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Faculty of Graduate Studies

Strategic Planning and Fundraising Programme

**Strategic Planning and its Impact on the Employees'
Performance in Palestinian Preventive Security Service**

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

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Thesis approval
Strategic Planning and its Impact on the Employees
Performance in Palestinian Preventive Security

By:

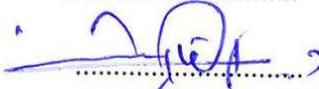
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Declaration

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

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

Name:

Signature:

Dedication

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

To my brothers and sisters

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

Acknowledgment

Now as my thesis has been completed, I would like to extend my heartfelt thanks to all those who supported the study from the very beginning. I am also indebted to the people who have made the required information accessible to me. My gratitude especially goes to my supervisor, Dr. Majeed Mansour.

I would also like to deliver my great thanks to my colleagues and my friends.

Abstract

Strategic Planning and its Impact on the Employees' Performance in Palestinian Preventive Security Service

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This research examines the reality and obstacles to the implementation of strategic planning in the security services and its impact on the employees' performance: A-case study on the Palestinian Preventive Security Service. The purpose of this research is to investigate the reality and obstacles to the implementation of strategic planning in the security services on the performance of workers. To achieve this objective, the descriptive analytic approach was adopted, a model of the relation between strategic planning, obstacles, and employees' performance was developed and then tested using a dataset of 100 employees at the Palestinian Preventive Security Service, a questioner consists of (57) points divided into four main domains was developed for this purpose including: strategic planning (vision, mission, and goals), obstacles to strategic planning, employees' performance, and suggested solutions..

This study used different statistical techniques to analyze the data, once the data was collected, they were analyzed using the following data analysis techniques: First, descriptive statistics including measures of the mean, standard deviation, percentages, and frequency were used to describe and summarize the characteristics of the sample individuals included in the study. Second, inferential statistics using multiple-regression were used to test the hypotheses of the research.

The findings show that first: an empirical support for the debate that employees' performance is positively and significantly affected by strategic planning different dimensions. Second, strategic planning dimensions were found to be the most applied and practiced in the Palestinian Preventive Security Service. Third, the existence of some obstacles to strategic planning in low and moderate levels and the need to work on them in order to give strategic planning a more influential role in employees' performance.

The main study recommendations: First, there should be more attention to make the individuals' participate in the formulation of the strategic objectives associated with their work. Second, necessary information for implementation of strategic planning should not be kept far from the system individuals. Third, the immediate and future goals and objectives should be more clear. Forth, there should be activation of the system of material and moral incentives.

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Chapter One

The Problem and its Background

1.1 Introduction

Strategic planning is the operation of looking into the future and determining the tendencies and matters through which to harmonize organizational priorities of the department or office. Within the departments and offices, it means aligning a division, section, unit or team to a higher-level strategy. Strategic planning has received attention and awareness from thinkers and researchers, it is not only to draw the future but also to try to shape and prepare for this future. (Elbanna & etal, 2016)

The rapid changes in the era have led to local, regional and global challenges, most notably the transformation of knowledge, technological development and the information revolution. This has made the traditional administrative methods adopted by the security services and institutions ineffective in facing contemporary challenges. In recent years, institutions in private and public sectors have been encouraged to move towards more modern and effective methods of exploiting opportunities to meet the challenges and changes. (Steiner, 2010)

In light of these changes, developments and recent scientific discoveries, there has been an increasing interest in the application of strategic planning in practice, as a way to confront challenges and to identify the best ways to address them. (Taleb, 2012)

The security services in all countries of the world are organizations working in a complex environment characterized by continuous changes, which necessitated the need to keep pace with developments and changes and develop appropriate strategies to

increase their effectiveness in facing the challenges. Therefore, many security services resorted to the strategic planning method to limit the possibilities and capabilities available through different plans, programs and mechanisms to be able to maintain high performance rates commensurate with the nature of the assigned tasks. (Taleb, 2012)

The reality of the security services in Palestine was not far from these changes and challenges in the surrounding world, which necessitates the need to look to the future and deal with it through planning in accordance with scientific methods in order to overcome many of the contemporary challenges. (Andrews, 2011)

Due to the importance of strategic planning in the security services, this research was prepared through which the researcher tries to shed light on the reality and obstacles to the implementation of strategic planning in the security services and its impact on the performance of workers: A-case study on the Palestinian Preventive Security Service.

1.2 Problem Statement

As the processes of development and change require large efforts and multiple capabilities, attention to strategic planning has become more important, so that the security institutions can solve their problems, and that the degree of their preparedness is high for any phenomenon that threatens the security and safety of society, because the most important duty of the security services is to provide comfort, security and stability to the community.

The attention to strategic planning is the right way to know the potential and the different capabilities that can be available to the security service through different plans,

programs and projects, so that the security services can maintain high performance rates that commensurate with the importance and nature of the work of security service personnel. (Kaufman & etal, 2003)

Strategic planning contributes to effective allocation of organization's resources, guidance and integration of activities, it assists organizations to anticipate strategic issues and matters and any substantive changes, and to develop strategies to address those variables. (Verardo, 2010)

In view of the nature of the work of the Preventive Security Service in the field of maintaining, stabilizing security and spreading peace among all members of the society, the performance and efficiency of their performance through their work reflects the extent to which the security service has a conscious leadership that efficiently performs its activities.

Performance efficiency doesn't come from a vacuum, but comes through a diverse planning that passes through multiple stages through the programs that enable this security service to meet the future conditions and requirements at all times according to circumstances in order to maintain the high efficiency of workers' performance in this security service. (Julian, 2013)

This research will deal with the reality and obstacles to the implementation of strategic planning in the Palestinian Preventive Security Service on the employees' performance.

1.3 Research Questions

The problem of the study is to find an answer to the following main question:

Strategic Planning and its Impact on the Employees' Performance in Palestinian Preventive Security Service

Sub- questions:

1. What is the reality of strategic planning in the Palestinian Preventive Security Service?
2. What is the degree of the obstacles to the implementation of strategic planning in the Palestinian Preventive Security Service?
3. What is the level of the employees' performance in the Palestinian Preventive Security Service?
4. What is the impact of the reality of the reality and obstacles to strategic planning in the Palestinian Preventive Security Service on the employees' performance?

1.4 Research Hypotheses

Upon the study objectives and framework, the study hypotheses can be formulated as follows:

H0.1: There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service.

H0.1-1: There is no significant impact of the reality of strategic planning on the employees' performance in the Palestinian Preventive Security Service.

H0.1-2: There is no significant impact of the obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service.

H0.2: There is no significant impact of the reality of strategic planning on the employees' performance in the Palestinian Preventive Security Service attributed to demographic variables (scientific qualification, years of experience, rank, and No. of training courses).

H0.2-1: There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service attributed to scientific qualification.

H0.2-2: There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service attributed to years of experience.

H0.2-3: There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service attributed to rank.

H0.2-4: There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service attributed to No. of training courses.

1.5 Research Objectives

The main objective of this study is to investigate the Strategic Planning and its Impact on the Employees' Performance in Palestinian Preventive Security Service

The sub- objectives are:

1. To determine the extent of availability of strategic planning elements in the security services (Palestinian Preventive Security Service).
2. To identify the obstacles to the implementation of strategic planning in the security services (Palestinian Preventive Security Service).
3. To investigate the level of the employees' performance in the security services.
4. To determine the impact of the implementation of strategic planning in the security services (Palestinian Preventive Security Service) on the employees' performance.

Paradigm of the Research:

The dependent variable points about the (employees' performance) were determined based on a study of (Al- Saidi and Al- Gharbawi, 2010) and (Al- Dousari, 2010)

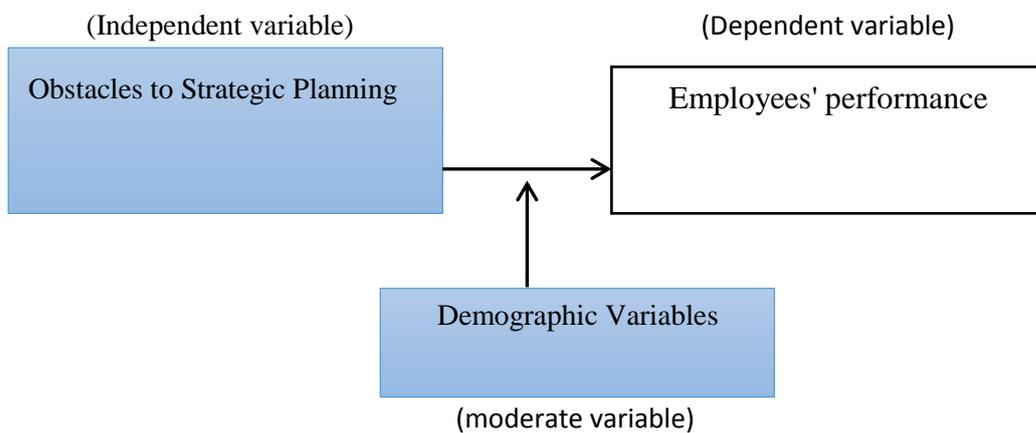


Figure (1): Research Model

Source: constructed by the researcher

1.6 Model of research

The researcher developed a conceptual model after reviewing the empirical studies and the theoretical literature. The independent variable points about (the reality of strategic planning) were based on a study of (An- Naser, 2003) and (Al- Dousari, 2010).

The independent variable points about (the obstacles to strategic planning) were based on the study of (An- Naser, 2003) and (Al- Dousari, 2010).

The dependent variable points about the (employees' performance) were determined based on a study of (Al- Saidi & Al- Gharbawi, 2010) and (Al- Dousari, 2010)

1.7 Population and sample

The research population consisted of the Preventive Security employees in Ramallah who are estimated to be about (400).

Sample = (100) represents 25% of the research population.

1.8 Significance of research:

The challenges that face the security services from every side and in every area, in addition to the increasing pressures that the security services encounter may develop their implementation of strategic planning, which in turn may contribute to improving the level of their work performance. We can explain the importance of the current study through two aspects:

1.9 Importance of the research

1.9.1 Scientific importance:

The Scientific importance of this study stems from being a new study presented in this subject in order to enrich knowledge about it, in addition to addressing two variables of great importance at present, which are strategic planning and workers' performance.

1.9.2 Practical importance:

Strategic planning is very important in the field of business; I hope that the current study will contribute in its practical side in adding practical visions, and solutions in this subject, by addressing the obstacles to the implementation of strategic planning and its impact on the employees' performance in the security services (the Preventive Security Services as a model).

1.10 Definition of Terms:

In order to have a common basis of reading and understanding of the text , the following important terms are defined and facilitated to extent of their usage in the research.

Strategic planning:

Strategic planning can also be defined as a general plan to facilitate a successful management process. It leaves the scheme out of the daily activities within the organization. It also gives a complete picture of what to do and what is our future course. It provides the planner or management with a clear vision of what you want to

reach and how you get what you want, along with daily plans and activities. (Siam, 2010)

Strategic planning is defined as a set of activities planned to establish viable linkages between the long- term goals, resources and environmental conditions of an organization using specific methods and activities. (Steiner, 2010)

Performance:

Performance is the achievement of a task that has been compared to predefined criteria for accuracy, completeness, cost and speed. (Business Dictionary, 2010)

Performance is commonly defined as the extent to which the organizational member participates in the achievement of the organization's objectives. Employees are an essential source of competitive advantage in service organizations. (Ying, 2012)

The Palestinian Security Services:

The Palestinian Security Services (PSS) are the armed forces and intelligence agencies of the State of Palestine. (Madhoun, 2006)

Preventive Security: Palestinian Preventive Security (PSS) is an internal security service affiliated to the Palestinian National Authority (PNA), which carries out secret intelligence functions such as counterterrorism and terrorism. (Aljazeera Encyclopedia, 2016)

Chapter Two

Review of Related Literature and studies

2.1 Introduction:

This chapter contains the most important issues that represent the background of this research. It starts with the theoretical literature then the empirical studies on the impact of strategic planning on the employees' performance in the security services.

2.2 Strategic planning

2.2.1 Definition of strategic planning:

The strategic planning is considered one of the elements of the strategic management, strategic management is "the process of making decisions related to identifying the company's mission and its long-term goals, selecting and defining strategic plans to allocate and employ the capabilities and resources available to the company along with its objectives and with the environmental changes, as well as the development of internal conditions, systems and procedures of the company, and then working on the implementation of these decisions and choices. (Al- Saidi, 2000)

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

person in the organization in the same trend. Strategic planning should not be ambiguous, complex, or time-consuming, it should be fast, simple and easy to implement. (Daum, 2013)

2.2.2 Importance of Strategic Planning:

The organizations in various types and activities are interested in the process of strategic planning, because it makes the organization aware of what can be the future situation, and the majority of the organizations recognize the importance of strategic planning, it helps the organization to assess the best performance, and to guide the work optimally. Strategic planning is a process to determine how the organization reaches what it seeks and celebrates what it will do to achieve its objectives. Most of the organizations that rely on the strategic planning approach always perform better in the long term than other organizations that do not undertake strategic planning. The majority of researchers and experts in this field agree on strategic planning. The organization focuses on the main strategies to be followed and the actions that must be taken if they are to succeed; they see that the strategic plan is the backbone of the organization. (Musharraf & Tuwajj, 2017)

2.2.3 Objectives of Strategic Planning:

Strategic planning objectives include defining the goals and objectives of setting the financial or non-financial strategy at the institutional level, developing broad action plans necessary to achieve the desired goals and objectives, distributing resources on a basis commensurate with strategic orientations and objectives, and the management of various business lines as an investment portfolio. (Nickols, 2016)

The objectives also include spreading mission and strategy, ie, clarifying and communicating it, developing action plans at lower levels that support those at the organization level, and monitoring results, measuring growth and making the necessary adjustments to accomplish the strategic intent set out in the goals and objectives, in addition to reevaluating mission, goals, strategic objectives and plans at all levels and review part or all of them. (Berzins, 2011)

2.2.4 Types of Strategic planning:

Strategic planning has many types, we can refer to them as follows:

- **Short term plans:** Plans that are implemented within a specific timeframe, in which a specific series of operations are conducted, evaluated and measured. (Lassner, 2008)
- **Long term plans:** Long term plans are the most important for business success. They are the interaction of individual processes, most closely related to the overall strategic planning process. (Otieno, 2015)
- **Operational plans:** They are the most specific subset of strategic planning, which describe the specific objectives and milestones that the company must take into consideration when implementing each particular process. (Russell & Russell, 2005)
- **Standing plans:** Standing plans are relied on the processes that must be reiterated indeterminately in a business or organization. Standing plans govern the operations that occur regularly, providing an overview for coordinated activities. (Otieno, 2015)

- **Single use plans:** Single- use plans cover a definite process are unexpected for normal operations. (Lassner, 2008)

2.2.5 Elements of strategic planning:

There are 7 elements of a strategic planning:

- **Vision Statement:** A vision statement is an ambitious statement of where unit want to be in the future. A vision should determine the overall trend for the unit and staff and should be audacious and inspirational. A vision describes the “what” and the “why” for all that is done. (Mccarthy, 2017)
- **Mission Statement:** The mission statement describes what is being done today. Frequently it describes what you do, who, and how. Concentrating on the mission each day an individual can access the vision. (Mccarthy, 2017)
- **Core Values:** Describe beliefs and behaviors, represented in leadership, cooperation, integrity, accountability, passion, diversity, and quality. (Achoki, 2010)
- **SWOT Analysis:** Refers to strengths, weaknesses, opportunities and threats. In addition to determining where to be and providing ideas about what an individual needs to focus on. (Morrison, 2016)
- **Long Term Goals:** Long-term goals are (3-5) paragraphs that penetrate a lower level of vision and describe how vision is achieved. (Olsen & Olsen, 2009)
- **Yearly Objectives:** Each long- term goal must have a few goals (3-5) each year to achieve the desired goals. Each goal should be as “SMART” as possible: Specific, Measurable, Achievable, Realistic, and Time- based. (Mccarthy, 2017)

- **Action Plans:** Each goal should have a detailed plan on how to achieve the goal. The strategic plan starts at the highest level (vision) and then gets more definite, short and specific. (Morrison, 2016)

2.2.6 Benefits of Strategic Planning:

Strategic planning achieves a range of business including defining goals clearly and then linking them with the administrative management function, developing a sense of effective use of available resources and making them a key priority. (Olsen, 2007)

Strategic planning benefits also include providing a rule to help change the mechanism of action when needed, relying on a set of indicators that help to evaluate the effectiveness of the work and to study the data depending on their status in certain ranges, linking the organization's planning strategy with the external environment, providing a means of thinking in systematic ways that help to review the direction of institutional action, and establishing coordination between the strategic plan and its implementation process based on the orientation of participants' energy. (Marwan, 2017)

2.2.7 Obstacles of strategic planning:

Strategic planning may face the following obstacles:

- Strategic planning can be expensive in terms of employees' time, facility costs, location, transportation, or materials. Costs may surpass the benefits in some cases. (Verardo, 2010)

- Not every organization is ready for strategic planning. With a new or modern organization, it is best to emphasis on creating effective and efficient systems, to enhance employees' skills, enhance organizational image or good faith, and to obtain resources for current processes before embarking on future practice. (Verardo, 2010)
- Sometimes the plan itself becomes the "cause of its existence" and a narrow line of creativity or response. In such a case, the participants are not actually obliged to the operation and do not feel "ownership" of the final plan.
- Sometimes the language, terminology and conceptual requirements related to strategic planning are very complex or difficult to be useful to employees or to the organization as a whole. (Kaufman & etal, 2013)
- The creation of a "comprehensive" operation sometimes explains the need to close the entire institution during the process or ask for unsuitable employees' participation. This sometimes creates disruption and disaffection. (Verardo, 2010)

Al- Zeebaq (2011) stated that the obstacles of strategic planning are divided into two parts: general obstacles and organizational constraints.

The general obstacles include inaccuracy in information and data, negative employee attitudes towards the plan, incorrect predictions and assumptions, the disregard of the humanitarian side, leading to opposition of the plan and obstructing its implementation, dependence on third parties in plan development, not taking into account change in reality such as the type of economy and the financial position of the Organization, and Reasons for not following the planning steps. (Al- Zeebaq, 2011)

While the organizational obstacles include: Management pattern: (blurred objectives, dictatorship, time constraints are illogical, procrastination in decision making). Work pattern: (adherence to formal procedures, the bureaucracy, abort new ideas, not using motivation, and lack of authorization to distrust the capabilities of others. And business climate: (fear of failure, policy of satisfaction of all parties, resistance to change, and lack of proper assessment. (Al-Zeebaq, 2011)

2.3 Performance

2.3.1 Definition of Performance:

Performance is related to the quantity of output, the quality of production, the timing of production, the attendance at work, the effectiveness of the work done and the efficiency of the work performed. (Mathis & Jackson, 2009)

The concept of performance came to define the different aspects and relationships that express the views of other sciences. For example, psychology is interested in performance through motivation and leadership, and sociology was based on the organization's design and structure by showing the role of performance in meeting the social responsibility of the organization towards society. Those interested in operations management focus on improving the performance of operations. Economists view performance as an economic goal that sought to maximize profit through optimal use of resources. The performance of the individual, although an integral part of the performance of the institution as a whole, but it does not reflect alone, the institution achieves its objectives through the interaction of various elements and physical, financial and human resources characterized by scarcity. Performance was often

expressed in terms of efficiency and effectiveness reflect either the achievement of the objectives or the rational use of resources. (Breish & Yahyaoui, 2012)

2.3.2 Dimensions of Performance:

There are 10 critical dimensions to almost every job to provide a great framework to guide and develop people in their jobs, including the following:

1. The amount of work, such as the quantity or amount of work produced, or the large volume of work done by employees.
2. Timeliness of work that mean, timely submission of work schedules, deadlines, etc... (Fox & etal, 2007)
3. Quality of work produced in terms of values, errors, waste and re-employment.
4. Effective use of resources that mean, effective production of work through time, money, resources, and people's in a timely manner. (Performance Management Center, 2015)
5. External and internal effect of the client /Value Add, that means, the produced work fulfills the external or internal expectations of clients. (Tinofirei, 2011)
6. Self- Reliance: that is, recognizing staff that produce work without the need for comprehensive supervision.
7. Department Contribution: The worker is helpful to others in the department in completing the work and setting up a tone of cooperation.
8. Productive Work Habits: staff has an effective and efficient general working method in terms of time management, prioritization and follow-up of commitments. (Ireland, 2004)

9. Adding Skills & Capabilities: Staff constantly adds new skills, knowledge and attitude to work in new and better ways and building for the future.
10. Alignment & Compliance: The staff shall act in a manner consistent with the values, culture and mission of the organization as well as common organizational practices and procedures. (Fox & etal, 2007)

2.3.3 Types of performance:

Performance can be divided into two types:

Overall performance: which is reflected in the achievements that contributed to all elements, functions or sub-systems of the institution to achieve. Within this type of performance, it is possible to talk about the extent to which the organization achieves its overall objectives such as continuity, inclusiveness, profits and growth.

Partial performance: which is achieved at the level of the subsystems of the institution and is in turn divided into several types vary according to the criteria adopted to evaluate the elements of the institution. (Sabrina, 2015)

2.3.4 Factors affecting performance:

According to some researchers and practitioners, there are certain factors individually and collectively effect on the performance of employees in a positive or negative way, Including:

Leadership: The operation in which an individual affects a group of persons to accomplish common objectives. Leadership method is a mixture of behavior and attitude of the leader, leading to certain patterns in dealing with followers. The

leadership method in the organization has an impact on encouraging or restraining staff performance. (Armstrong & Murlis, 2004).

Coaching: Training has become an important technique for improving performance. It is a two way communications, as trainers identify what can be improved and how it can be improved. Further training addresses beliefs and behaviors that delay performance. Training also helps a person to improve his performance. (Toit, 2007)

Empowerment: Hwang & Thao (2012) defines success as achievement which is a result of empowerment as follows: person success in shape of employee's role performance, organizational success which is carried out as members of the organization achieve collective organizational goals and objectives and the members of the organization share in the experience of mutual work, to share the benefits and meet the needs of social and personal growth. (Bartram and Casimir, 2007)

Participation: Participation management revolves around engaging staff in decision making where employees feel they have the opportunity to discuss problems and can impact organizational decisions. Institutions can increase or decrease the levels of these intermediation variables within their personalities, and perhaps enhance the impact of the positive performance of staff participation. Employees will be stimulated because management considers them partners to contribute to organizational success instead of being seen as subordinates and thus will avoid engaging in reverse behaviors and thereby improving performance by achieving organizational goals and objectives in a timely manner. (Richardson, 2014)

Organizational Culture: Organizational culture is the general values and behaviors of people who are considered as a tool to successfully achieve the goals of the organization. Organizational culture is the mentality of people that distinguishes them from each other within and outside the organization. This includes the values, beliefs and behavior of the staff member. Strong culture in the enterprise is very useful to enhance the performance of the staff that leads to the goal and increases the overall performance of the enterprise. The standards and values of organizational culture have a significant impact on those who participate directly or indirectly with the organization. These rules are invisible but have a significant impact on staff performance and profitability. The most important feature is the shared value. (Hwang & Thao, 2012)

A strong organizational culture supports the adaptation and the evolution of staff performance by motivating employees towards a common goal and objective. The behavior of employees must be guided to the same direction as the operational and functional strategies. The common value of employees is one of the basic components of organizational culture that shows that a value that is a set of social norms define the rules or framework for social interaction and communication behavior of members of society is a reflection of causal cultural assumptions. Academics and practitioners argue that the performance of any organization depends on the degree to which culture values are widely shared. Similarly, widely shared and accepted values are widely said to enable management to predict and respond to user responses to some strategic options. (Toit, 2007)

2.4 Palestinian Security Services:

The Palestinian Security Services (PSS) are the armed forces and intelligence agencies of the State of Palestine. They comprise several institutions, notably the Security Forces and the Police. The President of the Palestinian National Authority is Commander-in-Chief of the Palestinian Forces. (Madhoun, 2006)

The term ‘security sector’, for instance, is related to many competing definitions, which contain either a narrow or a broad set of actors. In the very narrow sense, ‘security sector’ refers only to state organizations authorized to use force. On the other side, the United Nations Development Programme (UNDP) suggested in its Human Development Report of 2002 a broad definition that also includes civil management oversight bodies, justice and law enforcement institutions, non-statutory security forces and civil society groups. (Geneva Centre for the Democratic Control of Armed Forces, 2007)

2.4.1 Types of Security Services:

The security services include the following:

2.4.1.1 National Security Forces:

The main tasks of the national security forces are include maintaining public security within the homeland, assisting the police in carrying out their tasks when they are unable to control security, taking control of all entrances and exits of cities, preserving the borders of the state, providing protection for all crossings (land, sea and air),

supporting security personnel while carrying out their tasks and protect them, and supporting the customs police during the execution of their duties.(WAFa Info, 2011)

2.4.1.2 General Intelligence:

The Intelligence Service is the official body authorized to carry out activities and security tasks outside the geographical borders of Palestine. The General Intelligence performs specific security tasks within the geographical boundaries of the State of Palestine to complete the procedures and activities initiated outside the borders, takes the necessary measures to prevent acts endangering the security and safety of Palestine, and to take the necessary measures against the perpetrators in accordance with the provisions of the law (WAFa Info, 2011), detects external threats that would harm the Palestinian national security in the areas of espionage, conspiracy, sabotage or any other acts that threaten the unity, security, independence, and headquarters of the homeland (en.wikipedia.org/wiki/Palestinian_National_Security_Forces), joints cooperation with the security organs of friendly countries to combat any acts that threaten peace and common security, and supports national security forces. (WAFa, 2011)

2.4.1.3 Internal Security (Police, Preventive Security, Civil Defense)

-Police: The duties of the Palestinian police include : (keeping internal security, fighting crime within the homeland, fighting drugs within the homeland, providing security for all government establishments, protecting all citizens and their property. (Geneva Centre for the Democratic Control of Armed Forces, 2007)

The Police functions also include the organization of traffic within the homeland, arresting and detention of outlaws, implementing all instructions and orders issued by

courts and judges, assisting the judiciary in the implementation of the law, and preserving the rights of citizens according to the law. (Wafa, 2011)

-Preventive Security: Palestinian Preventive Security (PSS) is an internal security service affiliated to the Palestinian National Authority (PNA), which carries out secret intelligence functions such as counterterrorism and terrorism. It has prisons to investigate in order to uncover "crimes" related to potential internal security before it occurs, hence the term "preventive". (Aljazeera Encyclopedia, 2016)

The functions of preventive security are as follows:

- Pre-disclosure of sources of crime before they occur, whether security, criminal or political.
- Assisting in the implementation and respect of the law.
- Providing information about all Foundation activities.
- Protecting the Palestinian internal security.
- Following- up and preventing crimes that threaten the internal security of the Palestinian National Authority.

-Civil Defense: A Palestinian security service that carries out civil defense work and takes the necessary measures to cope with disasters and emergencies, in addition to its role in educating citizens about the work of civil defense. Its missions are: to protect civilians and their property, to ensure the safety of transportation, to ensure regular work in public facilities and to protect public and private buildings and facilities. The Palestinian Civil Defense Service was established by a presidential decree in 1996. (Aljazeera Encyclopedia, 2016)

2.5 The effect of strategic planning on the employees in the security services

The human element is responsible for the preparation, formulation and implementation of strategic plans. Performance development is considered to be a major dimension of any strategic plan, because it is the backbone of the organization in achieving its objectives. (Taleb, 2012)

Strategic planning in the field of employee performance development is based on future forecasts, future plans, policy development, and clarification of the strategies and objectives of the security organization to enhance performance through mobilizing capacities and potentials and directing them towards achieving the desired objectives. The link between strategic planning and performance development is closely linked; strategic planning is based on studying and diagnosing the internal and external environment, formulating the future vision and setting the objectives that the organization wishes to achieve. (Ying, 2012)

The relationship between strategic planning and performance development in the security services can be summarized as follows:

1. Strategic planning contributes to identifying the status of human forces and determining the needs of workers in quantity and quality.
2. Strategic planning contributes to the expectation of some issues that can occur in the internal and external environment in the security services, and developing solutions to deal with.

3. Strategic planning allows security personnel to participate in solving the problems they face during work.
4. Strategic planning contributes to the development of precise standards for monitoring and evaluating performance in accordance with scientific methods, and to apply them fairly among the different employees.
5. The strategic planning determines the training and qualification programs necessary to raise the level of employees' performance. (Taleb, 2012)

In addition to the mentioned above, strategic planning also contributes to reformulating the mechanisms of recruitment, promotion and incentives, identifying the organizational structures that fit the requirements of each stage, raising the awareness of security and belonging to the devices and identifying the risks that may be exposed to the homeland, and spreading the culture of creativity and innovation among them. The strategic planning also helps in determining the duties and powers of the employees and the different units in the security services. (Barksdale & Lund, 2006)

It is understood that companies that adopting strategic planning effectively, scores a better performance. Julian (2013) argues that companies record improved performance when they adopt strategic planning effectively. The implementation of various steps in the strategic planning process facilitates organizational effectiveness. By defining the purposes and objectives of the company, strategic planning provides guidance to the organization and promotes coordination and control of the organization's activities. The link between strategic planning and organizational performance needs to gain a better understanding of how strategic planning is applied in practice and improve organizational performance. Strategic planning often fails because of problems or

barriers encountered in the implementation phase. The mixed evidence on the relationship between strategic planning and organizational performance makes discussion of its effectiveness as a tool for strategic management. (Julian, 2013)

2.6 Empirical Studies:

This section contains a review of the previous empirical studies which dealt with the subject of strategic planning and its relation with or impact on employees' performance.

Lemarleni & etal (2017) conducted a study in Kenya about the effects of resource allocation on strategy implementation at Kenya Police Service in Nairobi County. The study aimed to evaluate the impacts of resource allocation on strategy implementation at Kenya police service. It followed the descriptive approach, the sample consisted from (56) police officers working in (30) police divisions and (43) police stations in Nairobi County; they occupy strategic location at the operational level. The results showed that there were positive and significant correlations between the predictor and dependent variables, there were also stronger and more positive links obtained between organizational culture and strategy implementation followed by implementation of financial and strategic resources. Findings revealed that challenges include deficiency of recruitment and training policies, lack of human resource information systems (HRIS), and unsuitable training facilities.

Another study prepared by (Njeri, 2016) entitled "Challenges Facing Implementation of Strategic Planning in Non- Governmental Organizations" aimed to determine challenges encounter implementation of strategic planning processes in Non-

Governmental Organizations. The descriptive method was used, the tool was a questionnaire, and the sample consisted from (211) employees. The results revealed that there were many policies that support the implementation of strategic planning, but resources are inappropriate for the implementation of the objectives, resources were in terms of material resources and human resources. Results also showed that management activities are not depending on the organization's strategic plans which are a firm guide to any job in the organization, thus a great contributor to the challenge encountered during implementation of strategic planning. The study recommended that management must be actively involved in every stage in the implementation of strategic planning by assigning suitable resources, setting goals, and ensuring achievement as this indicates commitment.

"Impact of Strategic Planning in Employee's Performance" a study carried out by Mohammad in 2016 in Sudan, its purpose was to study strategic planning in Assalaya Sugar Factory and to examine the relation between strategic planning and employee performance. The study used the statistical descriptive method, the results concluded that strategic planning is linked to the future decision making, a statistical relationship between the institution's vision and the employee's performance level was found. The study recommended that there is a need to rely on strategic planning in making future decisions related to the organization of human resources.

Kimirri prepared a study in Kenya in 2015, named challenges of the implementation of strategic plans and performance of the University of Nairobi, the purpose of the study was to identify to which extent the challenges of strategic plans implementation affected the performance of the University of Nairobi. The qualitative

research method was adopted, the study instrument was an interview conducted on (17) senior & middle level managers. The results showed that the University of Nairobi has successfully utilized the strategic planning efficiently to implement strategy. Strategic planning has been used as an instrument to communicate and explain strategy and directions in business, the most challenges faced were: decreasing the financial resources from the Exchequer and questioning the quality and importance of academic programs. The study recommended that universities should develop training policies and human resources.

Otieno, 2015 carried out a study in Kenya, entitled challenges in the implementation of turnaround strategy by the national police services in Kenya. The main aim of the study was to identify the challenges that meet the implementation of Turnaround Strategy by the National Police Service in Kenya. It was a case study, the instrument was an interview conducted on (3) officers with various ranks. The findings revealed that the staff of the National Police Services were aware of the strategic process and the challenges affecting the implementation of strategic planning and that the main obstacles to the implementation of strategic planning were: lack of collaboration between officers, most of the equipment were archaic, and political interference which is an external factor.

Kipkurui, 2014 conducted a study in Kenya entitled challenges of strategy implementation at the national police service in Kenya. The aim was to examine strategy implementation challenges that national Police Service faces, and to identify the measures taken by the National Police Service to meet the challenges faced during the implementation of the strategy. It was a qualitative study where the tool was an

interview with (6) senior managers in the National police service. The findings showed that the most important challenges facing the implementation of strategic planning were: insufficient resources, deficiency of suitable technology, Political intervention, growth of international violence, insufficient human resources, inadequate funds and change of government rules. The researcher suggested the need to harmonize between the organization culture and its strategy, motivation of employees to reinforce performance, and responsibility of the leaders.

Ghouchani & etal (2013) prepared a study in Tehran about the effect of strategic planning on employees' performance. The objective of the study was to examine the effect of strategic planning on performance efficiency among Tehran Ayatollah Kashani hospital employees, the study followed the descriptive method, the sample consisted of (40) (top, middle and operational) managers of Tehran Ayatollah Kashani hospital units. The results showed that there were a strong relationship between strategic planning and employee performance, there was also a significant relationship between strategic planning and quality development. The study recommended that the organization should follow a better strategic plan to develop both quality of service and work.

Julian (2013) carried out a study in Kenya entitled "Relationship between Strategic Planning and Organization's Performance in Non-Governmental Organizations". Its aim was to identify how strategic planning has helped Action Aid Kenya to develop its programmes performance. The instrument was an interview and the sample consisted of (17) management and partner organizations. The results showed that strategic planning contributes directly to organizational performance, the study also concluded that there is a difference between results and approaches to measure the

effectiveness of strategic planning and organizational performance, which emphasizes that the choice of the appropriate approach to measure the relationship between strategic planning and organization performance must be done with caution.

A study entitled "Challenges of Strategy Implementation at Kenya Police Service" was conducted in 2013 by Nyongesa. The purpose of the study was to identify and address the challenges of strategic planning implementation faced by Kenyan police, the tool was an interview carried out on (7) senior managers working at Kenya Police Service. The findings revealed that factors affecting strategies implementation include: Political intervention, development of international terrorism, insufficient human resources, insufficient modern security equipment, inadequate funds and change of Government rules and regulations.

Another study conducted in Kenya prepared by Catherine (2012) named "challenges of strategy implementation in private security firms operating in Nairobi", the study objective was to establish the challenges encountered by private security companies operating in Nairobi in implementation of their strategic plans, the study followed the cross sectional survey of the private security companies, the tool was a semi structured questionnaires. Findings revealed that the companies in the security industry have almost common challenges in strategic planning implementation including: leadership, resource distribution, organizational structure and culture, strategy communication and involvement and participation.

Also Taleb (2012) conducted a study in Saudi Arabia named "role of strategic planning in the development of employees' performance in the security services in Saudi Arabia". This study aimed to identify the role of strategic planning in developing

the employees' performance in the security services, the descriptive analytical method followed where the tool was a questionnaire distributed to a sample of (219) officers working in the Directorate of Public Security and Civil Defense. The results included that: there was awareness of security personnel to the concept and objectives of strategic planning, it is important to develop the performance of employees in the security services to a large extent, and that one of the most important obstacles to the implementation of strategic planning in the security services is the weakness of resources and capabilities.

Achoki (2010) prepared a study in Kenya entitled "challenges of strategy implementation in the ministry of state for provincial administration and internal security". Its purpose was to identify the factors and challenges affecting strategy implementation in the Ministry of State for Provincial Administration. Tool was an interview conducted on (50) employees in the ministry of State. The study results showed that the most important challenges facing the implementation of strategic planning in the Ministry of State for Provincial Administration are; lack of time, misappropriation of funds and corruption, emergencies such as post- election violence, weak budgetary systems that do not meet emergency needs, and the continued reorganization of the government with the emergence of new political systems that have been competing activities that cause deviations. The study recommended that efficient communication, coordination between responsibilities and applications, appropriate training are needed for efficient implementation.

Another study prepared by Al- Saidi & Al- Garbawi (2010) in Iraq, named "the effect of strategic planning on the effectiveness of Iraqi Ministry of Defense". Its main

objective was to recognize the effect of strategic planning on the effectiveness of Iraqi Ministry of Defense. The study followed the existing research method and post-analysis, where the tool was a questionnaire consisted of (44) paragraphs, distributed on (100) leaders working in the planning and operations departments of (air, land and sea) weapons. The results showed that there was a strong relationship between strategic planning and the effectiveness of the Iraqi Ministry of Defense, the Ministry of Defense can enhance its effectiveness through: regulatory and administrative requirements, vision, environmental factors and strength points.

2.7 Comment on the empirical studies:

The previous empirical studies dealt with the subject of the current study, they discussed the challenges that face the implementation of strategic planning and the effect of strategic planning on the employees' performance. The results revealed that there were many policies that support the implementation of strategic planning, but resources are inappropriate. Impact of Strategic Planning in Employee's Performance was discussed and the results found that there is a statistical relationship between the institution's vision and the employee's performance level.

The findings revealed that the staff of Police Services were aware of the strategic process and the challenges affecting the implementation of strategic planning included the lack of collaboration between officers and the lack of equipment in addition to political interference.

Challenges of strategy implementation in private security firms were also discussed and there were common challenges in strategic planning implementation

which contain leadership, resource distribution, organizational structure and culture, strategy communication and involvement and participation.

A strong relationship was found between strategic planning and the effectiveness of the performance of employees.

Relevance of Reviewed Related Studies:

The previous studies were done in different countries in the world such as Kenya, Sudan, Iraq, Iran, etc..., they all supported the types of obstacles facing the implementation of strategic planning in security services. They also supported the existence of a strong relationship between strategic planning dimensions and employees' performance.

The current research deals with this subject and the study is implemented on the Palestinian Preventive security system, taking in consideration different variables that may affect the employees' viewpoint about the study subject.

Chapter Three

Research Design and Methodology

Introduction

This chapter discusses the procedures and the methodology used in this research. It discusses research design, research population and sample, instrument and its validity and reliability, data collection procedures, and the statistical analysis.

3.1 Study Design

This research adopted a cross-sectional design, based on a questionnaire. The research design involved observation of a representative sample of employees at the Preventive Security System in Ramallah. It employed descriptive and inferential design. The main aim was to provide a comprehensive description of the reality and obstacles of strategic planning at the Preventive Security System and their impact on the performance of its employees.

3.2 Data Collection

Data for this research is obtained by two sources:

3.2.1 Secondary Data

Sources of secondary information included books, journals, articles, empirical studies, and internet sites were sourced as secondary sources.

3.2.2 Primary Data

The primary data was collected through a questionnaire of (57) questions.

3.3 Instruments

A wide literature review was provided about strategic planning and its relationship with performance, An- Naser , 2003, Al- Saidi and Al- Gharbawi, 2010, and Al- Dousari, 2010, were the basis of the questionnaire sections where data was collected by a questionnaire developed in Arabic language which consists of items in 5 parts, organized to measure the reality and the obstacles of strategic planning and its relationship with performance of the employees at the Palestinian Preventive security system.

The research adopts the descriptive analytic approach using questionnaire as a tool to collect data from the target population. The questionnaire includes items to measure the respondents' views towards indicators of strategic planning (vision, mission, goals), obstacles of strategic planning, employees' performance, and suggested solutions. Basic information regarding the respondents was requested. The questionnaire uses a Likert-type scale with five scale categories: 1- strongly disagrees, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

The structured questionnaire consists of (58) questions distributed in 5 sections. Section 1 included demographic items about the respondent's scientific qualification, years of experience, rank, and No. of training courses.

Section 2 contains items about the reality of strategic planning. Respondents were asked to evaluate the extent to which the Preventive security system applies strategic planning dimensions of (vision, mission, and goals).

Section 3 contains items about the obstacles of strategic planning. Respondents were asked to evaluate the extent to which they face obstacles to strategic planning.

Section 4 contains items about the Level of employees' performance. Respondents were asked to evaluate the Level of their performance.

Section 5 contains items about the suggested solutions. Respondents were asked to suggest solutions to enhance strategic planning and its impact on the employees' performance.

3.4 Validity and Reliability

A number of specialized experts and academics in the field judged the questionnaire to avoid weaknesses and inappropriate or redundant questions, and to ensure that the questionnaire was well designed and the items were able to measure the relevant dimensions. Inappropriate items or questions were removed. The questionnaire was reviewed by academic lecturers and it was translated into Arabic for easy understanding.

Reliability: The reliability was measured by Cronbach's coefficient alpha which is a statistical measure that indicates whether the items that were supposed to measure the same thing are positively correlated to one another.

Cronbach's alpha reliability coefficient is normally ranging between 0.0 and +1.0. The closer Cronbach's alpha is to 1, the higher the internal cohesion reliability.

The Cronbach's alpha coefficients for the independent variables, are strategic planning dimension of 0.933, obstacles dimension of 0.929, level of performance dimension of 0.916, and suggested solutions dimension of 0.948.

Table (3.1): Cronbach's alpha coefficients of the research variables

Cronbach's Alpha Coefficients Construct	Number of items	Cronbach's alpha
Strategic planning	15	.933
Obstacles	14	.929
Level of performance	14	.916
Suggested solutions	14	.948
Total	57	.857

3.5 Model & Hypotheses

3.5.1 Research Model:

The researcher developed a conceptual model after reviewing the empirical studies and the theoretical literature. The independent variable points about (the reality of strategic planning) were based on a study of (An- Naser , 2003) and (Al- Dousari, 2010).

The independent variable points about (the obstacles to strategic planning) were based on the study of (An- Naser , 2003) and (Al- Dousari, 2010).

The dependent variable points about the (employees' performance) were determined based on a study of (Al- Saidi and Al- Gharbawi, 2010) and (Al- Dousari, 2010)

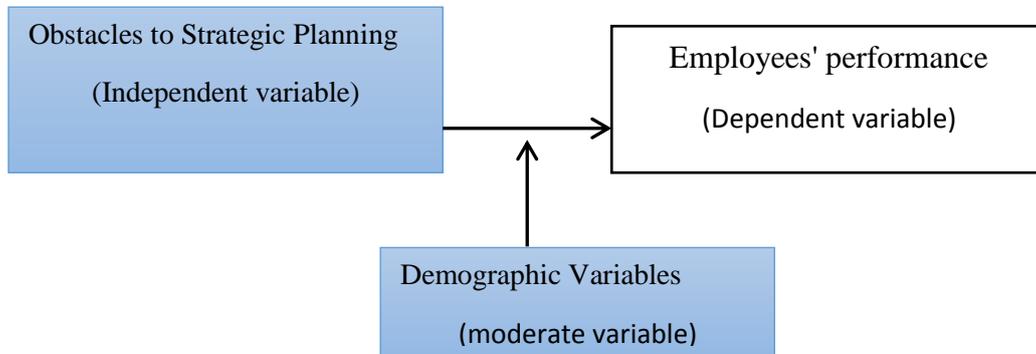


Figure (1): Research Model

Source: constructed by the researcher

3.5.2. Research Hypotheses:

Based on the underlying theoretical framework and reviewing the previous literature, the researcher has attempted to develop testable hypotheses in order to investigate the impact of strategic planning on the employees' performance in the security services. The research hypotheses are as follows:

Table (3.2) The research hypotheses

Hypotheses	
H0.1:	There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service.
H0.1-1:	There is no significant impact of the reality of strategic planning on the employees' performance in the Palestinian Preventive Security Service.

H0.1-2:	There is no significant impact of the obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service.
H0.2:	There is no significant impact of the reality of strategic planning on the employees' performance in the Palestinian Preventive Security Service attributed to demographic variables (scientific qualification, years of experience, rank, and No. of training courses).
H0.2-1:	There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service attributed to scientific qualification.
H0.2-2:	There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service attributed to years of experience.
H0.2-3:	There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service attributed to rank.
H0.2-4:	There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the Palestinian Preventive Security Service attributed to No. of training courses.

3.6 Population of the research

The research population consisted of the Preventive Security employees in Ramallah (Strategic Planning Department & Others Dep.) who are estimated to be about **(400)**.

Sample = (100) represents **25%** of the research population

3.7 Response Rate

A total of **100** questionnaires were distributed to the directors and they were all returned. The total number of usable questionnaires was **87**, with a response rate of **87%**.

3.8 Statistical Analysis

The Statistical Package for Social Science (SPSS) version 20 was used for data analysis. Various statistical tests and procedures were used including (means, frequencies, standard deviation, t-test for independent samples, ANOVA test, and regression test).

3.9 Statistical Tools:

The research used different statistical tools to analyze data; the data was collected, entered to SPSS program, it was analyzed using different analysis tools: First, descriptive statistics including measures of the mean, standard deviation, percentages, and frequencies were used to describe and summarize the characteristics of the members of the sample included in the study. Second, inferential statistics using multiple-regression were used to test the hypotheses of the research.

3.10 Ethical Issues

This study is conducted on human subjects, and to assure that the ethical issues are taken into consideration, permission to conduct this study was obtained, respondents were informed about the purpose of the study before the interview and were told that their participation was voluntary, and any information obtained would be confidential and would be used for scientific research purposes only.

Chapter Four

Research Analysis and interpretation of Data

4. Data Analysis

4.1 Introduction

This chapter shows the analysis of the collected data; the population characteristics related to demographic characteristics of participants, the descriptive statistics of the variables used, the assumptions of regression analysis, and the findings related to the study questions and hypothesis.

4.2 Demographical Data

Four demographic items listed in Table 2 were required to provide more information about the respondents. The items describe the nature of the system.

Table (4.1): Demographic variables

1	Respondent's scientific qualification
2	years of experience
3	rank
4	No. of training courses

To determine the Level of Practice of the questionnaire items, ordinal scale was developed to give meaning to the mean. Table 3 shows the scale of the Level of Practice of the items.

Table (4.2): The correction key according to a five-point Likert scale

very high	high	moderate	low	very low
5.0-4.21	4.20-3.41	3.40-2.61	2.60-1.81	1.80-1

4.3 Sample Characteristics

The table below shows the frequency, percentage and characteristic of the sample individuals

Table (4.3): Characteristics of the sample individuals

Respondent's characteristics	Frequency	Percentages
Scientific qualification		
Diploma	8	8.0
Bachelor	68	68.0
Master and above	24	24.0
Years of Experience		
< 4years	4	4.0
4-10 years	42	42.0
>10years	54	54.0
Rank		
Warrant Officer	2	2.0
First Warrant Officer	4	4.0
Sergeant Major	2	2.0
Lieutenant	10	10.0
First Lieutenant	22	22.0
Captain	14	14.0
Lieutenant-Colonel	24	24.0
Major	8	8.0
Brigadier-General	10	10.0
Colonel	4	4.0
No. of training courses		
< 3 courses	10	10.0
3-6 courses	30	30.0
> 6 courses	60	60.0
Total	100	100.0

(8%) from the total sample were holding diploma, (68%) were holding bachelor and (24%) were holding master degree or above. The reason for the highest percentage of bachelor holders may be due to being a requirement for the majority of the system jobs.

The (< 4years) years of experience formed (4%) of the research sample, (42% were (4-10 years) , and (54%) were (>10years). This can be attributed to the fact that the system, since it was established had recruited a large No. of employees who still working up to date.

(2%) of the study sample were warrant officers, (4%) first warrant officers, (2%) sergeant major, (10%) lieutenants, (22% first lieutenants, (14%) captains, (24%) lieutenant-colonels, (8%) majors, (10%) brigadier-generals, and (4%) colonels.

The No. of training courses of (10%) of the study sample was < 3 courses, (30%) 3-6 courses, and (60%) > 6 courses. This may be due to the intensive courses given by the system to its employees especially in the first period of work.

The following diagrams show the sample distributions:

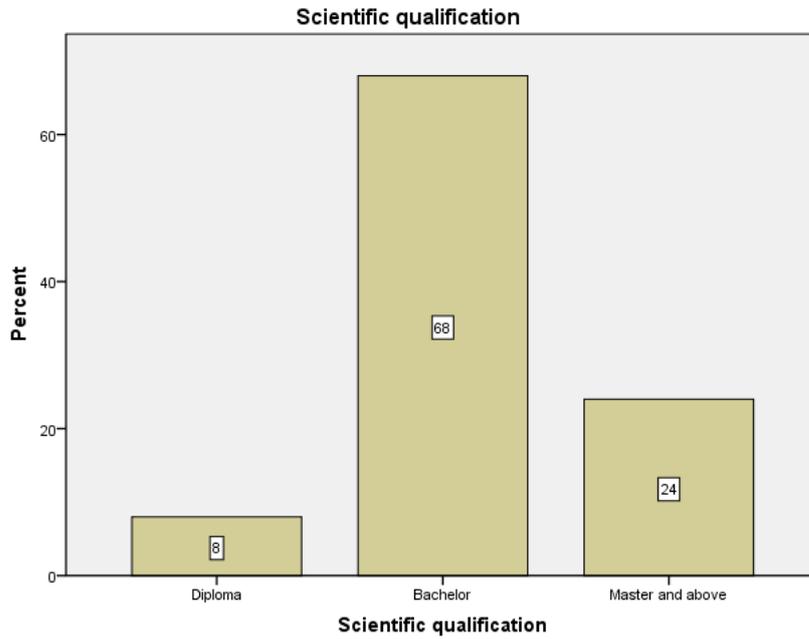


Figure (2): Sample distribution according to variable scientific qualification

The above chart shows that (8%) from the total sample were holding diploma, (68%) were holding bachelor and (24%) were holding master degree or above. Bachelor holders had got the largest percentage of the research sample.

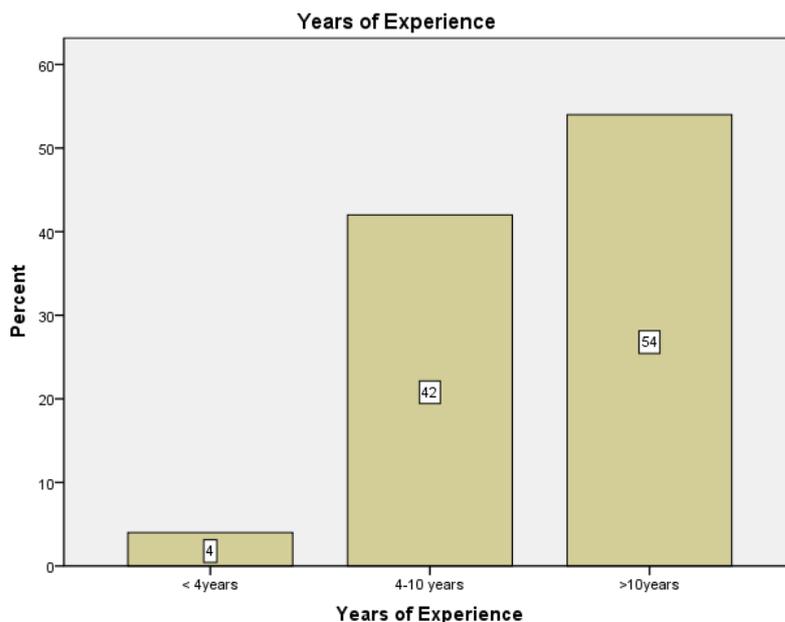


Figure (3): Sample distribution according to variable years of experience

The above chart shows that the (< 4years) years of experience formed (4%) of the research sample, (42% were (4-10 years), and (54%) were (>10years), where the >10years of experience had the largest percentage.

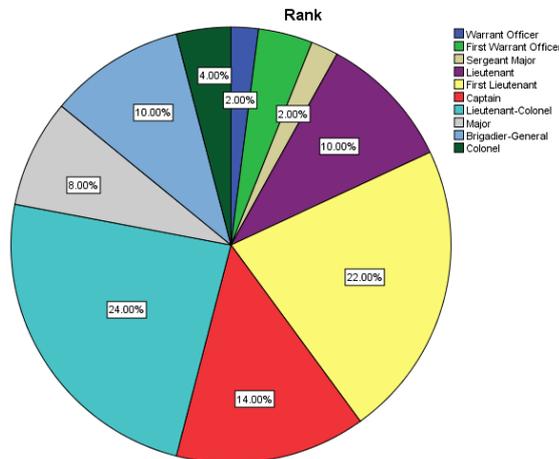


Figure (4): Sample distribution according to variable rank

The above chart shows the ranks of the employees, the percentage values of which were (2%) warrant officers, (4%) first warrant officers, (2%) sergeant major, (10%) lieutenants, (22% first lieutenants, (14%) captains, (24%) lieutenant-colonels, (8%) majors, (10%) brigadier-generals, and (4%) colonels. The lieutenant- colonels and the first lieutenants had the largest percentage respectively.

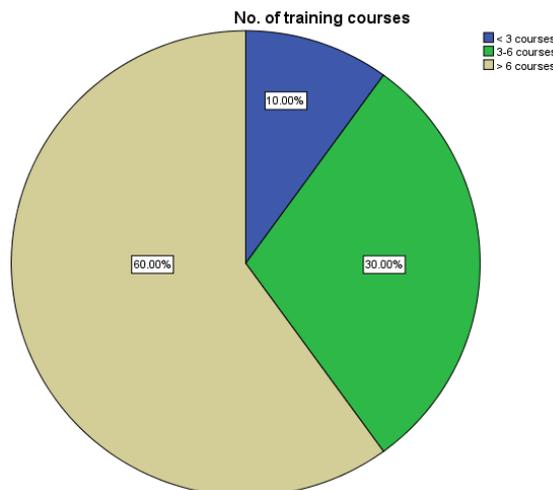


Figure (5): Sample distribution according to variable number of training courses

The above chart shows that the No. of training courses of (10%) of the study sample was < 3 courses, (30%) 3-6 courses, and (60%) > 6 courses, where the > 6 courses had the largest percentage.

4.4 Descriptive Statistics

Descriptive statistics were used to summarize the overall trends in the data. These will include measures of central tendency (means) and variability (standard deviations) for the independent and the dependent variables.

Table 5 shows the descriptive statistics of the study variables.

Table (4.4): The means and the standard deviations of the study variables

Type of variable	Variables	Mean	Std. D	Level
Independent variables	Reality of Strategic Planning	4.44	.497	v. high
	Obstacles of Strategic Planning	2.46	.855	low
Dependent variables	Level of employees' performance	4.36	.494	v. high

As shown in the above table, the level of practice of the reality of strategic planning variable was very high which indicate that that the participating respondents have a positive view towards the reality of practicing the dimensions of strategic planning.

The table above also showed that the level of practice of the obstacles of strategic planning variable was low which indicates that the respondents showed a low degree of obstacles to strategic management in the security system.

Regarding the dependent variable , the table shows that the level of practice of the level of employees' performance was very high, this indicates that the respondents showed a high level of performance.

For more details, the researcher used descriptive statistics for all items of independent variables (reality of strategic planning, and obstacles of strategic planning) and dependent variable (level of employees' performance) as shown in tables below.

4.4.1 Independent variables:

Reality of strategic planning:

To answer the question: "What is the reality of strategic planning in the security services (Palestinian Preventive Security Service)?"

Table (4.5): The mean, the standard deviation of the reality of strategic planning

The reality of strategic planning items	Mean	Std. Deviation	c
1. The strategic vision of the system is clear and specific.	4.62	.530	v. high
2. The desired image is clear.	4.54	.542	v. high
3. There is a specific view with a suitable date in the system.	4.38	.725	v. high
4. The vision of the system leads the process of change to the desired state of the system.	4.50	.677	v. high
5. There is a high vision for the future based on reality data.	4.46	.676	v. high
6. The message of the device is defined by the frameworks and boundaries through which the employees are creative.	4.34	.745	v. high
7. The message of the system is designed in a balanced manner with available resources and capabilities.	4.46	.705	v. high
8. The system wishes to communicate its message to the employees for the purpose of raising the efficiency of performance.	4.64	.484	v. high

9. The system message includes the values and beliefs it believes in.	4.56	.611	v. high
10. The system message includes what it does and what it is distinguished in.	4.52	.646	v. high
11. Strategic Objectives provide a comprehensive and accurate picture of the activities to be achieved	4.38	.696	v. high
12. Goals are precisely defined according to available physical and human resources.	4.36	.631	v. high
13. Individuals participate in the formulation of the strategic objectives associated with their work.	4.28	.881	v. high
14. The strategic objectives include criteria for measuring the performance of the members.	4.32	.819	v. high
15. The immediate and future goals and objectives are clear.	4.24	.870	v. high
Reality of Strategic planning	4.44	.497	v. high

The overall mean value for the reality of strategic planning was (4.44) with a very high level of practice. All the items means ranged from (4.64) to (4.24) a very high degree of practice.

The results showed that the strategic vision of the system is clear and specific, the desired image is clear, there is a specific view with a suitable date in the system, the vision of the system leads the process of change to the desired state of the system, there is a high vision for the future based on reality data, the message of the device is defined by the frameworks and boundaries through which the employees are creative, the message of the system is designed in a balanced manner with available resources and capabilities, the immediate and future goals and objectives are clear, the system message includes the values and beliefs it believes in, the system message includes what it does and what it is distinguished in, the strategic objectives provide a comprehensive and accurate picture of the activities to be achieved, goals are precisely defined according to available physical and human resources, individuals participate in the

formulation of the strategic objectives associated with their work, the strategic objectives include criteria for measuring the performance of the members, and the system wishes to communicate its message to the employees for the purpose of raising the efficiency of performance.

The highest mean value is for item number (8) which stated that (The system wishes to communicate its message to the employees for the purpose of raising the efficiency of performance.) with a value of (4.64) and a very high response rate. On the other hand, the lowest mean value is for item number (15) which stated that (The immediate and future goals and objectives are clear)with a value of (4.24) and a very high degree.

Obstacles to strategic planning

To answer the question: "What are the obstacles to the implementation of strategic planning in the security services (Palestinian Preventive Security Service)?"

Table (4.6): The means, the standard deviation and the level of practice of obstacles to strategic planning

The obstacles to strategic planning items	Mean	Std. Deviation	c
1. Centralization in the planning and decision-making process.	2.54	1.328	low
2. Weak standards for measuring and evaluating overall performance.	2.28	1.125	low
3. Lack of updated databases and information in the system.	2.28	1.030	low
4. Lack of coordination with other security services to develop rules to clarify the implementation process.	2.38	1.140	low
5. Weak communication channels between the planners and the implementers of the plan.	2.54	1.164	low
6. Absence of alternative plans according to internal and external environmental changes.	2.60	1.142	low
7. Lack of specialized cadres to be adopted to	2.44	1.180	low

prepare strategic plans.			
8. Withholding some information necessary for the implementation of the Strategic Plan.	2.76	1.221	moderate
9. Lack of consensus between the sub-plans developed for the work and the strategic objectives of the system.	2.52	1.110	low
10. Lack of interest in training and qualifying cadres implementing the strategic plan.	2.30	1.111	low
11. Inactivation of the system of material and moral incentives.	2.64	1.305	moderate
12. Confidentiality in the formulation of some aspects of the strategic plan and not informing the implementers.	2.54	1.198	low
13. Failure to take the results of monitoring and evaluation reports from those charged with implementation of the plan.	2.32	1.202	low
14. Not working in the spirit of one team by the implementers of the plan.	2.38	1.291	low
Obstacles to strategic planning	2.46	.855	low

The overall mean value for the obstacles to strategic planning was (2.46) with a low level of practice.

There was a low degree of the obstacles of confidentiality in the formulation of some aspects of the strategic plan and not informing the implementers, failure to take the results of monitoring and evaluation reports from those charged with implementation of the plan, not working in the spirit of one team by the implementers of the plan, lack of consensus between the sub-plans developed for the work and the strategic objectives of the system, lack of interest in training and qualifying cadres implementing the strategic plan, centralization in the planning and decision-making process, weak standards for measuring and evaluating overall performance, lack of updated databases and information in the system, lack of coordination with other security services to develop rules to clarify the implementation process, weak communication channels between the planners and the implementers of the plan, absence of alternative plans according to

internal and external environmental changes, and lack of specialized cadres to be adopted to prepare strategic plans.

And there was a moderate degree of the obstacles of withholding some information necessary for the implementation of the strategic plan, and inactivation of the system of material and moral incentives.

The means of the obstacles to strategic planning ranged from (2.28) to (2.76) .The highest mean value is for item number (8) which stated (Withholding some information necessary for the implementation of the Strategic Plan.) and with a value of (2.76) and a moderate response rate. On the other hand, the lowest mean value is for items (2,3) (Lack of updated databases and information in the system) and (Weak standards for measuring and evaluating overall performance, with a value of (2.28) and a low response rate.

Level of employees' performance

1. **To answer the question:** "What is the level of the employees' performance in the security services (Palestinian Preventive Security Service)"?

Table (4.7): The mean, the standard deviation and the level of the employees' performance

The level of the employees' performance items	Mean	Std. Deviation	c
1. There is a marked increase in the level of security service delivery.	4.56	.643	v. high
2. Tasks and powers are clear and specific.	4.40	.755	v. high
3. Competency is available to security personnel.	4.40	.699	v. high

4. The ability and interest to predict and assess the security positions of those affiliated with the security services is available.	4.34	.745	v. high
5. Flexibility is available for associates to adapt to unexpected changes.	4.32	.767	v. high
6. Work techniques and communication between departments are developed.	4.34	.847	v. high
7. The employees of the system are characterized by their loyalty and enthusiasm to work.	4.32	.683	v. high
8. The staff are aware of the message and are satisfied with it.	4.38	.635	v. high
9. The requirements for achieving security are clear to the employees of the system and they are interested in them.	4.36	.597	v. high
10. The employees of the system have high capabilities and competencies.	4.42	.672	v. high
11. Internal and external operations are carried out on a regular, efficient and humane basis.	4.30	.646	v. high
12. Work in the system is conducted according to the principles of mutual respect, obedience and discipline.	4.30	.788	v. high
13. The staff members are briefed on the latest scientific developments in the fields related to the nature of their work.	4.32	.683	v. high
14. Leaving service, absence and resignations are very few among the personnel.	4.40	.808	v. high
The level of employees' performance	4.36	.494	v. high

The overall mean value for the level of employees' performance was (4.36) with a very high degree. The means of the employees' performance ranged from (4.56) to (4.30) with a very high degree of performance.

The results of the table showed that there is a marked increase in the level of security service delivery, tasks and powers are clear and specific, competency is available to security personnel, the ability and interest to predict and assess the security positions of those affiliated with the security services is available, flexibility is available for associates to adapt to unexpected changes, work techniques and communication between departments are developed, the employees of the system are characterized by

their loyalty and enthusiasm to work, the staff are aware of the message and are satisfied with it, the requirements for achieving security are clear to the employees of the system and they are interested in them, the employees of the system have high capabilities and competencies, internal and external operations are carried out on a regular, efficient and humane basis, work in the system is conducted according to the principles of mutual respect, obedience and discipline, leaving service, absence and resignations are very few among the personnel, and the staff members are briefed on the latest scientific developments in the fields related to the nature of their work.

The highest mean value is for item number (1) (There is a marked increase in the level of security service delivery) with a value of (4.56). On the other hand, the lowest mean value is for item number (12) (Work in the system is conducted according to the principles of mutual respect, obedience and discipline.) with a value of (4.30).

Question 4: What is the impact of the implementation of the reality and obstacles to strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service)?

To answer this question it was formulated in the form of first and second hypotheses:

4.5 Inferential Statistics: Hypotheses Testing

The probability value (p-value) obtained from the statistical hypothesis test formed the basis of the decision-making process. If the p-value was less than or equal to a predetermined level of significance (α -level), the null hypothesis would be rejected. By contrast, if the p-value was greater than the α -level, the null hypothesis could not be rejected.

In order to determine if the reality and obstacles to strategic planning variables have a statistically significant effect on the variable of level of performance. Two main hypotheses were tested, the first one was about the multiple regression techniques which are defined as “a method of analysis for assessing the strength of the relationship between the (independent variables), and (dependent) variable” were used. The model fit was tested by the model summary of the multiple regressions, and the analysis of variance (ANOVA). The second hypothesis was related to the demographic variables which had been tested using SPSS tools such as t-test (between group and within group), and one way ANOVA test.

First Hypothesis:

H0.1: There is no significant impact of the reality and obstacles to strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service)

H0.1-1: There is no significant impact of the reality of strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service).

The results of testing this hypothesis are demonstrated in tables as follows:

Table (4.8): Results of Multiple Regression Analysis for the first hypothesis

Variables	Model summary			ANOVA		Coefficients(a)		Standardized coefficients
	R	R Square	Adjusted R Square	f-value	Sig	T	Sig.(P-value)	Beta
Reality of strategic planning	.583	.339	.326	24.671	.000	4.967	.000	.583

The dependent variable is the level of employees' performance.

The multiple correlation coefficient $R = 0.583$ indicates that there is a strong positive impact of the reality of on the employees' performance. This means that the independent variable and dependent variable are changing in the same direction.

The value of $R^2=0.339$ indicates that strategic planning account 34% of the variation in the level of employees' performance. So, changing in the employees' performance results from the changing in the reality of strategic planning

The adjusted $R^2= 0.339$ concerns the generalizability of the model. It allows generalizing the results taken from the sample to the whole population. It is noticed that the value of adjusted R^2 is very close to the value of R^2 . If the adjusted R^2 is excluded from R^2 ($0.339-0.326$), the value will be 0.013. This little shrinkage (0.013) means that

if the model has been fitted when the whole population participates in the study, there will be 0.13% less variance in the outcome.

The next part of output is the analysis of variance (ANOVA) which is used to statistically test the main null hypothesis. It is concluded that the F-ratio for the data is 24.67 which is significant at $p < 0.05$ (Alpha in this case equals $\text{sig} = .000$). This result indicates that there is less than a 0.05% chance that an F-ratio of this value would happen by chance alone. In conclusion, there is a statistically significant impact of strategic planning (vision & mission, goals) on the level of employees' performance and thus reject the null hypothesis.

The other part of multiple regression analysis is about testing the degree of impact of the independent variable. Standardized beta coefficients β and α significance levels were used to test the degree of impact of strategic planning (vision & mission, goals) on the level of employees' performance. The value of standardized beta coefficient was 0.583 which can identify a good degree of impact, which means that there is a significant impact of the reality of strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service).

H0.1-2: There is no significant impact of the obstacles of strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service).

The results of testing this hypothesis are demonstrated in tables as follows:

Table (4.9): Results of Multiple Regression Analysis for the second hypothesis

Variables	Model summary			ANOVA		Coefficients(a)		Standardized coefficients
	R	R Square	Adjusted R Square	f-value	Sig	T	Sig.(P-value)	Beta
Obstacles to strategic planning	.604	.365	.351	27.532	.000	-5.247-	.000	-.604-

The dependent variable is the level of employees' performance.

The multiple correlation coefficient $R = 0.604$ indicates that there is a strong impact of the obstacles to strategic planning on the employees' performance. This means that the independent variable and dependent variable are changing in the same direction.

The value of $R^2 = 0.365$ indicates that obstacles to strategic planning account 36% of the variation in the level of employees' performance. So, changing in the employees' performance results from the changing in the obstacles to strategic planning

The adjusted $R^2 = 0.351$ concerns the generalizability of the model. It allows generalizing the results taken from the sample to the whole population. It is noticed that the value of adjusted R^2 is very close to the value of R^2 . If the adjusted R^2 is excluded from R^2 ($0.365 - 0.351$), the value will be 0.014. This little shrinkage (0.014) means that if the model has been fitted when the whole population participates in the study, there will be 0.14% less variance in the outcome.

The next part of output is the analysis of variance (ANOVA) which is used to statistically test the main null hypothesis. It is concluded that the F-ratio for the data is 27.53 which is significant at $p < 0.05$ (Alpha in this case equals $\text{sig} = .000$). This result indicates that there is less than a 0.05% chance that an F-ratio of this value would happen by chance alone. In conclusion, there is a statistically significant impact of the obstacles to strategic planning (vision & mission, goals) on the level of employees' performance and thus reject the null hypothesis.

The other part of multiple regression analysis is about testing the degree of impact of the independent variable. Standardized beta coefficients β and α significance levels were used to test the degree of impact of the obstacles to strategic planning on the level of employees' performance. The value of standardized beta coefficient was -.604-which can identify a high negative degree of impact. This means that the high degree of obstacles results in a low degree of performance and the low degree of obstacles results in a high degree of performance. We can conclude that there is a significant negative impact of the obstacles to strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service).

Two main hypotheses were suggested to investigate the effect of strategic planning on competitive advantage. six sub-hypotheses stemmed from the main hypothesis.

Second Hypothesis:

H0.2: There is no significant impact of strategic planning on the employees' performance in the security services attributed to (scientific qualification, years of experience, rank , and No. of training courses)

Scientific qualification as a demographic variable:

H0.2-1: There is no significant impact of strategic planning on the employees' performance in the security services attributed to scientific qualification.

Table (4.10): Results of One Way Anova Test according to scientific qualification

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Reality of strategic planning	Between Groups	.417	2	.208	.836	.440
	Within Groups	11.725	47	.249		
	Total	12.142	49			
Obstacles to strategic planning	Between Groups	2.284	2	1.142	1.597	.213
	Within Groups	33.606	47	.715		
	Total	35.890	49			
Level of employees performance in the security service	Between Groups	.591	2	.295	1.217	.305
	Within Groups	11.413	47	.243		
	Total	12.004	49			
Total scope	Between Groups	.393	2	.197	4.379	.018
	Within Groups	2.110	47	.045		
	Total	2.503	49			

On the scope of the reality of strategic planning the sig value is (.440), this is more than the significance value (0.05), so, there are no differences in this scope attributed to scientific qualification. On the scope of obstacles to strategic planning the sig value is (.213), this is more than the significance value (0.05) , so, there are no differences in this scope attributed to scientific qualification. And on the scope of level of employees performance in the security service the sig value is (.305), this is more than the

significance value (0.05), so, there are no differences in this scope attributed to scientific qualification.

The table shows that there are differences recorded regarding the scientific qualification depending on the sig value on the total scope which is (0.018) less than the significance value (0.05).

Table (4.11): Results of Multiple Comparison of scientific qualification

Multiple Comparisons

Total scope
LSD

(I) scientific qualification	(J) scientific qualification	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
					Lower Bound	Upper Bound	
dimension2	Diploma	bachelor	.14246	.11201	.210	-.0829-	.3678
	dimension3	Master and above	.31495*	.12234	.013	.0688	.5611
	bachelor	Diploma	-.14246-	.11201	.210	-.3678-	.0829
	dimension3	Master and above	.17249*	.07115	.019	.0294	.3156
dimension3	Master and above	Diploma	-.31495-*	.12234	.013	-.5611-	-.0688-
	bachelor	dimension3	-.17249-*	.07115	.019	-.3156-	-.0294-

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

In all fields of study, the differences were for the benefit of those who hold the scientific qualification (master and above) where the sig. value was less than others.

Years of experience as a demographic variable:

H0.2-1: There is no significant impact of strategic planning on the employees' performance in the security services attributed to years of experience..

Table (4.12): Results of One Way Anova Test according to years of experience

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Reality of strategic planning	Between Groups	.120	2	.060	.235	.792
	Within Groups	12.022	47	.256		
	Total	12.142	49			
Obstacles to strategic planning	Between Groups	.234	2	.117	.155	.857
	Within Groups	35.656	47	.759		
	Total	35.890	49			
Level of employees performance in the security service	Between Groups	.165	2	.082	.327	.723
	Within Groups	11.839	47	.252		
	Total	12.004	49			
Total scope	Between Groups	.015	2	.007	.139	.871
	Within Groups	2.489	47	.053		
	Total	2.503	49			

The table shows that there are no differences recorded regarding the years of experience depending on the sig value on the total scope which is (.871). The sig. value on all the research scopes was more than the significance value (0.05) which means that there are no significant statistical differences on all the study scopes and on the total scope attributed to years of experience.

Military Rank as a demographic variable:

H0.2-1: There is no significant impact of strategic planning on the employees' performance in the security services attributed to military rank.

Table (4.13): Results of One Way Anova Test according to military rank

		Sum of Squares	df	Mean Square	F	Sig.
Reality of strategic planning	Between Groups	1.505	9	.167	.629	.765
	Within Groups	10.637	40	.266		
	Total	12.142	49			
Obstacles to strategic planning	Between Groups	4.545	9	.505	.644	.752
	Within Groups	31.345	40	.784		
	Total	35.890	49			
Level of employees performance in the security service	Between Groups	1.187	9	.132	.488	.874
	Within Groups	10.817	40	.270		
	Total	12.004	49			
Total scope	Between Groups	.569	9	.063	1.306	.264
	Within Groups	1.935	40	.048		
	Total	2.503	49			

The table shows that there are no differences recorded regarding the military rank depending on the sig value which is (0.264). The sig. value on all the research scopes was more than the significance value (0.05) which means that there are no significant statistical differences on all the study scopes and on the total scope attributed to military rank.

No. of training courses as a demographic variable:

H0.2-1: There is no significant impact of strategic planning on the employees' performance in the security services attributed to No. of training courses.

Table (4.14): Results of One Way Anova Test according to No. of training courses

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Reality of strategic planning	Between Groups	1.567	2	.783	3.481	.039
	Within Groups	10.576	47	.225		
	Total	12.142	49			
Obstacles to strategic planning	Between Groups	2.466	2	1.233	1.734	.188
	Within Groups	33.424	47	.711		
	Total	35.890	49			
Level of employees performance in the security service	Between Groups	.227	2	.113	.453	.639
	Within Groups	11.777	47	.251		
	Total	12.004	49			
Total scope	Between Groups	.058	2	.029	.558	.576
	Within Groups	2.445	47	.052		
	Total	2.503	49			

The table shows that there are no differences recorded regarding the No. of training courses depending on the sig value which is (0.576). The sig. value on all the research scopes was more than the significance value (0.05) which means that there are no significant statistical differences on all the study scopes and on the total scope attributed to No. of training courses.

According to the hypothesis testing rule that was discussed above, the testing results of sub-hypotheses of the main hypothesis are illustrated in the table (4.15).

Table (4.15): Results of testing the sub-hypotheses of the third main hypothesis

Null Sub-hypothesis	Result
H0.1-1: There is no significant impact of the reality of strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service).	Rejected
H0.1-2: There is no significant impact of the obstacles of strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service).	Rejected
H_{0.2.1}: There is no significant impact of strategic planning on the employees' performance in the security services attributed to years scientific qualification.	Rejected
H_{0.2.2}: There is no significant impact of strategic planning on the employees' performance in the security services attributed to years of experience.	Accepted
H_{0.2.3}: There is no significant impact of strategic planning on the employees' performance in the security services attributed to rank.	Accepted
H_{0.2.4}: There is no significant impact of strategic planning on the employees' performance in the security services attributed to No. of training courses.	Accepted

The table shows that the first hypotheses was rejected due to the existence of statistical differences attributed to scientific qualification. The other three hypotheses were accepted due to absence of any statistical differences attributed to years of experience, military rank, and No. of training courses

4.6 Discussion

In this section, we will discuss the main results explored in the previous chapter (Data Analysis) in order to answer the questions of the research problem regarding the impact of the reality and obstacles to strategic planning on the level of employees' performance in the Palestinian preventive security service.

The study discussed the reality of strategic planning and its impact on the level of employees' performance in the Palestinian preventive security service.

The study also discussed the obstacles to strategic planning and its impact on the level of employees' performance in the Palestinian preventive security service.

Regarding the findings of this study, I will organize and discuss them according to the study questions and hypotheses.

Regarding the first question: "What is the reality of strategic planning in the security services(Palestinian Preventive Security Service)?"

The overall mean of the reality of strategic planning is (4.44) which means that the preventive security service practices strategic planning in a very high rate, the desired image is very high, the dreams and ambitions which can be achieved are high, the objectives and the programs in general are high .

Employees in the preventive security system highly agreed that the strategic vision of the system is clear and specific, the desired image is clear, there is a specific view with a suitable date in the system, the vision of the system leads the process of change to the desired state of the system, there is a high vision for the future based on

reality data, the message of the device is defined by the frameworks and boundaries through which the employees are creative, the message of the system is designed in a balanced manner with available resources and capabilities, the system wishes to communicate its message to the employees for the purpose of raising the efficiency of performance, the system message includes the values and beliefs it believes in, the system message includes what it does and what it is distinguished in, strategic Objectives Provide a comprehensive and accurate picture of the activities to be achieved, goals are precisely defined according to available physical and human resources, individuals participate in the formulation of the strategic objectives associated with their work, the strategic objectives include criteria for measuring the performance of the members, and that the immediate and future goals and objectives are clear

Depending on this result, it is clearly defined that the preventive security service in Palestine is positively enhancing strategic planning practices regarding the vision , mission, and goals.

This result is supported by the study of Kimirri (2015) which showed that the University of Nairobi has successfully utilized the strategic planning to develop performance. This result is also supported by Lemarleni & etal, (2017), which showed stronger and more positive links obtained between organizational culture and strategy implementation at Kenya Police Service . This result is also supported by (Njeri, 2016) which aimed to reveal challenges facing implementation of strategic planning in Non-Governmental Organizations" and revealed that there were many policies that support the implementation of strategic planning.

Regarding the second question: "What is the degree of the obstacles to strategic planning in the security services (Palestinian Preventive Security Service)?"

The overall mean of the obstacles of strategic planning is (2.46) which means that the preventive security service faces obstacles to strategic planning in a low degree. and that they face some obstacles ranged between moderate such as (withholding some information necessary for the implementation of the Strategic Plan, inactivation of the system of material and moral incentives) and low such as (Centralization in the planning and decision-making process, weak standards for measuring and evaluating overall performance, lack of updated databases and information in the system, lack of coordination with other security services to develop rules to clarify the implementation process, weak communication channels between the planners and the implementers of the plan, absence of alternative plans according to internal and external environmental changes, lack of specialized cadres to be adopted to prepare strategic plans, confidentiality in the formulation of some aspects of the strategic plan and not informing the implementers, failure to take the results of monitoring and evaluation reports from those charged with implementation of the plan, not working in the spirit of one team by the implementers of the plan, lack of consensus between the sub-plans developed for the work and the strategic objectives of the system, and lack of interest in training and qualifying cadres implementing the strategic plan).

This result is supported by Nyongesa (2013) which showed that factors affecting strategies implementation at Kenya Police Service include: Political intervention, development of international terrorism, insufficient human resources , It is also supported by the results of Kimirri (2015) which found that the most challenges faced

were decreasing of financial resources from the Exchequer, questioning the quality and importance of academic programs.

This result is also supported by Otieno (2015) which studied the challenges in the implementation of turnaround strategy by the national police services in Kenya and revealed that the staff of the National Police Services were aware of the strategic process and the challenges affecting the implementation of strategic planning, and that the main obstacles to the implementation of strategic planning was the lack of collaboration between officers and the external factor. This result is also supported by Kipkurui (2014) which showed that the most important challenges facing the implementation of strategic planning at the national police service in Kenya were insufficient resources, deficiency of suitable technology, Political intervention, growth of international violence, and insufficient human resources.

In relation to the result of testing the third question: "What is the level of the employees' performance in the security services (Palestinian Preventive Security Service)?"

The overall mean of the level of the employees' performance in the security services (Palestinian Preventive Security Service) is (4.36) which means that the level of employees' performance in the preventive security service is very high. The employees highly confirmed that there is a marked increase in the level of security service delivery, tasks and powers are clear and specific, competency is available to security personnel, the ability and interest to predict and assess the security positions of those affiliated with the security services is available, flexibility is available for associates to adapt to unexpected changes, work techniques and communication

between departments are developed, the employees of the system are characterized by their loyalty and enthusiasm to work, the staff are aware of the message and are satisfied with it, the requirements for achieving security are clear to the employees of the system and they are interested in them, the employees of the system have high capabilities and competencies, internal and external operations are carried out on a regular, efficient and humane basis, work in the system is conducted according to the principles of mutual respect, obedience and discipline, the staff members are briefed on the latest scientific developments in the fields related to the nature of their work, and leaving service, absence and resignations are very few among the personnel.

The results related to the fourth question : Is there an impact of the reality and obstacles to strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service)? showed that there is an impact of the reality and obstacles to strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service. This result is more clarified in the results of the sub questions which showed that there is an impact of the reality of strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service) and that that there is an impact of the obstacles to strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service).

One of the main purposes of this study was to investigate the impact of the reality and obstacles to strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service); the findings proved that there is a statistically significant positive impact of the reality of strategic planning on the

employees' performance in the security services (Palestinian Preventive Security Service), and that there is a statistically significant negative impact of the obstacles to strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service).

This finding is consistent with previous related studies (Mohammad in 2016) who found that there was a statistical relationship between the institution's vision and the employee's performance level, (Ghouchani & etal, 2013) which found that there were a strong relationship between strategic planning and employee performance, (Julian, 2013) which showed that that strategic planning contributes directly to organizational performance, and Taleb (2012) which studied the role of strategic planning in the development of employees performance in the security services in Saudi Arabia and found awareness of security personnel to the concept and objectives of strategic planning, and the importance of strategic planning in developing the performance of employees in the security services to a large extent.

This result confirmed what earlier studies have found concerning the presence of a significant impact of reality and obstacles to strategic planning and there is a statistically significant positive impact of the reality of strategic planning on the employees' performance in the security services (Palestinian Preventive Security Service).

The results of testing the hypotheses indicated the following:

There is a significant impact of strategic planning on the employees' performance in the security services attributed to scientific qualification for the benefit of the respondents who hold the master degree.

There is no significant impact of strategic planning on the employees' performance in the security services attributed to years of experience..

There is no significant impact of strategic planning on the employees' performance in the security services attributed to military rank..

There is no significant impact of strategic planning on the employees' performance in the security services attributed to No. of training courses..

Chapter Five

Conclusions and Recommendations

5.1 Introduction

The study investigated the reality and obstacles to the implementation of strategic planning in the security services and its impact on the employees' performance : A-case study on the Preventive Security Service.

Strategic planning dimensions are seen as a way to know the potential and the different capabilities that can be available to the security service through different plans, programs and projects, so that the security services can maintain high performance rates that commensurate with the importance and nature of the work of security service personnel.

The results of the level of practice of the reality of strategic planning variable was very high which indicate that that the participating respondents have a positive view towards the reality of practicing the dimensions of strategic planning. While the level of practice of the obstacles of strategic planning variable was low which indicates that the respondents showed a low degree of obstacles to strategic management in the security system, the level of employees' performance was very high, this indicates that the respondents showed a high level of performance

5.2 Conclusions:

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

This study has developed a theoretical framework to examine the reality and obstacles to the implementation of strategic planning in the security services and its impact on the employees' performance.

The findings provided empirical support for the debate that employees performance is positively and significantly impacted by strategic planning different dimensions particularly, vision, mission and goals. These strategic planning dimensions were found to be the most applied and practiced in the security services in Palestine.

Palestinian Preventive Security (PSS) is an internal security service affiliated to the Palestinian National Authority (PNA), which carries out secret intelligence functions such as counterterrorism and terrorism.

In order to maintain a culture of strategic thinking and to develop the system, there should be emphases on the energy, resources and time of each person. The system should highly focus on implementing strategic planning to direct employees to implement the company's vision, mission and goals.

5.3 Recommendations

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

Recommendations related to reality of strategic planning:

- Strategic planning should not be ambiguous, complex, or time-consuming, it should be fast, simple and easy to implement.
- The necessity for the Palestinian security system to comply with the strategic plans.
- There must be reliance on personal and external experiences as a basis for achieving objectives of the system.
- The immediate and future goals and objectives should be more clear.

Recommendations related to obstacles of strategic planning:

- It is necessary for the Palestinian security system to provide plenty of funds for the strategic planning process.
- The need to rely on strategic planning in making future decisions related to the human resources in the security system.
- Necessary information for implementation of strategic planning should not be kept far from the system individuals.
- There should be activation of the system of material and moral incentives.

Recommendations related to employees' performance:

- The necessity to give more attention to the development of human resources and more effective staff performance.
- There should be more attention to make the individuals' participate in the formulation of the strategic objectives associated with their work.

5.4 For Future Research

1. The researcher proposed investigating other strategic planning dimensions that are not considered in this study .
2. The researcher proposed to conduct a similar study on other Palestinian security systems since no literature is found for this context in this area. This will offer an opportunity to compare different results and implications.

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Appendices

Appendix (1): The Evaluators

Name	Academic Rank	Specialization	Affiliation
Dr. Shaher Obaid	Associate Professor	Business Administration	Al- Quds Open University
Dr. Emad Waladali	Assistant Professor	Business Administration	Arab American University
Dr. Motasem Masoud	Assistant Professor	Marketing	An- Najah National University
Dr. Shareef Abukarsh	Associate Professor	Finance	Arab American University
Dr. Raed Iriqat	Assistant Professor	Business Administration	Arab American University
Dr. Abdel Nasser Kaddoumi	Dean	Public Administration	Al- Istiqlal University

Appendix (2): Questionnaire

Dear employees:

The questionnaire was designed to investigate the " **The reality and obstacles to the implementation of strategic planning in the security services** (Palestinian Preventive Security Service). **And what is its impact on the employees' performance** " Please, Read all the questions carefully and then tick the correct option which you consider. Your answer will confidential and will only be used for research purposes.

Thank you for your cooperation

Researcher: Rami Mousa.

Section (1): Personal Information

1) Qualification: Diploma B.A M.A Ph. D

2) Experience: <4 years 4 -10 > 10

3) Rank: _____

4) Number of training courses <3 3-6 > 6

**The first Scope: The reality of strategic planning in the security services
(Palestinian Preventive Security Service).**

#	Reality of strategic planning	strongly agree	agree	neutral	disagree	Strongly disagree
1.	The strategic vision of the system is clear and specific.					
2.	The desired image is clear.					
3.	There is a specific view with a suitable date in the system.					
4.	The vision of the system leads the process of change to the desired state of the system.					
5.	There is a high vision for the future based on reality data.					
6.	The message of the device is defined by the frameworks and boundaries through which the employees are creative.					
7.	The message of the system is designed in a balanced manner with available resources and capabilities.					
8.	The system wishes to communicate its message to the employees for the purpose of raising the efficiency of performance.					
9.	The system message includes the values and beliefs it believes in.					
10.	The system message includes what it does and what it is distinguished in.					
11.	Strategic Objectives Provide a comprehensive and accurate picture of the activities to be achieved					
12.	Goals are precisely defined according to available physical and human resources.					
13.	Individuals participate in the formulation of the strategic objectives associated with their work.					

14.	The strategic objectives include criteria for measuring the performance of the members.					
15.	The immediate and future goals and objectives are clear					

**The second Scope: obstacles to strategic planning in the security services
(Palestinian Preventive Security Service.**

#	Obstacles to strategic planning	strongly agree	agree	neutral	disagree	Strongly disagree
1	Centralization in the planning and decision-making process.					
2	Weak standards for measuring and evaluating overall performance.					
3	Lack of updated databases and information in the system.					
4	Lack of coordination with other security services to develop rules to clarify the implementation process.					
5	Weak communication channels between the planners and the implementers of the plan.					
6	Absence of alternative plans according to internal and external environmental changes.					
7	Lack of specialized cadres to be adopted to prepare strategic plans.					
8	Withholding some information necessary for the implementation of the Strategic Plan.					
9	Lack of consensus between the sub-plans developed for the work and the strategic objectives of the system.					
10	Lack of interest in training and qualifying cadres implementing the strategic plan.					

11	Inactivation of the system of material and moral incentives.					
12	Confidentiality in the formulation of some aspects of the strategic plan and not informing the implementers.					
13	Failure to take the results of monitoring and evaluation reports from those charged with implementation of the plan.					
14	Not working in the spirit of one team by the implementers of the plan.					

The third scope: The performance of the security services personnel (Palestinian preventive security service.

#	Level of employees' performance	strongly agree	agree	neutral	disagree	Strongly disagree
1	There is a marked increase in the level of security service delivery					
2	Tasks and powers are clear and specific					
3	Competency is available to security personnel					
4	The ability and interest to predict and assess the security positions of those affiliated with the security services is available.					
5	Flexibility is available for associates to adapt to unexpected changes.					
6	Work techniques and communication between departments are developed.					
7	The employees of the system are characterized by their loyalty and enthusiasm to work.					

8	The staff are aware of the message and are satisfied with it.					
9	The requirements for achieving security are clear to the employees of the system and they are interested in them.					
10	The employees of the system have high capabilities and competencies.					
11	Internal and external operations are carried out on a regular, efficient and humane basis.					
12	Work in the system is conducted according to the principles of mutual respect, obedience and discipline.					
13	The staff members are briefed on the latest scientific developments in the fields related to the nature of their work.					
14	Leaving service, absence and resignations are very few among the personnel.					

The fourth scope: Suggested solutions to overcome obstacles that limit the role of strategic planning in improving the performance of members of the security services (Palestinian Preventive Security Service).

#	Suggested solutions	strongly agree	agree	neutral	disagree	Strongly disagree
1	Involving all executive leaders in the development of the strategic plan for all departments in the system.					
2	Giving attention to coordination of work in the development of strategic plans.					
3	Giving attention to clarify the message and objectives of the system to the members.					
4	Coordination between					

	strategic plans and sub-plans within each department.					
5	Compatibility between the strategic plans and internal regulations of each section of the system.					
6	Updating the strategic plan for the system every two years at the latest.					
7	Following-up the environmental variables accelerating in the techniques used in the work of the system.					
8	Strategic plans should include inter-departmental communication techniques.					
9	The strategic plan focuses on improving teamwork among the various departments.					
10	The necessity for the strategic plan to support competent cadres and work on their development and rehabilitation.					
11	The focus of the strategic plan on the objective evaluation of performance for all associates.					
12	Taking into account the clarity of vision and contributing to the achievement of the strategic objectives required in assessing performance.					
13	Paying attention to analyzing performance evaluation results and motivating effective staff					
14	Integrity and objectivity should be taken into account in analyzing the strengths and weaknesses of the staff members.					

الاستبانة (3): Appendix

السادة العاملون:

تهدف هذه الاستبانة للتعرف على "الواقع والعقبات التي تواجه تنفيذ التخطيط الاستراتيجي في الخدمات الأمنية (جهاز الأمن الوقائي الفلسطيني). وتأثير ذلك على أداء الموظفين" الرجاء قراءة جميع الأسئلة بعناية ومن ثم وضع إشارة على الخيار الصحيح وفقاً لم تراه مناسباً. علماً بأن المعلومات لن تستخدم إلا لأغراض البحث العلمي.

شكراً لتعاونكم

الباحث: رامي موسى.

القسم (1): المعلومات الشخصية

1- المؤهل العلمي: دبلوم بكالوريوس ماجستير فأعلى

2- سنوات الخبرة: أقل من 4 من 4 إلى 10 أكثر من 10 سنوات

3- الرتبة: _____

4- عدد الدورات التدريبية: أقل من 3 من 3-6 أكثر من 6 دورات

المحور الاول: واقع التخطيط الاستراتيجي في الاجهزة الامنية (جهاز الامن الوقائي الفلسطيني).

#	واقع التخطيط الاستراتيجي	موافق بشدة	موافق	محايد	اعارض بشدة	اعارض بشدة
	الرؤية					
1.	الرؤية الاستراتيجية للجهاز واضحة ومحددة.					
2.	الصورة المرغوب تحقيقها واضحة .					
3.	هناك رؤية محددة بتاريخ مناسب لدى الجهاز .					
4.	تقود رؤية الجهاز عملية التغيير نحو الوضع المرجو للجهاز .					
5.	هناك رؤية عالية للمستقبل بالاعتماد على معطيات الواقع .					
	الرسالة					
6.	تتميز رسالة الجهاز بأنها محددة بأطر وحدود يتميز من خلالها العاملين بالإبداع.					
7.	رسالة الجهاز معدة بشكل متوازن مع الإمكانيات والموارد المتاحة.					
8.	يرغب الجهاز في إيصال رسالته إلى العاملين لغرض رفع كفاءة الأداء.					
9.	تتضمن رسالة الجهاز القيم والمعتقدات التي يؤمن بها.					
10.	تشتمل رسالة الجهاز على ماهية عمله وما يتميز به.					
	الأهداف الاستراتيجية					
11.	الأهداف الاستراتيجية تقدم صورة شاملة ودقيقة للأنشطة المراد تحقيقها					
12.	تحدد الأهداف بشكل دقيق وفقاً للإمكانيات المادية والبشرية المتاحة.					
13.	يشترك الافراد في صياغة الأهداف الاستراتيجية المرتبطة بعملهم .					

					تشتمل الأهداف الاستراتيجية على معايير لقياس أداء المنتسبين.	14.
					الغايات والأهداف الآتية والمستقبلية واضحة	15.

المحور الثاني : معوقات التخطيط الاستراتيجي في الاجهزة الامنية (جهاز الامن الوقائي الفلسطيني).

#	معوقات التخطيط الاستراتيجي	موافق بشدة	موافق	محايد	معارض	معارض بشدة
1	المركزية الشديدة في عملية التخطيط و صنع القرار .					
2	ضعف معايير قياس وتقييم الاداء الكلي .					
3	عدم وجود قواعد بيانات ومعلومات حديثة لدى الجهاز .					
4	قلة التنسيق مع الاجهزة الامنية الاخرى لوضع قواعد توضح عملية التنفيذ.					
5	ضعف قنوات الاتصال بين القائمين على اعداد الخطة والمنفذين لها.					
6	عدم وجود الخطط البديلة وفقاً للتغيرات البيئية الداخلية والخارجية.					
7	عدم وجود كوادر متخصصة يتم اعتمادها لإعداد الخطط الاستراتيجية .					
8	حجب بعض المعلومات اللازمة لتنفيذ الخطة الاستراتيجية.					
9	عدم وجود توافق بين الخطط الفرعية الموضوعة للعمل والاهداف الاستراتيجية للجهاز.					
10	عدم الاهتمام بتدريب و تأهيل الكوادر المنفذة للخطة الاستراتيجية .					
11	عدم تفعيل نظام الحوافز المادية والمعنوية.					
12	السرية في صياغة بعض جوانب الخطة الاستراتيجية وعدم اطلاع المنفذين عليها .					
13	عدم الاخذ بنتائج تقارير المتابعة والتقييم من المكلفين بتنفيذ الخطة .					
14	عدم العمل بروح الفريق الواحد من قبل المنفذين للخطة.					

المحور الثالث: مستوى أداء العاملين في الأجهزة الامنية (جهاز الامن الوقائي الفلسطيني).

#	مستوى أداء العاملين	موافق بشدة	موافق	محايد	معارض	معارض بشدة
1	هناك ارتفاع ملحوظ في مستوى تقديم الخدمات الامنية					
2	المهام و الصلاحيات واضحة ومحددة					
3	تتوفر الكفاءة لدى المنتسبين للأجهزة الأمنية					
4	تتوفر القدرة والاهتمام بالتنبؤ وتقدير المواقف الامنية لدى المنتسبين للأجهزة الأمنية.					
5	تتوفر المرونة لدى المنتسبين للتكيف مع المتغيرات الغير متوقعة.					
6	تقنيات العمل والاتصال و التواصل بين الاقسام متطورة .					
7	يتميز العاملون في الجهاز بولائهم و حماسهم للعمل					
8	العاملون في الجهاز مدركون لرسالته وراضون عنها.					
19	متطلبات تحقيق الأمن واضحة للعاملين في الجهاز وهم مهتمون بها.					
10	العاملون في الجهاز لديهم قدرات وكفاءات عالية.					
11	تجري العمليات الداخلية والخارجية في الجهاز بصورة منتظمة وكفؤة وبإنسانية عالية.					
12	العمل في الجهاز يجري وفق مبادئ الاحترام المتبادل والطاعة والانضباط بين القيادات كافة.					
13	يطلع العاملون في الجهاز على أحدث المستجدات العلمية في المجالات التي تخص طبيعة أعمالهم.					
14	ترك الخدمة والغياب والاستقالات قليلة جداً بين أفراد الجهاز .					

المحور الرابع: الحلول المقترحة للتغلب على المعوقات التي تحد من دور التخطيط الاستراتيجي في تحسين اداء منتسبين الاجهزة الامنية (جهاز الامن الوقائي الفلسطيني).

#	الحلول المقترحة للتغلب على المعوقات	موافق بشدة	موافق	محايد	اعارض بشدة	اعارض
1	اشراك جميع القيادات التنفيذية في وضع الخطة الاستراتيجية لكافة الاقسام في الجهاز.					
2	الاهتمام بتنسيق العمل عند وضع سيناريوهات الخطط الاستراتيجية بين الاقسام.					
3	الاهتمام بتوضيح رسالة واهداف الجهاز للمنتسبين.					
4	التسيق بين الخطط الاستراتيجية والخطط الفرعية داخل كل قسم من اقسام الجهاز.					
5	التوافق بين الخطط الاستراتيجية و اللوائح الداخلية لكل قسم من اقسام الجهاز.					
6	تحديث الخطة الاستراتيجية الخاصة بالجهاز كل عامين على الاكثر.					
7	متابعة المتغيرات البيئية المتسارعة في التقنيات المستخدمة في عمل الجهاز.					
8	اشتمال الخطط الاستراتيجية على تقنيات التواصل بين الاقسام.					
9	اهتمام الخطة الاستراتيجية بتحسين العمل الجماعي بين مختلف الاقسام.					
10	اهتمام الخطة الاستراتيجية بدعم الكوادر الكفوة والعمل على تطويرها وتأهيلها.					
11	تركيز الخطة الاستراتيجية على التقييم الموضوعي للأداء لجميع المنتسبين .					
12	مراعاة وضوح الرؤية والمساهمة في تحقيق الاهداف الاستراتيجية المطلوبة عند تقييم الاداء.					
13	الاهتمام بتحليل نتائج تقييم الأداء وتحفيز الكوادر الفعالة					
14	مراعاة النزاهة والموضوعية في تحليل نقاط القوة والضعف لدى المنتسبين في الجهاز.					

المخلص

التخطيط الاستراتيجي وأثره على أداء منتسبي جهاز الامن الوقائي الفلسطيني

اعداد: رامي عنان موسى

المشرف: د. مجيد منصور

تتناول هذه الدراسة الواقع والمعوقات التي تواجه تنفيذ التخطيط الاستراتيجي في الأجهزة الأمنية وأثرها على أداء الموظفين: دراسة حالة: جهاز الأمن الوقائي الفلسطيني. تهدف هذه الدراسة إلى التعرف على واقع ومعوقات تنفيذ التخطيط الاستراتيجي في الأجهزة الأمنية وأثر ذلك على أداء العاملين. ولتحقيق هذا الهدف، تم استخدام المنهج الوصفي التحليلي، حيث تم تطوير نموذج للعلاقة بين التخطيط الاستراتيجي والمعوقات وأداء العاملين، ثم اختباره باستخدام بيانات تم الحصول عليها من عينة الدراسة التي تكونت من 100 من العاملين في جهاز الأمن الوقائي الفلسطيني تم اختيارهم من مجتمع الدراسة البالغ (400) موظف يعملون في هذا الجهاز. تكونت الاستبانة من (57) فقرة موزعة على أربعة مجالات رئيسية تم تطويرها لهذا الغرض وهي: التخطيط الاستراتيجي (الرؤية، الرسالة، الأهداف)، معوقات التخطيط الاستراتيجي، أداء الموظفين، والحلول المقترحة.

استخدمت هذه الدراسة اساليب إحصائية مختلفة لتحليل البيانات، حيث تم جمع البيانات وتحليلها باستخدام طرق تحليل البيانات التالية: أولاً، تم استخدام الإحصاء الوصفي والذي اشتمل على المتوسطات الحسابية والانحرافات المعيارية والنسب المئوية والتكرارات لوصف خصائص أفراد عينة

الدراسة. ثانياً، تم استخدام الإحصاء الاستدلالي باستخدام الانحدار المتعدد لاختبار فرضيات الدراسة.

أظهرت نتائج الدراسة أولاً: تم تقديم دعم تجريبي للنقاش حول مسألة أن أداء الموظفين يتأثر إيجاباً وبشكل ملحوظ بالأبعاد المختلفة للتخطيط الاستراتيجي. ثانياً، تبين أن أبعاد التخطيط الاستراتيجي يتم تطبيقها وممارستها بدرجة كبيرة جداً في جهاز الأمن الوقائي الفلسطيني.

ثالثاً، تبين وجود بعض المعوقات أمام تنفيذ التخطيط الاستراتيجي بمستوى تراوح بين المتوسط والمنخفض مما يستدعي العمل عليها من أجل إعطاء التخطيط الاستراتيجي دوراً أكثر تأثيراً في أداء الموظفين.

وبناء على نتائج الدراسة قدم الباحث التوصيات التالية:

أولاً، أن يكون هناك مزيد من الاهتمام لجعل الأفراد يشاركون في صياغة الأهداف الاستراتيجية المرتبطة بعملهم.

ثانياً، أن تكون المعلومات اللازمة لتنفيذ التخطيط الاستراتيجي في متناول العاملين في الجهاز.

ثالثاً، يجب أن تكون الأهداف والغايات الفورية والمستقبلية للجهاز أكثر وضوحاً.

رابعاً، أن يكون هناك تفعيل لنظام الحوافز المادية والمعنوية.



الجامعة العربية الأمريكية - جنين
كلية الدراسات العليا
برنامج التخطيط الاستراتيجي وتجديد الأموال

التخطيط الاستراتيجي وأثره على أداء منتسبي جهاز الأمن الوقائي
الفلسطيني

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إشراف:

د. مجيد منصور

تم تقديم هذه الرسالة استكمالاً لمتطلبات درجة الماجستير في التخطيط
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