



**Arab American University
Faculty of Graduate Studies**

**Impact of Strategic Planning on the Performance of
Companies listed on Palestine Exchange**

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**This thesis was submitted in partial fulfillment of the
requirements for the Master`s degree in**

Strategic Planning and Fundraising

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on Palestine Exchange**

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DECLARATION

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

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

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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.

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

Abstract

The current study aimed at finding the impact of the level of strategic planning on performance in Palestinian industrial companies. In order to achieve the study objectives, Across-sectional study of which a survey that used as a self-completion questionnaire. The target population of this study consisted of (12) industrial companies as a case study. A total of (91) questionnaires were distributed to the employees who are handling and dealing with the core business of the (13) industrial companies. The numbers of the questionnaires were distributed by the researcher under the cooperation of human resource department in these industrial companies. With a response rate of 91 %. The results of the study reveals that in general, the level of strategic planning in Palestinian industrial companies was moderate which gave an indication that the participating respondents have a moderate position towards the dimensions of Strategic planning. Moreover, the study findings indicate that the overall mean value for level of performance in Palestinian industrial companies received a moderate level of assessment among the study sample. Furthermore, the study results indicate that there is a significant correlation between Strategic planning (Accurate environmental analysis, company's future goals, Company's Message, Company Vision, Strategic alternatives), and performance of Palestinian industrial companies. Based on the data analysis and the discussion demonstrated before, the following recommendations are suggested:

The empirical evidence detected in this study support the general proposition of strategic planning in terms of Strategic alternatives should be taken into consideration by industrial company's managements. Efforts should be focused on issues of how to stabilize the Palestinian authority hence stabilizing the economic and political statues.

-the seeking of alternatives in strategic planning is a main point in strategic planning, this could be boosted for example by building international partnerships with multinational companies that could perhaps neutralize the impact of the Israeli occupation with its military type of rule are working

Keywords: strategic planning, performance, industrial companies.

Definition of Terms

Term	Definition	Reference
Strategy	A strategy is "the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations".	Johnson at el., (2008), p.22
Strategic management	Strategic management is a series of administrative decisions and action that locate the long-run performance of a company. It covers environmental survey (both external and internal), strategy formulation, strategy performance, and valuation and monitoring.	Wheelen and Hunger, (2012), p. 41.
Strategic planning	Strategic planning: "an ongoing, systematic process that takes a forward-looking approach to an organization's goals and objectives".	(Di Napoli, 2003, P. 40).

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic planning is considered as one of the main basic and important factors that is needed by all institutions to make an administrative evolution. It constitutes a basic element to compare between various working methods throughout the vast technological advances in means of communications, scientific information, competition, and the best use of sources and available abilities.

Strategic planning is a business's process of defining its strategy, and making decisions on resources to follow this strategy. It also include control mechanisms for guiding strategy implementation (Alghamdi, 2016).

Strategic planning deals with definition to opinion the differences among strategic planning and long-term planning and stretch the style of thinking and its management as a theoretical foundation of strategic planning, model and steps of process.

Strategic planning can also be defined as "a process, developing and maintaining consistent between the organization aims or objectives and resources and its changing opportunities" (Nickols, 2016).).

Strategic planning is considered a management tool that is employed for one purpose only: to assist organizations to perform better higher job, to make sure that members of the organization are operating toward shared goals. The word strategy is related to military terminology, while in business management, strategy is related to

responding to dynamic and effective performance and involve all activities to realize the goals that had been decided.

Strategic planning is classified into two main domains: Offensive strategy which can be implemented more quickly in order to exploit opportunities and capitalize on strengths; and defensive strategy which can be employed more deftly in order to counter the threat of rival firms from exploiting the firm's own weaknesses (Giachetti, & Marchi, 2017).

Strategic planning does not solely impact the organization's internal business approach. It has an impact on employee's satisfaction and quality of life. Strategic designing could be a method for making staff concentrate on ways to contribute in achieving the organization's mission. Managers cannot work independently without their staff. Organizations adopting Strategic planning focus on employee's job satisfaction and quality of life in order to implement organization's mission (Lund, 2003; Kaplan, 2001).

Companies are of huge importance to world's economy, particularly in developing countries. Taking into consideration the inequality between the microenterprise project in developed countries relative to the microenterprise in developing countries in terms of capital, productivity and employment. However, micro-enterprises have a positive and vital role in developing countries in terms of providing employment opportunities, particularly entrepreneurs, so as to extend financial gain and deliver the goods autonomy in a number of the products and services required by society. (Nasrallah, Sourani, 2005).

Strategic planning has potential advantages and intrinsic values that eventually translate into improved firm performance. It is, therefore, a vehicle that facilitates improved firm performance (Matseshe, & Yohannes, 2017).

1.2 Problem Statement

Companies are the first pillar of any strong economy. The administrative system is responsible for making decisions in firms and thus determining the future and directions. Therefore, it is necessary to use modern strategic planning that help in improving performance and therefore build information-based administrative systems capable of dealing with different challenges. The problem of the study can be formulated by asking the following main question: **what is the impact of Strategic Planning on the Performance of Companies listed in Palestine Exchange?**

1.2 Study questions:

The study main question:

What is the impact of Strategic Planning on the Performance of Companies listed in Palestine Exchange?

The study will try to answer the following sup- questions:

Sub. Questions:

- What is the level of the application of strategic planning in Palestinian industrial companies listed in Palestine Exchange?
- "What is the level of evaluation of performance in Palestinian industrial companies listed in Palestine Exchange?

1.3 Study objectives:

The main Objective of this descriptive analytical study is to realize the impact of Strategic Planning on the Performance of Companies listed in Palestine Exchange

Sub. Objectives:

- Determine the level of the application of strategic planning in Palestinian industrial companies listed in Palestine Exchange.
- Determine the level of evaluation of performance in Palestinian industrial companies listed in Palestine Exchange

1.4 Study significance:

According to the literature review that the researcher studied, the researcher supposes that this is the first study in Palestine which measure **the impact of Strategic Planning on the Performance of Companies listed in Palestine Exchange**

1. the study could help in close the gap in this field since there are few studies were don concerning strategic planning in industrial sector in Palestine, due to lack of method connected in strategic coming up with during this form of sector.
2. Add the value of adopting the strategic planning in Palestinian industrial companies listed in Palestine Exchange and associating the strategic planning with the performance.
3. This study will add value to the performance of Palestinian industrial companies listed in Palestine Exchange which is considered by customers when implementing quality in their service to achieve customers' satisfaction;

4. The scientific significance of answering the research question which is the core of this study;
5. The researcher suggested some recommendations to link strategic planning with the performance in Palestinian industrial companies listed in Palestine Exchange to improve the quality of service in the Palestinian industrial companies.

1.5 Study hypothesis:

The researcher developed four main Hypotheses as follows

- There is no significant impact of strategic planning on industrial company's performance in Palestine.
- There is no significant impact of strategic planning on industrial company's financial performance (ROA, ROE) in Palestine.
- There is no significant impact of strategic planning on industrial company's financial performance (ROE) in Palestine.

1.6 Study limitations:

1. Objective limits: This study was limited to examining the impact of Strategic Planning on the Performance of Companies listed in Palestine Exchange.

2. Spatial boundaries: Companies listed in Palestine Exchange, the sample was taken from Companies listed in Palestine Exchange;

3. Time limits: The study covers the period from March 2017 to January 2018.

1.7 Study Terminology: -

Planning: - is the art and science and the approach and activity of multi-dimensional seeks to achieve integration of its different dimensions and deal with the past time with the past, present and future and design bridges between them is a collective process and not individual (Al-Juboori & Sulaim,2002).

Strategic planning: - It is an organized effort that leads to reaching decisions and accurate actions that lead the organization to know what it is doing. This requires planning at the highest levels and gathering accurate and restricted information through which to clarify the tasks and discover and develop strategic alternatives and linking them to the future outlook of the institution (Bryson, 2011).

Strategy: - A comprehensive process that defines how the organization will achieve its mission and goals. This is the framework in which the vision will crystallize the mission and the strategic objectives. It is a tool that defines the traffic lines and the movement of the organization in all areas of work (Morsi, 2004).

CHAPTER TWO

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.1 THEORETICAL FRAMEWORK

2.1 .1 Introduction:

This chapter reviews literature regarding the strategic planning process in general, and the strategic planning for the industrial companies in particular. The first section identifies the key definitions and issues related to strategic planning. The second section identifies the definitions of the industrial companies, while the third contains the main elements considered in strategic planning.

Finally, the fourth section discusses the impact of strategic planning on industrial company's performance studies from different countries, highlighting their experience is strategic planning for industrial companies as well as presenting relevant key success factors.

2.1.2 Strategic Planning

2.2.1 Strategy

The word “strategy” is derived from the word “stratiyeia,” comprising of two Greek words: “stratos” meaning army, and “ago” which in ancient Greek denotes guiding, moving, and leading. ... A strategy defines goals and how they are achieved within the limits of one's resources, it has been used for the first time in the military referring to the general plan of attack or defense (Nickolas, 2011).

After that, many definitions have been used to this word and all of them are relevant to corporations, businesses and organizations. Some definitions of strategy as defined by various writers are briefly reviewed below.

Fred Nickols in (2016) when he was head of Strategic Planning and Management Services at Educational Testing Service proposed a definition of a strategy: "Strategy refers to a general plan of action for achieving one's goals and objectives".

Hamel (2001) argued that the best strategy is pointed towards radical change and creating a new vision for the future in which you are a leader rather than a follower of trends set by others.

2.2.2 Planning

Planning describes the process of deciding what to do and how to do it. It can occur in the day-to-day decisions made by individuals and families or in complex decisions made by businesses and governments (Johnson et al. 2008, p.22). .

Planners are professionals who help in decision-making. They do not make decisions themselves, but they support decision-makers (managers, public officials, citizens) by organizing information and activities. Their role is to create a logical, systematic decision-making process that leads to the best actions (Johnson et al. 2008, p.22).

According to Litman (2013), good planning process should be:

Comprehensive: all options are considered.

Efficient: not wasting money or time on unnecessary steps.

Inclusive: all the relevant persons should be involved in the process.

Informative: results are easily understood by the stakeholders.

Integrated: any individual or short-term decisions should support strategic, long-term goals.

Logical: each step leads to the next.

Transparent: all involved parties understand how the process works.

Nagy and Fawcett (2013) indicated that the planning process could fail because of inadequate resources, inadequate public or official support, and unresolved conflicts.

2.2.3 Strategic Planning

According to the business dictionary, strategic planning is defined as a "systematic process of envisioning a desired future and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them".

Strategic planning is the optimize use of resources, invest in opportunities and overcome weaknesses to reduce external threats and competitors. Strategic planning as a concept is defined: " a long-term planning that takes into account internal and external variables identifies the sectors and target market segments and the method of competition and is a renewable process that is updated every year to study internal and external developments" (Al-Sakarnah, 2015, P. 32).

Shapiro (2001) defined strategic planning is the overall planning that facilitates the good management of a process. Strategic planning takes the organization outside its day-to-day activities. It provides the big picture of what the organization is doing and where it is going. Strategic planning gives clarity about

what the organization actually wants to achieve and how to go about achieving it, rather than a plan of action for day to-day operations.

David (2011) defined the strategic planning as formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. Nickolas (2016) indicated that the Strategic planning is "a defined, recognizable set of activities."

Nagy and Fawcett (2013) indicated that there are many different procedures and methodologies for strategic planning and management. While there are no absolute rules regarding the right procedure, most follow a similar pattern and have common attributes.

Generally, the frameworks have common basic phases, which include the process of Analysis or assessment, where an understanding of the current internal and external environments is developed. Furthermore, Strategy formulation, where high level strategy is developed and a basic organization level strategic plan is documented. In addition, strategic planning frameworks include Strategy execution, where the high level plan is translated into more operational planning and action items.

Also, Evaluation or sustainment, which is a management phase, where ongoing refinement and evaluation of performance, culture, communications, data reporting and other strategic management issues occur.

Hills and Jones (2004) indicated that the strategic planning techniques vary between authors but the substantive issues are essentially the same across them". Those techniques include: Establishing the organization's vision, mission and its

corporate strategy. Further, Setting strategic goals and objectives. And Developing plans of action necessary to reach these goals and objectives.

The most important benefits of strategic planning include (Edilinger et al., 2009) the include the concept of Enhancing communication and deeper understanding of what the firm is doing or planning since all managers and employees on a mission to help the organization succeed.

2.3.4 Industry

Industry is the works and processes involved in collecting raw materials, and making them into products in factories (Lowe, 2001). A particular industry consists of all the people and activities involved in making a particular product or providing a particular service (Schlarb, 2001).

2.3.5 Strategic planning model:

From the previous definition, four components of strategic planning will be adopted in this study: vision; mission; objectives; and strategic choices.

2.3.5. 1 Vision

Strategic intent is "the desired future state of the organization". It is "an aspiration around which a strategist, perhaps a chief executive, might seek to focus the attention and energies of members of the organization"(Johnson et al. 2008, p.10).

The vision statement is what the Organization aspires to. Its purpose is to develop a view of the future in order to promote, get committed and extend performance (Johnson et al. 2008, pp.163-164).

Strategic vision is a view of an organization's future direction and business course; a guiding for what the organization is trying to do and to become. What do we want to become? (Nábrádi, 2006, p. 28).

The leaders of organizations ought to generate a riveting vision that will influence and inspire the employees. A vision is “It is an ambitious view of the future that everyone in the organization can believe in, one that can realistically be achieved, yet offers a future that is better in important ways than what now exists.” Vision is what guides (Brecken, 2014).

2.3.5. 2 Mission:

An organization's mission is the purpose or reason for the organization's existence. It tells what the company is providing to society- either a service or a product (Wheelen and Hunger, 2012, p. 41).

It is a general term for the overall purpose of the organization, which, ideally, is in line with the values and expectations of key stakeholders and concerned with the scope and boundaries of the organization. Sometimes it is indicated to in terms of the apparently simple but challenging question: ‘What business are we in?’ (Johnson et al. 2008, p.10).

The aim of the mission statement is to supply employees and stakeholders with a clear visibility about the general purpose of the corporation and the reason for its existence. It is, therefore, to do with building understanding and trust about how the strategy of the corporation connect with that purpose (Johnson et al. 2008, pp.163-164).

A mission statement and a vision statement are typically concerned with the purpose of an organization in terms of its strategic direction. The strategic mission declares management customized answer to the question” what our business is and what

will it be?" A mission statement in general outlines the organization's future trend and serves as an acquiring concept for what the organization is to do and to become. What is our business? (Nábrádi, 2006, p. 29).

In practice, the distinction between mission and vision statements can be hazy but they are intended to be different as follows: When the organization uses the word goal in its strategy, the goal generally means a common objective with the mission line. It might be qualitative in nature. While, an objective is further probably to be quantified, or at least to be a more accurate target in line with the goal (Johnson et al. 2008, p.10).

2.3.5. 3 Objectives

Objectives are "statements of specific outcomes that are to be achieved" (Johnson et al. 2008, P. 164). Objectives are the end results of planned activity. They tell what is to be accomplished by when and quantified if possible. The achievement of corporate objectives should result in the fulfillment of a corporation mission (Wheelen and Hunger, 2012, p. 42).

At the corporate and business unit levels objectives are often expressed financially. This can be an expression of desired sales or earnings levels, growth rates, dividend levels or stock assessment (Hutton, 2001, cited in Johnson, et al. 2008).

However, the corporations may also have market-based objectives, many of which are quantified as objects – such as market share, customer interest, business replication, etc. When determining goals, managers should consider three related issues (Johnson et al, 2014, pp. 121-123):

- **Objectives and measurement:** Some executives see that objectives are not useful unless their accomplishment can be measured. There are times when quantified targets

need to be pursued, for example when a critical operation is needed and management needs to focus attention on a limited number of priority needs - as in the case of transformation;

- **Define basic objectives:** Managers in most firms determine financial objectives because they realize that unless sufficient earnings are made to satisfy shareholders and allow reinvestment in the business, it will not survive.

However, there may be other features of business procedures that survive and thrive business. For example, how an organization is distinct from its competitors, or how competitive advantage can be achieved and maintained. This is likely to be based on the capabilities that are evaluated by the customers and distinct from the competition. Setting targets that capture this competitive advantage and allow performance monitoring against them is also crucial;

- **Objectives and control:** This can be addressed through a 'series of objectives - a set of comprehensive objectives are defined at each level in the hierarchy. Here consideration should be given to trade-offs: How to achieve the desired levels of visibility on strategy without being overly restrictive in terms of people's latitudes.

Strategic objectives are aims relating to strengthening a firm's overall market situation and competitive viability (Nábrádi, 2006, p. 30).

2.3.5. 4 Strategic choices:

Strategic choices include the options for strategy in terms of both the trends in which strategy may go and the process by that strategy may be pursued. For example, an organization may have to choose between alternative diversification action, like entering into new products, services, and markets. As it diversifies, it has different available

procedures to it, like developing a new product itself or acquiring an active organization in the area. There are strategic choices in terms of how the firm tries to find methods to compete at the business level. Usually, these include strategies of pricing and differentiation and decisions about how to compete or cooperate with competitors (Johnson et al, 2008, p.14).

Strategic choices are related to organization's future decisions and the means it needs to respond to the many pressures and impacts. On the other hand, consideration of future strategies should take into account the reality of turning strategy into action that in turn could pose significant constraints on strategic option (Johnson et al, 2008, pp. 217- 218).

2.3 Performance:

2.3.1 Definition of performance:

The process of assessing the financial performance of the company means evaluating the judgment on the management of the natural and physical resources and financial available to the institution to serve the wishes of different parties, that is to evaluate the financial performance of the institution in relation to the results achieved or expected in the light of pre-defined criteria is the process of evaluating the financial performance of the company is very important for what Serves the various parties related to the company represents the financial performance of narrow views of companies, focusing on the use of financial indicators to measure the achievement of objectives, and reflects the financial performance of the performance of companies as it is the main supporter of various work practiced by the company, and contributes In providing resources and financial resources and providing the company with investment opportunities in different fields of performance, which help to meet the needs of

stakeholders and achieve their goals. Financial performance is one of the most widely used methods of measuring company performance because stability and stability helps to guide companies to the right track (Shen, & Wang, 2016)...

Weber & Gladstone (2014). defines it as a description of the company's current situation and accurately identifies the journals it used to reach the goals by studying sales, revenue, assets, Liabilities and net wealth, and it is defined it as the most common field of performance in most strategic management research and it is the primary corporate goal. The secondary goal of the company can be achieved implicitly by achieving superior financial performance. In another definition, it is the way in which specific actions are carried out to achieve the company's goals, as well as the orderly shift that companies take to achieve their goals (Shayb, 2010.)

There are several concepts of performance as performance is a result of the work of all sectors of the workers from different disciplines and work journals, and it may be about the performance management itself, because the management effort in the organization focuses on the objectives, evaluations and performance review of the institution from time to time as performance is defined as a product For the system (general and partial) and organizational processes, performance can be translated into any criteria for the completion of the work group, in the organization, the quality of the work performed and the efficiency of the performance, which can be translated on a level and in accordance with the expectations of supervisors and co-workers.

Performance is defined as the success of liability accounting, which depends on several factors, including the participation of the managers of the centers of responsibility in the preparation of performance budgets and the development of achievable performance standards and accountability of the manager on the elements that can be

controlled and the achievement of agreement between the objectives of the managers of responsibility centers and objectives of the establishment as a whole, performance is measured on the basis of results Achieved by the individual (Abu Qahf, 2003: 92).

Performance rules include:

First, setting goals is the first step in the process of evaluating performance. Therefore, the organization must define its objectives and study them in order to identify its accuracy and reality. It is not limited to the overall objective of the economic unit. It expands to include all its detailed objectives, which are classified as short- and long-term goals and major and subsidiary objectives.

Second: Detailed plans for the completion of the work: After determining the objectives to be achieved in the future, detailed work plans are developed for each area of activity, so as to reflect policies on the necessary resources and how to maximize these resources on the one hand, on the other hand, uses possible returns.

Third: Determination of Responsibility Centers: Each department of the Bank is assigned a special responsibility for monitoring and supervising the performance evaluation process. This requires clarifying the terms of reference of each center of responsibility, as well as indicating the organizational relations between these centers. The activities of other centers, as well as centers, facilitate the identification of responsibility centers in the process of detecting and interpreting deviations in order to identify the causes and centers responsible for them.

Fourth: Defining clear performance criteria and indicators: The criteria for evaluating the performance of the entire economic institution or the level of its responsibility centers are more difficult at the same time. This is in view of the existence

of several criteria to be taken into consideration when choosing between them, what criteria are selected, and the appropriate criteria for studying the level of performance. These criteria vary from unit to unit, depending on the nature of the activity of each unit. (Tim, 2013).

2.3.2 Financial performance

The concept of financial performance is the outputs and objectives that the system seeks to achieve, so it is defined as a concept that reflects both the objectives and the means needed, that is, it links the activities between the activities and the objectives they seek to achieve within the organization. The term is defined as a means of defining the individual's level of performance and proposing the variables he needs in his behavior, attitudes, skills and knowledge (Behiri, 2003: 201).

Performance assessment is defined as one of the important links in the overall administrative process, and the process of determining the degree to which a number of performance and administrative standards apply to a person or group through a systematic scientific system. It is based on the use of a set of indicators and measures to examine the extent to which economic objectives are achieved. Appropriate treatment. Whatever the organization has available from different resources, it can only be exploited by a good, sophisticated and well-managed management, which is the center of knowledge, success and failure of companies in their decisions and results achieved, and opportunities to define future plans only by evaluating their performance, And is a way to predict the future position of the institution and to focus financial performance on using financial ratios to predict failure (Talal, 2013).

Among the most important elements of performance evaluation we find the following:

Efficiency: The concept of efficiency relates to the balance between the amount of resources used in enterprises as inputs and the amount of results achieved in outputs, as the institution is a tool for converting inputs into outputs.

Effectiveness: Means to use human, material, financial and informational resources in a meaningful way to achieve goals, growth and development

Productivity: It is the quality of resource pooling in the organization, and exploitation of it to achieve a set of results, and it seeks to reach the highest level of performance with minimal expenditure of resources.

Quality: The ability of the product to meet the needs of consumers at the lowest cost. (Yahya and Lakhdar, 2009).

The importance of financial performance is closely related to the fact that it aims to optimize the performance of companies from several angles and a method to serve data users who have financial interests in the company to identify strengths and weaknesses in the company and to benefit from the data provided by the financial performance to guide financial decisions to users.

Monitoring the importance of performance, especially in the process of monitoring the actions of companies and examine their behavior and monitor their situation and evaluate the levels of performance and effectiveness and guide the performance towards the right direction and required by identifying the constraints and to explain the reasons and propose corrective measures and rationalize the general uses

of companies and investments according to the general objectives of companies and contribute to making peaceful decisions to maintain On investment and survival (Khatib, 2010).

2.3.3 Financial performance indicators:

Performance analysis is a means of control used by managers in business organizations to ensure that it goes according to plan. Financial performance requires an assessment of both liquidity and financing structure, use of fixed assets, profitability of continuing assets and efficiency of operation (fixed, 2001: 60).

1) Return on Equity (ROE): The ratio of the Bank's net profit after taxes to total assets. It measures the Bank's ability to achieve profitability and is consistent with the size of the Bank's ownership. Which includes the Bank's operational, investment and financing activities. This is a measure of financial and administrative efficiency. (Abu Hammour, 2017).

It is calculated by:

Return on equity = (net profit after tax - share premium) / total equity (Qaisi, 2017).

2) Return on Assets (ROA): The net profit earned on the assets invested in the Bank, the amount of profit achieved by the company on each of its assets, and reflects the efficiency of the bank in the use and management of assets and is an analytical measure of the effectiveness of the use of these assets. (Shakira, 2014).

It is calculated by:

Return on Assets = (Net Profit after Tax - Excellent Name Distributions) / Total Assets (Qaisi, 2017).

The importance of financial performance in general is that it aims to evaluate the performance of companies from several angles and in a way that serves users of data who have interests. The financial performance of the company can be determined by identifying the strengths and weaknesses of the company and benefiting from the data provided by the financial performance rationalizing the financial decisions of the users. In general, the importance of financial performance can be highlighted in that it sheds light on the following aspects (evaluating the profitability of the company, assessing the liquidity of the company, Evaluation of the development of the company's shares, evaluation of the development of the size of the company)(Dwight and Mabruk, 2013)

The importance of financial performance also stems, especially in the process of monitoring companies' business, examining their behavior, monitoring their situation and evaluating their performance and effectiveness. There are several indicators that measure financial performance as we focus on the indicator used (Dwight and Mabruk, 2013).

2.2 LITERATURE REVIEW

Köseoglu et al., (2019) studied and evaluated the performance of various macro-planning strategies for production under uncertainty. Therefore, relevant forms of APP strategies are created including pure stalking, pure level, modified chase, modified level and mixed chase strategies and levels using both multi-objective programming and simulation methods. The models designed for these strategies are run in relation to the relevant objectives / standards in order to provide business managers with insights on the effectiveness and strategies of various APP applications under uncertainty. Operational data is collected in the real world from the soda industry to validate and implement models.

Jamalnia et al. (2019) study states that multiple decision-making techniques (MCDM) are used as well as multi-objective optimization to assess the overall performance of each APP strategy. A detailed sensitivity analysis is also performed by changing the weighting criteria in the MCDM methods to assess the effects these weight changes can have on the final order of each APP application. Results of simulations are compared to the results of multi-objective optimization models. In general, in both programming and mathematical simulation models, pure pursuit and modified pursuit strategies provided the best performance, followed by a pure-level strategy.

Shalender & Yadav (2019) study aims to examine the relationship between a manager's personality, strategic flexibility and company performance. Using a five-factor personality model, the study assumes the relationship between a manager's personality and strategic flexibility. Furthermore, we suggest that strategic flexibility mediates the relationship between a manager's personality and company performance. A sample of 162 managers from different car companies is used to conduct the experimental analysis. The results of the study highlight the important role of the personality of managers in determining the strategic direction of the company and thus the performance of the company. Our research contributes to literature by determining how each aspect of the personality either increases or prevents the development of strategic flexibility in the organization.

Arqawi et al. (2019) Study focuses on strategic direction and its relation to the development of the pharmaceutical industry for the companies working in the field of medicine in the companies of the Palestinian industrial Palestine - Palestine. The study population consists of all the workers in the companies operating in the field of medicine in Palestine. They are (5) producing companies in the Palestinian industrial companies of

Palestine only for the medicines used by these companies, which have 296 employees. And the size of the study (87) employees in the study community, and to achieve the objectives of the study (87) were distributed questionnaires. The descriptive analytical approach was used, and SPSS was used. The most important findings of the study: The pharmaceutical industry in Palestine is strategically oriented, with an average of (3.7), an average rate of 67.5% indicating that the companies have an average strategic direction. The average R & D activity for these companies is 5.8, i.e. 85%. This R & D has a strategic role to achieve high quality in the long term. While the use of pharmaceutical techniques in the field of product planning and development was an average (3.18), with a verification rate (58%). While the area of pharmaceutical products is the design of the use of computers of the strongest components at a rate of achievement (63%), followed by the company's continuous use of the latest technologies in the field of product planning (60%). Finally, the company is keen to use the latest technologies in the pharmaceutical industry at a rate of achievement (51%). The study proposed several recommendations, the most important of which is to work on activating the various strategic policy areas of pharmaceutical companies in Palestine. And to activate weaknesses in the strategic direction of medical companies in Palestine by developing short-, medium- and long-term plans that can strengthen weaknesses as well as the use of pharmaceutical techniques in the planning and development of products in order to be competitive both locally and globally.

Vivares & Sarache (2019) study discusses the Operational Strategy (OS), a long-term plan for manufacturing / operation systems (MOS), aimed at generating distinct regulatory advantages. Typically, OS studies focused on two components: content and process. However, the MSR, although important for MOS performance, remained a missing link in the operating system. As such, in this chapter, MSR is explored, and the

management practices adopted by a group of companies in the Colombian coffee region are analyzed. Survey research is done to verify the impact of MSR on MOS performance, and the level of management practices used in manufacturing is assessed as well as its relationship with MSR. The results of the investigation allow us to conclude that MSR is a new variable that must be integrated into the process of operating system formulation. The proposed MSR recorded consistency and internal effect on MOS performance; therefore, in this study, MSR is highlighted as a key element in the operating system. The case study revealed that manufacturing management practices differed from those usually addressed in survey literature. These results contribute to the advancement of the operating system study and empirical evidence from the Colombian context.

The study of Pastana et al. (2019) aims to identify scientific literary works on innovative strategies in planning sustainable urban mobility. We have searched for relevant scientific products in the Web of Science and Scopus databases. After the analysis, and based on the review of literature developed under this, there is still no common ground on the concept of sustainable urban mobility, but it is true that if nothing is done in a timely fashion, the quality of life in urban space will not be sustainable. The challenges to sustainable mobility are complex, as they involve changes in thinking, innovation strategies, and the use and planning of urban logistics.

The study of Faraj Allah et al. (2018) aims at determining the reality of adopting a strategic approach in the Palestinian industrial companies in the Gaza Strip. The study used descriptive analytical method. The study population consists of (236) industrial companies in the Gaza Strip. The size of the community (95) companies equivalent to (40%) of the size of the population. The questionnaires were distributed manually. The correct and retrieved questionnaires were 85 (89.5%). The results of the study were: High

adoption of strategic orientation in the Palestinian industrial companies. The dimensions were as follows: Creative orientation (85.4%), educational orientation (78.6%), and market orientation (76.4%). The study presented a number of recommendations, the most important of which are: the importance of strategic management and the importance of strategic direction and work on linking them to information systems. Its main objective is to meet the needs of customers, so that the real strength of all employees in the company, the competition and control of market efforts to develop policies capable of meeting the challenges of competitors and maintain the company's market share and increase.

The Ghali and Habib study (2018) aims at defining the relationship between IT management and strategic knowledge management in Iraqi industrial companies, as well as determining the impact of this relationship on the financial performance of these companies. In order to achieve this objective, the research was conducted on a sample of Iraqi industrial companies represented in (Crescent Industrial Company, Baghdad Soft Drinks Company and Iraqi Carpet and Furniture Company) for the fiscal years (2014-2015). An analytical study was conducted to identify the information technology used in the management process and how companies manage knowledge and its impact on financial performance. A survey was conducted through the distribution of (100) samples to the employees of the company, and through their responses, the objectives of the research were achieved. For the analysis model, the researchers used the statistical program SPSS and Likart to analyze the responses of the study sample to the distributed questionnaires. The main findings of the research are the relationship between information technology and strategic knowledge management, which is reflected in the financial performance efficiency of the sample research companies. IT helps to develop the management structure of the company in a way that increases its financial

performance. The most important thing recommended by the research is the need for industrial companies to exploit the experience and knowledge that they possess in providing management and strategic plans to help them achieve their future goals and avoid falling into crises and administrative problems.

Khbazi et al., (2018) Study main objective is to propose a comprehensive model of energy management strategies that is in line with regulatory and manufacturing strategies and increases the performance of energy management. In this research, we collect information from petrochemical companies and refineries, which determine the energy density in the balance sheet of hydrocarbons in the state and examine them. The results show that institutions where their energy management, manufacturing and management strategies are coordinated have better performance for energy management.

Matar and Annizan (2018) study discuss the factors that affect the financial performance of Jordanian industrial companies. The secondary data were collected from the annual publication of the Amman Stock Exchange. The analysis of the financial statements of the industrial companies listed on the ASE for the period 2005-2015 was collected from the financial statements of the industrial companies, namely the balance sheet and the income statement published by www.ase.com. (LV, LQ, FS, PR, RV) The results reveal that the liquidity, profitability and revenue variables are positively correlated with the return (ROA) On the other hand, The results of the regression show that all variables have a significant impact on financial performance The results are very important for different parties such as policy makers, investors and stakeholders

The main objective of the study of Akolo et al. (2018) is Assessing the impact of strategic planning on the performance of SMEs in the Convention on Biological Diversity in Nairobi The study addressed three specific objectives: to determine the impact of the

strategy selection on the performance of SMEs in CBD in Nairobi to determine how the implementation of the strategy would affect the performance of small enterprises And medium-sized CBD Nairobi and to assess the strategic assessment on the performance of small and medium enterprises in the Convention on Biological Diversity in Nairobi affects. The study adopted a descriptive design to explore the relationship between strategic planning and the performance of small and medium enterprises. The population was management / owner of small and medium enterprises in the city of Nairobi. According to the records of the city of Nairobi (2016), there are approximately 600 SMEs in the Convention on Biological Diversity. The study data were collected from a sample of senior management of small and medium-sized enterprises in Nairobi.

The researcher adopted random stratified sampling, and the reason is that it is suitable for large numbers of population. Data were collected through questionnaires. Specific closed questions were included in questionnaires aimed at capturing specific information. The questions followed the Likert scale for each goal, where respondents were asked to evaluate the responses indicated in a table form on a scale of five (5). The study concluded that SME managers are committed to ensuring their preparation of a strategic plan that sets annual targets, establishing an effective organizational structure, setting the budget, developing an applicable information system, and generally the hardware plan of action to carry out the task. The study recommended that the preparation of strategic plans alone does not guarantee success. SME managers should take a step forward and ensure that strategic plans are followed. SME owners must identify achievable goals and divide them into short-, medium- and long-term objectives. There is a need for owners and SME management teams to classify factors that affect strategic planning in their business. SME managers should also mitigate the effects of any factor seen as barriers to strategic planning.

Akolo et al. (2018) study main objective is to assess the impact of strategic planning on the performance of SMEs in the Convention on Biological Diversity in Nairobi. The study addressed three specific objectives: to determine the impact of the strategy selection on the performance of SMEs in the CBD in Nairobi, to determine how the implementation of the strategy will affect the performance of SMEs in CBD Nairobi and to assess the extent to which the assessment affects the performance of SMEs in the Nairobi Convention on Biological Diversity. The study adopted a descriptive design to explore the relationship between strategic planning and the performance of small and medium enterprises. The population was management / owner of small and medium enterprises in the city of Nairobi.

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management teams to classify factors that affect strategic planning in their business. SME managers should also mitigate the effects of any factor seen as barriers to strategic planning.

Butkenova (2018) study highlighted that the problem is the result of the modern society's demand for high-quality labor and personnel to solve industrial tasks and develop production, particularly in the Republic of Kazakhstan. Demand for semi-skilled staff is declining because of the development of technologies and working methods rather than the human labor force. Staff knowledge, skills and competencies, essential for the modern production sector, have become an important factor in the industry. This happens because of the fact that this knowledge, skills and competencies are currently required not only of engineering staff, managers and office management personnel, but also of staff who must be able to work with modern equipment with modern techniques. The complex of these skills, knowledge and skills is exactly the human capital of the company, which is formed for a long time because of recruitment, staff selection, advanced training and development, while it is a very complex process. The purpose of this document is to study the composition of human capital assets and the strategic planning of human capital assets in modern industrial enterprises in Kazakhstan. The main way to study the subject is strategic analysis (according to KazStat data (RK statistical agency) and other strategic data), as well as selective surveys (survey) for corporate managers. This paper presents the main approaches to the concept of "human capital assets". Document materials represent a practical value for industrial companies in Kazakhstan and other countries for activities related to personnel management.

Zhuravlyov et al., (2018) study focus on the balanced and sustainable development of Russian companies engaged in the extraction and processing of gold. The

terms of effective activity of companies in the field of gold mining were discussed. The main factors causing crisis situations and problems in the strategic management of gold mining enterprises in the Russian Federation were highlighted. The main objective of the study was to develop proposals to improve the model and mechanism of strategic management of the gold mining company.

Zhuravlyov et al., (2018) analyzed a wide range of theoretical sources and identified gaps in scientific work in connection with the theme of this work. These gaps were associated primarily with inadequate thinking of current models of industrial project management in the details of the activities of gold companies and the lack of key components of the model, which affects the development of sustainable business. The methodological basis of the study was: systems theory and systems approach, economic and mathematical models for company management, investment design, and theoretical studies in business assessment. With regard to increasing risks, social and economic instability, low gold mining growth rate, the problems presented in the study are relevant. Maintaining competitiveness and improving performance indicators requires improved strategic management of mining companies. This article discusses the core components of an improved strategic management model for gold mining companies proposed by authors, provides a graphical model, and suggests guidelines for describing the improved management mechanism of a gold mining company using mathematical modeling techniques designed to link the most problematic problems of gold mining components and processes: investment, Capital investment, timing of companion project, profitability of production. The dynamic simulation model of the strategic management presented in this study and the strategy evaluation tools based on the concept of the life cycle of the organization takes into account the details of the activities of the gold companies in Russia; they were introduced in the practice of the Siberian institutions, Sakha-Yakutia,

thus increasing the economic sustainability and improving the financial performance of these companies

Parvadavardini et al. (2016) study discusses the relationship of "good performance - financial performance" which has been studied extensively in administrative literature. However, no specific estimate has been given regarding its type. This study aims to explore the relationship between quality management practices (QM) and quality performance and financial performance of the manufacturing company. First, important quality management practices have been identified and classified into categories. A structural model was then proposed that linked these practices to quality performance and financial performance factors and was tested empirically. The empirical data were obtained from a questionnaire survey of 152 Indian manufacturing companies. After data collection, the metrics were purified using load values and composite reliability. The resulting pure measurements were then tested to validate them by modeling the less square partial pathway using Visual PLS. The result showed a positive relationship between quality management practices, quality performance and financial performance. In addition, the result shows the direct impact of quality performance on financial performance.

The study of Soboleva & Parshutina (2016) states that in the area of business performance and the system of measuring strategic performance, several studies have been conducted that identify the main factors affecting the performance of the company itself. The business environment in modern economies has changed dramatically the way business is pursued and is now largely dependent on performance in generating and using new knowledge, information systems, innovations, techniques and management tools to create higher business performance. From many studies conducted in the case of

management performance and measurement, performance is clearly influenced by many factors. These factors are important for improving business performance. The aim of this paper was to analyze specific management methods and tools that could have an impact on performance. The results of our empirical scientific study provide interesting and valuable results that the overall performance of industrial enterprises in Slovakia. The relationship between the use of MIS and overall business performance is the return on strong statistical performance. The use of MIS has achieved a commercial performance of return on equity between 2-10%. Organizations using only the basic ERP information system often perform below-average business with a very low or very negative ROI of up to 2%.

The Kohzadi & Hafezi (2016) research, a conceptual model relevant to the strategic planning process of small industrial organizations, was developed by surveying 102 managers (owners). The applicability of the model was evaluated. This study was conducted among small industrial companies located in Gachsaran industrial area. Senior managers of companies that actively participated in the formulation of the strategic planning of the organization formed the study society. This study seeks to measure the impact of strategic planning on the performance of the organization as well as to evaluate the concept model, in order to analyze the structural equation model of data and the use of SPSS and Lisrel. One of the findings of the study was that, unlike previous studies, no significant linear correlation was found between the intensity of environmental change and strategic planning. The results indicate that 70 per cent of the organizations surveyed had concrete plans and no significant correlation was found between the intensity of strategic planning and the number of staff.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter will explain the main decisions taken with regard to research design research population, sample and unit of analysis. Also this chapter shows the various aspects of data collection methods and the instrument used to gather primary data in order to provide valid and reliable study. In addition, this chapter answers the research questions through employing descriptive as well as inferential statistics to test the research hypotheses.

3.2 Research Design

The study will adopt A case–control study design (case–referent study) is a type of observational study in which two existing groups differing in outcome are identified and compared on the basis of some supposed causal attribute.

3.3 Data collection:

Data collection is the process of collecting the required data for the selected group in the research (Statistics Canada, 2010, p. 37). The sources of data collection in this study were the primary data and secondary data.

3.3.1 Primary Data:

The main source of data to be used in this study is the questionnaire. The questionnaire design defined as an outline for data collection, measurement, and analysis as its function is providing a collection of relevant evidence.

This method is common in collecting information, it is being adopted by specific individuals, research workers, private and public institutions and even by governments (Kothari, 2004, p. 96). A questionnaire is a data collection tool consisting of a group of questions for the aim of collecting data from respondents. The questionnaire was developed by (Abawi, 2013). Based on the literature and previous studies, a questionnaire was designed to collect data about the subject by the researcher, to answer research questions and to test its hypothesis.

3.3.2 Secondary Data

Which is the data that collected by other researchers that originally collected for other schooling purposes, as: journals, books, bulletins, textbooks, scientific articles, newspapers, periodicals. Etc.

3.4 Instrument

The questionnaire is used as the instrument to gather information from the target population for research study. The questionnaire included items to measure the respondents' views toward the impact of strategic planning on the performance of companies listed on the Palestine Stock Exchange ". Basic information regarding the three industrial companies and the respondent were requested. This questionnaire used a Likert-type scale with five scale categories: 1- strongly disagrees, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

This structured questionnaire consists of forty items distributed in three sections. Section 1 includes four demographic items about the respondent and the Palestinian industrial companies including respondent's gender, Age, his/ her educational level and working experience.

Section 2 contains items about Palestinian industrial company's performance variables. Respondents were asked to evaluate the extent to which the Palestinian industrial company's performance.

Section 3 contains 40 items about strategic planning variables. Respondents were asked to evaluate the extent to which the company develops and applies strategic planning.

3.4 Validity and Reliability

Validity is about accuracy and whether the instrument measures what it is intended to measure. Reliability is about consistency and stability; it is the expectation that there will not be different findings each time the measures are used, assuming that nothing has changed in what is being measured (Sekaran & Bougie, 2009).

3.4.1 Face validity:

a number of specialized experts and academics in the field judged the whole questionnaire to avoid the following weaknesses: ambiguities in the phrasing of questions, excessive complexity in the language that was used, inappropriate response categories for some questions, and if there were any redundant questions, and to ensure that the questionnaire was well designed and the items was measured the relevant dimensions. Inappropriate items or questions were removed. The questionnaire was reviewed by academic lecturer's appendix (1). The questionnaire was translated into Arabic for easy understanding.

3.4.2 Reliability:

The second step was to measure the reliability. The reliability refers to the possibility of obtaining the same results if the measurement re-evaluated under the availability of similar circumstances and by using the same tool for the measurement tool. The reliability of data 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 variables, strategic planning, and level of performance in Palestinian industrial company's dimensions.

Table (1): Cronbach's alpha coefficients of the research variables.

Cronbach's Alpha Coefficients Construct	Number of items	Cronbach's alpha
Strategic planning	35	0.94
Accurate environmental analysis	6	0.83
company's future goals	6	0.77
Company's Message	5	0.84
Company Vision	5	0.86
Strategic alternatives	7	0.87
strategy implementation	6	0.87
Performance	5	0.91

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. ... Technically speaking, Cronbach's alpha is not a statistical test – it is a coefficient of reliability (or consistency).

The Strategic planning scale consisted of 35 items ($\alpha = 0.96$), Cronbach's alphas for Performance scale was 0.91. The Strategic planning and Performance scales were found to be highly reliable.

3.5 Study Model

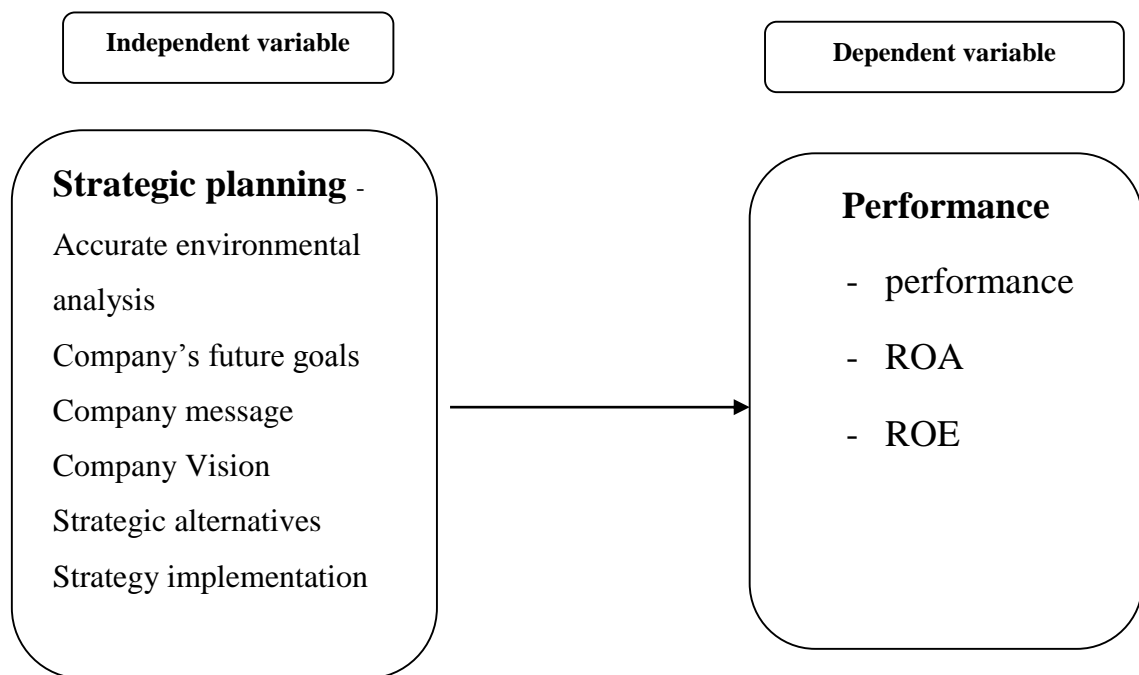


Figure (1): Research Model

3.6 study Population and sample:

The target population of this study consisted of (13) industrial companies as a case study in west palestinain industrial companies, which includes (91) employees allocated to different departments. Employees who related and dealing with the core business will be targeted and exactly will be managers and seniors in industrial company's branches.

Table (2): list of the Palestinian industrial companies

No.	Company	Company
1	APC Paints Co	العربية لصناعة الدهانات
2	Jerusalem Pharmaceuticals	القدس للمستحضرات الطبية
3	The National Carton Industry Company	الوطنية لصناعة الكرتون
4	Beit Jala Pharmaceutical Company	بيت جالا
5	Birzeit Pharmaceutical Company	بيرزيت للأدوية
6	PHARMACARE	دار الشفاء
7	Palestine Poultry Company “Aziza”- PPC	دواجن فلسطين
8	Jerusalem Cigarette Co. Ltd.	سجائر القدس
9	PALESTINE PLASTIC INDUSTRIES COMPANY	فلسطين لصناعة اللدائن
10	Vegetable Oil Industries Co. Ltd. (VOIC)	مصانع الزيوت النباتي
11	Alshark Electrode Company	مصنع الشرق
12	Golden Wheat Mills	مطاحن القمح الذهبي
13	National Aluminum & Profile Company	نابكو

3.7 Response Rate

A total of (91) questionnaires were distributed to the employees who are handling and dealing with the core business of the (13) industrial companies. The numbers of the questionnaires were distributed by the researcher under the cooperation of human resource department in these industrial companies. With a response rate of 91 %. The table below shows the sample distribution.

Table (3) distribution of the study sample according to the study variables

		Frequency	Percent
gender	male	57	62.6
	female	34	37.4
	Total	91	100.0
education	diploma	13	14.3
	B.A	67	73.6
	M.A	11	12.1
age	25 years	27	29.7
	26-30 years	55	60.4
	31-40 years		
	41 years	9	9.9
Work	Manager	10	11.0
	employee	81	89.0
place	City	61	67.0
	Village	23	25.3
	Camp	7	7.7
Experience	Less than 5 years	51	56.0
	10-6years	23	25.3
	More than 11 years	17	18.7

Table (4) table distribution of the study sample according to the study variables

	N	Minimum	Maximum	Mean	Std. Deviation
ROA	91	.00	26.11	6.5639	7.15303
ROE	91	.00	31.86	8.7699	9.08842

3.8 Data Analysis Techniques

This study used different statistical techniques to analyze the data, so once the data were collected, cleaned, verified and entered, 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 members of the sample included in the study. Second, inferential statistics using multiple-regression were used to test the hypotheses of the research.

Data accuracy was insured through a double review process for each questionnaire returned. The data were coded and entered into SPSS database. At the conclusion of the data entry process information was checked for accuracy. No errors in entry were detected.

CHAPTER FOUR

DATA ANALYSES

4.1 Introduction

This chapter aims to show the analysis resulted from collected data; firstly, the population characteristics related to demographic characteristics of participants. Secondly, this chapter shows the descriptive statistics of the variables used. Thirdly, it states the assumptions of regression analysis and finally the findings in regard of the hypothesis inferential statistics techniques mainly multiple regression analysis.

4.2 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 each accurate environmental analysis, company's future goals, Company's Message, Company Vision, Strategic alternatives, strategy implementation performance variables.

4.2.1 Results of the first question:

To answer the question: "What is the level of the application of strategic planning in Palestinian industrial companies listed in Palestine Exchange?"

Table (5): The means and the standard deviations of accurate environmental analysis domain

No.	Order	Items	Mean	Std. Deviation	%
		Accurate environmental analysis	3.51	0.31	70.11
1.	4	The company is considering available resources.	3.19	0.39	63.74
2.	1	The company analyzes the external environment to identify the variables that may affect it in the future.	3.26	0.44	65.27
3.	3	The company is considering external factors to achieve the company's objectives.	3.54	0.50	70.77
4.	2	The company's management analyzes the company's internal environment to identify strengths and weaknesses.	3.63	0.49	72.53
5.	5	The company is flexible in dealing with changes in the internal and external environment.	3.68	0.47	73.63
6.	6	The company is considering external factors in determining the company's future market scope.	3.74	0.44	74.73

As shown in the above table, the level of strategic planning in Palestinian industrial companies in Accurate environmental analysis domain were high ($m = 3.55$, $SD = 71.06$) which gave an indication that the participating respondents have a high position towards the dimensions of Strategic planning in Accurate environmental analysis domain.

Items that received the lowest response degree were related to topics such as the company is considering available resources. And the company analyzes the external environment to identify the variables that may affect it in the future.

Table (6): The means and the standard deviations of company's future goals domain

No.	Order	Items	Mean	Std. Deviation	%
		company's future goals	3.55	0.28	71.06
7.	11	The objectives of the company are clear and understandable to all individuals in the company.	3.30	0.46	65.93
8.	12	The company's objectives are precise and express expected results.	3.37	0.49	67.47
9.	10	The objectives of the company with a specific timetable.	3.41	0.49	68.13
10.	8	The objectives of the company are quantifiable and descriptive.	3.63	.49	72.53
11.	7	The company sets realistic goals.	3.79	0.41	75.82
12.	9	The objectives of the company are achievable.	3.82	0.38	76.48

As shown in the above table, the level of strategic planning in Palestinian industrial companies in company's future goals domain were high ($m = 3.55$, $SD = 71.06$) which gave an indication that the participating respondents have a high position towards the dimensions of Strategic planning in company's future goals domain.

Items that received the lowest response degree were related to topics such as the objectives of the company are clear and understandable to all individuals in the company; The Company's objectives are precise and express expected results; and the objectives of the company with a specific timetable.

Table (7): The means and the standard deviations of Company's Message domain

No.	Order	Items	Mean	Std. Deviation	%
		Company's Message	3.33	0.20	66.64
13.	16	The company's message helps inform customers about the nature of the company's current and future activities.	3.19	0.39	63.74
14.	17	The company's message is clear and easy to understand.	3.19	0.39	63.74
15.	15	The company's mission includes the interests of customers and the public.	3.26	0.44	65.27
16.	14	The company's mission is the foundation of the company's business.	3.42	0.50	68.35
17.	13	The company's policy is tailored to the company's ambitions.	3.60	0.49	72.09

As shown in the above table, the level of strategic planning in Palestinian industrial companies in Company's Message domain were moderate ($m = 3.33$, $SD = 66.64$) which gave an indication that the participating respondents have a moderate position towards the dimensions of Strategic planning in Company's Message domain.

Items that received the lowest response degree were related to topics such as The Company's message helps inform customers about the nature of the company's current and future activities; The company's message is clear and easy to understand. And The Company's mission includes the interests of customers and the public.

Table (8): The means and the standard deviations of Company Vision domain

No.	Order	Items	Mean	Std. Deviation	%
		Company Vision	3.51	0.37	70.15
18.	21	The company's vision illustrates the awareness of available sources and looks at the environment.	3.44	0.50	68.79
19.	22	The company's vision reflects the ambitions to be achieved.	3.44	0.50	68.79
20.	20	The company's vision shows a picture of the company's success.	3.52	0.50	70.33
21.	18	The company's vision is based on the principles and beliefs that drive the organization's members as they pursue the purpose of the organization.	3.54	0.50	70.77
22.	19	The Company's vision includes the main activity through which the Corporation attempts to achieve the Company's offer.	3.60	0.49	72.09

As shown in the above table, the level of strategic planning in Palestinian industrial companies in Company Vision domain were high ($m = 3.51$, $SD = 70.15$) which gave an indication that the participating respondents have a high position towards the dimensions of Strategic planning in Company Vision domain.

Items that received the lowest response degree were related to topics such as The Company's vision illustrates the awareness of available sources and looks at the environment. The company's vision reflects the ambitions to be achieved. The company's vision shows a picture of the company's success.

Table (9): The means and the standard deviations of Strategic alternatives domain

No.	Order	Items	Mean	Std. Deviation	%
		Strategic alternatives	3.32	0.28	66.34
23.	23	The company relies on clear strategic alternatives.	3.00	0.00	60.00
24.	27	The company relies on strategic alternatives suitable for the current and future market situation.	3.19	0.39	63.74
25.	28	The company relies on strategic alternatives that are consistent with the company's mission.	3.19	0.39	63.74
26.	29	The company relies on strategic alternatives that are consistent with the objectives.	3.19	0.39	63.74
27.	25	The company relies on appropriate strategic alternatives in decision making processes	3.35	0.48	67.03
28.	26	The company relies on strategic alternatives suitable for the nature of work done.	3.52	0.50	70.33
29.	24	The company depends on various strategic alternatives depending on the general situation.	3.79	0.41	75.82

As shown in the above table, the level of strategic planning in Palestinian industrial companies in Strategic alternatives domain were moderate ($m = 3.32$, $SD = 66.34$) which gave an indication that the participating respondents have a moderate position towards the dimensions of Strategic planning in Strategic alternatives domain.

Items that received the lowest response degree were related to topics such as The company relies on clear strategic alternatives. The company relies on strategic alternatives suitable for the current and future market situation. The company relies on strategic alternatives that are consistent with the company's mission.

Table (10): The means and the standard deviations of strategy implementation domain

No.	Order	Items	Mean	Std. Deviation	%
		strategy implementation	3.38	0.35	67.66
30.	34	Training programs are developed and implemented in the company.	3.30	0.46	65.93
31.	35	Business processes are reengineered to implement strategies.	3.30	0.46	65.93
32.	33	Changes are made to the organization's organizational structure to implement strategies.	3.35	0.48	67.03
33.	32	A clear and rigorous approach is followed in the implementation of the work and strategies.	3.37	0.49	67.47
34.	31	The company's business is carried out accurately and clearly.	3.44	0.50	68.79
35.	30	The company's business is executed quickly.	3.54	0.50	70.77

As shown in the above table, the level of strategic planning in Palestinian industrial companies in strategy implementation domain were moderate ($m = 3.38$, $SD = 0.35$) which gave an indication that the participating respondents have a moderate position towards the dimensions of Strategic planning in strategy implementation domain.

As shown in the above results, the level of strategic planning in Palestinian industrial companies were moderate ($m = 3.43$, $SD = 0.26$) which gave an indication that the participating respondents have a moderate position towards the dimensions of Strategic planning.

Items (20, 26, 3, 18, 30, 13, 19, 2, 8, 5, 6, 7, 24, 9) received the highest degree of agreement which are related to topics such as The company's vision shows a picture of the company's success; The company relies on strategic alternatives suitable for the nature

of work done; The company is considering external factors to achieve the company's objectives; The company's vision is based on the principles and beliefs that drive the organization's members as they pursue the purpose of the organization; The company's business is executed quickly; The company's policy is tailored to the company's ambitions; The Company's vision includes the main activity through which the Corporation attempts to achieve the Company's offer; The company's management analyzes the company's internal environment to identify strengths and weaknesses; The objectives of the company are quantifiable and descriptive; The company is flexible in dealing with changes in the internal and external environment; The company is considering external factors in determining the company's future market scope; The company sets realistic goals; The company depends on various strategic alternatives depending on the general situation; The objectives of the company are achievable.

Items (23, 4, 16, 17, 27, 28, 29, 1, 15, 11, 34, 35, 25, 33, 12, 32, 10, 14, 21, 22, 31) received the highest degree of agreement which are related to topics such as The company relies on clear strategic alternatives; The company is considering available resources; The company's message helps inform customers about the nature of the company's current and future activities; The company's message is clear and easy to understand; The company relies on strategic alternatives suitable for the current and future market situation.

Table (11): The means and the standard deviations of Strategic planning dimensions and the value of (3).

			Mean	Std. Deviation	t	Sig. (2- tailed)
1.	5	Strategic alternatives	3.3171	.28316	10.683	.000
2.	3	Company's Message	3.3319	.20269	15.619	.000
3.	6	strategy implementation	3.3828	.35267	10.354	.000
4.	1	Accurate environmental analysis	3.5055	.31274	15.419	.000
5.	4	Company Vision	3.5077	.36795	13.162	.000
6.	2	company's future goals	3.5531	.28315	18.635	.000
		Strategic planning	3.4305	.26478	15.508	.000

The study results indicates that company's future goals received the highest rank (3.5) followed by Company Vision ($m = 3.50$), Strategic alternatives received the lowest rank ($m = 3.3171$)

For more in-depth analysis, the researcher used descriptive statistics for all items of each dimension of independent variables (Accurate environmental analysis, company's future goals, Company's Message, Company Vision, Strategic alternatives, strategy implementations) and value of (3), the difference were in favor of the study sample in that it was higher than 3 since p value is less than (0.05).

4.2.2 Results of the second question:

To answer the question: "What is the evaluation of performance in Palestinian industrial companies listed in Palestine Exchange?"

Table (12): The mean, the standard deviation and the level of performance in Palestinian industrial companies.

No.	Order	items	Mean	Std. Deviation	%
36	36.	The company is working to develop and implement all strategies aimed at achieving the highest financial return	3.19	0.39	63.74
37	37.	The company seeks to reduce the cost of its products in a way that helps it To display their products in a distinctive way to achieve the highest revenue	3.19	0.39	63.74
39	38.	The company aims to achieve the highest possible profits	3.44	0.50	68.79
40	39.	The company reduces the rate of waste and loss during the production process, which negatively affects the level of costs and revenues.	3.60	0.49	72.09
38	40.	The company puts the profit-making process first.	3.68	0.47	73.63
		Performance	3.42	0.36	68.40

The overall mean value for level of performance in Palestinian industrial companies (3.42) with a moderate level of agreement among the study sample. Items (36, 37, 39) received the lowest degree of agreement among the study sample, which are related to topic such as The company is working to develop and implement all strategies aimed at achieving the highest financial return; The company seeks to reduce the cost of its products in a way that helps it To display their products in a distinctive way to achieve the highest revenue; The company aims to achieve the highest possible profits.

4.2.3 Results of the third question:

To answer the question: “what is the impact of Strategic Planning on the Performance of Companies listed in Palestine Exchange?”

Table (14): Pearson correlation matrix of the relation between strategic planning on performance in Palestinian industrial companies

	Performance		ROA		ROE	
	Pearson Correlation	Sig. (2-tailed)	Pearson Correlation	Sig. (2-tailed)	Pearson Correlation	Sig. (2-tailed)
Accurate environmental analysis	0.757*	.000	0.181	.086	0.264-	.011
company's future goals	0.590*	.000	0.239	.022	0.362-	.000
Company's Message	0.904	.000	0.164	.121	0.293-	.005
Company Vision	0.963	.000	0.175	.097	0.324-	.002
Strategic alternatives	0.918	.000	0.210	.046	0.275-	.008
strategy implementation	0.618	.000	0.252	.016	0.015-	.887
Strategic planning	0.889	.000	0.236	.025	0.278-	.008

The study results indicate that there is a significant correlation between Strategic planning (Accurate environmental analysis, company's future goals, Company's Message, Company Vision, Strategic alternatives), and performance of Palestinian industrial companies.

4.3 Testing Hypotheses

Both the null hypothesis (denoted by H_0) and the alternative hypothesis were involved in the hypothesis tests. The null hypothesis was assumed to be true but tested for possible rejection. 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 and the alternative hypothesis would be supported. By contrast, if the p-value was greater than the α -level, the null hypothesis could not be rejected and no support was claimed for the alternative hypothesis.

In order to determine if strategic planning variables have significant effect statistically on industrial company's performance. Two main hypotheses were tested, the first one related to the demographic variables which had been tested using SPSS tools such as t-test (between group and within group), one-way ANOVA and Levens' test. The second hypothesis is analyzing using multiple regression techniques which are defined as "a method of analysis for assessing the strength of the relationship between each of a set of explanatory variables (independent variables), and (dependent) variable". The model fit was tested by the model summary of the multiple regressions, and the analysis of variance (ANOVA).

Two main hypotheses were suggested to investigate the effect of strategic planning on performance. Three sub-hypotheses stemmed from the main hypotheses.

4.3.1 First Main Hypothesis:

H_{0.2}: There is no significant impact of strategic planning on industrial company's performance in Palestine.

Simple linear regression quantifies the relationship between two variables by producing an equation for a straight line which uses the independent variable (x) to predict the dependent variable (y). Regression involves estimating the values of the gradient and intercept of the line that best fits the data. This is defined as the line which minimizes the sum of the squared residuals. A residual is the difference between an observed dependent value and one predicted from the regression equation.

Table (15) Results of the simple linear regression to determine the impact of strategic planning on industrial company's performance in Palestine.

Variable	B	95% CI	Beta	T	P
(Constant)	-.772-	-1.229 -0.316-		-3.364-	.001
Strategic planning	1.222	1.089--1.355	1.222	18.310	.000
R = 0.88					
R Square = 0.79					
Adjusted R-square = 0.78					
F = 335.269					

The results showed that there was a strong positive linear relationship between strategic planning and performance in industrial companies in Palestine. which was

confirmed with a Pearson's correlation coefficient of (0.88). Simple linear regression showed a significant relationship ($p \leq 0.001$).

R Square -the squared correlation- indicates the proportion of variance in the dependent variable that's accounted for by the predictor(s) in our sample data which was 0.79.

Adjusted R-square estimates R-square when applying our (sample based) regression equation to the entire population. The results indicates that is was 0.78.

4.3.2 Second Main Hypothesis:

H_{0.2}: There is no significant impact of strategic planning on industrial company's financial performance (ROA) in Palestine.

Simple linear regression quantifies the relationship between two variables by producing an equation for a straight line which uses the independent variable (x) to predict the dependent variable (y).

Regression involves estimating the values of the gradient and intercept of the line that best fits the data. This is defined as the line which minimizes the sum of the squared residuals. A residual is the difference between an observed dependent value and one predicted from the regression equation.

Table (16) Results of the simple linear regression to determine the impact of strategic planning on industrial company's financial performance (ROA).

Variable	B	95% CI	Beta	t	P
(Constant)	-0.159	-0.41 to 0.095		1.244	0.21
Strategic planning	0.0852	0.011 to 0.159	2.287	18.310	0.024*
R = 0.23					
R Square = 0.05					
Adjusted R-square = 0.04					
F = 5.23					

Simple linear regression was carried out to investigate the relationship between strategic planning and company's performance in industrial sector. The results showed that there was a strong positive linear relationship between strategic planning and performance (ROA) in industrial companies in Palestine, which was confirmed with a Pearson's correlation coefficient of 0.23. Simple linear regression showed a significant relationship ($p \leq 0.001$).

R Square -the squared correlation- indicates the proportion of variance in the dependent variable that's accounted for by the predictor(s) in our sample data which was 0.05

Adjusted R-square estimates R-square when applying our (sample based) regression equation to the entire population. The results indicates that is was 0.04

4.3.3 Third Main Hypothesis:

H_{0.2}: There is no significant impact of strategic planning on industrial company's financial performance (ROE) in Palestine.

Simple linear regression quantifies the relationship between two variables by producing an equation for a straight line which uses the independent variable (x) to predict the dependent variable (y). Regression involves estimating the values of the gradient and intercept of the line that best fits the data. This is defined as the line which minimizes the sum of the squared residuals. A residual is the difference between an observed dependent value and one predicted from the regression equation.

Table (17) Results of the simple linear regression to determine the impact of strategic planning on industrial company's financial performance (ROE).

Variable	B	95% CI	Beta	t	P
(Constant)	0.444325	0.18 to 0.699		3.466	0.0008
Strategic planning	-0.101	0.011 to 0.159	2.287	2.735	0.007*
R = 0.27					
R Square = 0.077					
Adjusted R-square = 0.067					
F = 7.481					

Simple linear regression was carried out to investigate the relationship between strategic planning and industrial company's financial performance (**ROE**). . The results showed that there was a strong positive linear relationship between strategic planning and performance (ROE) in industrial companies in Palestine, which was confirmed with a

Pearson's correlation coefficient of 0.27 Simple linear regression showed a significant relationship ($p \leq 0.001$).

R Square -the squared correlation- indicates the proportion of variance in the dependent variable that's accounted for by the predictor(s) in our sample data which was 0.07

Adjusted R-square estimates R-square when applying our (sample based) regression equation to the entire population. The results indicate that is was 0.06

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this section, we will be discussing the main results explored in the previous chapter (Data Analysis) in order to answer the questions of the research. This chapter inserts a summary of the study results and some needed recommendations to industrial companies in Palestine to link strategic planning process with performance to provide good working environment and satisfy company's needs.

5.2.1 Discussion of the results of the study first question:

The results of the study reveals, in general, that the level of strategic planning in Palestinian industrial companies was moderate, which gives an indication that respondents have a moderate position towards the dimensions of Strategic planning.

The study results indicate that industrial company's strategic planning concerning future goals received the highest rank; followed by Company Vision; Strategic alternatives received the lowest rank.

This result is in agreement with the finding of Köseoglu et al (2019) Jamalnia et al., (2019) Shalender & Yadav (2019) .The researcher explains this results in that Palestinian companies in general and industrial companies in particular are working in a unique environment, whereas there is the Palestinian authority which suffers from unstable economically and politically due to the Israeli occupation and its military type of rule. The industrial firms are working under a feeling of vague and uncertain future.

As a matter of fact, the research indicates that strategic planning is much closer to an open emergency strategy that tries to boost the industrial sector and is focused mainly on company's efforts to project a picture of the company's success;

This conclusion is clear as supported by the study findings that topics which received the lowest degree of agreement are related to the lack of clear strategic alternatives; and the continues efforts to maintain industrial company's available resources.

5.2.2 Discussion of the results of the study second question:

The study findings indicate that the overall mean value for level of performance in Palestinian industrial companies received a moderate level of assessment among the study sample. The cause of this results is related to low agreement on topic such as company's working to develop and implement all strategies aimed at achieving the highest financial return; firms' efforts seeking to reduce the cost of its products in a way that helps it to display their products in a distinctive way to achieve the highest revenue. And company aims to achieve the highest possible profits.

This result is in agreement with the findings of Arqawi et al., (2019) Vivares & Sarache (2019) Pastana et al. (2019) The Ghali and Habib study (2018) Khbazi and others (2018).

The research explains this results in that performance is related mainly to profit. Which is related to the statues of the market. Industrials companies, as a matter of fact, do not face serious competition. On the contrary, industrial companies enjoy a state of absolute monopoly over the Palestinian market. With this finding taken into

consideration, the researcher conclude that the modest performance of the industrial sector is a strong indicator of the poor Palestinian economy in general.

5.2.3 Discussion of the results of the study third question:

The study results indicate that there is a significant correlation between Strategic planning (Accurate environmental analysis, company's future goals, Company's Message, Company Vision, Strategic alternatives), and performance of Palestinian industrial companies.

The results showed that there was a strong positive linear relationship between the two, which was confirmed with a Pearson's correlation coefficient of 0.88. Simple linear regression showed a significant relationship ($p \leq 0.001$).

Simple linear regression was carried out to investigate the relationship between strategic planning and company's performance (ROA) in industrial sector. The results showed that there was a strong positive linear relationship between the two, which was confirmed with a Pearson's correlation coefficient of 0.23.

Simple linear regression showed a significant relationship ($p \leq 0.001$). Adjusted R-square estimates R-square when applying our (sample based) regression equation to the entire population. The results indicates that is was 0.04

Simple linear regression was carried out to investigate the relationship between strategic planning and industrial company's financial performance (ROA). The results showed that there was a strong positive linear relationship between the two, which was confirmed with a Pearson's correlation coefficient of 0.27 Simple linear regression showed a significant relationship ($p \leq 0.001$). Adjusted R-square estimates R-square when applying our (sample based) regression equation to the entire population. The results indicate that is was 0.06.

5.3 Recommendations

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

- 1 industrial companies should conduct a periodic evaluation of employees to identify the employee's strengths and weaknesses;
- 2 It is preferable for industrial companies to formulate an obvious mission which corresponds with its activities strongly;
- 3 It is preferable for industrial companies vision take into account the capabilities and efficiencies available in the industrial companies and the expected obstacles;
- 4 It is preferable that industrial company's staff should participate in the strategic planning and updating of the company's strategic plan;
- 5 It is useful for industrial companies to strive to develop strategic options which are valid to the conditions it faces;
- 6 It is valuable for the industrial companies to provide its data at the time it promises to do so;
- 7 It is valuable if the industrial companies give more attention in dealing with customers' complaints as transparently and quickly as possible;
- 8 The empirical evidence detected in this study support the general proposition of strategic planning in terms of Strategic alternatives should be taken into consideration by industrial company's managements. Efforts should be focused on issues of how to stabilize the Palestinian authority hence stabilizing the economic and political statues.
- 9 the seeking of alternatives in strategic planning is a main point in strategic planning, this could be boosted for example by building international partnerships with

multinational companies that could perhaps neutralize the impact of the Israeli occupation with its military type of rule are working .

5.4 For Future Research

- 1 The researcher proposed to implement such a study in other sectors even in the same scope or in other domains such as learning sector in Palestine or financial sector since no literature is found for this context and no one try to investigate in this area. This will offer an opportunity to compare different sectors results and implications.
- 2 The researcher also suggested going further on this study by investigating other emotional intelligence dimensions that are not considered in this study.

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APPENDICES

Appendixes (1): List of the jury

الرقم	الاسم	المؤسسة
1.	الدكتور عطية مصلح	جامعة القدس المفتوحة - رام الله
2.	الدكتور رائد عريقات	أستاذ مساعد - الجامعة العربية الامريكية - جنين
3.	الدكتور خالد عطية	أستاذ مساعد - الجامعة العربية الامريكية - جنين
4.	الدكتور سهير الشوملي	كلية خضوري التقنية - طولكرم
5.	الدكتور شاهر عبيد	الجامعة العربية الامريكية - جنين
6.	الدكتور محمد أبو شربة	الجامعة العربية الامريكية - جنين
7.	الدكتور يوسف ابو فاره	جامعة القدس - رام الله

Appendix (2): Questionnaire (in Arabic)



الجامعة العربية الأمريكية
ARAB AMERICAN UNIVERSITY

Arab American University

استبانة قبل التحكيم

السلام عليكم ورحمة الله وبركاته وبعد،

يقوم الباحث بإجراء دراسة عنوانها " أثر التخطيط الاستراتيجي في اداء الشركات المدرجة في بورصة فلسطين " ولتحقيق أغراض الدراسة، قام الباحث بإعداد الاستبانة المرفقة، يرجى من حضرتكم التكرم بالتعاون معنا في تعبئة الاستبانة، علماً بأن البيانات الواردة لن تستخدم إلا لأغراض البحث العلمي.

شاكرين لكم حسن التعاون

الجزء الأول: البيانات الشخصية:

يُرجى وضع إشارة (X) أمام الخيار الملائم:

- 1- الجنس: ذكر () أنثى ()
- 2- المؤهل العلمي: دبلوم أو أقل () بكالوريوس () دراسات عليا ()
- 4- العمر: 25 سنة فأقل () 26-30 سنة ()
- 31 - 40 سنة () أكثر من 41 سنة ()
- 5- مجال العمل: مدير () موظف ()
- 6- مكان السكن: مدينة () قرية () مخيم ()
- 7- الخبرة: أقل من 5 سنوات () 6-10 سنوات () أكثر من 11 سنة ()

القسم الثاني: معلومات الشركات

اسم الشركة:.....

الفترة الزمنية:.....

حجم المبيعات:.....

العائد على حقوق الملكية.....

العائد على الأصول.....

القسم الثالث : ضع إشارة (X) أمام العبارة المناسبة:

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
	أولاً: التخطيط الاستراتيجي					
	أ – التحليل البيئي الدقيق					
1.	تحلل الشركة البيئة الخارجية للتعرف على المتغيرات التي يمكن أن تؤثر عليها في المستقبل.					
2.	تحلل إدارة الشركة البيئة الداخلية في الشركة للتعرف على مصادر القوة ونقاط الضعف.					
3.	تدرس الشركة العوامل الخارجية على تحقيق أهداف الشركة.					
4.	تدرس الشركة الموارد المتاحة.					
5.	تمتاز الشركة بالمرونة في التعامل مع التغييرات في البيئة الداخلية والخارجية.					
6.	تدرس الشركة العوامل الخارجية في تحديد نطاق السوق المرتقب للشركة.					
	ب-أهداف الشركة المستقبلية					
7.	تضع الشركة أهداف واقعية.					
8.	تتميز أهداف الشركة بكونها قابلة للقياس الكمي والوصفي.					
9.	تعتبر أهداف الشركة قابلة للتحقيق.					
10.	أهداف الشركة ذات جدول زمني محدد.					
11.	أهداف الشركة واضحة ومفهومة لدى جميع الأفراد في الشركة.					
12.	أهداف الشركة دقيقة الصياغة وتعبر عن نتائج متوقعة.					
	ج-رسالة الشركة					

					13. يتم وضع سياسة الشركة بما يتناسب مع طموحات الشركة.
					14. تعتبر رسالة الشركة الأساس الذي تسير عليه أعمال الشركة.
					15. تشتمل رسالة الشركة على مصالح العملاء والجمهور.
					16. تساهم رسالة الشركة في إعلام الزبائن بطبيعة نشاط الشركة الحالي والمستقبلي.
					17. رسالة الشركة واضحة وسهلة الفهم.
					د- رؤية الشركة
					18. تعتمد رؤية الشركة على المبادئ والمعتقدات التي تقود أفراد المؤسسة أثناء سعيهم لتحقيق غرض المؤسسة.
					19. تشتمل رؤية الشركة على النشاط الرئيس التي تحاول المؤسسة من خلاله تحقيق عرض الشركة.
					20. توضح رؤية الشركة صورة للنجاح الذي يمكن أن يحققه الشركة.
					21. توضح رؤية الشركة الوعي بالمصادر المتاحة والنظر إلى البيئة.
					22. تعبر رؤية الشركة عن الطموحات المراد تحقيقها.
					هـ- البدائل الإستراتيجية المتبعة
					23. تعتمد الشركة على بدائل إستراتيجية واضحة.
					24. تعتمد الشركة على بدائل إستراتيجية متنوعة حسب الحالة العامة.
					25. تعتمد الشركة على البدائل الإستراتيجية المناسبة في عمليات إتخاذ القرارات
					26. تعتمد الشركة على بدائل إستراتيجية مناسبة لطبيعة العمل المراد القيام به.
					27. تعتمد الشركة على بدائل إستراتيجية مناسبة لوضع السوق الحالي والمستقبلي.
					28. تعتمد الشركة على بدائل إستراتيجية منسجمة مع رسالة الشركة.
					29. تعتمد الشركة على بدائل إستراتيجية تنسجم مع الأهداف.
					ل- تنفيذ الإستراتيجية:

					30.	يتم تنفيذ الأعمال في الشركة بصورة سريعة.
					31.	يتم تنفيذ الأعمال بالشركة بصورة دقيقة وواضحة.
					32.	يتم إتباع منهج واضح ودقيق في تنفيذ الأعمال والإستراتيجيات.
					33.	يتم إحداث تغييرات في هيكل الشركة التنظيمي لتنفيذ الإستراتيجيات.
					34.	يتم تطوير وتنفيذ برامج تدريبية في الشركة.
					35.	يتم إعادة هندسة عمليات العمل لتنفيذ الإستراتيجيات.
						ثانياً: الأداء
					36	تعمل الشركة على وضع وتطبيق كل الاستراتيجيات الهادفة الى تحقيق اعلى مردود مالي
					37	تسعى الشركة الى خفض كلفة منتجاتها بالشكل الذي يساعدها على عرض منتجاتها بطريقة مميزة تحقق اعلى ايرادات لها
					38	تهدف الشركة الى تحقيق اعلى ارباح ممكنة
					39	تضع الشركة عملية تحقيق الارباح في المقام الاول لديها .
					34	تقوم الشركة بتقليل نسبة الهدر والضاياع اثناء العملية الانتاجية والتي تؤثر سلباً على مستوى التكاليف والايرادات .

الملخص

تهدف الدراسة الحالية إلى إيجاد أثر اثر التخطيط الاستراتيجي على الأداء في الشركات الصناعية الفلسطينية المدرجة في بورصة فلسطين. من أجل تحقيق أهداف الدراسة ، استخدمت الدراسة استبيان كاداة لجمع البيانات، واجريت على عينة من من (13) شركة صناعية ، حيث تم توزيع ما مجموعه (91) استبياناً على الموظفين في الشركات في عينة الدراسة، حيث معدل استجابة 91 ٪. وقد توصلت الدراسة الى ان تطبيق التخطيط الاستراتيجي في الشركات الصناعية الفلسطينية كان معتدلاً ، مما يدل على أن المشاركين المشاركين لديهم موقف معتدل تجاه أبعاد التخطيط الاستراتيجي. علاوة على ذلك ، كما تشير نتائج الدراسة إلى أن القيمة المتوسطة الإجمالية لمستوى الأداء في الشركات الصناعية الفلسطينية تلقت مستوى معتدلاً من التقييم من وجهة نظر عينة الدراسة. بالإضافة الى ان نتائج الدراسة تشير إلى وجود ارتباط بين التخطيط الاستراتيجي (التحليل البيئي الدقيق ، أهداف الشركة المستقبلية ، رسالة الشركة ، رؤية الشركة ، البدائل الاستراتيجية) ، وأداء الشركات الصناعية الفلسطينية. وعلى ضوء نتائج الدراسة تم اقتراح التوصيات التالية:

تدعم الأدلة التجريبية التي اكتشفت في هذه الدراسة الاقتراح العام للتخطيط الاستراتيجي من حيث البدائل الاستراتيجية التي ينبغي أن تؤخذ في الاعتبار من قبل إدارات الشركة الصناعية. يجب أن تركز الجهود على قضايا كيفية تحقيق الاستقرار للسلطة الفلسطينية ومن ثم تثبيت التماثيل الاقتصادية والسياسية.

يعتبر البحث عن بدائل في التخطيط الاستراتيجي نقطة أساسية في التخطيط الاستراتيجي ، ويمكن تعزيز ذلك على سبيل المثال من خلال بناء شراكات دولية مع الشركات متعددة الجنسيات التي قد تحيد تأثير الاحتلال الإسرائيلي بنوع حكمه العسكري.

الكلمات المفتاحية: التخطيط الاستراتيجي، الاداء، الشركات الصناعية.