significant level	The result significant - non-significant
	Strategic plan components	Mission and Vision	0.425	0.000	Significant
		Environmental Analysis	0.317	0.000	Significant
		Objectives	0.435	0.000	Significant
		Total score	0.489	0.000	Significant
	Monitoring and evaluation		0.569	0.000	Significant
	Overall score:		0.593	0.000	Significant

Table (13) shows that there was a significant correlation between strategic planning and employees' performance in the banks as the value of significant was less than ( $\alpha=0.05$ ). The results show that the relation was positive and this indicates the effect of strategic planning on the performance of employees.

#### **4.7. Fourth: results related to the fourth question, which reads:**

Are there statistically significant differences in the impact of strategic planning on employees' performance in the banks operating in Palestine due to the variables (gender, bank, academic qualification, age, years of experience, job title?)

#### **1<sup>st</sup> hypothesis:**

**There is no statistically significant differences at ( $\alpha \leq 0.05$ ) in the effect of strategic planning on employees' performance in the banks operating in Palestine due to gender variable,**

Table (14) presents the results of (t) test used to test the hypothesis

**Table (14): (T) test results depending on gender variable**

#		Gender	Number	Mean	Deviation	(t)	Level of significance
1	Strategic planning	Male	233	4.2184	0.39881	2.631	0.009
		Female	87	4.0855	0.40359		
2	Monitoring & Evaluation	Male	233	4.2876	0.52974	0.911	0.364
		Female	87	4.2257	0.54455		
3	Employees performance	Male	233	4.3393	0.35913	1.169	0.245
		Female	87	4.2783	0.43460		
	Total score	Male	233	4.2530	0.41405	1.785	0.076
		Female	87	4.1556	0.44182		

Significance level (0.05)

Table (14) shows that there are no statistically significant differences at the level of significance ( $\alpha = 0.05$ ) in the effect of strategic planning on employees' performance in the banks operating in Palestine due to the gender variable on Monitoring & Evaluation and employees' performance and the total score as the level of significance of the values of (T) is greater than (0.05) and thus accept the zero hypothesis. Differences were found on the first dimension: strategic planning and it appears from the means which was in favor of males.

## **2<sup>nd</sup> hypothesis:**

**There were no statistically significant differences at ( $\alpha \leq 0.05$ ) in the impact of strategic planning on employees' performance in the banks operating in Palestine due to the type of bank.**

Table (15) presents the results of (t) test used to test the hypothesis

**Table (15): (T) test result according to the bank variable**

#		Type of Bank	Number	Mean	Deviation	(t)	Level of significance
1	Strategic planning	Commercial	264	4.1829	0.40728	0.056	0.956
		Islamic	56	4.1796	0.39089		
2	Monitoring & Evaluation	Commercial	264	4.2958	0.51737	1.671	0.099
		Islamic	56	4.1526	0.59553		
3	Employees performance	Commercial	264	4.3379	0.38131	1.565	0.121
		Islamic	56	4.2509	0.37687		
	Total score	Commercial	264	4.2363	0.41731	1.121	0.266
		Islamic	56	4.1661	0.44951		

Significance level (0.05)

Table (15) shows that there are no statistically significant differences at the level of significance ( $\alpha = 0.05$ ) in the effect of strategic planning on employees' performance in the banks operating in Palestine due to the variable of the bank type on all dimensions and on the total score, as the level of significance of the values of (t) is greater than (0.05) and thus accepts the zero hypothesis.

### **3<sup>rd</sup> hypothesis:**

**There are no statistically significant differences at ( $\alpha \leq 0.05$ ) in the effect of strategic planning on employees' performance in the banks operating in Palestine due to the variable of academic qualification.**

To test the hypothesis, test (t) and table (16) was used to show the results

**Table (16): (T) test result according to academic qualification variable**

#		Bank type	Number	Mean	Deviation	(t)	Level of significance
1	Strategic planning	Bachelor and below	287	4.1732	0.41768	-1.800-	0.077
		Master and more	33	4.2615	0.24380		
2	Monitoring & Evaluation	Bachelor and below	287	4.2610	0.53390	-0.964-	0.341
		Master and more	33	4.3554	0.53221		
3	Employees performance	Bachelor and below	287	4.3343	0.38751	1.920	0.061
		Master and more	33	4.2217	0.31019		
	Total score	Bachelor and below	287	4.2171	0.43172	-1.432--	0.159
		Master and more	33	4.3085	0.33587		

Significance level (0.05)

Table (16) shows that there were no statistically significant differences at the level of significance ( $\alpha = 0.05$ ) in the effect of strategic planning on employees' performance in the banks operating in Palestine due to academic qualification variable on all dimensions and on the total score. As the level of significance of values of (T) is greater than (0.05) and thus accept the zero hypothesis.

#### **4<sup>th</sup> hypothesis:**

**There are no statistically significant differences at ( $\alpha \leq 0.05$ ) in the effect of strategic planning on employees' performance in the banks operating in Palestine due to the age.**

Table (17) shows the results of ANOVA test used to test the hypothesis:

**Table (17): ANOVA test result: the effect of strategic planning on employees' performance in the banks operating in Palestine in term of the age of the respondents**

Dimensions	Source of Contrast	Total deviation squares	Degrees of freedom	Average squares	(P)	Level of significance
Strategic planning	Between groups	0.446	4	0.111	0.681	0.606
	Within groups	51.583	315	0.164		
	Total	52.029	319			
Monitoring and evaluation	Between groups	2.389	4	0.567	2.126	0.077
	Within groups	88.461	315	.0281		
	Total	90.850	319			
Employees performance	Between groups	1.274	4	0.319	2.224	0.066
	Within groups	45.126	315	0.143		
	Total	46.400	319			
Total score	Between groups	0.686	4	0.172	0.957	0.431
	Within groups	56.477	315	0.179		
	Total	57.163	319			

Significance level (0.05)

Table (17) shows that there were no statistically significant differences at the level of significance ( $\alpha = 0.05$ ) in the effect of strategic planning on employees' performance in the banks operating in Palestine due to the variable age on all dimensions and on the total score. As the level of significance of the values of (P) is greater than (0.05) and thus accepts the zero hypothesis.

### 5th Hypothesis:

There are no statistically significant differences at ( $\alpha \leq 0.05$ ) in the impact of strategic planning on employees' performance in the banks operating in Palestine due to the variable of experience.

Table (18) shows the results of ANOVA test used to test the hypothesis:

**Table (18): ANOVA test results: the effect of strategic planning on employees' performance in the banks operating in Palestine in term of the respondents working experience years**

Dimensions	Source of Contrast	Total deviation squares	Degrees of freedom	Average squares	(P)	Level of significance
Strategic planning	Between groups	0.446	3	0.149	0.912	0.436
	Within groups	51.582	316	0.163		
	Total	52.029	319			
Monitoring and evaluation	Between groups	4.056	3	1.352	4.922	0.002
	Within groups	86.794	316	0.275		
	Total	90.850	319			
Employees performance	Between groups	2.142	3	0.714	5.097	0.002
	Within groups	44.259	316	0.140		
	Total	46.400	319			
Total score	Between groups	1.542	3	0.514	2.921	0.034
	Within groups	55.620	316	0.176		
	Total	57.163	319			

Significance level (0.05)

Table (18) shows that there are statistically significant differences at the level of significance ( $\alpha = 0.05$ ) in the effect of strategic planning on employees' performance in the banks operating in Palestine due to the variable of experience years on the monitoring and evaluation and employees' performance dimensions in addition to the total score where (P) is Smaller than (0.05), the null hypothesis is rejected accordingly.

**Table (19): L.S.D test results: differences in the effect of strategic planning on employees' performance in the banks operating in Palestine according to the work experience on the (monitoring and evaluation) and (employees performance)**

Dimensions		1-5yrs	6-10yrs	11-15yrs	More than 15 yrs	Level of significance
Monitoring and evaluation	1-5		-0.02125-	-0.0381-	-0.28896-	0.781
						0.698
						0.000
	6-10			-0.01696-	-0.26771-	0.876
						0.003
	11-15				-0.25075-	0.023
	More than 15 years					
Employees performance	1-5		0.12958	0.01039	-0.12403-	0.018
						0.882
						0.026
	6-10			-0.1192	-0.2561-	0.127
						0.000
	11-15				-0.13441-	0.088
	More than 15 years					
Total score	1-5		-0.4339-	-0.00379-	-0.17946-	0.479
						0.962
						0.004
	6-10			-0.03960-	-0.13607-	0.650
						0.062
	11-15				-0.17568-	0.047
	More than 15 years					

Looking to table (19) which presents, and the results of the L.S.D test, there are differences in the effect of strategic planning on employees' performance in the banks operating in Palestine according to experience variable on the monitoring and evaluation dimension between (1-5yrs) and (more than 15 years), also differences noticed between (6-10yrs) and (more than 15 years), and between (11-15 years) and (more than 15 years) with positive direction when work experience was (more than 15 years) in all differences.



Regarding the employees' performance dimension, differences noticed between (1-5 yrs) and (6-10) with positive effect for the (1-5 yrs) group. Differences were between (1-5) and (more than 15 years), also between (6-10) and (more than 15 years) with positive direction when work experience was (more than 15 years) in all differences

On the overall score, the differences noticed between (1-5) and (more than 15 years), and between (11-15 years) and (more than 15 years), where the positive effect was in the (more than 15 years) work experience group.

#### **6<sup>th</sup> Hypothesis:**

**There are no statistically significant differences at ( $\alpha \leq 0.05$ ) in the effect of strategic planning on employees' performance in the banks operating in Palestine due to job title variable.**

Table (20) shows the results of ANOVA test used to test the hypothesis:

**Table (20): ANOVA test results: the effect of strategic planning on employees' performance in the banks operating in Palestine in term of the respondents' job title**

Dimensions	Source of Contrast	Total deviation squares	Degrees of freedom	Average squares	Value (P)	Level of significance
Strategic planning	Between groups	0.286	2	0.143	0.877	0.417
	Within groups	51.742	317	0.163		
	Total	52.029	319			
Monitoring and evaluation	Between groups	0.702	2	0.351	1.234	0.293
	Within groups	90.148	317	0.284		
	Total	90.850	319			
Employees performance	Between groups	0.159	2	0.080	0.545	0.580
	Within groups	46.241	317	0.146		

Dimensions	Source of Contrast	Total deviation squares	Degrees of freedom	Average squares	Value (P)	Level of significance
	Total	46.400	319			
Total score	Between groups	0.420	2	0.210	1.174	0.310
	Within groups	56.742	317	0.179		
	Total	57.163	319			

Table (20) shows that there were no statistically significant differences at the level of ( $\alpha = 0.05$ ) in the effect of strategic planning on employees' performance in the banks operating in Palestine due to the variable of the job title on both Monitoring & evaluation and employees' performance dimensions, as the level of significance of the values of (P) is more than (0.05) therefore zero hypothesis can be accepted.

#### 4.8. Interviews results:

On 9th of October 2018, the researcher conducted interviews with officials in three banks operating in the West Bank which are Arab Bank, Al Quds Bank, and Cairo Amman Bank.

The interviews aimed to identify the awareness of the administrations regarding the importance of strategic planning and knowing the extent to which strategic plans are compatible with available resources in the three banks. These banks have been taken as a sample of the banks operating in Palestine.

The first interview was with the director of Treasury at the Arab Bank, also he is a member at ALCO (Assets Liabilities Committees) and he confirmed that the Arab bank works on developing its strategic plans which is for 3 or 5 years duration and the bank has a specialized committee which headed by the general director and it includes all directors of each sector in the bank which aims to set and develop the strategic plans

When he was asked about the appropriateness of the strategic plans and the available resources, he stressed that the available resources that serve the strategic plans are in line with the plans by at least 90%. This is an excellent indicator that shows an increase in awareness of the strategic plans and their importance in Arab Bank, and the bank strategic plans are parallel with its vision, and compatible with strategic objectives, and vision, mission and values.

He assured that the bank has special budget for the strategic plans to achieve the objectives with 90% success and the bank has special committees to follow the implementation of strategic plans in the right way, these committees consist of managers of various business sectors and auditing department.

There is great interest in the strategic plans that are being developed at Arab Bank. It is reflected in the external environment surrounding the Arab Bank and the factors influencing the implementation of the strategic plans. The risks surrounding the implementation of the strategic plans are examined and this indicates increasing awareness of the importance of the external environment and its outcome on the strategic plans and the importance of studying the local market as one of the factors is the expansion and spread of work to know what is the need of the customers and whether the services provided by the bank meet their needs. The objectives achieved in the various strategic plans are measured by the performance measurement keys that are developed for each sector such as growth indicators, efficiency indicators and profitability indicators.

The presence of an external third party for follow-up and evaluation indicates the objective in evaluating strategic plans and their follow-up.

The Second interview was conducted with the person who is responsible for monitoring the reports issued by the supervisory departments at Al Quds Bank.

She confirmed that the bank is developing strategic plans and assured that this is the responsibility of the Department of Strategic Planning and departments of general administration are involved.

Al-Quds Bank is developing implementation plans to ensure the implementation of the strategic plans through monitoring departments and special committees to make the necessary follow up of the implementation of strategic plans and to stand on the achievements of the objectives by setting the performance measurement keys to measure those achievements.

Studying of the external environment of the Bank to identify the risks surrounding the implementation of strategic plans and studying the market needs of the services provided by Al-Quds Bank. Al-Quds Bank is interested in the feedback from the customers to know the satisfaction of those who have relied on the services.

Customer's satisfaction is a good indicator of the effectiveness of the services provided by Al-Quds Bank. This indicates the extent of Al-Quds Bank's spread and future plans to increase the Bank's market share. The researcher recommended to increase resources that help in the implementation of strategic plans because the imbalance between the available resources and the strategic plans in Al-Quds Bank. The bank should raise the percentage and increase awareness of the importance of these resources to the success of the implementation of strategic plans in the right manner.

This demonstrates the management's awareness of Al-Quds Bank with the components of the strategic plans and reflects the experience in developing the strategic plans. The existing budgets, as indicated, are very well aligned with the existing strategic plans. There is a team of experts to follow up and evaluate the strategic plans set by the management of Al Quds Bank as she said. This increases the objective and credibility in evaluating the plans.

The third interview was conducted in October 2018 with the Director of Accounting Department at Cairo Amman Bank, who assured that the strategic plan is drawn up for a period of five years. The plans are prepared for the Bank by all sectors departments, and the Treasury Department is also involved in setting the appropriate budget for the strategic plans.

The plans are in line with the vision and mission of the Bank and the senior management is following up the implementation of the plans set to achieve the Bank's objectives. The study of the external environment and the factors that affect the implementation of the strategic plans and to reach the objectives

The bank usually examines the political and economic conditions in Palestine which directly affects the implementation of the strategic plans, and also examines the risks that affect the implementation of the plans and the achievement of the objectives and try to avoid or deal with risks. The most important risks are currency risk and market risk.

The follow-up process at Cairo Amman bank is conducted monthly or quarterly to check the achieved objectives, through checking the accomplished goals, the specialized departments of the Bank will match the objectives achieved with the objectives set which must be achieved to determine the accuracy of the implementation of the strategic plan.

If there are any deviations from the required goals, it is analyzed and the reason for the deviation is determined by the administration to return to the direction of the desired goals.

From this meeting we conclude that the senior management of the bank has an awareness of the components of the strategic plan and implements its own strategic plans.

The Director of Accounting Department at Cairo Amman Bank stated that the bank develops performance measurement keys to measure the performance of branches and

departments such as sales department, marketing department, business development department and other departments

There is a team at the senior management level in the Bank that assesses and supports the implementation of strategic plans and strategic objectives.

## Chapter 5

### Conclusions and Recommendations

#### 5.1. Introduction

This chapter presents the summary of findings of the analysis, the conclusion drawn from the study and the needed recommendations for further study and enhancement of strategic planning of the Palestinian banking sector.

#### 5.2. Summary of the findings

After collecting the questionnaires, making the interviews, and analyzing the data collected in relation to the hypotheses that were developed, the following main findings were obtained:

- 5.2.1. **There is an existence of strategic planning** in the targeted banks operating in Palestine, the various dimensions used for the assessment of strategic planning show a consistency of the factors in use throughout the bank, respondents were highly in agreement with most of the factors of the various dimensions indicating an efficient and effective operations of the strategic planning in the targeted banks operating in Palestine .
- 5.2.2. **Various factors within the dimensions were found to be affecting the strategic planning** at banks operating in Palestine either positively or negatively. This study shows that, all factors under the mission, and planning were consistent and cumulatively contribute positively to the strategic planning in the overall terms.
- 5.2.3. **There is a high correlation between the strategic planning and the employees' performance in banks.** Where improved strategic planning and the existence of a clear vision and mission have the main effect in raising the quality of employees' performance.

- 5.2.4. Generally, most of the studied **individual factors of the employees work** at banks operating in Palestine **do not interfere** with the effect of the strategic planning on employees' performance. However, **the only personal factor that might bring positive effect for the strategic planning on the performance of employees was the years of experience..**
- 5.2.5. **Control and evaluation plans** for the strategic plans are presented quarterly and annually. This is done by the specialized committee within the bank by setting the KPIs for each strategic plan set. It is the task of this committee to study the bank internal environment and the related risks.
- 5.2.6. **The feedbacks** of the employees working on the banks operating in Palestine who usually are the implementer of the developed strategic plans were not taken into consideration.
- 5.2.7. The **active involvement of certain departments** in the development of the strategic plans of the banks operating in Palestine played crucial role in allocating the necessary financial & human resources with the developed strategic plans. These departments included financial department, the treasury department, general manager of the bank and some of the regional management departments.
- 5.2.8. **Banks working in Palestine put keys performance indicator (KPI) to observe employees' performance toward the set objectives to be achieved during the year.** Some banks measure their employees quarterly, and that means a continuous observation on achieving the desired goals and that helps employees to improve their skills and to make up their weaknesses before the final evaluation by the end of the year.



5.2.9. There isn't 100% relevance between the available resources and the strategic plans in banks, so these banks have to suit between resources and the strategic plans.

There's a clear relation between interviews answers and the questionnaire answers for vision and mission clarity and the employees' values that help to achieve the desire goals in the strategic plan, there's also an agreement that there're regulators and follow-up plans in banks for implementing their strategic plans.

The most important plans are those that study the internal and external environment of the institution, and that what has been agreed upon between interviews answers and the questionnaire answers, the three banks report that the surrounding environment in the banks is studied while putting the strategic plans, and the questionnaire answers revealed that market's need for products and the Palestinian society's need, and the extend of accepting the product that is going to be produced are also studied.

The researcher thinks that the banks in Palestine are developing their strategic plans based on the market study. The higher management set the annual targets for the strategic plans and follow up these objectives related to the strategic plans by building the KPIs for employees, departments and sectors. Based on the results obtained by the senior management and departments concerned with monitoring the achievement of the strategic objectives, these departments set the annual goals to be achieved to reach the strategic objectives to be achieved.

The management of banks to develop strategic plans away from the opinions of employees in the branches who are the implementers of the strategic plans and existing in the market, and the researcher thinks that employees branch are the important link in achieving the goals and must take into account their views in the construction of strategic plans and the goals to be achieved.

The achievement of the objectives depends largely on the staff of the branches and the staff of the direct sales department. According to the researcher, the higher management should take care of this category of employees and give them incentives to encourage the objectives.

The researcher believes that one of the priorities of the higher management to achieve the strategic plans required working on increasing the knowledge staff and to clarify the importance of strategic planning and its relevance to the goals and achieve the desired goals, as shown by the researcher in the recommendations made by the researcher.

### **5.3. Recommendations:**

Based on the analysis discussed, the following recommendations are made as to help the bank to enhance its operations

- 5.3.1.** The management at banks should clarify the strategic plans for all employees and clarify the importance and the reflection of the appropriate implementation of strategic plans on the performance improvement for employees. Focusing on the crucial relation between the strategic planning and the process of objectives achievement.
- 5.3.2.** Efforts need to be made to allocate the available resources (Human & Financial) required in the process of the effective implementation for the strategic plans including reaching the agreed upon objectives in cost effective manner.
- 5.3.3.** Capacity building program regarding strategic planning process and tools are highly needed to further develop the knowledge and skills of staff who are involved in strategic planning process.
- 5.3.4.** Developing & improving lines of communication between banks senior management and employees working in the banks in order to provide windows for the feedback of employees to be taken into consideration of the banks senior management especially when banks are developing marketing plans.

#### **5.4. Future studies**

1. The impact of strategic planning on reducing risks surrounding the work of banks in the West Bank.
2. The role of technological progress on strategic planning in banks operating in the West Bank.
3. The extent to which the social role of the banks operating in Palestine affects the strategic marketing plans.

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Appendix(1): Questionnaire

الجامعة العربية الأمريكية . AAUP



كلية الدراسات العليا

تخصص : التخطيط الاستراتيجي و تجنيد الاموال

عزيزي/تي الموظف/ة

تحية طيبة وبعد

أضع بين أيديكم هذه الاستبانة والتي تهدف إلى التعرف على " اثر التخطيط الإستراتيجي على أداء موظفي البنوك العاملة في فلسطين" وذلك لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي ة تجنيد الاموال من الجامعة العربية الأمريكية.

لذا أرجو من حضرتكم قراءة كل فقرة بتمعن وروية والإجابة عليها بدقة وموضوعية بوضع إشارة (X) في المكان المناسب، مذكرا إياكم بأن إجاباتكم ستبقى سرية، وتستخدم لأغراض البحث العلمي فقط .

شاكرًا لكم حسن تعاونكم

سامح ابو خضر

القسم الأول:

معلومات أولية :

1. الجنس : ذكر ( ) أنثى ( )
2. البنك : تجاري ( ) إسلامي ( )
3. المؤهل العلمي : بكالوريوس فما دون ( ) ماجستير فما فوق ( )
4. العمر : من 20-25 سنة ( ) 26-30 ( ) 31-40 ( ) 41-50 ( ) أكثر من 50 ( )
5. الخبرة : من 1-5 سنوات ( ) 6-10 سنوات ( ) 11-15 سنة ( ) أكثر من 15 سنة ( )
6. المسمى الوظيفي : موظف ( ) رئيس قسم ( ) مدير ( )

## القسم الثاني

بين يديك مجموعة من العبارات التي تدور حول اثر التخطيط الإستراتيجي على أداء موظفي البنوك العاملة في فلسطين، لذا أرجو منك التكرم بقراءة كل عبارة من العبارات ووضع إشارة (X) في الخانة التي تتوافق مع رأيك.

المحور الأول: التخطيط الإستراتيجي					
الرقم	1- الرسالة والرؤية	موافق بشدة	موافق	محايد	معارض بشدة
1	لدى البنك رسالة ورؤية واضحة من قبل العاملين في البنك				
2	رسالة البنك واضحة ومكتوبة				
3	يقوم البنك بتطوير رؤية واضحة ومكتوب				
4	تناسب فلسفة و رسالة البنك مع احتياجات العملاء				
5	يوجد قبول و تفهم واسع لرسالة و أهداف البنك من العملاء				
6	يستخدم البنك الرسالة و الأهداف في التخطيط للأنشطة و العمليات				
7	بعمل البنك على تطوير الرسالة والأهداف باستمرار اعتمادا على تغذية راجعة من الميدان				
8	يتم صياغة رسالة ورؤية البنك من قبل فريق متخصص في التخطيط الإستراتيجي				
الرقم	2- تحليل البيئة	موافق بشدة	موافق	محايد	معارض بشدة
9	يقوم البنك بدراسة احتياجات المعتمدين				
10	يقوم البنك بتحديد المعتمدين بناء على الخدمات التي يتلقونها بعمل تحليل للمعتمدين				
11	يقوم البنك بدراسة حول كيف يتأثر المعتمدين بالخدمات التي يقدمها				
12	يتفهم البنك البيئة الاجتماعية والثقافية والبيئية وبناء عليها يضع سياسته.				
13	يقوم البنك بتحديد الموارد الموجودة في المجتمع وعمل خطته بناءا على هذه الموارد				

14	يقوم البنك بتحديد الفرص الخاصة بالخدمات التي يقدمها البنك				
15	لدى البنك رؤية واضحة حول التهديدات المحتملة أثناء العمل				
16	تتفهم إدارة البنك نقاط القوة والضعف أثناء العمل				
الرقم	3- الأهداف	موافق بشدة	موافق	محايد	معارض بشدة
17	يحرص البنك على صياغة أهداف قابلة للتطبيق				
18	يقوم البنك بكتابة أهداف قابلة للقياس				
19	الأهداف التي يطورها البنك واضحة ومحددة مرتبطة بزمان معين				
20	ترتبط الأهداف برسالة البنك ورؤيته				
21	هناك مؤشرات للأهداف التي يضعها البنك				
22	مخرجات الأهداف التي وضعها البنك واضحة ومرتبطة بالأهداف				
23	هناك أنشطة وفعاليات واضحة لتحقيق الأهداف				
المحور الثاني- المتابعة والتقييم					
24	هناك خطة متابعة من قبل الإدارة للمهام المطلوبة منا				
25	يتم جمع معلومات عن مؤشرات الأداء ومقارنتها بالنتائج الحقيقية مع الأهداف				
26	يتم تقديم تقارير مرحلية للمدراء تنبهم بالمشاكل أثناء العمل				
27	هناك عملية مراقبة داخلية أثناء سير العمل				
28	يتم عمل تقييمات خارجية من قبل المعتمدين أو جهات خارجية				
29	هناك معايير واضحة لتقييم أداء العاملين				
30	يتم تسليط الضوء على الإنجازات في نهاية كل عام				
31	يتم تقديم توصيات عن الأداء أثناء العمل				
32	يتم تقديم توصيات في نهاية كل عام بناء على النتائج				
33	هناك نظام مراقبة دوري في البنك				
34	يتبع البنك نظام تقييم نهائي في كل عام				
المحور الثالث – أداء العاملين					
35	أقوم بإنجاز الأعمال والواجبات الموكلة إلي في الوقت المحدد				
36	أحرص على الدقة في العمل ومنع حدوث أخطاء				
37	أقوم بتأدية أعمالي بالكفاءة المطلوبة				

					الاهتمام بتقديم الخدمات للعملاء بشكل صحيح ومن أول مرة	38
					امتلاك أنظمة تقيس مدة تقديم الخدمة للعملاء	39
					الحرص على الدقة في العمل ومنع حدوث الأخطاء.	40
					أرى بان الموظفين في البنك يتمتعون بالكفاءة العالية	41
					تأثر المعرفة المصرفية للموظفين في البنك حول كيفية مساعدة المعتمدين	42
					مصادقية المعلومات المطبوعة والمنشورات المعلنة التي يقدمها العاملون في البنك	43
					الإيفاء بالالتزامات للعملاء مهما تكن الظروف	44
					لدي القدرة على معالجة مشاكل العملاء الطارئة بشكل موضوعي	45
					لدي الاستعداد لتحمل المسؤولية.	46
					أقوم بالعمل على تحقيق الأهداف التسويقية المطلوبة مني في الوقت المحدد	47
					العمل على تسويق الخدمات المصرفية التي يتبناها البنك	48
					أحافظ على سرية المعلومات التي تخص البنك و تخص المعتمدين	49
					امتلك مهارات تسويقية لإنجاز الأهداف الموضوعة في الخطة الإستراتيجية من قبل البنك	50
					لدي معرفة بأهداف البنك التسويقية	51
					لدى معرفة بالسياسات والأجراءات البنكية	52
					لدي معرفة بكافة الخدمات التي يقدمها البنك	53

شكرا لتعاونكم

Appendix(2): Interview Questions

## الجامعة العربية الأمريكية . AAUP



### كلية الدراسات العليا

### تخصص : التخطيط الاستراتيجي و تجديد الاموال

عزيزي/تي الموظف/ة

تحية طيبة وبعد

أضع بين أيديكم هذه الاسئلة والتي تهدف إلى التعرف على " اثر التخطيط الاستراتيجي على اداء موظفي البنوك العامله في فلسطين" وذلك لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي و تجديد الاموال من الجامعة العربية الأمريكية. لذا أرجو من حضرتكم قراءة كل الاسئلة بتمعن وروية والإجابة عليها بدقة وموضوعية مذكرا إياكم بأن اجابتمكم ستخدم لأغراض البحث العلمي فقط .

شاكرًا لكم حسن تعاونكم

سامح ابو خضر

### القسم الاول: معلومات شخصيه

الاسم الرباعي:

المسمى الوظيفي:

عدد سنوات الخبرة:

اسم البنك :

### القسم الثاني: أسئلة

1. هل هناك خطط استراتيجية توضع من قبل البنك لتحقيق الأهداف المرجوة؟ ما هي عدد سنوات الخبرة في وضع الخطط الاستراتيجية؟
2. من المسؤول عن وضع الخطط الاستراتيجية للبنك؟
3. الى أي مدى تتلاءم الخطط الاستراتيجية لديكم مع الموارد المتاحة؟
4. الى أي مدى تتلاءم الخطط الاستراتيجية لديكم مع رؤية البنك؟
5. هل تم وضع خطط تنفيذ لمتابعة تنفيذ الخطة الاستراتيجية بالشكل الصحيح؟ من هم المسؤولين عن متابعة خطط التنفيذ؟
6. الى أي مدى تتلاءم الميزانية الموضوعة للخطة الاستراتيجية مع الخطة نفسها؟
7. هل يتم دراسة البيئة الخارجية عند وضع الخطة الاستراتيجية؟
8. هل يتم الاستفادة من خبرات بنوك أخرى في وضع الخطط الاستراتيجية؟
9. هل يتم قياس الانجازات في تحقيق الأهداف الموضوعة في الخطة الاستراتيجية
10. ما هي مفاتيح قياس الاداء لديكم (KPIs)؟

11. هل يتم الاخذ بعين المخاطر التي تحيط بتنفيذ الخطة الاستراتيجية؟
12. هل هناك فريق محايد للتقييم و المتابعة؟



### ملخص الدراسة:

تهدف هذه الدراسة إلى تقييم اثر استخدام التخطيط الاستراتيجي علي أداء العاملين في البنوك في فلسطين. وتقييم مدي ملائمة الخطط الاستراتيجية مع رؤية البنك ورسالته ، و ملائمة الموارد مع الخطط .

أجريت دراسة وصفية مقطعية لتقييم تصورات عاملين المصارف في الفروع والإدارات المتخصصة بشأن عمله وضع الخطط الاستراتيجية. واستهدفت عينة من 407 عاملا من العاملين في فروع المصارف الفلسطينية حيث كان مجتمع الدراسة بمقدار 7001 موظف و تم تقسيم العاملين الى قسمين و هم العاملين في الفروع و العاملين في الاداره و تم اخذ 10% من العاملين في الفروع و التي كان عددهم 407 و تم توزيع الاستبانة عليهم تم تعبئه و استرجاع 320 استبانة ناجحه و قابله للتحليل ما يساوي 78% من العينة التي تم توزيعها.

كانت نسبة المشاركين من البنوك التجاريه اعلى من البنوك الاسلاميه حيث مثلت 82.5% اما البنوك الاسلاميه فكانت النسبه 17.5% و كانت نسبة الرجال المشاركين في الاستبيان اعلى من النساء و كانت نسبة الرجال 72.8% و الاناث كانت 27.2% وهذا يدل على ارتفاع عدد الموظفين الرجال في البنوك و انخفاض الاناث للوظائف داخل البنوك العاملة في فلسطين. من النتائج التي توصل اليها الباحث وجود للتخطيط الاستراتيجي في البنوك العاملة في فلسطين و يتم استخدام ابعاد التقييم المختلفه في تقييم الخطط الاستراتيجيه و تظهر ان هناك ملائمة بين العوامل المستخدمة في جميع انحاء البنك.

هناك ترابط عال بين التخطيط الاستراتيجي وأداء الموظفين في البنوك. حيث يكون للتخطيط الاستراتيجي المحسن ووجود رؤية واضحة ورسالة تأثير رئيسي في رفع جودة أداء الموظفين.

يوصي الباحث بالعمل على الاخذ بعين الاعتبار اراء الموظفين العاملين في البنوك في فلسطين و التي عادة ما يكونوا الجهة المسؤولة عن تنفيذ الخطط الاستراتيجية. ويجب بذل الجهود لتخصيص الموارد المتاحة (الموارد البشرية و الموارد المالية) المطلوبة في عملية التنفيذ.

هناك حاجة ماسة لتطوير برامج لبناء القدرات فيما يتعلق بعملية التخطيط الاستراتيجي و ادواته لزيادة و تطوير معارف و مهارات الموظفين المشاركين في عملية التخطيط الاستراتيجي.

و قد اوصى الباحث ايضا الى تطوير و تحسين قنوات الاتصال بين الادارات العليا و الموظفين لاختد ملاحظتهم بعين الاعتبار خاصه في خطط التسويق الاستراتيجيه.