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Faculty of Graduate Studies**

**Impact of Strategic Planning on SMEs Performance
and Survival in Palestine**

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**This thesis was submitted in partial fulfillment of the
requirements for the Master`s degree in Strategic Planning
and Fundraising Program**

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Thesis approval

Impact of Strategic Planning on SMEs Performance and Survival in
Palestine

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Declaration

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

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

Name:

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Dedication

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

To my brothers and sister

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

Acknowledgment

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

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

Abstract

This thesis aims to examine the impact of strategic planning components on the performance and survival of small, medium enterprises (SMEs) in Palestine. The importance of strategic planning can be measured as far as the range to which it impacts business performance, which may influence its survival and existence. The purpose of this study is to investigate the effects of strategic planning on SMEs performance and survival in Palestine. To achieve that the study asked five questions: what is the degree of strategic planning in SMEs? what is the degree of SMEs performance in Palestine? what is the degree SMEs survival in Palestine? what is the impact of strategic planning in SMEs performance? What is the impact of strategic planning in SMEs survival? What is the impact of strategic planning on performance regarding to gender, age and business type? Moreover, a survey questionnaire was used and distributed on the managers and owners in different SMEs in Palestine. statistical approaches are also used to conduct the study findings. This study found that firstly, there is a positive and significant relation between strategic planning components and SMEs Performance in Palestine. Secondly, the results show that there is a positive and significant relation between strategic planning components and SMEs Survival. Thirdly there are no differences between strategic planning level regarding to gender. Fourthly, there are no differences between strategic planning level regarding to age. Fifthly, there are no differences between strategic planning level regarding to business type. The implication of this study is that Strategic planning improves SMEs performance, which in the long run has a great influence on its survival and that strategic planning is affected by gender, age and business type.

Therefore, the Palestinian SMEs should give more attention to improve their strategic planning focusing on component of strategic planning with involving the employees. Also working more on performance strategies such as liquidity and marketing strategies. Finally working on survival by finding new fund resources, differentiation, and minimizing risks.

Key words: Strategic planning, SMEs, performance, survival, Palestine.

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List of Abbreviation

SMEs: small, medium enterprises

SWOT: Strengths, Weaknesses, Opportunities and Threats.

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Chapter One

1.1 Introduction

There is no doubt that strategic planning as an ideology has begun to be adopted by most organizations in worldwide, whether developed or still under development and progress, civil and military, profitability and non-profit, for several reasons, the most important of which is the degree of complexity and change in the external environment such as political environment, which significantly and directly affect the performance of organizations and their ability to achieve their organizational objectives.

There are many Palestinian organizations that have leaders who believe in strategic thinking and adopt and support it, but perhaps the interest is limited or linked to support the idea at the beginning but over time these leaders do not engage very much in the supervision and follow-up implementation and remove obstacles to the implementation of the strategic plan. The concept of planning has evolved over several stages in its definition and use, as it is defined as an important part of management and a vital element of it, because it reflects the awareness of the future and the creation of the requirements for dealing with it (Gibb & Scott, 2007).

The concept of planning came as one of the functions of public administration, Framework, and seeks to implement its work in accordance with objectives developed in the context of the planning process. The ability of strategic planning to adapt and overcome the rapidly changing environment and technological development, which increased the attention toward strategic planning in a business (Heady, 2001)

Most of the great and leading organizations are known to smart strategic planning. Which help them set strategies, find strength and weaknesses, and dominate the market. Strategic planning is a great tool to survive, compete, and outperform any situation that a business may face in the future, here are some of the benefits of strategic planning on the business: Give the business a clear missions and vision, it creates a competitive advantage that may boosts the competition ability of the business, it Ensures the survivability of the business and a long-term advantage, it helps in developing environmental scanning to find the business's Strengths, Weakness, Opportunities, and Threats (SWOT), finally the Strategic planning contributes in thinking, analyzing resources, and minimizing risk in business (Micheli & Manzoni, 2010).

Strategic planning helps all types of business to succeed, continue, and overcome the risks facing the organization in its work environment, in light of increasing international and local competition, and the possibility of exploiting the opportunities that organizations have to become leaders in their performance in the long run. The strategic planning assets SMEs in discovering its weaknesses and strengths. Moreover, it draws the map to the business future, creating new ways to take advantage of these weakness and strengths, working on fixing any errors, using the opportunities, and learning from competitors to avoid threats. Which provides flexibility in the organization and speed in the recruitment of information and real benefit of the competencies and be able to take advantage of technological innovations in the management of business and improve the efficiency of performance. (Houben & Lenie & Vanhoof, 1999).

In addition, it determines the current status and the situation to be reached, sets out a road map to implement the vision and mission of the business, focusing all the teams

and aligning them to implement the objectives, setting priorities, identifying the required resources, managing the crises in case they occur, and aims to help the business proactively identify and address risks, both internal and external, to meet and overcome challenges. Strategic planning intensity causes better performance and in turn, better performance causes greater strategic planning intensity (Hopkins & Hopkins, 1997).

As a SMEs strategic planning has many benefits such as: focusing on strategic objectives, facing the obstacles that may occur, growing market share and better competitive spot in the market, adapting with environments and its effects, improves the manager's strategic thinking, finally it gives the SMEs an effective and efficient use of resources (Skrt & Antoncic, 2004).

1.2 Problem Statement

Obstacles of SMEs in Palestine:

In this section the study mentions any potential obstacles that might hinder the growth of SMEs in Palestine, analyzing and understanding these factors will help SMEs to avoid them in the future:

First of all, financing and debt: financing is a major issue for most of the new and weak business, especially small ones. financing and debt obstacles include Reliance on self-financing so it has limited amounts of funds that can be used, SMEs are not allowed issue any kind of stocks or bonds to increase its capital, The funding sometimes available to these institutions is considered inappropriate for their funding needs due to the low credit duration or lack of credit, Some commercial banks are reluctant to grant medium

or long-term credit to these institutions unless these institutions provide collateral, and High interest rates on loans (Fatoki & Asah, 2011).

The difficulty of obtaining information: SMEs struggles because of the high cost of information and lack of information about the market and environment which may affect the performance and competitiveness of the business (Ghazilla & Sakundarini & Abdul-Rashid 2015)

Employment; the human element is one of the most important elements of production. Therefore, the shortage of skilled labor is one of the most important obstacles facing the SMEs. It cannot be easily overcome, although it is often managed by the owners. And the lack of skilled labor due to the preference of workers to work in large business and governmental jobs for the existence of some privileges such as retirement and social and health security. (Todd & Javalgi, 2007).

Lack of reliance on strategic planning; some of SMEs owners believe that strategic planning is not necessary for the success of the business. Which leads to low use of strategic planning (Mintzberg, 1994).

Administrative and technical competencies: management is a key to the success of business, and SMEs lack the proper management and experience in many areas such as accounting, marketing, organizational and storage (Pansiri & Temtime, 2008).

Finally, Marketing; the size of production depends on the capacity of local markets. Certain factors control the ability of markets to absorb the full range of goods such as population, incomes, and competing goods. These are absent from the interest of

SMEs business, in addition to their lack of knowledge of marketing and promotion methods (Van Scheers, 2011).

Strategic planning is the best solution to these obstacles. Strategic planning helps the business to analyze and define weaknesses, finding solutions, implementation, and evaluation of each problem or obstacle. Which creates more opportunities to the business to grow and face weaknesses and threats. Implementing a good strategic plan will set the business on the growth road. It is difficult for a business that does not implement strategic planning to measure the degree of implementation of the objectives as well as the efficiency of the work and thus operate its business in an unorganized manner without serious plans, which often leads to higher costs with low results. (Smith & Smith, 2007).

1.3 Research Questions

Research Main Question: What is the Impact of Strategic Planning on SMEs Performance and Survival in Palestine?

- What is the degree of strategic planning in SMEs?
- What is the degree SMEs performance in Palestine?
- What is the degree SMEs survival in Palestine?
- What is the impact of strategic planning in SMEs performance?
- What is the impact of strategic planning in SMEs survival?
- What are the differences of strategic planning degree regarding to gender, age and business type in SMEs in Palestine?
- The study selected these demographic variables because they were used by (Sandada, 2015) and found that there are No significant statistical difference

existed among owners and managers of different age, gender and positions in strategic planning practices.

1.4 Research Objectives

Impact of Strategic Planning on SMEs Performance and Survival in Palestine. The study is testing the impact and effect of strategic planning on SMEs performance and survival. The importance of strategic planning can be measured as far as the range to which it impacts business performance, which may influence its survival and existence. The main target of this study is to calculate the planning-performance relationship in business and decide the degree to which strategic planning impacts performance in a SMEs in Palestine.

1. Measuring the degree of strategic planning done by SMEs.
2. Measuring the performance of SMEs and its relation with strategic planning.
3. Measuring the survivability of SMEs and its relation with strategic planning.
4. Measuring the effect of gender, age and business type on strategic planning.
5. This study aims to find the impact of strategic planning on Palestinian SMEs. what relationship between both of them, and how to use the strategic planning to increase performance and survival of a SMEs.

1.5 Research Hypotheses

Planning generally influence the business's performance improving the effectiveness of both management and employees. Planning calculate future performance decreasing risks and applying better predictions for future challenges that may face the business. In the other side committing to plans can reduce the business ability to respond

to the external changes (threats & opportunities). So, we want to study the impact of strategic planning on performance of the SMEs.

H1: there is no statistically significant linear relationship at the significance level of (0.05) between strategic planning components (mission, vision, objectives, and strategic plan) and SMEs performance.

H2: there is no statistically significant linear relationship at the significance level of (0.05) between strategic planning components (mission, vision, objectives, and strategic plan) and SMEs survival.

H3: there is no statistically significant differences at the significance level of (0.05) of strategic planning level regarding to gender, age and business type.

1.6 Significance of study

Impact of Strategic Planning on SMEs Performance and Survival in Palestine.

This study helps in finding the impact of strategic planning on Palestinian SMEs. More over the relationship between both of them, and how to use the strategic planning to increase performance and survival of a SMEs. Because of the Most of the Palestinian economic is built on SMEs, this study is help full for these business in Palestine. The Palestinian SMEs lack suitable strategic planning needed for its improvement and survival ability.

Chapter two

Theoretical framework and Literature Review.

2.1 introduction

This chapter contains the most important issues that represent the theoretical framework of the study. It begins with the theoretical literature then it moves to the empirical studies connected to the impact of strategic planning on the performance and survival of SMEs in Palestine.

2.2 Small & medium enterprises

About 91% of The Palestinian economic units are considered as small firms (4 employees or less) which accounted for 88,489 units out of the total economic units for the whole Palestinian economy which are about 97,279 economic units (Sabri, 2008).

There are many definitions to SMEs that may differ from country to another, due to the terms that can define a SMEs such as (no. of employees, capital, structure and administration etc...).

Table (2.1): Palestine the SMEs are Classified as three types (OECD, 2018).

	Macro business	Small business	Medium business
No. of employees	1-4	5-9	10-19
Annual Revenues	$\geq 20,000$ \$	$\geq 200,000$ \$	$\geq 500,000$ \$
Capital	$\geq 5,000$ \$	$\geq 50,000$ \$	$\geq 100,000$ \$

Table (2.2) shows the SMEs classification in Developing Countries by (Gibson & Van der Vaart, 2008).

Institution	Maximum # of Employees	Max. Revenues or Turnovers (\$)	Maximum Assets (\$)
World Bank	300	15,000,000	15,000,000
IMF-IADB	100	3,000,000	(none)
African Development Bank	50	(none)	(none)
Asian Development Bank	No official definition. Uses only definitions of individual national governments.		
UNDP	200	(none)	(none)

In the European Union, the European Investment Bank defines small and medium enterprises as follows: An institution cannot be considered a small and medium enterprise if it has more than 500 employees and its investment volume is 75 million euros and its capital is more than 14 million euros and the owners don't run it. (2008 خديجة, لدرع).

Table (2.3) shows the definition of the Council of the European Union for Small and Medium Enterprises.

	NO. Of Works	Turnover	Balance sheet total
Medium-sized	250	50	43
Small	50	10	10
Micro	10	2	2

2.3 Strategic planning

The term strategic planning typically refers to the process of developing a business strategy for profitable growth (L. Ward, John, 1988). It is designed to create insights into the company and the environment in which the company operates. strategic planning can be used to set priorities and ensuring that stakeholders are working to accomplish goals. Taiwo & Idummo, 2010 concluded that Strategic planning consists of a set underlying processes that are intended to create or manipulate a situation to create a more favorable outcome for the company. (A. Taiwo & F. Idunnu, 2010). Strategic planning is a long-term planning which analyzes all surrounding variables (internal and external) to answer the question where we are going? considering the vision of the business with environmental relationships that may affect the organization. Moreover, we can say that strategic planning is a systematic process that seeks to achieve a clear vision of the future of something in order to translate it into goals based on a series of steps to set the general objectives of the work environment, specifically which need a long time to reach its results, and then choose the appropriate means to implement them, also it Assists executives, in identifying appropriate actions to achieve the best results based on the use of resources available in the work environment. Strategical planning is a creation of options. It is a process of supporting leaders to be aware of their goals and means. Thus, strategic planning is a management tool and is used only for one purpose to help the business to do better. Strategic planning can help the organization to focus its consideration and priorities in responding to changes in the environment around it and to ensure that the organization is working towards the same objectives. Of course, the word "strategic" is meant to give a long-term view and comprehensiveness to planning. The strategy has gone through several stages, and during these stages it has given many

concepts. But the original word (strategy) is taking from the military field moving afterward to a managerial aspect. On a basis that explaining and analyzing the past is not enough due to changing environment which require changing the strategy needed to respond to these changes in the market (Mintzberg, 1978).

2.4 Strategic Planning Theories

We get wrong when we imagine that the theories of management are fixed and constant, and that the world stops the constant Criticism. As long as human beings must be "imperfect", and as long as we are in a changing reality must be dealing with change. There are many theories in strategic planning and here are the most important theories of strategic planning:

2.4.1 Scenario Planning (Scenario thinking or Scenario analysis):

Sometimes, the environment in a company that operates is so uncertain that it seems as if anything can happen. This is particularly in the case when the new and emerging industries and technologies: the product is unclear, applications and demand for the end user is unclear, the business model is unclear, competition is unclear. In this case scenario planning process is particularly useful to identify key scenarios that can unfold and illustrate how the future can look like. Scenario planning allows you to create the first set of expectations, identify key milestones that distinguish one scenario versus another, and understand whether the company's current strategy and road map for its products are strong across multiple scenarios. Scenario planning is a way used to create flexible long-term plans. Based on understanding factors such as gender, age and business type that may affect the future. Moreover, it's a deeper understanding of the main issues of the business's future. Kahn & Wiener (1967).

2.4.2 Porter's five forces analysis:

Porter's five forces analysis is a tool for analyzing and understanding the competition of a business. Created by Michael E. Porter – an American academic of Harvard University. This tool enables business managers to measure the level of competition in their companies' industry. Then assessing the current and potential trends of the business. The ultimate goal of this analysis is to help managers determine their profitability expectations, as profitability decreases with increased level of competition.

Porter, Michael E (1979 & 2008) discussed these five forces:

1. Threat of new entrants
2. Threat of substitutes
3. Bargaining power of customers
4. Bargaining power of suppliers
5. Industry rivalry

2.4.3 SWOT analysis:

It is an analytical method that helps identify weaknesses and strengths and recognizes the quality of threats and the nature of opportunities and its impacts on a business. SWOT analysis is an important system for preparing and designing business strategies by offering a range of plans, both short and long term. The origin of SWOT analysis is the result of a series of Stanford Institute Research during the 1960-70 period. In the late 1950s, investment operations of a group of enterprises in the United States failed to implement strategic planning for their production work. At the beginning of 1960,

these enterprises developed a strategy to help them plan to avoid failure. They were able to reach the idea of SWOT analysis (Humphrey, 2005).

Analysis elements (Wang, 2007):

1. Strength.
2. Weaknesses.
3. Opportunities.
4. Threats.

2.4.4 Growth-Share Matrix:

It has many names (product portfolio matrix, Boston box, BCG-matrix, Boston matrix, portfolio diagram). It's a chart developed by Bruce D. Henderson in 1970 for Boston Consulting Group to help organizations analyze their business lines and distribute their resources on those lines. The vertical axis of the matrix shows the market growth rate of the product or service, and the relative market share (Hax & Majluf, 1983).

2.4.5 Balanced Scorecards and strategy maps:

The development of organizations and business processes has developed in recent years, especially since the late 1990s. Different methods, ideas and theories have emerged on translating the organization's strategy and mission into precise performance measures that illustrate the work of the management framework and strategic measurement. (Kaplan & Norton, 1996). Balance scorecards is one of these methods and it's a strategy performance tool that helps organizations assess their activities and performance in

accordance with their vision and strategy. It is also possible to say that a balanced scorecard is not just a measurement system but an administrative system that links objectives, metrics, target levels and initiatives, which in general describes the strategy of the entity and helps it to provide management with feedback on its internal processes and external products.

Strategy maps was created through Balanced Scorecard and called this name because it is based on measuring the performance of the index to four of the balanced and integrated indicators. Strategy map is a diagram that shows the business's strategic goals. First of all, the strategy maps benefit in providing a simple, clear, discernible representation that is easily and quickly referred back to. Secondly, it combines all business's goals into a one single strategy. Thirdly, it helps every employee to understand the goals clearly to keep in mind while accomplishing tasks and measures. Fourthly, it assists in identifying the business's key goals. Fifthly, it helps the business to understand which elements of your strategy need work. Finally, it helps the business observe how does the objectives affect the others: The Balanced Scorecard divides important objectives into four perspectives: Financial, Customer, Process, and People. When you look at these perspectives on a strategy map, you can literally see which objective is the most critical, and how the success or failure of each objective changes the whole strategic ecosystem. (Kaplan & Norton, 1996).

2.5 Strategic planning components

2.5.1 Vision

Business vision is the general expression of the overall purpose of the organization, which ideally reflects the expectations and values of the major stakeholders of the business organization (Johnson and Scholes, 1999). It determines what the organization to be; question: "What do we do?" "What do we do?" or how it will affect the target environment in which you work to achieve an ideal vision, a long-term, future-focused vision it may be emotional and a source of inspiration. The vision must be developed by a specialist in the process of planning, with the help of managers within the institution and staff to be credible and realistic vision, the vision is just a fictional image within the mind of the owner of the institution or director and always the imagination is perfect and therefore the presence of someone specialized in the process of planning maintains that the vision is realistic based on The resources and tools that the institution currently possesses and is formulating the vision and presenting it in the form of goals and tasks to transfer it from a fantasy image to a full strategic plan on the ground unites the efforts of the institution as a whole to reach this vision in the shortest possible way.

The importance of a business vision (Sooksan & Gayle, 2010):

- Consolidating the effort towards a single path that everyone agrees to and that works to satisfy everyone's needs.
- Removing the random element from the life of institutions and individuals because we have a clear vision to achieve.

- Progress, growth and rapid development on the path of vision.
- Writing appropriate strategic plan using international standards that archives the growth and advance of the institution.
- The continuous motivation of human resources, energy and enthusiasm for successful implementation of this vision.
- Preserving the path of the business. The vision is available. It can be reviewed any time to modify the strategic plan or operational plans of the business.

2.5.2 Mission

It is defined as the primary purpose of an organization or business enterprise, briefly describing why it exists, and what to do to achieve its vision; Q: "Whom do we do?" For whom do we do it? The business must clearly record its objectives to achieve its vision (Bart Baetz & Kenneth 2002).

The mission statements should include some important components (Rajasekar, 2013) as follows:

- Customers: Who are the clients of the business.
- Goods and services: What the business offers from a product (commodity - service - idea).
- Markets: geographically and where the institution competes.
- Technology: Keeping pace with modern technology.
- Attention to survival, growth and profitability: achieving growth and financial stability.
- The philosophy of the institution: values, beliefs and moral priorities of the institution.

- Public image: Organizational response to environmental and social considerations.
- Attention to staff: Are employees valuable assets of the institution.

Mission Statement should be clear and precise in the formulation of implementation steps, it defines the overall objective, also the course and direction of the decision-making process, as well as the "framework or context" on which the company's strategies will be formed.

2.5.3 Values:

Stakeholders' beliefs in the organization; values that guide the organization's culture and prioritize decision-making. Most studies of organizational behavior such as (organizational Moral Values in 2002 and Making Values Work in 1998) have confirmed that one of the most important causes of job satisfaction is the correspondence of the values of individuals with the values of institutions; where the individual works in a stimulating environment that increases his effort and reflects the effects on his performance in general. It's important for the organization to achieve moral harmony between the values of the individual and the values of the organization, because achieving this consensus in an integrated framework reduces the chances of existence of the value conflict and contributes to a high degree in achieving the desired goals (Scott, 2002).

2.5.4 Objectives:

How to achieve excellence? "How to overcome competitors? And many questions the company needs to answer. the company has a set of goals and strategies that it seeks to accomplish by means of policies and Constraints by preparing and overcome competitors. objectives refer to the goals and the

strategies of an organization which is the result that a person or system aims to achieve within a time frame and with available resources. (Reich & Benbasat, 1996)

2.5.5 SWOT Analysis:

SWOT is a strategic planning technique that help to identify internal forces (strengths, weakness) and the external forces (opportunities, threats). Which make it important to create strategies and plans short-term or long-term. (Dyson, 2004). SWOT analysis can be described as follows (Hay & Castilla, 2006):

- **Strengths:** The elements that contribute to the distinction of the business or the company from other companies, and the strengths are a set of capabilities available within the enterprise and contribute to meet their demands and get rid of the threats surrounding them. Strengths are internal attributes of the organization that are helpful to the achievement of the objective. For example, the presence of qualified persons in the work environment such as trainees and managers, access to appropriate financial resources, and use of technology.
- **Weaknesses** are the elements that show signs of weakness in the company or business. The weak points are the ineffective deficit in the establishment and prevent it from reaching its objectives, for example the emergence of problems in the distribution and export of services and products.
- **Opportunities** represent the external factors of an enterprise or business and reflect positive effects. For example, they may help to increase the profit rate or increase the sale of products. Opportunities represent all trends or conditions that help achieve the desired goal. Such as cooperation between enterprises.

- Threats: Elements that create effects from outside the enterprise or business, cause a clear threat, result in disruption in the work environment of the enterprise or business, and threats represent all circumstances that have external sources and negatively affect the efficiency and quality of work within.

2.6 Strategic planning intensity

The managerial and business's factors mentioned before results a relation between strategic planning and both of performance and survival of the business. Strategic planning intensity causes better performance and in turn, better performance causes greater strategic planning intensity (Hopkins & Hopkins, 1997). Many researchers have found that business that planned with higher intensity performed much better than other business that planned with lower intensity.

The strategic planning is considered as a basic need to achieve the business goals, it makes it possible to select the best strategies to survive, compete, or even out performed others. Most of the time the strategic planning application is linked to the large organization. But due to the global competition and the changing environment no one can deny its importance to help SMEs. The growth and survivability of the business is greatly linked to the extent of application of strategic planning (Aaker & Mascarenhas, 1984).

2.7 Performance

2.7.1 SMEs performance.

The subject of SMEs performance has been of great importance to scholars and practitioners in the field of management sciences. And it has been studied since the 1980s

by the contributions of McMahon & Holmes (1991) & Chapellier (1994). Where their research focused on the concept of performance and analysis according to the various variables that forms it, including: structural variables of the institution such as strategy, organization, and the use of information systems, and the ability to face uncertainty related to the environment ... etc. The increasing number of SMEs cause more and more competition which made it more challenging to perform and survive in the local and global markets.

2.7.2 organizational performance.

Many researchers found out that performance can be measure as profitability, growth, and survival of the business. we investigate the role of organizational performance or achievement (as assessed by organizational members) in evoking employees' identification, adjustment, and job performance. (garmeli & gilat & waldman, 2007). The performance reflexes the outputs and goals the business and all the tools needed to achieve them. The performance means achieving goal using resources effectively and efficiently. Moreover, it concentrates on the unique elements that differentiate the business from competitors. Which includes financial and non-financial indicators also measure tangible and intangible assets. In addition, it includes strategies, operation, and human resource management. Business performance is linked to the business and employees' behavior as it is the end result of all activities the business had achieved. The business performance is a measure of a company's success in achieving its goals (Anggadwita & Mustafid, 2013).

2.7.3 Dimensions of internal and external performance.

There are three dimensions of internal & external interactions in one business or organization (Dragnić, 2014):

1. Individuals performance.
2. business Units' performance.
3. Business performance in the external environment.

2.7.3.1 individual's performance:

The activities that an individual does to achieve the goals that where set to him. Which must achieve his unit's goals. The individual performance can be measured by many ways, such as comparing the employee achievements with the goals that set for him. This measuring can be considered as direct manager activity to control the performance supervising the work activities and execution means in their management to make sure that accomplish the highest results, the lowest expenses, less time, and highest quality. (Goodhue & Thompson, 1995).

2.7.3.2 business units' performance.

The activities that units do to achieve its role in the business based on the business's strategic goals and polices. These units are controlled by the top management in the business or organization (Franco-Santos & others, 2007).

2.7.3.3 business performance.

Due to high number of external elements that affect the business's performance it's hard to be controlled. the measurement of business performance should be measured of the individuals and management performance in the context of internal and external factors affecting the business. The business performance is a whole system output in light of the interaction between both internal and external environments (Wiklund & Shepherd, 2005).

2.7.4 Measuring and managing the performance.

Measuring a business performance is different from managing it. In the first hand, Measuring the performance only provides us with the data and information about the business status quo and the success of its strategies. In the other hand, performance management includes doing Corrective operations and activities followed by implementing plans to improve the business's performance as whole (Bititci & others, 2005)

2.8 Survival

The level of research interest may stem from the fact that in the US, only about half of all new small businesses survive after 4 years (Headd 2003). Business survival depends on a multiplicity of factors, including firm, industry, regional, and national economic condition. organizational life-cycle theory suggests that any firm coming into existence proceeds through multiple stages. These stages are similar to the growth of biological organisms. The stages include birth, survival or expansion, consolidation, diversification, and finally decline and death (Hanks, S. H. 1994). The question to ask is

this business sustainable or not? Which means simply the sustainability of the business, that is the business's ability to continue to exist, work and grow against any risks related to your business environment. SMEs plans to sustain growth when the market is declining. At a certain point at the weakest condition the business start planning to maintain survival. Survival can be defined as planning to make sure that business can continue its operation in the market with the ability to recover the best status while and after bad conditions. Survival key elements include: 1- Resilience 2- Recovery 3- contingency. Some studies found a strong relation between strategic planning and survival, according to Taiwo & Idunnu (2010) almost all of the respondents strongly agree and agree that there is a link between strategic planning and organizational survival.

2.9 Empirical Studies

A review of the literature relating to strategic decision making both in the private and public sector reveals a comprehensive research in the field of strategic planning. (Flemming, 2014).

Previous studies:

First of all, Donkor, J. Donkor, G. & Kwarteng, C. (2018) wrote a study about SMEs strategic planning entitled “Strategic planning and performance of SMEs in Ghana the moderating effect of market dynamism” this study investigates the effect of market dynamism and strategic planning on the performance of SMEs in Chana. The study used quantitative approach to find out the effect of market dynamic and strategic planning on SMEs performance in Chana. Selecting a sample of 200 manufacturing and service SMEs firms in Ghana. Multiple regression analysis used to examine the hypotheses. The study

shows that the continues application of strategic planning results improvements in the performance of SMEs in Ghana. Moreover, it showed a significant positive relationship between market dynamism and performance, although its effect is not significant. In the end, the study the study found out that market dynamism effects SMEs performance only when there is strategic planning.

Innocent, I. & Levi, N. (2017) studied the effects of strategic planning on organizational performance with Nigerian Bottling Company Enugu, the study aimed to find out whether performance of the organization is affected by strategic planning. Survey was used as a tool to collect data. The targeted population was 180 employees of the Nigerian Bottling Company Enugu, while the sample size was 124. The study showed that there is a relationship between effective strategic planning and organizational performance and also that lack of accountability, lack of commitment and lack of understanding of the role in the execution process are challenges in the implementation of strategic planning. Finally, the study recommended that Nigerian firms should give serious attention to strategic planning, employee welfare, and efficiency & effectiveness of the organization.

Nomsa Sisi Majama & Tebogo Israel Magang, (2017) conducted a study in Gaborone-Botswana, this research aimed to find out the status of strategic planning use by SMEs in Botswana. Moreover, to find out the value of strategic planning by SMES owner managers, and the barriers that prevent effective strategic planning. The study targeted the SMEs owners and managers, using a random sampling and non-random sampling to get a sample population of SMEs in Botswana. A sample of 50 SMEs were selected; collecting 36 responses. The study shows a small and limited number of SMEs in Botswana which are using strategic planning.

Shobaki, Abu Amuna, Abu Naser, (2016) the study examines the impact of top management support for strategic planning on crisis management: Case study on UNRWA-Gaza strip, the study aimed to analyze the impact of top management support for strategic planning on crisis management in UNRWA-Gaza Strip field in Palestine. The study used an analytical method to examine the impact and a survey to collect data. The community size was (881) and the study sample was stratified random (268). The study shows that the top management provides the necessary human resources for strategic planning but without financial support. Moreover, there are shortcomings in the way that organization manages the crises before and after they occur.

Sandada, (2015) examines the strategic planning dimensions in small and medium enterprises and their importance and variations in selecting demographic variables in South Africa, the study aimed to evaluate the strategic dimensions of SMEs and how each dimension is rated by owners and managers of SMEs. Moreover, to make sure if differences in strategic planning practices existed with respect to demographic variables namely gender, age and position in the organization. The study used a quantitative method with 5-point Likert scale, the questionnaire was distributed on 200 respondents. The study shows that there was no significant difference between strategic planning dimensions and gender, no significant difference between strategic planning dimensions and age, and no significant difference between strategic planning dimensions and position held in the business.

Azyabi & Fisher (2014) concluded a study about Exploration and Exploitation as Knowledge Management Strategic Approaches in Saudi Arabian SMEs. The study aimed to examine the Saudi Arabian SMEs capabilities towards exploration and exploitation. in

particular the association between the business's strategic approach and decisions on exploration and exploitation. A mixed methods approach was used involving a survey and interviews. The study found that the exploitation orientation was dominant among SMEs for many reasons including their focus on day-today activities and their limited resources often preventing them from exploring new knowledge. Moreover, the decisions on exploration and exploitation were affected by knowledge sources and the breadth of the knowledge base.

Sui, S., & Baum, M. (2014) conducted a study entitled "Internationalization strategy, firm resources and the survival of SMEs in the export market" where they discussed whether born-global internationalization is superior or inferior to born-regional internationalization or gradual internationalization. The study analyzed data of newly established Canadian SMEs (between 1997 and 2005) the study suggested that the SMEs selected in the sample were able to decide efficient strategies through the internationalization process. The study used data taken from statistics Canada's administrative databases including all SMEs manufacturers that had at least one shipment to foreign market between 197 and 2005. By using empirical analysis, the study provided a reliable and valid examination of SMEs survival in the export market. The study result was that born-global and born-regional have no statistically significant effect on the survival of SMEs in the in the export market.

Another study written by Wijetunge & pushpakumari (2014) "Entitled the Relationship between Strategic Planning and business Performance: An Empirical Study of Manufacturing SMEs in Western Province in Sri Lanka" the study aimed to examine the relation strategic planning and performance of SMEs. A sample of 275

manufacturing SMEs in western province was taken for data collection through personally administered questionnaire distributed among 275 owners/managers. The Pearson correlation results show that there is a positive correlation between strategic planning and performance.

Syam, (2010) concluded a study named the Application of Strategic Planning and its Relationship with Performance of Non-Governmental Organization in the Gaza Strip. The aim of this research was to identify the implementation of strategic planning and its relation to the performance of women's NGOs in the Gaza Strip. The researcher used the analytical descriptive approach and designed a questionnaire specifically for collecting data. Sixty-nine questionnaires were distributed and 67 responses were retrieved (97%). In addition, the researcher conducted 5 interviews with female NGO directors or members of the Board of Directors.

The results of the research showed the following: a positive relationship between (support of senior management of strategic planning, analysis the strategic plan, the implementation of the strategic plan, the follow-up and evaluation of the strategic plan) and the performance of women's NGOs in the Gaza Strip. The results also revealed that women's NGOs departments have a clear understanding and conviction of the strategic planning process and they encourage employees to participate in strategic planning. And that women's NGOs develop a clear and written vision and mission as well as develop clear strategic objectives. And it develops written strategic and operational plans and selects its strategy in line with its internal capacity and external environment that it faces. Moreover, it Attracts the human resources with the expertise and skill required to implement the strategic plan. At the same time develops the capabilities of its

employees. And that women's NGOs choose their programs and activities in line with the needs of their target groups, thereby contributing to increased demand for their services.

Yusuf A, & Saffu (2009) discussed the Planning practices, strategy types and firm performance in the Arabian Gulf region. The study aimed to find investigate planning practices, strategy types, and the performance of indigenous firms in Bahrain and United Arab Emirates (UAE). Data are collected from chief executive officers (CEOs) and top management of 95 local companies sampled from Chamber of Commerce and Industry databases in Bahrain and UAE using face-to-face interviews. Analysis of variance and univariate logistic regression are employed in analyzing the data. The study found out that most of the firms are long-term planners, many of them do not have a planning process. But the Majority of the firms are Prospectors and Analyzers. Prospectors perform considerably better than all the other strategy types. the firms that are included in this paper appear to be cautious and not aggressive in entering new markets or in taking the lead in introducing and marketing new products.

Aldehayyat & Anchor (2008) concluded a study entitled Strategic planning tools and techniques in Jordan: Awareness and use. This study aimed to explore the awareness and use of strategic planning tools and techniques by Jordanian public companies in the financial, service, and industrial sectors. A cross-sectional survey was employed rather than in-depth, case study-type analysis. Single respondents, rather than multiple respondents, participated in the study for each company. The main findings of this research are: that the most used techniques by Jordanian companies are financial analysis (for own business), PEST or STEP analysis, Porter's five-forces analysis, and

analysis of key (critical) success factors; that the managers of these companies have an awareness of most of the techniques surveyed. And that the use of strategy tools and techniques relates more to the size of company and less to the age and nature of business.

Sustainability is a great deal to any business especially for SMEs. YU, J., & BELL, J. (2007) conducted a study entitled “building a sustainable business in china’s small and medium-sized enterprises (SMEs)” the purpose of the study is to find out how SMEs perceive and practice corporate sustainability in china. Also, to investigate key determinants behind their sustainable practice. The researchers developed questionnaire divided to four section as follow: a-general information, b-awareness of senior managers about general sustainable business issues, c- Practice-related questions about corporate environmental management, d- Practice-related questions about responsibility perspectives.

The distributed questionnaire to a sample of 300 SMEs by email in May 2004. Most SMEs email addresses were obtained from the China’s SMEs website and enterprises database of China Foreign Trade Centre, while the other was taken with the help personal contacts. Moreover, the study interviews to answer specific question to get deeper insight of the enterprises.

Total of 58 responses. The result shows high level of concern vs. low level of engagement. Almost all senior managers acknowledging the existence of environmental and social problems caused by SMEs and agreeing that all the businesses had responsibility for the environment (97%) and society (91%).

The study conducted some driving factors of sustainable practice which are corporate image, government and legislation and market forces. Also, the study conducted some Obstructing factors of sustainable practice such as: Lack of awareness and perception. Lack of financial resources and Lack of external support.

Lamberg J. & Tikkanen H. & Nokelainen T. & Suur-Inkeroinen H. (2009) conducted a study entitled “competitive dynamics, strategic consistency, and organizational survival” that search strategic consistency in competitive behavior in finland. Also, the study constructed a model that link the level of strategic consistency to long-term organizational survival. Dataset were built on archival research consisting of 19,428 grocery advertisements published in three major newspapers which are (Helsingin Sanomat, Keski-suomalainen, and Turun Sanomat) during 1945-1995. For each advertisement’s properties recorded date of publication, advertiser and categorical size.

Sample corresponds with a rate of over 98% to the total population. The study results showed that strategic consistency seems to be related to organizational survival. Moreover, the successful firms exhibited higher strategic consistency in their competitive behavior in comparison to the less successful firms.

2.9 Comment on the Empirical Studies:

Through a review of previous studies on the subject of planning it seems that all of them were interested in highlighting the concepts of strategic planning or performance or survival or combines two of them. The researcher tried to select the closest and newest studies related to this study.

Sandada, (2015) focused on examining the strategic planning dimensions in small and medium enterprises with the demographic variables in South Africa. Wijetunge & pushpakumari (2014) investigated the relation between Strategic Planning and business Performance of Manufacturing SMEs in Western Province in Sri Lanka. Nomsa Sisi Majama & Tebogo Israel Magang, (2017) discussed the status of strategic planning use by SMEs in Gaborone-Botswana. Innocent & Levi (2017) debate effects of strategic planning on organizational performance in Nigerian Bottling Company Enugu. Donkor & Donkor & Kwarteng (2018) argued Strategic planning, performance and effect of market dynamism of SMEs in Ghana. Sui & Baum (2014) discussed the survival of SMEs established in Canada (between 1997 and 2005) in the export market. in (2007) YU & BELL discussed sustainability of SMEs in china. Lamberg & Tikkanen & Nokelainen & Suur-Inkeroinen (2009) studied competitive dynamics, strategic consistency, and organizational survival in Finland.

The previous studies were done in different places in the world such as South Africa, Sri Lanka, Botswana, Canada, Gaza, the Arabian Gulf region, Jordan and Saudi Arabia etc...., all the Empirical Studies discussed various subjects related to SMEs in a different hypothesis and methods. The earlier studies were concerned of specific sector of SMEs such as (Wijetunge & pushpakumari 2014) where they focused on Manufacturing SMEs, or didn't include the strategic planning with survival such as (Sui & Baum 2014) where they investigated the survival of SMEs in the export market. Table of Contents.

This study discusses the different types of SMEs in Palestine in different industries. Considering the different variables that may affect strategic planning,

performance and survival. moreover, the study finds the relation of each component of strategic planning with performance and survival.

This study is the first local study -to the knowledge of the researcher- who is studying a relationship between strategic planning, performance, and survival of SMEs in West-Bank of Palestine

Benefit from previous studies:

The study benefited from previous studies in defining the study Terms. Also, study benefited from previous studies in the selection of methods data collection and statistical analyzing. In addition, the benefit from previous studies in presenting the theoretical framework. finally, the study benefited from previous studies in the forming the questionnaire.

Chapter Three

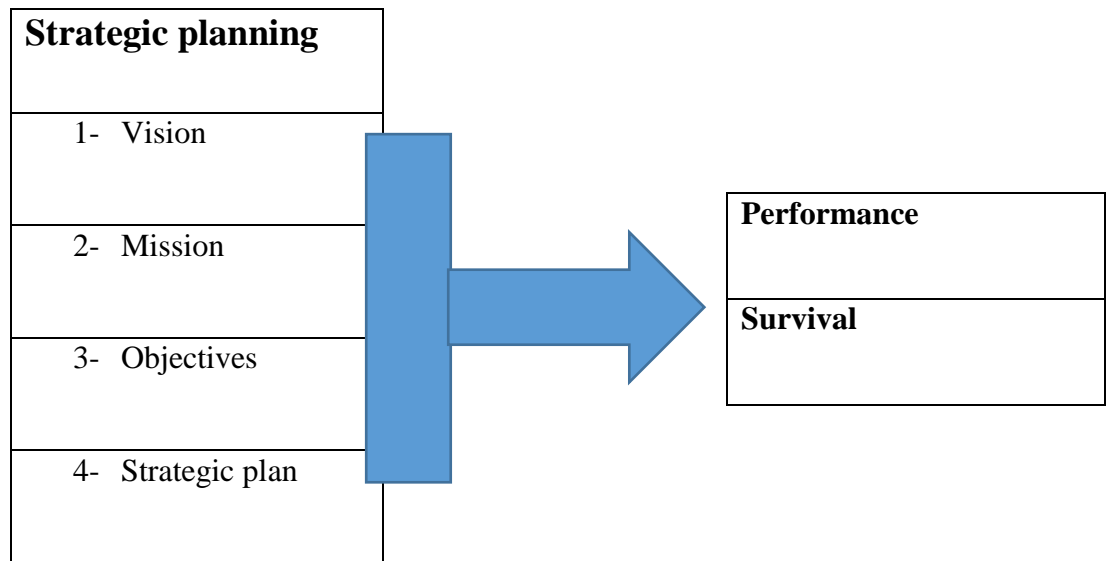
3.1 Methodology

This study aimed to examine the impact of strategic planning on SMEs performance and survival in Palestine. Therefore, this study has developed a descriptive approach to conduct the results includes research design, data collection, questionnaire design, validity and reliability.

3.2 Study Design

Survey research design was adopted to accomplish this study, using descriptive questionnaire to collect data from the sample. The study design involved collecting data from the owners and managers of the SMEs in Palestine. The main aim was to provide a comprehensive description of the Impact of Strategic Planning components (vision, mission, objectives and strategic plan) on SMEs Performance and Survival in Palestine. Through distributing an Arabic electronic questionnaire using google forms (which is a tool used to create, distribute, and collect data). After the collection the questionnaire was converted to English after extracting the data to an Excel sheet. Then the data were ready to be analyzed through using SPSS “Statistical Package for the Social Sciences” to test the research hypothesis.

Figure (3.1) study design:



3.3 Data Collection

Data for this study is obtained by two sources:

3.3.1 Secondary Data

The research aims at addressing the theoretical framework of the research to the secondary data sources, which are the relevant books and references, periodicals, articles, reports, researches and previous studies that dealt with the topic of study, also Researching and reading in various Internet sites.

3.3.2 Primary Data

To address the analytical aspects of the research topic, the researcher sought to collect the data through the questionnaire as a main research tool, designed especially for this purpose. the researcher retrieved a total of (71) response out of (106) questionnaire distributed. (71) businesses which accredited strategic planning in their operational activities.

3.4 Questionnaire design

To examine the relationships between strategic planning, business performance, survival and the gender, age, and business type. The study uses quantitative data which are going to be analyzed using SPSS software. Step one is distributing an electronic questionnaire to owners and managers in different SMEs. Then step two the researcher collects the questionnaire and then Data Entry comes. After that step three using SPSS program to analyze collected data, the SPSS will run the suitable tests for the hypothesis and data. The difficulty of measuring attitudes, character, and personality traits lies in the procedure for transferring these qualities into a quantitative measure for data analysis purposes. The difficulty of measuring attitudes, character, and personality traits lies in the procedure for transferring these qualities into a quantitative measure for data analysis purposes. (Boone & Boone, 2012). Likert scale of 5 levels will be used as thus:

Table (3.1): five levels Likert scale

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

The questionnaire is divided to four sections

1. Demographic information.

This section has two parts Including all requested information about the respondent (age, gender, education, and position) and the business (business type, No. of employees, capital, and annual earnings).

2. Strategic planning measuring.

This section has three parts measuring the strategic planning used by the business (vision (8), mission (8), and objectives (9) and strategic plan (8)).

3. Performance measuring.

This section has a total of (18) item measuring the performance of the business.

4. Survival measuring.

This section has a total of (14) item measuring the survival of the business.

The research adopts the descriptive analytic approach using questionnaire as a tool to collect data from the target population. The questionnaire includes a total of (66) items to measure the respondent's views towards indicators of strategic planning (vision, mission, objectives, and strategic plan), SMEs performance, and SMEs survival, Basic information regarding the respondents was requested.

3.5 Validity and Reliability

Validity of an instrument refers to the degree to which it measures what it is intended and supposed to measure (Polit and Beck, 2004; Buzieh 2010). The instrument used in this study was constructed by the researcher. Content validity is concerned with obtaining the opinion of other experts who can assist in determining whether there is

adequate sampling of the content for the construct being measured (Polit and Beck, 2004; Buzieh 2010). Content validity dealt with how representative and comprehensive items were in creating the scale. It was assessed by examining the process by which scale items were generated. A number of specialized experts and academic evaluators in the field judged the questionnaire to avoid weaknesses and inappropriate or redundant items, and to ensure that the questionnaire was well designed and the items were able to measure the relevant dimensions. Inappropriate items or items were removed. The questionnaire was reviewed by academic lecturers and it was translated into Arabic for easy understanding.

Table (3.2): Cronbach alpha

Variable	Items	Cronbach alpha
Vision	8	85.3%
Mission	8	84.8%
Objectives	9	74.5%
Strategic plan	8	79.7%
Performance	18	94.3%
Survival	14	93.3%
Over all	65	97.7%

Reliability of the Questionnaire:

Reliability of the questionnaire was measured by using Coefficient alpha (or Cronbach's alpha) the normal range of values between 0.00 and 1.00, where the higher values reflect a higher internal consistency (Polit and Beck, 2004; Buzieh 2010). The Cronbach's Alpha obtained from this study in the table below:

Overall Cronbach's Alpha equal to (97.7%) for 65 items of the questionnaire; this means the instrument has a high degree of reliability and a high internal consistency.

Chapter Four

Data Analysis

4. Data Analysis

4.1 Introduction

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

4.2 Descriptive analysis

4.2.1 Demographical Data

Four demographic items listed in Table (4.1) were required to provide more information about the respondents. The items describe the nature of the system

4.2.2 Characteristics of Sample Study

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

Table (4.1): Characteristics of the sample individuals

Respondent's characteristics	Frequency	Percentages
Age		
less than26	9	13%
26- 35	32	45%
36-45	12	17%
46-55	16	23%
More than 55	2	3%
Gender		
Male	53	75%
Female	18	25%
education		
Below Bachelor	11	15%
Bachelor	51	72%
post-graduation	9	13%
Other	0	0
position		
Owner	49	69%
Manager	22	31%
Total	71	100.0

The table shows that the highest was (45%) from the total sample were age between 26-35 , and study shows that (75%) of the study sample were male while (25%) were female, the study stated the most of participants were male. While the study shows that the highest was (15%) from the total sample were holding Below Bachelor. The reason for the highest percentage of bachelor holders may be due to being a requirement for the majority of the importance of education these days in Palestine. Moreover, the study shows that (69%) of the study sample were Owner, (31%) manager.

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

Table (4.2): Characteristics of the sample individuals

Respondent's characteristics	Frequency	Percentages
Business type		
industrial	10	14%
commercial	35	49%
Services	22	31%
Agricultural	4	6%
No. of employees		
1-4	25	35%
5-25	43	61%
More than 25	3	4%
Capital (JD)		
less than 15000	16	23%
15000-150000	35	49%
more than150000	20	28%
Annual Earnings		
less than 100000	18	25%
150000 – 100000	20	28%
200000 – 150001	28	39%
more than200000	5	7%
Business age		
less than 5 years	21	30%
10 – 6years	28	39%
15 - 11years	12	17%
more than 15 years	10	14%
Total	71	100.0

The study shows the highest was (49%) from the total sample of Business type were commercial, while the study found that (61%) were (5-25 employees) had highest number. This can be attributed to the fact that most of the businesses are medium and has a NO. of employees between (5-25).

The study indicated that capital was (49%) 15000-150000 (JD). While the study found that the highest Percentage of annual earnings was (39%) of the study sample which was between 200000-150001. Moreover, the study shows that the study found that the highest Percentages of business age was (39%) of the sample.

4.3 Descriptive Statistics for strategic planning

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

4.3.1 Independent variables:

Strategic planning measuring:

The degree of strategic planning in SMEs in Palestine

Table (4.3): The mean, the standard deviation of the Strategic planning measuring

Strategic planning measuring			
Business vision measuring	Mean	Std. Deviation	c
1. The business has a clear vision.	4.00	.77	high
2. The business has a place-specific vision.	3.59	1.18	high
3. The business has a time-specific vision.	3.44	1.25	moderate
4. The business is constantly developing its vision.	3.39	1.24	moderate
5. Business vision is built on practical foundations.	3.65	1.26	high
6. The business considers the needs of the community in the development of its vision.	3.86	1.15	high
7. The business plan contributes to improving its relationship with the local market and competitors.	3.7	1.01	High
8. The vision of the business contributes to administrative changes.	3.01	1.10	moderate
Total	3.58	1.12	High

The overall mean value for the Business vision measuring was (3.58) with a high level of practice. The result shows that highest level was the business has a clear vision with (4.0) and lowest degree was the vision of the business contributes to administrative changes with (3.01). The results shows that the strategic vision of the business is clear and specific, has a place-specific vision is clear, there is a specific view with a suitable date in the system, the vision of the business is built on practical foundations., there is a high vision for The business considers the needs of the community in the development of its vision, the plan contributes to improving its relationship with the local market and competitors, while the vision of the business contributes to administrative changes has moderate level.

Table (4.4): The mean, the standard deviation of the Business mission measuring

Business mission measuring	Mean	Std. Deviation	c
1. The business has a clear mission.	4.00	3.68	high
2. The business has a specific mission.	3.68	1.13	high
3. The business has a realistic mission.	4.03	0.86	high
4. The business has an executable mission.	4.23	0.59	v. high
5. The business mission motivates the employees to work.	3.39	0.59	Moderate
6. The business seeks to explain its mission accurately to the local community.	3.10	1.31	moderate
7. The business mission is based on clear scientific foundations.	3.68	0.97	high
8. The business mission outlines the benefits and components of the Strategic Plan.	3.48	1.16	High
Total	3.6	1.2	High

The highest degree among business mission measuring was related to the business has an executable mission with degree of (4.23), while the lowest degree was related to the business seeks to explain its mission accurately to the local community. The overall mean

value for the Business mission measuring was (3.6) with a high level of practice. The results show that the Business mission measuring of the business has a clear mission, has a specific mission, there is a specific view with a suitable date in the system, the vision of the business is built on practical foundations., there is a high mission for The business has an executable mission and business mission is based on clear scientific foundations while the business mission outlines the benefits and components of the Strategic Plan.

Table (4.5): The mean, the standard deviation of the Business objective measuring

Objective measuring	Mean	Std. Deviation	c
1. The business has a long-term strategic plan.	4.01	0.87	High
2. The objectives of the business are clearly aimed at achieving its growth and sustainability.	4.03	0.94	High
3. The objectives of the business aim to motivate the employees.	3.13	1.22	Moderate
4. Business objectives aims to improve employee's skills.	3.45	1.14	High
5. The business owner allows employees to participate in the formulation of business objectives.	2.62	1.23	Moderate
6. Employees have a clear idea of the business's objectives.	3.55	1.19	High
7. Business objectives are executable.	4.17	0.48	High
8. Business objectives able of treating emergency situations.	3.13	1.17	Moderate
9. Business objectives are linked to a specific time period.	3.63	1.15	High
Total	3.4	1.04	High

The highest degree of objective measuring was related to the overall mean value for the Objective measuring was (3.4) with a high level of practice. The results show that the Business Objective measuring of the business has a clear mission, the objectives of the

business are clearly aimed at achieving its growth and sustainability, Employees have a clear idea of the business's objective., there is a high Business objective are linked to a specific time period

The highest mean value is for item number (7) which stated that (T Business objectives are executable) with a value of (4.17) and a very high response rate. On the other hand, the lowest mean value is for item number (5) which stated that (The business owner allows employees to participate in the formulation of business objectives) with a value of (2.6) and moderate degree.

Table (4.6): The mean, the standard deviation of the Strategic Plan measuring

Strategic Plan measuring	Mean	Std. Deviation	C
1. The strategic plan fit with the business potentials.	4.01	0.85	High
2. The business has sufficient staff to implement its strategic plan.	3.61	1.18	High
3. The business has a long-term strategic plan.	4.00	0.86	High
4. The strategic plan improves the performance and growth of the business.	4.13	0.67	High
5. The Strategic Plan adds a competitive advantage to the business.	3.89	0.87	High
6. The business has a clear financial strategic plan.	3.59	1.29	Moderate
7. The business has an executable operational strategic plan.	3.35	1.30	Moderate
8. The business plan fits in with its needs.	4.04	0.78	High
Total	3.8	.97	High

The overall mean value for the Strategic Plan measuring was (3.8) with a high level of practice.

The results show that the strategic plane fit with the business potentials. the business has a long-term strategic plan, there is the business plan fits in with its needs, The Strategic Plan adds a competitive advantage to the business. The highest mean value is for item number (4) which stated that (The strategic plan improves the performance and growth of the business) with a value of (4.13) and a very high response rate. On the other hand, the lowest mean value is for item number (7) which stated that (The business has an executable operational strategic plan) with a value of (3.35) and a very high degree.

The level of SMEs performance in Palestine.

Table (4.7): The means, the standard deviation and Business Performance

Business Performance	Mean	Std. Deviation	c
1. The business has high profits compared to competitors.	3.61	1.16	High
2. The business has a high return on investment.	3.55	1.33	High
3. The business has a high return on assets.	3.32	1.30	Moderate
4. The business has sufficient liquidity continuously.	3.39	1.22	Moderate
5. The business has low costs compared to competitors.	3.18	1.16	High
6. The business has sustained growth in annual revenues.	3.70	1.13	High
7. The business has a high return on marketing.	3.25	1.26	Moderate
8. The business has low marketing costs.	3.17	1.22	Moderate

9. The business has a higher market share than competitors.	3.32	1.34	Moderate
10. The business has a website to market its products and services.	3.56	1.36	High
11. The business has the ability to study the market and its needs.	3.24	1.24	Moderate
12. The business has access to new markets.	3.55	1.33	High
13. Customers are satisfied with the products and services of the business.	3.97	1.03	High
14. The business has models for assessing the performance and capabilities of employees.	3.03	1.26	Moderate
15. Staff are satisfied working for the business.	3.97	0.86	High
16. The business uses modern management methods.	3.56	1.16	High
17. The business has effective communication methods.	3.82	1.06	High
18. Staff and managers have the abilities and skills to implement the plans.	4.04	0.92	High
Total	3.5	1.1	High

The overall mean value for the business performance was (3.5) with a high level. There was a Moderate degree of the Business Performance in the formulation of some aspects of the strategic plan and not informing the implementers, the business dose not has a high return on assets. business dose not sufficient liquidity continuously, lack of marketing, business has high marketing cost. The result shows that the business has models for assessing the performance and capabilities of employees. In other hand, the business has high profits compared to competitors and the business has a high return on

investment. While the Staff and managers have the abilities and skills to implement the plans.

The highest mean value is for item number (18) which stated (Staff and managers have the abilities and skills to implement the plans.) and with a value of (3.7). On the other hand, the lowest mean value is for items (14) (The business has low marketing costs, with a value of (3.03) and a moderate response rate.

The level of SMEs survival

Table (4.8): The mean, the standard deviation businesses survival

Survival measuring	Mean	Std. Deviation	c
1. The business has access to funding from multiple sources.	3.45	1.12	Moderate
2. The business has sufficient financial reserves for crises.	3.55	1.28	high
3. The business has the ability to adapt to changes in the market.	3.49	1.37	moderate
4. The business has the ability to differentiate from competitors.	3.49	1.37	Moderate
5. The business has the ability to retain existing customers.	4.14	0.93	high
6. The business has the ability to face potential problems.	3.21	1.23	moderate
7. The business has the ability to face internal risks.	3.46	1.24	moderate
8. The business has the ability to face external risks.	2.68	1.30	moderate
9. Staff have the ability to adapt to changes.	3.46	1.21	moderate
10. The business has an emergency plan.	3.01	.672	Moderate
11. The business continuously updates the emergency plan.	2.58	.646	moderate
12. The business has the ability to predict potential risks.	2.90	.788	moderate
13. The business has the ability to reduce the Occurrence of risks.	2.96	.683	Moderate
14. The business has the ability to reduce the impact of risks after they occur.	4.38	.808	high
Total	3.34	1.04	Moderate

The overall mean value for the business's survival was (3.3) with a Moderate degree. The means of the business's survival ranged moderate degree of businesses survival.

The results of the table show that the business has sufficient financial reserves for crises, has the ability to retain existing customers, has the ability to reduce the impact of risks after they occur. In other hand, the result shows moderate degree that shows that staff have the ability to adapt to changes while, the business has the ability to face internal risks, the business has a moderate emergency plan. Moreover, the business had moderate ability to differentiate from competitors and adapt to changes in the market and access to funding from multiple sources.

The highest mean value is for item number (14) (The business has the ability to reduce the impact of risks after they occur.) with a value of (4.38). On the other hand, the lowest mean value is for item number (11) (The business continuously updates the emergency plan) with a value of (2.5).

4.4 Inferential Statistics: Hypotheses Testing

First Hypothesis:

H0.1: there is no significant impact strategic planning components (mission, vision, Objective and strategic plan) on SMEs Performance

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

Table (4.9): Results of regression Analysis for the first hypothesis

Regression Model (Performance)

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
1	41.102	4	10.275	91.958	.000			
Regression	7.040	63	.112			.924	.854	.844
Residual	48.141	67						
Total								

The value of $R^2=0.854$ indicates that strategic planning account 85% of the variation in the level strategic planning components (vision, mission, Objective and strategic plan) on SMEs Performance.

The results in the above table show that there is a positive and significant relation between impact strategic planning components and (vision, mission, Objective and strategic plan) on SMEs Performance, since P-value was 0.000, which is less than the value of significance (0.05), leading to reject this hypothesis, which there is signifying relationship between strategic planning components and vision, mission, objective and strategic plan on SMEs Performance

Table (4.10) Coefficients for performance

	B	t	Sig.
(Constant)	-.307	-1.804	.076
vision	.404	4.091	.000
Mission	.153	1.452	.151
Objective	.092	.780	.438
Strategic Plan	.570	4.648	.000

The results in the above table shows that there is a positive and significant relation between strategic planning components (vision) and SMEs Performance, since P-value was (0.000) which is less than the value of significance (0.05).

Moreover, the study shows that there is no significant relation between strategic planning components (mission) and SMEs Performance, since P-value was (0.151) which is more than the value of significance (0.05).

Furthermore, the study shows that there is no significant relation between strategic planning components (objective) and SMEs Performance, since P-value was 0.438, which is more than the value of significance (0.05).

The study also shows that there is a positive and significant relation between strategic planning components (strategic plan) and SMEs Performance, since P-value is (0.000) which is less than the value of significance (0.05).

Finally, shows that there is a positive and significant relation between strategic planning components (Strategic Plan) and SMEs Performance, since P-value was 0.000, which is less than the value of significance (0.05)

Overall, the results in this study are similar to (Donkor& Kwarteng, 2018) study in Ghana which supported that the continues application of strategic planning results improvements in the performance of SMEs in Ghana. Also, (Wijetune & pushpakumari, 2014) concluded that there is a positive correlation between strategic planning and performance in Sri Lanka.

H0.2: there is no significant impact strategic planning components (vision, mission, Objective and Strategic Plan) on SMEs Survival.

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

Table (4.11): Results of regression Analysis for the second hypothesis

Regression Model (survival)

Model	Sum of Squares	df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
1	44.430	4	11.107	54.093	.000			
Regression	12.936	63	.205			.880	.774	.760
Residual	57.366	67						
Total								

The value of $R^2=0.77$ indicates that strategic planning account 77% of the variation in the level strategic planning components (mission, vision, Objective and strategic plan) on SMEs survival.

The results in the above table show that there is a positive and significant relation between impact strategic planning components and (vision, mission, Strategic Plan and Objective) on SMEs Survival, since P-value was 0.000, which is less than the value of significance (0.05), leading to reject this hypothesis, which there is no signifying relationship between strategic planning components and vision, mission, objective and strategic plan on SMEs Survival.

Table (4.12) Coefficients for survival

	B	t	Sig
(Constant)	-.253	-1.103	.274
vision	.228	1.637	.107
Mission	.261	1.808	.075
Objective	.186	1.161	.250
Strategic Plan	.629	3.709	.000

The results in the above table shows that there is no significant relation between strategic planning components (vision) on SMEs survival, since P-value was 0.107, which is more than the value of significance (0.05).

Moreover, the study shows that there is no significant relation strategic planning components (mission) and SMEs Survival, since P-value was 0.075, which is more than the value of significance (0.05).

Furthermore, the study shows that there is no significant relation between strategic planning component (objective) and SMEs Survival, since P-value was 0.25, which is more than the value of significance (0.05).

Finally, the results in the above table show that there is a positive and significant relation between strategic planning component (strategic plan) and SMEs Survival, since P-value was 0.000, which is less than the value of significance (0.05).

similar results were fund by (Lamberg & others, 2009) that there is a relation between strategic consistency and organizational survival in Finland.

H0.3-1: there is no relation between strategic planning and performance regarding to gender, age, business type.

Table (4.13): Results of T-Test according to Gender

	Gender	N	Mean	Std. Deviation	Sig.	t
Performance	Male	52	2.5588	.89191	.071	1.086
	female	18	2.3056	.72216		
vision	Male	53	2.4670	.80643	.287	.887
	female	18	2.2778	.70262		
Mission	Male	53	2.3750	.72722	.395	1.477
	female	18	2.0903	.63998		
Objective	Male	53	2.5220	.61192	.564	1.503
	female	17	2.2680	.58802		
Strategic Plan	Male	53	2.2052	.68294	.074	.849
	female	17	2.0515	.52489		
Survival	Male	52	2.8049	.92454	.810	1.205
	female	18	2.5000	.92938		

The overall mean value for the Business Performance was (2.5) among male while female has (2.3). In other hand, the SME Survival shows that the overall mean value was (2.8) among male while female has (2.5). Moreover, the overall mean value for the Strategic Plan was (2.2) among male while female has (2.0). The study shows that mean among male is higher than female regarding vision, mission, objective and strategic plan.

The results in the above table show that there are no significant differences between SMEs Performance and Survival regarding gender since P-value was (0.071 and 0.81) which is more than the value of significance (0.05) which there is no signifying differences between SMEs Performance and Survival regarding gender. We can see that these results are similar to (sandada, 2015) where he found that that there was no significant difference between strategic planning dimensions and gender.

Moreover, the study shows that there are no signifying differences between strategic planning components (Vision, mission, objective and strategic plan) regarding gender, since P-value was (0.287, 0.395, 0.564, 0.074 respectively), Which is more than the value of significance (0.05).

Table (4.14): Results of one-way Anova according to age

	F	Sig.
vision	1.550	.198
Mission	1.106	.361
Objective	.434	.784
Strategic Plan	.699	.595
Survival	1.157	.338
Performance	1.606	.183

The results in the above table show that there are no significant differences between SMEs Performance and Survival regarding age since P-value was (0.183) and (0.338) which is more than the value of significance (0.05) which there is no signifying differences between SMEs Performance and Survival regarding age. Moreover, the study shows that there are no significant differences between strategic planning components (Vision, mission, objective, strategic plan) regarding age, since P-value was (0.198, 0.361, 0.784, 0.595 respectively), Which is more than the value of significance (0.05).

Furthermore, (sandada, 2015) found that that there was no significant difference between strategic planning dimensions and age.

Table (4.15): Results of one-way Anova according to Business type

	F	Sig.
vision	.541	.656
Mission	1.203	.315
Objective	.399	.754
Strategic Plan	1.041	.380
Survival	.765	.518
Performance	.966	.414

The results in the above table shows that there are no significant differences between SMEs Performance and Survival regarding business type since P-value was (0.414 and 0.518) for performance and survival. which is more than the value of significance (0.05). that means there is no significant differences between SMEs Performance and Survival regarding business type. Moreover, the study shows that there are no significant differences between strategic planning components (Vision, mission,

objective and strategic plan) regarding business type, since P-value was (0.656, 0.315, 0.754, 0.380, respectively), Which is more than the value of significance (0.05).

Table (4.16): Results of testing the sub-hypotheses of the third main hypothesis

Null Sub-hypothesis	Result
H_{0.3.1} : There are no differences between strategic planning level regarding to gender.	Accepted
H_{0.3.1} : There are no differences between strategic planning level regarding to age.	Accepted
H_{0.3.3} : There are no differences between strategic planning level regarding to business type.	Accepted

The table shows that all null sub hypotheses were accepted due to the absence of statistical differences attributed to gender, age and business type.

Chapter 5

5.1 Conclusions

Based on the previous statistical analysis and finds, the results show some relevant fact from which the researcher then drew certain conclusion. The study findings support that there is high degree of strategic planning among SMEs included. The SMEs that practice strategic planning are more likely to success in their environment. The study also indicates a moderate performance of SMEs in Palestine. The same as performance the study shows a moderate degree of survival in SMEs. Moreover, there is a positive relation between strategic planning and both of performance and survival in which the strategic planning increases the performance and survival of SMEs. The study also supports that both gender and business type have differences on impacting strategic planning. But the difference in age variable has no impact on strategic planning. this study suggests that SMEs practice strategic planning, they will be able to use these variables to improve strategic planning and therefore adjust their strategies to improve performance and survival.

H0.1: There is no significant impact of strategic planning on the SMEs performance in Palestine.

It can be concluded that at 95% confidence, the multiple correlation coefficient indicates that there is a strong positive impact of strategic planning and increase the SMEs performance in Palestine, the independent variable and dependent variable are changing in the same direction. In comparison of performance of the SMEs which are engaged in

strategic planning shows that the performance of the SMEs engaged more in strategic planning was significantly higher than their counterparts.

H0.2: There is no significant impact of strategic planning on SMEs survival.

From the second hypothesis tested in the study it can be concluded that there is a strong impact of the strategic planning and SMEs survival. which means that the independent variable and dependent variable are changing in the same direction. This finding supports the importance of strategic planning in SMEs survival in a competitive environment.

H0.3: The strategic planning is affected by gender, age and business type.

Finally, the results support that strategic planning is affected by gender and business type only, the age has no impact on strategic planning. In terms of gender the study shows that male had a better strategic planning than female. which was the final hypothesis tested in the study.

The study tested the relationship of each dimensions of strategic planning with performance, survival, and demographic aspects in the SMEs. It is hoped that the findings of this study will be able to help the SMEs to understand strategic planning and how to use it to improve performance, achieve longer survival, and make better decision in the future.

5.2 Recommendation

The study suggests a group of recommendations to be made. Finding the relation between strategic planning and performance, survival, also the relation between strategic planning and age, gender, business type helps in understanding the strategic planning of SMEs in Palestine.

For a better strategic planning in SMEs the study recommends:

1. The SMEs have to explain the mission to the community clearly.
2. The vision has to contribute more in administrative changes.
3. The business mission should motivate the employees.
4. The mission must be explained accurately to the local community.
5. The business must involve employees in objectives formulation.
6. The business has to develop a clearer financial strategic plan.
7. The objectives should aim at motivating the employees.
8. The objectives should be able to deal with emergency situations.

For a better performance in SMEs the study recommends:

1. The business has to focus on return on assets because it is important for managers to measure the SMEs performance against its planned business goals, or market competitors.
2. The business has to maintain a sufficient amount of cash (liquidity). This can be achieved through many methods such as (reduce operating costs & making a saving plan).
3. The business has to develop better marketing strategies. Many marketing strategies can be used by firms but not all of them fits SMEs. (Targeted

Marketing strategy) that helps the SMEs to focus on specific group of customers and products.

4. The business has to maintain low marketing costs. using (Social Media Marketing Strategy) that offers low cost marketing for attracting new customers.

5. The business has to develop models for assessing the performance and capabilities of employees. The SMEs can develop its own models that fits with its needs or it can use models made by similar SMEs.

For a longer survival and sustainability in SMEs the study recommends:

1. The business search for new fund sources. There are few ways that SMEs in Palestine can use to collect funds such as getting new partner, donations, governmental institutions, and Small business lending institutions such as (FATEN & Al Ebdaa Microfinance).

2. Differentiation from competitors and this can be achieved in SMEs through developing community involvement, local knowledge, and strong values.

3. The business should have the ability to face problems. Such as increasing competition, the SMEs can invest in IT to innovate and they can collaborate with other SMEs. Another

4. The business should have the ability to face internal and external risks.

External risks include political, economic, and social risks such as road closures by occupation, Competitive goods in the market, taxes, and rumors that harm reputation etc....

Internal risks include production, employees, and management such as employees strikes, day-to-day operation etc.....

5.3 Limitations of Study.

There are many potential limitations that might hinder this study.

despite the existence of large number of SMEs in Palestine not all of them uses strategic planning, more over it can be hard to access some information about strategies and plans due to intensity of competition. Finally, the time and cost limitation can be another obstacle to this study.

The first issue can be avoided by contacting the business owners be going there. Moreover, using internet for communication and distributing the questionnaire can save both time and money. Finally using questionnaire can save time and money more than interviews and give more data at the same time.

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Appendices

Appendix (1): Questionnaire



Arab American University

College of Graduate Studies

Greetings,

The researcher conducts a study entitled: **The impact of strategic planning on the performance and sustainability of small and medium enterprises in Palestine** in order to complete the requirements of obtaining a master's degree in strategic planning and fundraising.

This study examines the impact of the elements of strategic planning on the growth of the business and its survival from the point of view of the owner or manager of the business. Therefore, please kindly reply to all the paragraphs of the questionnaire objectively, by placing the reference (x) on the appropriate answer code, and that all data provided by you will be used for scientific research only, and will be treated with strict confidentiality.

With all respect

Researcher Ahmad Hanani

First: Demographic information

Code	Item
Personal information	
Per1	age : <input type="checkbox"/> less than 26 <input type="checkbox"/> 26 - 35 <input type="checkbox"/> 45 - 36 <input type="checkbox"/> 55 – 46 <input type="checkbox"/> more than 55 <input type="checkbox"/> other ()
Per2	gender : <input type="checkbox"/> male <input type="checkbox"/> female
Per3	education : <input type="checkbox"/> below Bachelor <input type="checkbox"/> Bachelor <input type="checkbox"/> post-graduation <input type="checkbox"/> other ()
Per4	position : <input type="checkbox"/> Owner <input type="checkbox"/> Manager
Business information	
Buss1	Business type : <input type="checkbox"/> industrial <input type="checkbox"/> commercial <input type="checkbox"/> services <input type="checkbox"/> agricultural
Buss2	No. of employees : <input type="checkbox"/> 4 - 1 <input type="checkbox"/> 25 - 5 <input type="checkbox"/> more than 25
Buss3	Capital (JD) : <input type="checkbox"/> less than 15000 <input type="checkbox"/> 150000 - 15000 <input type="checkbox"/> more than 150000

Buss4	Annual Earnings : <input type="checkbox"/> less than 100000 <input type="checkbox"/> 150000 – 100000 <input type="checkbox"/> 200000 – 150001 <input type="checkbox"/> more than 200000
Buss5	Business age: <input type="checkbox"/> less than 5 years <input type="checkbox"/> 10 – 6 years <input type="checkbox"/> 15 - 11 years <input type="checkbox"/> more than 15 years

Second :Strategic planning measuring

code	Business vision measuring	strongly agree	agree	neutral	disagree	strongly disagree
VIS1	The business has a clear vision.					
VIS2	The business has a place-specific vision.					
VIS3	The business has a time-specific vision.					
VIS4	The business is constantly developing its vision.					
VIS5	Business vision is built on practical foundations.					
VIS6	The business considers the needs of the community in the development of its vision.					
VIS7	The business plan contributes to improving its relationship with the local market and competitors.					
VIS8	The vision of the business contributes to administrative changes.					
	Business mission measuring	strongly agree	agree	neutral	disagree	strongly disagree
MIS9	The business has a clear mission.					
MIS10	The business has a specific mission.					
MIS11	The business has a realistic mission.					
MIS12	The business has an executable mission.					
MIS13	The business mission motivates the employees to work.					
MIS14	The business seeks to explain its mission accurately to the local community.					
MIS15	The business mission is based on clear scientific foundations.					
MIS16	The business mission outlines the benefits and components of the Strategic Plan.					
	Objective measuring	strongly agree	agree	neutral	disagree	strongly disagree

OBJ17	The business has a long-term strategic plan.					
OBJ18	The objectives of the business are clearly aimed at achieving its growth and sustainability.					
OBJ19	The objectives of the business aim to motivate the employees.					
OBJ20	Business objectives aims to improve employee's skills.					
OBJ21	The business owner allows employees to participate in the formulation of business objectives.					
OBJ22	Employees have a clear idea of the business's objectives.					
OBJ23	Business objectives are executable.					
OBJ24	Business objectives able of treating emergency situations.					
OBJ25	Business objectives are linked to a specific time period.					
	Strategic Plan measuring	strongly agree	agree	neutral	disagree	strongly disagree
STR26	The strategic plan fit with the business potentials.					
STR27	The business has sufficient staff to implement its strategic plan.					
STR28	The business has a long-term strategic plan.					
STR29	The strategic plan improves the performance and growth of the business.					
STR30	The Strategic Plan adds a competitive advantage to the business.					
STR31	The business has a clear financial strategic plan.					
STR32	The business has an executable operational strategic plan.					
STR33	The business plan fits in with its needs.					

Third: Business Performance

code	item	strongly agree	agree	neutral	disagree	strongly disagree
Perf1	The business has high profits compared to competitors.					

Perf2	The business has a high return on investment.					
Perf3	The business has a high return on assets.					
Perf4	The business has sufficient liquidity continuously.					
Perf5	The business has low costs compared to competitors.					
Perf6	The business has sustained growth in annual revenues.					
Perf7	The business has a high return on marketing.					
Perf8	The business has low marketing costs.					
Perf9	The business has a higher market share than competitors.					
Perf10	The business has a website to market its products and services.					
Perf11	The business has the ability to study the market and its needs.					
Perf12	The business has access to new markets.					
Perf13	Customers are satisfied with the products and services of the business.					
Perf14	The business has models for assessing the performance and capabilities of employees.					
Perf15	Staff are satisfied working for the business.					
Perf16	The business uses modern management methods.					
Perf17	The business has effective communication methods.					
Perf18	Staff and managers have the abilities and skills to implement the plans.					

Fourthly: Survival measuring

code	item	strongly agree	agree	neutral	disagree	strongly disagree
Surv1	The business has access to funding from multiple sources.					
Surv2	The business has sufficient financial reserves for crises.					

Surv3	The business has the ability to adapt to changes in the market.					
Surv4	The business has the ability to differentiate from competitors.					
Surv5	The business has the ability to retain existing customers.					
Surv6	The business has the ability to face potential problems.					
Surv7	The business has the ability to face internal risks.					
Surv8	The business has the ability to face external risks.					
Surv9	Staff have the ability to adapt to changes.					
Surv10	The business has an emergency plan.					
Surv11	The business continuously updates the emergency plan.					
Surv12	The business has the ability to predict potential risks.					
Surv13	The business has the ability to reduce the Occurrence of risks.					
Surv14	The business has the ability to reduce the impact of risks after they occur.					

Do you think that the strategic plan is important for your business?	yes	No
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Thanks for participation

الاستبانة (2): Appendix

استبيان



الجامعة العربية الأمريكية
كلية الدراسات العليا

حضرة صاحب/ة المشروع

تحية طيبة وبعد،

يقوم الباحث بإجراء دراسة بعنوان: أثر التخطيط الاستراتيجي على أداء المشاريع الصغيرة والمتوسطة واستمراريتها في فلسطين من اجل انهاء متطلبات نيل درجة الماجستير في التخطيط الاستراتيجي وتجنييد الاموال.

حيث تتناول هذه الدراسة قياس إثر عناصر التخطيط الاستراتيجي على نمو المشروع وبقاءه من وجهة نظر صاحب المشروع. لذلك يرجى من حضرتكم التكرم بالإجابة على جميع فقرات الاستبيان بموضوعية، وذلك من خلال وضع اشارة (x) على رمز الإجابة المناسبة، علما ان جميع البيانات المقدمة من حضرتكم سوف تستخدم لأغراض البحث العلمي فقط، وسوف يتم التعامل معها بسرية تامة.

مع فائق الاحترام

الباحث احمد حناني

أولاً: المعلومات الأولية:

الرمز	السؤال
المعلومات الخاصة بصاحب المشروع	
Per1	العمر بالسنوات: <input type="checkbox"/> اقل من 26 <input type="checkbox"/> 26 - 35 <input type="checkbox"/> 36 - 45 <input type="checkbox"/> 46 - 55 <input type="checkbox"/> اكثر من 55 <input type="checkbox"/> غير ذلك ()
Per2	الجنس: <input type="checkbox"/> ذكر <input type="checkbox"/> انثى
Per3	مستوى الدراسة: <input type="checkbox"/> اقل من بكالوريوس <input type="checkbox"/> بكالوريوس <input type="checkbox"/> دراسات عليا <input type="checkbox"/> غير ذلك ()
Per4	الموقع الوظيفي: <input type="checkbox"/> مالك <input type="checkbox"/> مدير
المعلومات الخاصة بالمشروع	
Buss1	نوع المشروع: <input type="checkbox"/> صناعي <input type="checkbox"/> تجاري <input type="checkbox"/> خدماتي <input type="checkbox"/> زراعي
Buss2	عدد الموظفين: <input type="checkbox"/> 1 - 4 <input type="checkbox"/> 5 - 25 <input type="checkbox"/> أكثر من 25

Buss3	راس مال المشروع بالدينار: <input type="checkbox"/> اقل من 15000 <input type="checkbox"/> 15000 - 15000 <input type="checkbox"/> أكثر 150000
Buss4	الإيرادات السنوية: <input type="checkbox"/> اقل من 100000 <input type="checkbox"/> 100000 - 150000 <input type="checkbox"/> 150001 - 200000 <input type="checkbox"/> أكثر من 200000
Buss5	عمر المشروع: <input type="checkbox"/> اقل من 5 سنوات <input type="checkbox"/> 6 - 10 سنوات <input type="checkbox"/> 11 - 15 سنة <input type="checkbox"/> أكثر من 15 سنة

ثانياً: قياس أثر التخطيط الاستراتيجي

الرمز	رؤية المشروع (Vision)	أوافق بشده	أوافق	محايد	لا أوافق	لا اوافق بشده
VIS1	لدى المشروع رؤية واضحة.					
VIS2	لدى المشروع رؤية محددة بمكان.					
VIS3	لدى المشروع رؤية محددة بزمان.					
VIS4	يقوم المشروع بتطوير رؤيته بشكل مستمر.					
VIS5	رؤية المشروع مبنية على أسس عملية.					
VIS6	يأخذ المشروع احتياجات المجتمع بعين الاعتبار عند وضع رؤيته.					
VIS7	تساهم خطة المشروع على تحسين علاقته مع السوق المحلي والمنافسين.					
VIS8	تساهم رؤية المشروع في احداث تغييرات ادارية.					
	رسالة المشروع (Mission)	أوافق بشده	أوافق	محايد	لا أوافق	لا اوافق بشده
MIS9	لدى المشروع رسالة واضحة.					
MIS10	لدى المشروع رسالة محددة.					
MIS11	تنتم رسالة المشروع بالواقعية.					
MIS12	تنتم رسالة المشروع بقابلية التنفيذ.					
MIS13	تساهم رسالة المشروع في تحفيز العامل على العمل.					
MIS14	يسعى المشروع بشرح رسالته بشكل دقيق للمجتمع المحلي.					
MIS15	رسالة المشروع مبنية على أسس علمية واضحة.					
MIS16	توضح رسالة المشروع مكونات خطته الاستراتيجية ومزاياه.					
	اهداف المشروع (Objectives)	أوافق بشده	أوافق	محايد	لا أوافق	لا اوافق بشده
OBJ17	لدى المشروع خطة استراتيجية طويلة الأمد.					
OBJ18	تسعى اهداف المشروع بشكل واضح لتحقيق نموه واستدامته.					
OBJ19	تتضمن اهداف المشروع بندا خاصا بتحفيز أداء العاملين.					
OBJ20	تساهم اهداف المشروع بتطوير مهارات العاملين.					
OBJ21	يسمح صاحب المشروع العاملين بالمشاركة في صياغة اهداف العمل.					

					لدى العاملين فكرة واضحة عن اهداف المشروع.	OBJ22
					تتسم اهداف المشروع بانها قابلة للتنفيذ.	OBJ23
					لدى اهداف المشروع القدرة على معالجة الظروف الطارئة.	OBJ24
					ترتبط اهداف المشروع بفترة زمنية محددة.	OBJ25
	لا اوافق بشده	لا اوافق	محايد	اوافق	اوافق بشده	الخطة الاستراتيجية (Strategic Plan)
					تتلاءم الخطة الاستراتيجية للمشروع مع امكانياته المادية.	STR26
					لدى المشروع عدد كافي من العاملين لتنفيذ خطته الاستراتيجية.	STR27
					لدى المشروع خطة استراتيجية تمتد لفترة زمنية طويلة الأمد.	STR28
					يساهم وضع خطة استراتيجية للمشروع بتحسين اداء ونموه.	STR29
					تضيف الخطة الاستراتيجية قدرة تنافسية للمشروع.	STR30
					لدى المشروع خطة استراتيجية مالية واضحة.	STR31
					لدى المشروع خطة استراتيجية تشغيلية قابلة للتنفيذ.	STR32
					تتلاءم خطة المشروع مع احتياجاته.	STR33

ثالثا: أداء المشروع (Performance)

الرمز	السؤال	أوافق بشده	أوافق	محايد	لا اوافق	لا اوافق بشده
Per1	لدى المشروع أرباح عالية مقارنة بالمنافسين.					
Per2	لدى المشروع عائد عالي على الاستثمار.					
Per3	لدى المشروع عائد عالي على الأصول.					
Per4	لدى المشروع مقدار كافي من السيولة بشكل مستمر.					
Per5	لدى المشروع تكاليف منخفضة مقارنة بالمنافسين.					
Per6	لدى المشروع نمو مستمر بالإيرادات السنوية.					
Per7	لدى المشروع عائد عالي على التسويق.					
Per8	لدى المشروع تكاليف تسويقية منخفضة.					
Per9	لدى المشروع حصة سوقية اعلى من المنافسين.					
Per10	لدى المشروع موقع الكتروني لتسويق منتجاته وخدماته.					
Per11	لدى المشروع القدرة على دراسة السوق واحتياجاته.					
Per12	لدى المشروع القدرة على الوصول لأسواق جديدة.					
Per13	يشعر الزبائن بالرضى من منتجات وخدمات المشروع.					
Per14	لدى المشروع نماذج لتقييم اداء وقدرات العاملين.					
Per15	يشعر الموظفين بالرضى من العمل في المشروع.					
Per16	يستخدم المشروع طرق حديثة بالإدارة.					

					لدى المشروع طرق فعالة في التواصل.	Per17
					لدى الموظفين والمدراء القدرات والمهارات اللازمة لتطبيق الخطط على ارض الواقع.	Per18

رابعاً: استمرارية المشروع (Survival)

الرمز	السؤال	أوافق بشده	أوافق	محايد	لا أوافق	لا أوافق بشده
Surv1	لدى المشروع القدرة على الحصول على التمويل من مصادر متعددة.					
Surv2	لدى المشروع احتياطي مالي كافي للازمات.					
Surv3	لدى المشروع القدرة على مواكبة التغييرات في السوق.					
Surv4	لدى المشروع القدر على التميز عن المنافسين.					
Surv5	لدى المشروع القدرة على الاحتفاظ بالزبائن الحاليين.					
Surv6	لدى المشروع القدرة على مواجهة المشاكل المحتملة.					
Surv7	لدى المشروع القدرة مواجهة المخاطر الداخلية.					
Surv8	لدى المشروع القدرة مواجهة المخاطر الخارجية.					
Surv9	لدى الموظفين القدرة على التكيف مع التغييرات.					
Surv10	لدى المشروع خطة طوارئ.					
Surv11	يقوم المشروع بتحديث خطة الطوارئ باستمرار.					
Surv12	لدى المشروع القدرة على توقع المخاطر.					
Surv13	لدى المشروع القدرة على الحد من احتمال حدوث المخاطر.					
Surv14	لدى المشروع القدرة على الحد من اثار المخاطر بعد حدوثها.					

هل تعتقد ان تواجد خطة استراتيجيه مهم لمشروعك	نعم	لا
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شكرا لحسن تعاونكم

الاستراتيجي يحسن أداء الشركات الصغيرة والمتوسطة، والتي لها تأثير كبير على المدى الطويل على بقاءها. أيضا التخطيط الاستراتيجي يتأثر بنوع الجنس ونوع المشروع. لذلك، يجب على الشركات الفلسطينية الصغيرة والمتوسطة أن تولي مزيدًا من الاهتمام لتحسين تخطيطها الاستراتيجي مع التركيز على عناصر التخطيط الاستراتيجي مع إشراك الموظفين. كما ان تعمل بشكل أكبر على استراتيجيات الأداء مثل استراتيجيات السيولة والتسويق. وأخيرا العمل على استمراريته من خلال إيجاد موارد تمويل جديدة بالإضافة الى التميز، والتقليل من المخاطر.

المخلص

تهدف هذه الرسالة إلى دراسة تأثير مكونات التخطيط الاستراتيجي على أداء وبقاء المشاريع الصغيرة والمتوسطة في فلسطين. يمكن قياس أهمية التخطيط الاستراتيجي بقدر المدى الذي يؤثر فيه على أداء الأعمال، مما قد يؤثر على بقائه ووجوده. الغرض من هذه الدراسة هو معرفة تأثير التخطيط الاستراتيجي على أداء المشاريع الصغيرة والمتوسطة الحجم واستمراريتها في فلسطين. ولتحقيق ذلك، طرحت الدراسة خمسة أسئلة: ما هي درجة التخطيط الاستراتيجي في الشركات الصغيرة والمتوسطة؟ ما هي درجة أداء الشركات الصغيرة والمتوسطة في فلسطين؟ ما هي درجة استمرارية الشركات الصغيرة والمتوسطة في فلسطين؟ ما هو تأثير التخطيط الاستراتيجي في أداء الشركات الصغيرة والمتوسطة؟ ما هو تأثير التخطيط الاستراتيجي في استمرارية المشاريع الصغيرة والمتوسطة؟ ما هي التأثيرات على التخطيط الاستراتيجي تبعا لمتغيرات (الجنس، العمر ونوع المشروع)؟ وعلاوة على ذلك، تم استخدام استبيان مسح وتوزيعه على المديرين وأصحاب الشركات الصغيرة والمتوسطة المختلفة في فلسطين. تم استخدام اساليب إحصائية مختلفة لتحليل البيانات والحصول على نتائج هذه الدراسة. وجدت هذه الدراسة أن هناك أولاً علاقة إيجابية وهامة بين مكونات التخطيط الاستراتيجي وأداء الشركات الصغيرة والمتوسطة في فلسطين. وثانياً، تظهر النتائج أن هناك علاقة إيجابية وهامة بين مكونات التخطيط الاستراتيجي وبقاء المشاريع الصغيرة والمتوسطة. ثالثاً، لا توجد فروق بين مستوى التخطيط الاستراتيجي فيما يتعلق بنوع الجنس. رابعاً، لا توجد فروق بين مستوى التخطيط الاستراتيجي فيما يتعلق بالعمر. خامساً، لا توجد فروق بين مستوى التخطيط الاستراتيجي فيما يتعلق بنوع العمل. تداعيات هذه الدراسة هو أن التخطيط