

**Arab American University**  
**Faculty of Graduate Studies**  
**Department of Administrative and Financial**  
**Sciences**  
**Master Program in Strategic Planning and**  
**Fundraising**



**Impact of The Usage of Strategic Planning Tools in Agricultural**  
**Facilities Performance: A Study on The Palestinian Valley of Tubas**

**Fakhri Mohammad Fakhri Daraghmi**  
**201812660**

**Supervision Committee:**

**Dr. Raed Najjar**

**Dr. Walid Sabbah**

**Dr. Rani Shahwan**

**This Thesis Was Submitted in Partial Fulfillment of the Requirements**  
**for the Master Degree in Strategic Planning and Fundraising**

**Palestine, June /2025**

**© Arab American University. All rights reserved.**

**Arab American University**  
**Faculty of Graduate Studies**  
**Department of Administrative and**  
**Financial Sciences**  
**Master Program in Strategic Planning**  
**and Fundraising**



## **Thesis Approval**


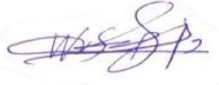
### **Impact of The Usage of Strategic Planning Tools in Agricultural Facilities Performance: A Study on The Palestinian Valley of Tubas**

Fakhri Mohammad Fakhri Daraghmi

201812660

This thesis was defended successfully on 24-6 -2025 and approved by:

Thesis Committee Members:

Name	Title	Signature
1. Dr. Raed Najjar	Main Supervisor	
2. Dr. Walid Sabbah	Members of Supervision Committee	
3. Dr. Rani Shahwan	Members of Supervision Committee	<i>Rani Shahwan</i>


Palestine, June /2025

## Declaration

I declare that, except where explicit reference is made to the contribution of others, this thesis is substantially my own work and has not been submitted for any other degree at the Arab American University or any other institution.

Student Name: Fakhri Mohammad Fakhri Daraghmi

Student ID: 201812660

Signature:  .....

Date of Submitting the Final Version of the Thesis: 29.10.2025

## **Dedication**

With all love and gratitude, I would like to dedicate this to my beloved family and dear friends.

To my dear mother who has always been a light guiding me on my path with the warmth of her endless love and giving. Thank you for every moment of support and care you have given me.

To my dear father who has always been the pillar and strength in my life. Thank you for your wisdom and guidance that has shaped me and given me the confidence to face every challenge.

To my dear wife who is my life partner and companion, thank you for your support and backing.

To my dear brothers, you are the first friends who have accompanied me every step of the way. Thank you for all the beautiful moments we have shared and your continuous support.

To my loyal friends, you are the family I have chosen for myself. Thank you for your true friendship and standing by me in all times, whether good or bad.

I hope that our hearts will always remain connected with love and understanding, and that we will remain together in every step of life to come.

Fakhri Mohammad Fakhri Daraghmi

## **Acknowledgments**

“If your actions inspire others to dream more, learn more, do more and become more, then you are a leader.” (John Quincy Adams, 6th U.S. President)

The teacher who taught us to act ethical and honestly always, Dr. Raed Najjar, thank you for inspiring, supporting, guiding, and correcting me through preparing my thesis.

I would like to thank all who enriched my thesis and everyone who taught me during my master's studies and everyone who contributed to my acquisition of new skills.

# **Impact of The Usage of Strategic Planning Tools in Agricultural Facilities Performance: A Study on The Palestinian Valley of Tubas**

**Fakhri Mohammad Fakhri Daraghmi**

**Dr. Raed Najjar**

**Dr. Walid Sabbah**

**Dr. Rani Shahwan**

## **Abstract**

The study aimed to investigate the impact of using strategic planning tools on the performance of agricultural establishments, with a focus on the Palestinian Tubas Valley. The study adopted a descriptive analytical approach and a quantitative research design, where data were collected through a questionnaire distributed to all administrators working in the agricultural establishments in Tubas Valley. The sample included (50) administrators distributed across (6) agricultural companies, and a comprehensive survey method was used, with a (100%) response rate. Data were analyzed using SPSS software, where means and standard deviations were calculated, in addition to conducting Pearson correlation tests and other statistical tests such as independent samples, ANOVA, and multiple regression to identify relationships between variables. The results showed that the level of applying strategic planning tools in the agricultural establishments in Tubas Valley was high across all studied dimensions, with the average application of strategic planning in general management reaching (3.95), marketing management (3.80), financial management (3.65), operations management (3.68), and management efficiency and effectiveness (3.86). The average overall performance of the agricultural establishments was (3.65), while the overall mean for applying strategic planning tools reached (3.79), indicating a high level of tool application in these establishments. The results also indicated a statistically significant relationship between strategic planning tools (general management, marketing, finance, operations, and management efficiency) and the performance of agricultural establishments at a significance level of ( $\alpha \geq 0.05$ ). Furthermore, the study found no statistically significant differences in the impact of demographic variables (gender, age, qualifications, years of experience) on the use of strategic planning tools and organizational performance. Finally, the results indicated that financial management and the management of the prominent companies were among the most important predictors significantly affecting the use of effective strategic planning tools in the agricultural establishments in Tubas Valley, whereas no other indicators showed statistically significant effects. Based on these results, a set of practical recommendations was provided to develop and improve the performance of agricultural establishments in the region.

**Keywords:** Strategic Planning Tools, Performance of Agricultural Enterprises, Tubas Valley, Palestine.

## Table of Contents

#	Title	Page
	Declaration.....	I
	Dedication.....	II
	Acknowledgments .....	III
	Abstract.....	IV
	List of Tables.....	IX
	List of Figures.....	X
	List of Appendices .....	XI
	List of Definitions of Abbreviations .....	XII
	Chapter One: Introduction .....	1
1.1	Introduction.....	1
1.3	Research questions.....	7
1.4	Research Hypotheses: .....	7
1.5	Research Significance.....	8
1.5.1	Theoretical Significance .....	9
1.5.2	Scientific Significance .....	9
1.5.3	Practical Significance .....	9
1.6	Research Objectives.....	9
1.7	Research Terminologies.....	10
	Chapter Two: Literature Review.....	14
2.1	Strategic Planning .....	14
2.1.1	Introduction.....	14
2.1.2	Historical origins of strategic planning.....	15
2.1.3	The concept of strategic planning.....	15
2.1.4	Principles of strategic planning.....	16
2.1.5	Elements of Strategic Planning.....	18
2.1.6	Rationales of Strategic Planning.....	19
2.1.7	Dimensions of Strategic Planning.....	20
2.1.8	Barriers to Strategic Planning .....	21
2.2	Organizational Performance .....	22

2.2.1 Introduction.....	22
2.2.2 Concept of Organizational Performance.....	23
2.2.3 Definition of Organizational Performance.....	23
2.2.4 Motivations for Improving Organizational Performance .....	24
2.2.5 Dimensions of Organizational Performance.....	25
2.3.Strategic Planning and Organizational Performance .....	26
2.3.1 Introduction.....	26
2.3.2 Elements of Strategic Planning for Agricultural Enterprises.....	27
2.3.3 Benefits of Strategic Planning and Effective Organizational Performance for Agricultural Enterprises:.....	28
2.3.4 Practices to Enhance Strategic Planning and Organizational Performance for Agricultural Facilities .....	28
2.4 Advanced agriculture .....	29
2.4.1 Agricultural Innovation.....	29
2.4.2 Applications of Artificial Intelligence in Agriculture: A Revolution in Crop Management.....	30
2.4.3 Agricultural Technology in Palestine.....	32
2.2 Previous studies .....	34
2.2.1 Introduction.....	34
2.2.2 Comment on previous studies.....	40
2.2.3 Research gap .....	42
Chapter Three: Methodology.....	46
3.1 Introduction.....	46
3.2 Research Method .....	46
3.3 Research Strategy .....	46
3.4 Data Source and Data Allocation Method .....	47
3.4.1 Secondary Data .....	47
3.4.2 Primary Data .....	47
3.5 Study Population.....	47
3.6 The Sample .....	47
3.7 Study Instrument.....	48
3.8 Correction Style .....	48

3.9 Survey Description .....	48
3.10 Survey Validity.....	49
3.11 Reliability of the Questionnaire .....	50
3.12 Questionnaire Management .....	50
3.14 Questionnaire Structure .....	51
3.15 Study Limitations and Constraints.....	51
3.16 Data Coding Process .....	51
3.17 Data Analysis .....	52
3.18 Statistical Analysis .....	52
3.19 Bias management & mitigation measures .....	52
Chapter Four: Results .....	53
4.1 Introduction.....	53
4.2 Sample Characteristics.....	53
4.2.1 Gender.....	53
4.2.2. Age.....	53
4.2.3 Academic Qualifications.....	54
4.2.4 Years of Experience .....	55
4.3. Descriptive statistics .....	57
4.4. Analysis of strategic planning tools.....	59
4.4.1 The first sub-question was: What is the impact of public administration on the performance of agricultural establishments operating in the Palestinian Tubas Valley? .....	59
4.4.2 The second sub-question was: What is the impact of marketing management on the performance of agricultural establishments operating in the Palestinian Tubas Valley? .....	61
4.4.3 The third sub-question was: What is the impact of financial management on the performance of agricultural establishments operating in the Palestinian Tubas Valley? .....	62
4.4.4 The fourth sub-question was: What is the impact of operations management on the performance of agricultural establishments operating in the Palestinian Tubas Valley? .....	64
4.4.5 The fifth sub-question was: What is the impact of management efficiency and effectiveness on the performance of agricultural establishments operating in the Palestinian Tubas Valley? .....	65
4.4.6 The sixth sub-question was: What is the impact of the performance of agricultural establishments operating in the Palestinian Tubas Valley? .....	67
4.5 Hypothesis testing:.....	69
4.5.1 Pearson correlation test hypothesis.....	69

4.5.2 Demographics Test.....	72
4.5.2.3 Qualifications.....	76
4.5.2.4 Years of experience.....	77
4.5.3. Multiple regression test.....	79
Chapter Five: Discussion.....	84
5.1 Conclusion.....	84
5.1.1. Theoretical Contributions.....	86
5.1.2. Managerial and Practical Contributions.....	87
5.2 Discussion.....	87
5.3. Recommendations:.....	88
5.4 Future studies.....	89
References.....	91
Appendices.....	96
ملخص الدراسة.....	112

## List of Tables

Table #	Title of Table	Page
Table (3-1)	agricultural facilities operating in The Palestinian Valley of Tubas. ....	47
Table (3.2)	The response rate of agricultural companies to fill out the questionnaire ...	48
Table (3.3.a):	Correction Key .....	48
Table (3.3.b):	Correction Key .....	48
Table (3.4):	Pearson correlations between the sections of the questionnaire and the overall score of the questionnaire. ....	50
Table (3.5):	Reliability Coefficients for Questionnaire Sections .....	50
Table (4.1):	Sample characteristics .....	56
Table (4.2):	Level of the Likert Scale According to the Mean Value .....	57
Table (4.3):	The level of application of strategic planning tools in the performance of agricultural establishments: a study on the Palestinian Tubas Valley .....	58
Table (4.3):	Level of application of public administration on the performance of agricultural establishments operating in the Palestinian Tubas Valley .....	60
Table (4.4):	Level of application of Marketing management on the performance of agricultural establishments operating in the Palestinian Tubas Valley .....	61
Table (4.5):	Level of application of financial management on the performance of agricultural establishments operating in the Palestinian Tubas Valley .....	63
Table (4.6):	Level of application of Operations management on the performance of agricultural establishments operating in the Palestinian Tubas Valley .....	64
Table (4.7):	Level of application of management efficiency and effectiveness on the performance of agricultural establishments operating in the Palestinian Tubas Valley .....	66
Table (4.8):	Level of application of performance of agricultural establishments on the performance of agricultural establishments operating in the Palestinian Tubas Valley .....	67
Table (4.9)	The Pearson correlation test is a statistical method used to measure the strength and direction of the linear relationship between two continuous variables. It helps determine if and how strongly pairs of variables are related, and the test is especial .....	69
Table (4.9):	Results of Pearson Correlation test .....	70
Table (4.10):	Results of independent sample analysis (t-test) in applying the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the gender variable (male, female).....	73
Table (4.11):	One Way Anova results in applying the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the age variable.....	75
Table (4.12):	One Way Anova results in applying the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the Qualifications. ....	76
Table (4.13):	One Way Anova results in applying the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the Years of experience variable. ....	78
Table (4.14):	Model Summary.....	80
Table (4.15):	ANOVAa .....	81
Table (4.16):	Coefficients .....	82

---

## List of Figures

Figure #	Title of Figure	Page
Figure No (1.1):	Location map of Tubas Valley Study Area .....	3
Figure No. (1.2):	Study Model.....	11
Figure No (4.1):	Numerical distribution by gender .....	53
Figure No (4.2):	Numerical distribution by age .....	54
Figure No (4.3):	Numerical distribution by Academic Qualifications .....	55
Figure No (4.4):	Numerical distribution by Years of Experience .....	56

## List of Appendices

Appendix#	Title of Appendix	Page
Appendix No. (1):	Questionnaire in Arabic.....	96
Appendix No. (2):	Questionnaire in English .....	102
Appendix No. (3):	Study sample companies .....	108

## List of Definitions of Abbreviations

Abbreviations	Title
UNCTAD	United Nations Conference on Trade and Development
GDP	Gross Domestic Product
PEBS	Sustainable Basic Education Program
PMA	Agricultural Project Management
PME	Small and Medium Enterprises Management
SWOT	(Strengths, Weaknesses, Opportunities, Threats) analysis and
GIS	Geographic Information Systems
SEM	AMOS Structural Equation Modeling
TQM	Total Quality Management
SSP	Systematic Strategic Planning
SBI	Strategic Business Innovation
SP	Sustainable Performance
SMEs	Small and Medium Enterprises
SSP	Systematic Strategic Planning
SBI	Strategic Business Innovation
SSPM	Sustainability Strategic Planning and Management
PLS-SEM	Partial Least Squares Structural Equation Modeling (PLS-SEM)
SPSS	Statistical Package for the Social Sciences
KARI	Kenya Agricultural Research Institute
CRF	Coffee Research Foundation
TRF	Tea Research Foundation
KeSREF	Kenya Sugar Research Foundation
PESTLE	(Political, Economic, Social, Technological, Legal, Environmental) analysis
SPSS	Statistical Package for the Social Sciences

# **Chapter One: Introduction**

## **1.1 Introduction**

Strategic planning is a critical tool enabling governments, private institutions, and community organizations to effectively address external challenges. It provides a systematic approach for defining an institution's future direction and enhances its capacity for continuous improvement and optimal efficiency. Serving as the cornerstone of successful strategic management, strategic planning focuses on setting future goals and outlining efficient paths to achieve them. By leveraging financial and non-financial indicators, institutions can formulate distinctive strategies, accurately measure performance, and identify areas for improvement. (Galliers et al., 2020)

While strategic planning has been widely studied and defined by various researchers—emphasizing elements such as vision, mission, strategic objectives, and action plans—existing literature primarily focuses on its application in industrial and service sectors. Effective strategy formulation involves analyzing opportunities and threats, developing responsive policies, and designing actionable plans based on internal and external organizational variables (Al-Dulaimi, 2022). However, there is a noticeable lack of focused research on the adoption and impact of strategic planning tools within agricultural establishments, particularly in developing regions such as Palestine.

The growing interest in strategic planning corresponds with rapid developments across sectors, highlighting its role in preparing organizations for future challenges and managing change to achieve sustainable success (Edwards et al., 2017). Given the dynamic nature of organizational environments, information technology has become a pivotal enabler in acquiring timely and accurate data necessary for sound strategic decisions (Dasan, 2019).

Performance evaluation is crucial for organizations, reflecting their efficiency in achieving objectives and desired financial outcomes. This evaluation encompasses financial metrics such as revenues and return on investment, alongside non-financial indicators like customer satisfaction and innovation. Achieving sustainable high performance is particularly challenging amid intense competition, technological changes, and environmental and social pressures—challenges that are pronounced in sectors like agriculture (Al-Khayyat et al., 2024).

Agricultural companies play a vital role in meeting market demands and ensuring food security. Their success depends on leveraging modern technologies, sustainable farming

practices, and responsiveness to market changes. Nonetheless, the sector faces significant challenges including price volatility, climate change, and environmental risks, which necessitate strategic adaptations such as investing in resilient crop development, expanding into sustainable markets, and adopting digital technologies (Thabet, 2022). Despite agriculture's importance—evident in the large agricultural land area in the West Bank and Gaza Strip research focusing on strategic planning in this sector remains limited.

This study focuses on analyzing the impact of using strategic planning tools on the performance of agricultural establishments located within the Palestinian Tubas Valley region during the period (2023) to (2024). This time frame was determined to capture potential changes in agricultural performance resulting from the application of strategic planning tools, as the scope of the study was limited to agricultural establishments located within the boundaries of Tubas Valley, excluding other agricultural areas outside this scope. Therefore, this study aims to fill this research gap by investigating the impact of strategic planning tools on the performance of agricultural establishments in the Palestinian Jordan Valley. It seeks to define objectives and develop effective action plans grounded in a comprehensive analysis of both internal and external environments. Furthermore, the study will identify potential investments that could enhance performance through strategic decisions such as production expansion, technological upgrades, and infrastructure improvements. Ultimately, effective use of strategic planning tools is expected to improve management efficiency and overall organizational performance in the agricultural sector (Hafez & Sadiq, 2018).

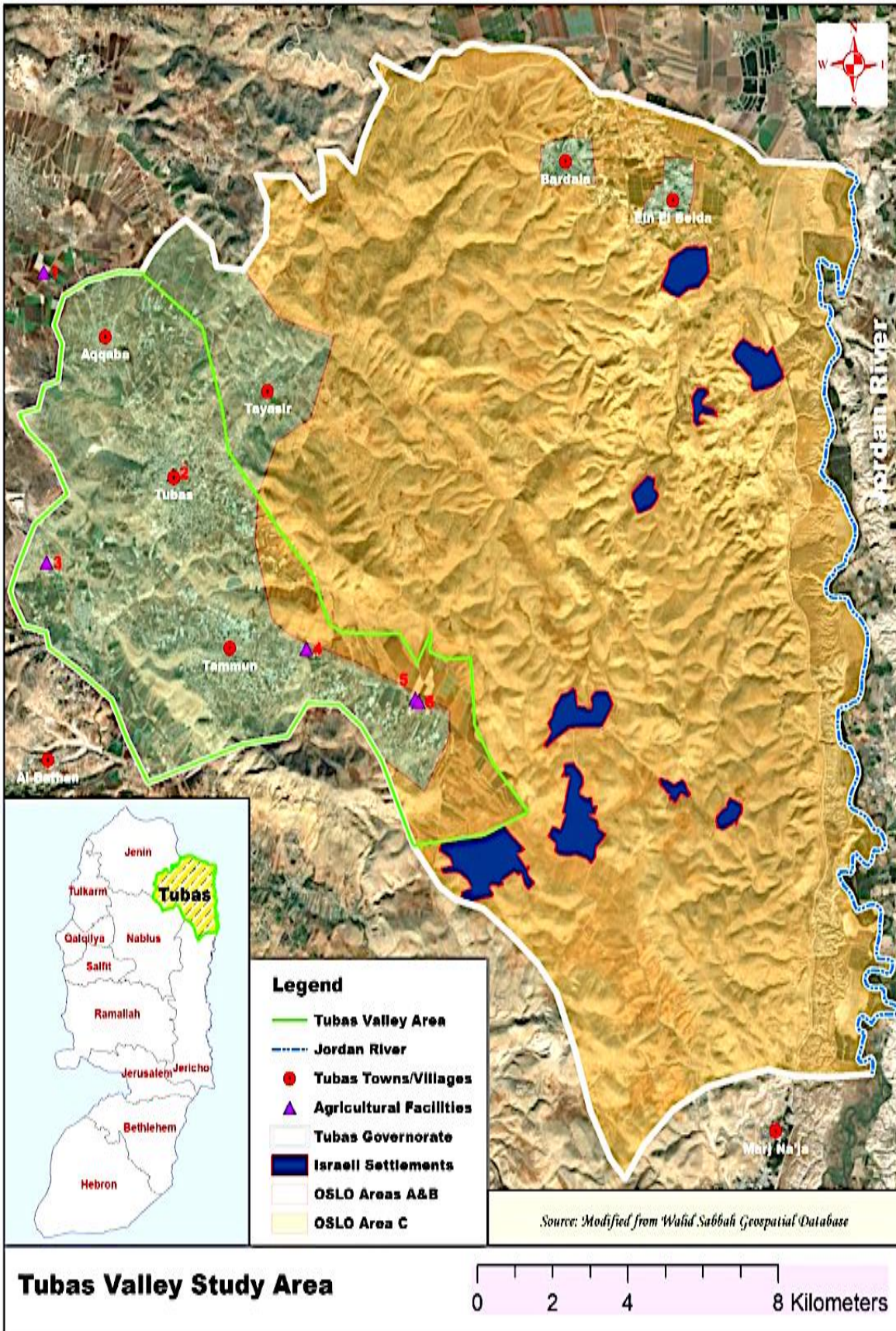


Figure No (1.1): Location map of Tubas Valley Study Area

Figure No (1.1) shows the location map of Tubas Valley Study Area which is occupying the western part of Tubas Governorate with an overall area of (77) square kilometers (21%). The elevation of the valley drops from about (600) meters above sea level in the town of Aqaba in the northwest to about (50) meters in the southeastern corner. The total area of Tubas Governorate is (371) square kilometers, and it is located in the northeastern corner of the West Bank. It is bordered by Jenin Governorate to the west, Nablus to the west and southwest, Jericho to the south, the Jordan River to the east, and the (1948) armistice line with Israel to the north. According to the Oslo Accords map, the governorate was divided into (21%) Areas A and B, which are enclaves surrounded by Palestinian communities, and (79%) Area C, which is under full Israeli control.

## **1.2 Research Problem**

Strategic planning is a crucial component of the procedure of strategic management and a managerial method that enables businesses to successfully deal with future disruptions, allowing them to acquire more control over their environmental issues and resources (Flouris &Yilmaz, 2020). In Palestine, several factors affect the agricultural development, the expansion of the Israeli occupation on the main agricultural area in West Bank impacts directly the agricultural production and the administrative role of the agricultural area. On the other hand, the limited capacities of the labor market, the obstacles to access agricultural production, the market dependency and the weak production all are indicators to poor agricultural strategic planning in the Palestinian facilities (Arab Center for Agricultural Development, 2022).

Moreover, the Palestinian economy as a whole and the agricultural sector in particular are severely hampered by the occupation. It virtually eliminates the possibility of sustainable growth in the occupied Palestinian territories. All aspects of Palestinian economic life are distorted by the occupation, but this is particularly true in rural areas and among farming groups. Restrictions on trade, movement and services; high levels of risk and uncertainty that reduce incentives to invest in agriculture; and limited access to land and water resources are some of the root causes of the major issues facing the industry, including low production, productivity and profitability. As many know, the West Bank is divided into Areas A, B and C, including the Tubas Governorate, where the occupation has also built a separation wall, bypass roads, settlements and military bases. Other key issues that the Palestinian National Authority and its international development

partners must address are the country's weak institutions and an unfavorable agricultural climate.

Moreover, the Palestinian economy as a whole and the agricultural sector in particular are severely hampered by the occupation. It virtually eliminates the possibility of sustainable growth in the occupied Palestinian territories. All aspects of Palestinian economic life are distorted by the occupation, but this is particularly true in rural areas and among farming groups. Restrictions on trade, movement and services; high levels of risk and uncertainty that reduce incentives to invest in agriculture; and limited access to land and water resources are some of the root causes of the major issues facing the industry, including low production, productivity and profitability. The West Bank is divided into Areas A, B and C and so Tubas Governorate (Figure No (1.1), where the Israeli occupation has also built a separation wall, bypass roads, settlements and military bases. Other key issues that the Palestinian National Authority and its international development partners must address are the country's weak institutions and an unfavorable agricultural climate. The Tubas Governorate and the northern Jordan Valley are vital agricultural areas in Palestine, characterized by the diversity of their crops and the quality of their soil. Field crops such as wheat and barley, in addition to vegetables and fruits, are grown in this area. However, agriculture in this area faces several challenges, most notably the restrictions imposed by the occupation, as Israeli policies affect access to agricultural land and restrict the use of natural resources, which limits the ability of farmers to fully exploit their lands. The Palestinian National Authority also faces challenges in providing adequate support to farmers, whether in terms of financing or the infrastructure needed to develop the agricultural sector. In addition, the lack of financial and technical support from donors is one of the factors that negatively affects the development of agricultural

Despite the efforts made, the Palestinian agricultural sector continues to face significant challenges, including a decline in the added value of agricultural economic activities. According to reports from the Palestinian Central Bureau of Statistics, the Gross Domestic Product (GDP) decreased by 32% during the second quarter of 2024 compared to the same quarter of the previous year, underscoring the need to enhance support and investment in this vital sector (WAFA, 2020). In Tubas and the Northern Jordan Valley, the agricultural sector received substantial support during 2023 and 2024 from the Palestinian Ministry of Agriculture in collaboration with international organizations and donors. In 2023, the Ministry launched a package of projects worth 5.5

million shekels aimed at supporting farmers in the region. These projects included the rehabilitation of 320 livestock barns, the distribution of supplies such as tarpaulins, milk substitutes, drinking troughs, feeding equipment, and veterinary kits, in addition to equipment for dairy and cheese production, benefiting more than 400 farmers. Furthermore, 250 farmers received greenhouse rehabilitation, and 50 farmers were provided with potato seeds and irrigation systems. The projects also included road construction, water harvesting, collection wells, metal tanks, and earthen reservoirs, targeting around 200 farmers (PME, 2023). In late 2023, over 147,000 fruit trees were planted in areas including Tubas, Qalqilya, Jericho, and Jenin, aiming to enhance agricultural production and support farmers' resilience (PEBS, 2021). Additionally, the European Union provided financial support amounting to €17.5 million, benefiting approximately 900 farmers in the West Bank and Gaza Strip. The program in the West Bank focused on agricultural projects in Area C, while in Gaza, it concentrated on developing the private sector (PMA, 2024). Despite these efforts, farmers in Tubas and the Northern Jordan Valley still face significant challenges, including the practices of Israeli occupation forces and settlers, which hinder agricultural activities and affect their livelihoods (PME, 2023).

Through the above, the study aims to explore strategic planning tools, which are vital tools that can play an important role in improving the performance of agricultural institutions in the Tubas Valley in Palestine. By utilizing these tools, institutions can clearly define their goals and develop effective business plans based on a comprehensive analysis of both the internal and external environments. Strategic planning can also help identify future investments that can positively impact the performance of agricultural institutions in the region. By identifying potential opportunities and challenges, agricultural institutions in the Tubas Valley can make informed investment decisions, such as expanding production, updating technology, and improving infrastructure, thus enhancing their efficiency, effectiveness, and overall performance in this vital agricultural environment. However, the agricultural sector in Tubas faces many obstacles. Many workers have shifted from agricultural work to seek work inside Israel due to the lack of sustainable financial returns from agricultural activities. This shift has weakened the agricultural labor force, making the sector vulnerable to further decline. The Israeli occupation further exacerbates these challenges through the construction of the separation wall in Tubas, which has led to the confiscation of thousands of dunums of Palestinian land. Furthermore, Israeli forces routinely drill and fill Palestinian wells, severely limiting

vital water resources for agriculture. Financial allocations to the agricultural sector from the Palestinian government remain insufficient, limiting the sector's ability to overcome these challenges and invest in its development. The current war in Gaza has also had devastating economic repercussions, with traders suffering significant losses due to the inability to transport and sell goods, destabilizing the agricultural economy. All of these factors highlight the critical importance of using strategic planning to analyze and address the challenges facing the agricultural sector in Tubas. These tools enable agricultural institutions to identify strategic priorities and adopt solutions that can mitigate the impact of these external pressures while maximizing opportunities for growth and sustainability.

### **1.3 Research questions**

Through the above, we can summarize the study problem through the main study question, which is:

#### **What is Impact of The Usage of Strategic Planning Tools in Agricultural Facilities Performance: A Study on The Palestinian Valley of Tubas?**

Several sub-questions branch out from the main research question, the most important of which are:

1. What is the impact of strategic planning tools (general management, marketing management, financial management, operations management, and management efficiency and effectiveness) on the performance of agricultural establishments in the Palestinian Tubas Valley?
2. What is the relationship of strategic planning tools (general management, marketing management, financial management, operations management, and management efficiency and effectiveness) to the performance of agricultural establishments in the Palestinian Tubas Valley?
3. What are the differences between the demographic data (gender, age, educational level, years of experience) of administrative members in agricultural institutions regarding the use of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley?

### **1.4 Research Hypotheses:**

This study examines the relationship between strategic planning tools and the performance of agricultural establishments in the Palestinian Tubas Valley. It investigates whether tools such as general management, marketing management, financial management, operations management, and efficiency impact performance. Additionally,

it explores if demographic factors like gender, age, education, and experience influence the use of these tools and institutional performance.

- **First hypothesis: H0.1:** There is no statistically significant relationship between strategic planning tools (general management, marketing management, financial management, operations management, and management efficiency and effectiveness) and the performance of agricultural establishments the Palestinian Tubas Valley
- **Second hypothesis: H0.2:** There are no statistically significant differences in demographic data (gender, age, education level, years of experience) of administrative members in agricultural institutions concerning the use of strategic planning tools and the performance of agricultural institutions the Palestinian Tubas Valley
- **Third hypothesis :H0.3** There is no statistically significant effect of strategic planning tools (general management, marketing management, financial management, operations management, and management efficiency and effectiveness) on the performance of agricultural establishments in the Palestinian Tubas Valley. A number of sub-hypotheses branch out from the following hypothesis, the most important of which are:
  - **H1.a** There is a statistically significant effect of general management on the performance of agricultural establishments in the Palestinian Tubas Valley.
  - **H1.b** There is a statistically significant effect of marketing management on the performance of agricultural establishments in the Palestinian Tubas Valley.
  - **H1.c** There is a statistically significant effect of financial management on the performance of agricultural establishments in the Palestinian Tubas Valley.
  - **H1.d** There is a statistically significant effect of operations management on the performance of agricultural establishments in the Palestinian Tubas Valley.
  - **H1.e** There is a statistically significant effect of management efficiency and effectiveness on the performance of agricultural establishments in the Palestinian Tubas Valley.

### **1.5 Research Significance**

This research aims to deepen the understanding of the challenges facing agricultural establishments in the Tubas Valley, and how strategic planning strategies can play a vital role in enhancing performance and promoting sustainability in this important region. For this reason, the importance of the study is divided into three sections:

### **1.5.1 Theoretical Significance**

The research contributes to enriching theories and concepts related to strategic planning in the agricultural sector, helping to understand the impact of using these tools on the performance and efficiency of agricultural establishments. Furthermore, the research provides a strong theoretical framework that can be utilized in future studies concerning strategic planning in agriculture, thereby advancing knowledge and guiding efforts to improve agricultural performance.

### **1.5.2 Scientific Significance**

The research provides a methodological framework for evaluating the impact of using strategic planning tools on the performance of agricultural establishments, contributing to the establishment of a robust scientific foundation on this subject. Additionally, the results and conclusions derived from the research can contribute to guiding policies and decision-making in the agricultural sector, enhancing the effectiveness of policies and measures aimed at supporting and developing this sector.

### **1.5.3 Practical Significance**

The research helps identify the best practices and strategies that agricultural establishments can adopt to improve their performance and increase their competitiveness in the Tubas Valley. Moreover, the practical results of the research also provide valuable information for farmers, investors, and decision-makers in the agricultural sector, thereby contributing to improving the management of agricultural establishments and enhancing their achievement of economic and social goals.

## **1.6 Research Objectives**

The Research aims to identify the following main objectives:

1. Analyzing the role of strategic planning and key tools used in managing agricultural establishments in Palestine, with the goal of understanding their application and impact on the performance of these establishments.
2. Investigating the interconnected relationship between the use of strategic planning tools and the performance of agricultural establishments in Palestine, and analyzing how these tools affect the outcomes and overall performance of agricultural establishments.
3. Identifying the most commonly used tools in strategic planning processes within agricultural establishments in Palestine, and analyzing the preferred methods adopted by those responsible for managing these establishments.

4. Presenting the results and recommendations resulting from the study, which will include a comprehensive analysis of the impact of strategic planning tools on the performance of agricultural establishments in Palestine, enabling the development of better strategies to enhance agricultural performance and promote sustainability in the sector.

### 1.7 Research Terminologies

- **Strategic Planning:** It is the process of defining goals, analyzing internal and external environments, and selecting policies and procedures that help achieve those goals effectively and sustainably. Strategic planning includes vision and mission, analysis of capabilities and competitiveness, and development of strategic goals and plans to achieve them (Galliers, Leidner, Simeonova, Agarwal, & Sambamurthy, 2020).
- **Corporate Performance:** Refers to measuring the efficiency and effectiveness of a company in achieving its financial and non-financial objectives. Corporate performance indicators may include return on investment, sales growth, market share, and overall customer satisfaction (Al-Khayyat , Al-Kardawi , & Shabana, 2024).
- **Agricultural Companies:** These are institutions operating in the agricultural sector, including crop cultivation, livestock farming, and production of other agricultural products. Agricultural companies aim to achieve profitability through the development and marketing of agricultural products
- **Performance of Agricultural Companies:** Refers to the efficiency and effectiveness of agricultural companies in achieving their defined objectives, such as increasing productivity, improving crop quality, and achieving profitability (Thabet, 2022).
- **The Palestinian Valley of Tubas:** It is an agricultural area located in the West Bank, characterized by diversity of crops and natural resources. The Palestinian Valley of Tubas is considered an important source of agricultural production in Palestine, and crops grown in it include grains, fruits, and vegetables (Palestinian Ministry of Tourism and Antiquities, 2023)

## 1.8 Research Model

### Independent variables

Strategic planning tools

General Management

Marketing Management

Financial Management

Operations Management

Management Efficiency and  
Effectiveness

### Dependent variables

Performance of Agricultural  
Companies

The Performance of  
Agricultural  
Establishments

Gender, Age, Educational Level, Years Of Experience

Figure No. (1.2): Study Model

## 1. Independent Variables:

- **Strategic Planning Tools:** These are a set of tools and techniques used to define an organization's strategic goals, analyze both internal and external environments, and develop effective strategies to achieve those goals. It consists of a number of dimensions studied in this study, the most important of which are:
  - **General Management:** This includes the processes and activities carried out by managers to ensure the efficient operation of the organization through planning, organizing, directing, and controlling resources and activities.
  - **Marketing Management:** This relates to the planning and implementation of marketing strategies aimed at meeting customer needs and achieving the organization's objectives, including market analysis, product distribution, and promotion.
  - **Financial Management:** Focuses on managing the organization's financial resources, including financial planning, analysis of financial data, making investment decisions, and managing financial risks.
  - **Operations Management:** Involves designing, implementing, and improving the production and service processes within the organization, such as supply chain management, quality improvement, and production planning.
  - **Management Efficiency and Effectiveness:** Refers to the ability of the management to utilize available resources in the most efficient way possible (efficiency) to achieve the set goals (effectiveness).

## 2. Control variables:

These variables test whether demographic characteristics such as gender, age, educational level, and years of experience of management members in agricultural institutions have any significant impact on their use of strategic planning tools and the performance of these institutions in the Palestinian Tubas Valley, as follows:

- **Gender:** This examines whether male and female management members in agricultural institutions use strategic planning tools differently, or whether gender affects the effectiveness of these tools in improving agricultural performance.
- **Age:** The hypothesis also explores whether the age of management members affects their engagement in strategic planning tools and impacts the performance outcomes of agricultural institutions. Older and more experienced individuals may have a different perspective or approach than younger and less experienced members.

- Education level: This examines whether the education level of management members (e.g., high school, bachelor's degree, master's degree) affects their ability to use strategic planning tools and make decisions that positively impact the performance of agricultural institutions.
- Years of experience: This examines the effect of experience in the agricultural sector on the use of strategic planning tools and the resulting performance of the institution. Managers with more experience may be better equipped to understand and apply these tools effectively.

3. **Dependent Variables:**

- **Performance of Agricultural Establishments:** This refers to the ability of agricultural establishments in the Tubas Valley to achieve their production, financial, and social objectives, such as crop production, product quality, and profitability.

## **Chapter Two: Literature Review**

### **2.1 Strategic Planning**

#### **2.1.1 Introduction**

Strategic planning serves as a fundamental pillar for organizations aiming to achieve superior performance. It is widely regarded as a crucial mechanism for realizing institutional goals and steering organizations toward their intended objectives. As one of the most influential tools in strengthening overall organizational capacity, strategic planning enhances both the quality of services delivered and the efficiency of internal processes. Given its critical importance, strategic planning has become a focal point for institutions, consistently ranking at the top of their priorities when formulating goals, programs, and operational activities. (Al-Jubouri, 2014). Strategic planning is generally carried out within a defined time frame, tailored to the type of strategy and the nature of the organization's operations. An appropriate schedule is established to guide implementation and ensure the attainment of targeted objectives. For effective planning, organizations must identify and assess all potential challenges that could impede the strategic process, whether stemming from internal dynamics or external influences. This requires a thorough analysis of organizational strengths and weaknesses, aiming to minimize errors, reduce future risks, and avoid the recurrence of past mistakes at the lowest possible cost. In this context, strategic planning functions as a roadmap, guiding the organization from its current state toward its envisioned future. It plays an indispensable role in the success of any institution, organization, or government initiative.(Al-Manasra, 2019).

Moreover, strategic planning policies play a vital role in guiding institutions toward achieving their goals and defining their future direction. Institutions aim to prepare for potential challenges and safeguard against the failure of their objectives, recognizing that future productivity is not guaranteed but influenced by various factors. Consequently, they adopt long-term strategies characterized by flexibility and adaptability to evolving circumstances and the external environment. Vision and strategic goals serve as the foundational pillars of institutional planning, ensuring both clarity of purpose and flexibility in objectives to sustain ongoing success. This vision is realized through a strategic planning process that the institution implements using rigorous and effective

methods and mechanisms. By continuously updating this process, the institution strives to achieve its desired success in alignment with its future vision while optimally leveraging available resources. (Al-Dajani & Abu Daqqa, 2011).

### **2.1.2 Historical origins of strategic planning**

Strategic planning in management emerged as an extension of strategic practices originally used in the military, where the concept of strategy was initially associated with the art of military leadership and planning wars to achieve major objectives. With the evolution of societies and the growth of businesses in the 20th century, business leaders began adopting these concepts to guide their organizations in competitive and complex environments (Abdel Hamid, 2020). The first practices of administrative strategic planning appeared in the 1950s, when major companies such as General Motors implemented planning systems based on environmental analysis and future forecasting, which helped them achieve sustainable growth. By the 1960s, strategic planning evolved into an independent academic discipline, thanks to contributions from researchers like Igor Ansoff, who provided a scientific framework focusing on analyzing organizations' internal and external environments and developing strategies to achieve objectives. During the 1970s and 1980s, strategic planning further developed to include new tools such as SWOT analysis and the Boston Consulting Group Matrix, which facilitated more precise strategic decision-making. By the 21st century, strategic planning had become more integrated and comprehensive, leveraging technological advancements in big data analysis and artificial intelligence to support decision-making. Furthermore, the emphasis on sustainability and social responsibility became a core component of strategic planning practices, making it an essential tool for guiding organizations toward success in complex and ever-changing work environments ( Al-Maalawi & Al-Maalawi, 2019).

### **2.1.3 The concept of strategic planning**

has been approached and discussed by various management scholars from different perspectives. In a definition provided by (Al-Khazraji ,2024), strategic planning is defined as the process aimed at setting long-term goals and identifying ways to achieve them with limited resources. This includes analyzing both the external and internal environment of the organization and developing appropriate strategies to achieve these goals. Another definition by (Al-Madhkoor , 2024) describes strategic planning as the process of developing the vision and mission of the organization, as well as identifying

the values and goals upon which strategies and operational plans are based. This is done to achieve comprehensive direction and integration across all aspects of the organization's work, transforming general goals and strategies into detailed and tangible plans for specific departments within the organization, aiming to achieve coordination and integration between the organization's departments and ensure the effective implementation of strategies.

On the other hand, (Al-Tuwairqi & Al-Tuwairqi , 2024) focus on directing the institution's strategies towards harnessing digital technology and digital innovation to improve performance and achieve development and growth, through the use of analytics and information technology to achieve competitive advantage in the market. In another definition provided by (Muhammad , 2023), strategic planning is defined as one of the key pillars in managing institutions, serving as a roadmap that guides the organization towards the right path to achieve its goals. It is characterized by focusing on answering questions such as "Where are we now?" and "Where do we want to be in the future?" and "How can we achieve that?" According to (Antar , 2018), strategic planning is considered one of the key pillars in managing institutions, directing the organization towards the right path to help it achieve its goals by answering specific questions. Additionally, (Al-Halimi, 2017) sees strategic planning as the process of environmental analysis to assess the external and internal conditions of the organization, allowing for the identification of problems and the exploitation of opportunities to improve the performance of the organization and achieve its future goals.

In summary, the researcher defines strategic planning as the process aimed at setting long-term goals for the organization, and identifying the necessary means and strategies to achieve those goals with limited resources. This approach includes analyzing the external and internal environment of the organization, and developing plans and procedures necessary to ensure the achievement of the desired goals.

#### **2.1.4 Principles of strategic planning**

Strategic planning is essential to achieving goals effectively and sustainably. It requires a realistic understanding of current conditions, a commitment to implementation, and comprehensiveness across economic, social, and cultural dimensions. Flexibility ensures the ability to adapt to challenges, while continuity links current and future plans. Centralized planning with decentralized implementation enhances diversity, active stakeholder engagement promotes development, and coordination, ease of

implementation, and monitoring ensure effective progress toward set goals, making strategic planning a vital tool in dynamic environments. (Lewis, 2020) Accordingly, we mention the most important principles of strategic planning as follows:

1. **Realism:** strategic planning should take the current situation into account, considering the actual state of the infrastructure, needs, and available resources. It should avoid indulging in ideals that may not align with reality, limited resources, and multiple needs (Al-Filali, Abdulaal, Alawi, & Makki, 2024).
2. **Commitment:** all individuals and units involved in planning must commit to implementation. the plan should be translated into binding operational procedures and implemented according to a specific timeline, with adherence to defined objectives without sudden changes (Namazi & Rezaei, 2024).
3. **Inclusivity:** planning should encompass multiple aspects of economic, social, and cultural activities, while maintaining balance between them to ensure comprehensive development and effective goal achievement (Kwaslema & Onyango, 2021).
4. **Continuity:** different planning processes should be linked together, with the current plan serving as a center for future plans. This ensures integration and coordination among them to achieve effective results (Al-Filali, Abdulaal, Alawi, & Makki, 2024).
5. **Flexibility:** the plan should be adjustable to confront challenges and emergent circumstances, ensuring the continuity of goal achievement amid diverse changes (Namazi & Rezaei, 2024).
6. **Centralized planning and decentralized execution:** the plan and fundamental decisions are made in a centralized planning center, while execution is decentralized to achieve diversity and flexibility in implementation (Kwaslema & Onyango, 2021).
7. **Participation:** planning involves the participation of all relevant stakeholders, whether governmental or societal, to ensure comprehensive and sustainable development. (Al-Filali, Abdulaal, Alawi, & Makki, 2024).
8. **Coordination:** all parts of the plan, objectives, and means used to achieve them should be coordinated to ensure effective and efficient implementation (Namazi & Rezaei, 2024).
9. **Ease of implementation and monitoring:** the plan should be easy to implement and monitor, with effective mechanisms for monitoring and corrective actions to continuously achieve the defined objectives (Kwaslema & Onyango, 2021).

### **2.1.5 Elements of Strategic Planning**

Strategic planning is an essential process for any organization that aims to achieve long-term success, it includes several key components that guide decision-making and operational efforts. These components include vision, mission, goals, and effective messages, the vision sets the direction for the future, while the mission defines the organization's purpose and commitment to that vision, a clear and motivating message ensures alignment and engagement at all levels, well-defined goals provide measurable targets for progress, together, these elements form the basis for achieving the organization's goals and ensuring sustainable growth, they are as follows:

1. **Vision:** this represents the organization's long-term outlook on the future, determining its competitive position among market peers, along with its ability to utilize resources and establish effective policies. The importance of the vision lies in guiding operations and efforts towards achieving the organization's main goal, aiding it in steady progress towards this goal. The vision represents a mental image of the desired future and embodies a triangle of creativity, design, and ambition. Its formulation requires language that resonates with emotions and motivates employees, while emphasizing the realism of the vision and its feasibility (Al-Jubouri, 2014).
2. **Mission:** it is the means through which the organization expresses its commitment to implementing what the vision represents. The mission constitutes the primary purpose of the organization's existence, formulated based on understanding the beneficiaries of the services provided by the organization, the nature of these services, and the organization's values. The mission includes guiding principles, tools, and equipment used to achieve the organization's objectives, as well as its image and identity for employees and the public. The importance of the mission lies in directing stakeholders' attention towards the core tasks of the organization, serving as a fundamental pillar for defining the organization's objectives. The mission should be clear and concise, and sometimes it may stand out within the organization's vision. Therefore, factors related to it should be considered when formulating it, such as stakeholders, the type of services provided, location, image, philosophy, community participation, and technology. (Sami, 2017)
3. **Good message:** a good message is characterized by several traits that should be present. Firstly, it should incorporate flexibility and adaptability, being capable of adjusting to emergent circumstances and aligning with the organization's goals. Secondly, it should be clear and precise, enabling all stakeholders to easily understand

and accurately remember it. Thirdly, it should motivate the organization to challenge and innovate to optimize resource utilization and tackle challenges. Fourthly, it should be ambitious and inspiring for work and creativity. Fifthly, it should reflect the fundamental principles and philosophy of the organization and be achievable. Sixthly, the management of the organization should have a foresight view to implement long-term strategic plans. Seventhly, it should align with the organization's objectives and contribute to integration between different organizational levels. Lastly, it should be convertible into specific plans and programs for efficient and effective implementation. (Al-Jubouri, 2014)

4. Objectives: objectives form the essence of the organization's plan, representing the goals and outcomes to be achieved within a specified period. These objectives should align with the organization's mission and be realistic enough to be measured and implemented based on previous objectives. The objectives should be clear and understandable, with flexibility to reflect work priorities. Key areas that define the performance of managers and employees in the organization include productivity and its quality, the volume of resources used, organizational development, its social responsibility, and the development of organizational systems (Antar, 2018).

### **2.1.6 Rationales of Strategic Planning**

The strategic planning process is an essential tool to ensure the achievement of long-term goals of organizations. It contributes to directing efforts, organizing resources, adapting to changes, and enhancing overall performance. Through careful analysis of the internal and external environment, strategic planning provides an integrated framework for building effective strategies that achieve competitive advantage and enhance communication and teamwork within the organization. For this reason, there are a number of justifications, the most important of which are:

1. Optimal direction identification: strategic planning aids in determining the optimal direction for an organization to achieve its long-term objectives, through analyzing both external and internal environments, the organization can identify opportunities and challenges, thereby constructing competitive strategies that enable it to excel (Alabdo et al., 2021).
2. Effort alignment and resource organization: strategic planning helps in directing the efforts of the organization and organizing its resources more effectively towards achieving its defined objectives, by prioritizing and directing investments and efforts

towards key strategic objectives, resource utilization efficiency can be improved, leading to outstanding performance (Alabdo et al., 2021).

3. Enhanced predictability and adaptability: strategic planning enhances the organization's ability to predict future challenges and adapt to changes in the external and internal environment, by developing flexible and adaptable strategies, the organization can effectively respond to new challenges and opportunities (Hayes, Barker, & Jones, 2017).
4. Promotion of common direction and communication: strategic planning contributes to promoting a common direction and communication within the organization, where team members participate in goal setting and strategy identification, fostering a sense of belonging and responsibility while enhancing interaction between different departments (Borchers & Enke, 2021).
5. Performance improvement and achievement of competitive excellence: strategic planning works towards enhancing the overall performance of the organization and achieving competitive excellence, by identifying and implementing effective and innovative strategies, the organization can excel in its market and achieve sustainable competitive advantage (Camilleri, 2022).

### **2.1.7 Dimensions of Strategic Planning**

The optimal use of strategic planning enables the organization of resources and the stimulation of innovation to improve performance and enhance competitive advantage. Moreover, strategic planning highlights its importance in developing the organization and developing its competitive position by anticipating opportunities and challenges. The participation of senior management and employees in developing plans is an essential step to achieve interaction and develop ideas. Analyzing the internal and external environment also helps in understanding customer needs and evaluating competitors' strategies to ensure making decisions based on accurate data. Accordingly, we can summarize the following by setting the following dimensions:

1. Clarity of strategic planning: refers to the clarity of vision and mission of the organization among senior management and employees, including goals, future needs, and building a vision based on analysis of the internal and external environment, clarity in strategic planning involves achieving alignment of the organization's strategic objectives with its vision, mission, and policies (Al-Ghouti, 2017).

2. Utilization of strategic planning: involves directing the efforts of the organization and organizing its resources to achieve defined objectives, fostering innovation and creativity, and conducting comprehensive analysis of internal and external factors. The effective utilization of strategic planning aims to improve the organization's performance and achieve competitive advantage (Sandada, 2015).
3. Importance of strategic planning: its role lies in contributing to the growth and development of the organization and enhancing its competitive position by predicting and addressing opportunities and threats (Ali, 2017).
4. Participation in plan development: indicates the degree of involvement of senior management and employees in the organization and enabling them to express their opinions and provide suggestions in strategic planning (Al-Ghouti, 2017).
5. Analysis of internal and external environment: includes gathering data about customers, required alternative services, analyzing competitors' strategies, and customer characteristics (Ali, 2017).

#### **2.1.8 Barriers to Strategic Planning**

Despite the numerous benefits that organizations can achieve through strategic planning, various barriers and obstacles often hinder its full potential. One significant challenge is the fear of change, where organizations resist the transformations required by the strategic planning process. Additionally, senior management may fail to prioritize strategic planning or take its importance seriously. A lack of experience and competence among management and employees further exacerbates the issue, as does the insufficient practice and planning of strategic steps. Inaccurate financial information and unclear funding sources also pose substantial barriers (Ocak et al., 2022).

Moreover, the reluctance of senior management to disclose necessary structural changes can create ambiguity in goal-setting and hinder progress. The absence of clear lines of authority, responsibility, and accountability within organizational departments adds to the complexity. Many organizations also struggle due to a lack of focus on long-term development issues by top management, relying on employees to propose solutions only during crises. A common misconception is that strategic planning is the sole responsibility of a specific department or a limited group of employees (Alizadeh & Amanpour, 2023).

Other obstacles include incentive systems tied to short-term results rather than long-term goals, the introduction of new regulations without consideration of employee work conditions, and the absence of an integrated and dynamic information system. These

challenges collectively highlight the need for a comprehensive approach to overcome barriers and ensure the successful implementation of strategic planning within organizations (Grochowski, 2020).

## **2.2 Organizational Performance**

### **2.2.1 Introduction**

Organizational performance is a critical indicator of the effectiveness and efficiency of work within organizations. It measures the extent to which an organization achieves its goals and effectively implements its strategic vision. Organizational performance is influenced by several factors, such as effective leadership, sound strategic direction, quality of internal relationships, level of customer and employee satisfaction, and the organization's ability to adapt to challenges and changes in the external environment. Therefore, improving organizational performance requires multiple actions, including enhancing management processes, developing employees' skills and capabilities, and adopting effective and innovative work methods. By achieving excellent organizational performance, the organization can enhance its competitiveness and successfully achieve its goals in the market (Mahmoud , 2022).

Achieving outstanding organizational performance requires the adoption of multiple strategies based on a deep understanding of the organization's goals and needs, in addition to a thorough analysis of the external and internal environment. These strategies should include improving management processes and directing efforts towards goal achievement, including developing internal policies and procedures and organizing them effectively, as well as directing investments and prioritizing based on specific and measurable criteria. Furthermore, achieving effective organizational performance requires promoting a positive organizational culture and enhancing effective communication and collaboration among different departments within the organization. Additionally, the organization should encourage continuous learning and skill development among employees to achieve excellence in performance and desired outcomes. By adopting and integrating these strategies comprehensively, the organization can achieve outstanding organizational performance and remain competitive in the market (Abdullah, 2019).

### **2.2.2 Concept of Organizational Performance**

The organizational performance refers to the achievement of activities and objectives. It reflects the practices implemented to meet functional requirements, and performance is measured based on the results achieved. The concept of performance is associated with both the behavior of employees and the organization as a whole. It holds a special place within any organization as it represents the outcome of all activities and practices executed by both employees and the organization as a whole (Shaaban, 2020). Additionally, Salim (2019) defined organizational performance as the culmination of all processes carried out by the organization, reflecting how the organization utilizes its material and human resources and invests them in a manner that enables it to achieve its goals .

Organizational performance can be divided, based on the criterion of inclusiveness, into overall performance, manifested in achievements contributed to by all functions and sub-systems of the organization, without any single part or unit being solely responsible for achieving them. Through overall performance, an assessment can be made of the extent to which the organization has achieved its overall goals, such as continuity, growth, and profitability. Partial performance, on the other hand, refers to performance achieved at the level of the organization's sub-systems and its core functions. Each sub-system strives to achieve its own goals, not the goals of other systems.

### **2.2.3 Definition of Organizational Performance**

There have been many definitions that define organizational performance, with one of the prominent ones defined by (Abdullah, 2019) as the extent to which an organization achieves its specified goals, whether financial or non-financial, through evaluating the efficiency and effectiveness of resource utilization and achieving desired outcomes. Another definition mentioned by (Hamdan, 2019) defines organizational performance as an indicator that measures the effectiveness and efficiency of an organization's work in general, where performance is analyzed across a set of criteria and indicators reflecting the quality of performance and organizational excellence. Additionally, (Kouachi, 2020) defines organizational performance as the ability to achieve excellence and superiority in organizational performance compared to recognized standards within the industry or sector. Moreover, (Abdul Qader, 2022) mentions a definition of organizational performance where it can be understood as a comprehensive concept that includes several aspects such as financial performance, operational performance, managerial performance,

strategic performance, and human performance. In a different context, (Al-Sayyad & Al-Sanabani, 2024) define organizational performance as the ability to achieve the organization's specified vision and mission, and effectively achieve predetermined strategic objectives in a timely manner.

The researcher defines organizational performance as the extent to which an organization achieves its specified goals, whether financial or non-financial, through evaluating the efficiency and effectiveness of resource utilization and achieving the desired outcomes. Organizational performance is also considered an indicator that measures the effectiveness and efficiency of an organization's work in general, where performance is analyzed across a set of criteria and indicators reflecting the quality of performance and organizational excellence.

#### **2.2.4 Motivations for Improving Organizational Performance**

The most important driving forces for improving organizational performance lie in both the rapid rates of change and the competition to maintain market share, as well as the focus on quality, as elaborated below:

1. Rapid rates of change: change is the only constant that organizations deal with, and the main reason for its occurrence is the change in external environmental conditions and their instability (Prasada, 2020).
2. Maintaining market position: reflecting the competitive position of the organization among other entities operating in the same field (Kalogiannidis , 2021).
3. Skills and organizational resources excellence: skills excellence refers to the level of skills of employees in the organization that distinguishes them from others working in competing organizations, while organizational resources refer to all non-human assets owned by the organization regardless of their type (Rusu & Avasilcai, 2013).
4. Competition: countries have traditionally protected their domestic products from external competition by developing national industries to achieve economic growth.
5. Focus on quality: all the aforementioned variables interact to place responsibility on organizations to search for self-improvement and strive to enhance their performance over competing organizations. This enables them to achieve stability and multiply opportunities for their survival and continuity (Kalogiannidis , 2021).

### 2.2.5 Dimensions of Organizational Performance

Both financial performance and operational performance are essential elements in assessing the success of organizations. Financial performance focuses on measuring the efficiency of resource use to achieve the organization's goals and increase its returns, while operational performance focuses on the quality of operations, cost reduction, and speed of response to market needs. Understanding these two concepts helps improve overall performance and achieve excellence in a changing business environment. They are as follows:

1. **Financial performance:** is a topic for which there is no unified concept regarding each activity or the organization as a whole. It is defined as the accomplishment or completion of something, such as work or execution of orders, and is used to express the extent to which goals are achieved or the economy in the optimal use of material and human resources. It sometimes reflects goal attainment and the alignment of business with organizational objectives. It is a reflection of how the organization uses financial and human resources and utilizes them efficiently and effectively to enable it to achieve its goals. Financial performance goals include monitoring and understanding the organization's activity, as well as helping to monitor the surrounding economic and financial conditions, and assessing the impact of financial performance tools such as profitability, liquidity, activity, indebtedness, and dividends on stock prices. This allows investors to understand the mechanisms required to achieve the financial goals of the organization. It also helps investors analyze and compare financial data and understand the interaction between financial data to make appropriate decisions for organizational situations. It reveals the extent to which the company contributes to the economic and social development by achieving the highest returns with the least costs and by eliminating wasteful factors and losses in time, effort, and money, which benefits the economy and society (Deitiana, 2015)
2. **Operational performance:** broadly focuses on operations and operational activities and is measured by indicators such as internal process efficiency, product quality, and the ability of organizations to deliver new products. It also includes financial performance. Therefore, operational performance is concerned with the interests of all parties in the organization by achieving their goals. Most organizations currently face a rapidly changing work environment with its resources and requirements. To ensure the success of these organizations, the importance of performance and its

evaluation has emerged (Sultan, 2015). It is defined as the concept of measuring the degree of success of the organization in maximizing the use of available resources while focusing on four main aspects: quality, cost, flexibility, and timely delivery. Operational performance aims to provide services at lower prices than competitors, with a zero-defect rate in service and production operations and speed in delivering products to customers. The ability to make rapid changes in design that surpass competitors highlights the importance of measuring operational performance, as it focuses on the long term, thus working to improve performance and the ability to analyze and predict (NAJIME, UCHERWUHE, & AKORGA, 2024)

## **2.3.Strategic Planning and Organizational Performance**

### **2.3.1 Introduction**

The process of strategic planning revolves around developing a coherent strategy within each organization, as there is no standard administrative approach suitable for all institutions, several studies have pointed to this variation in interpreting the clear difference that has emerged, leading to the adoption of diverse methods in formulating strategies and organizing management, according to the needs of each organization (Kigenza & Irechukwu, 2023). Some businesses have carefully crafted strategic models that align with the characteristics of the institution, leading to improved company performance, while some researchers have not found a clear relationship between these two phenomena, there is a noticeable positive impact due to emulating competitors' performance (Mousa, Ali, & Gurler, 2024). Nevertheless, most researchers have not indicated any actual overlap between these two domains in their work or studies. After reviewing strategic formulation models, the rational choice model for strategy formulation was selected, as this model is clearly preferred and includes specific elements such as goal setting, strategy formulation, and evaluation (Jayawarna & Dissanayake, 2019). According to this model, the use of formal strategic planning and analytical techniques to develop strategy clearly is recommended, formal strategic planning includes elements such as goal setting, strategy formulation, and planning process evaluation (Almansoori, 2021). There are multiple methods for measuring performance, which vary depending on circumstances, with different indicators preferred for measurement, such as comprehensiveness, efficiency, responsiveness to external variables, and distinguishing outstanding companies with the concept of strategic

planning. Rational indicators are considered more important than other factors. Other research indicates the role of knowledge and capabilities in the strategic planning process, as strategic planning is primarily considered a theoretical process. (Al-Shalabi, 2022)

### **2.3.2 Elements of Strategic Planning for Agricultural Enterprises**

Strategic planning for agricultural enterprises is a fundamental process to ensure business success and achieve set objectives. It involves a series of interconnected steps aimed at identifying goals and effectively achieving them. Therefore, highlighting the most important elements, as outlined by :

1. **Situation analysis:** strategic planning begins with a comprehensive assessment of the current situation of the enterprise. This involves analyzing internal strengths and weaknesses, as well as external opportunities and threats facing the enterprise (SWOT analysis). This analysis helps understand competition, identify areas needing development, exploit available opportunities, and address potential threats (Myrzaliyev et al, 2023).
2. **Goal setting:** the enterprise must establish specific and clear goals that are easily measurable and achievable within a defined timeframe. Goals should be set according to the SMART principle (Specific, Measurable, Achievable, Relevant, Time-bound), ensuring each goal has specific characteristics that make it easy to achieve and evaluate (Myrzaliyev et al, 2023).
3. **Plan development:** after identifying the goals, necessary plans are developed to achieve them. This involves defining subtasks, assigning responsibilities, setting timelines, and determining the resources required to execute the plans. This element aims to guide operations effectively and organize efforts to achieve the specified goals (Epanchintsev & Shumakova, 2020).
4. **Implementation:** the identified plans are effectively executed through good communication, teamwork, and team motivation. This element requires executing plans according to defined timelines and ensuring allocation of necessary resources to ensure success (Myrzaliyev et al, 2023).
5. **Monitoring and evaluation:** this element involves monitoring progress towards goal achievement, making necessary adjustments to plans as needed. Performance is evaluated and compared to the set goals, identifying areas needing improvement, and implementing appropriate changes (Epanchintsev & Shumakova, 2020).

### **2.3.3 Benefits of Strategic Planning and Effective Organizational Performance for Agricultural Enterprises:**

Strategic planning and effective organizational performance work to improve the performance of agricultural enterprises, ensuring their continuity and success in the market. Following strategic planning and achieving effective organizational performance for agricultural enterprises provides many important benefits that contribute to the growth and sustainability of agricultural businesses as follows:

1. **Enhanced productivity:** Strategic planning analyzes resource utilization and improves processes, enhancing resource efficiency and productivity. Effective organization and directing efforts towards specific goals contribute to increased productivity and achieving better results (Kariuki, 2022).
2. **Increased profitability:** by setting economic objectives and developing appropriate strategic plans, the enterprise can increase profits and improve its overall financial position (Polyanin & Dokukina, 2016).
3. **Risk reduction:** strategic planning helps analyze and reduce potential risks that the enterprise may face, thereby reducing potential losses.
4. **Improved product quality:** strategic planning enables the identification of optimal practices and techniques for producing high-quality agricultural products that meet market needs and satisfy customers (Eyitayo, Tochukwu, & Osemeike, 2024).
5. **Promotion of sustainability:** strategic planning aims to enhance the environmental and economic sustainability of the agricultural enterprise by directing efforts towards sustainable agricultural practices and efficient resource utilization.
6. **Enhanced adaptability to change:** strategic planning grants the enterprise the ability to adapt to challenges and changes in the internal and external environment by updating plans and strategies based on new circumstances (Polyanin & Dokukina, 2016).

### **2.3.4 Practices to Enhance Strategic Planning and Organizational Performance for Agricultural Facilities**

Strategic planning and organizational performance for agricultural facilities can be enhanced, and effective organizational performance can be achieved leading to business growth and sustainability, through the adoption of some effective practices, including

1. **Stakeholder engagement:** encouraging and promoting the participation of all stakeholders in the strategic planning process, including farmers, employees,

customers, and suppliers, contributes to improving communication and enhancing a common understanding of the facility's goals and challenges (Chen, Yueh, & Liang, 2016).

2. Use of planning tools: effective strategic planning can be achieved through the use of tools such as SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and PESTLE (Political, Economic, Social, Technological, Legal, Environmental) analysis. These tools help understand the internal and external environment of the facility, identifying factors that may affect its performance and goal achievement (Madureira , Nunes, Mata, & Vaz-Velho, 2024).
3. Progress monitoring and performance evaluation: monitoring progress towards achieving set goals and evaluating performance are essential steps to ensure goal attainment. Regular monitoring of progress, evaluation of performance against predefined criteria, and taking necessary measures for continuous improvement are necessary (Sadq, Ahmad, Faeq, & Muhammed, 2020).
4. Provision of training and development: improvement in the performance of agricultural facilities can be achieved through continuous provision of training and development for employees. Training and development help build team capabilities, develop skills necessary for goal achievement, and enhance innovation and creativity in work(Chen, Yueh, & Liang, 2016).
5. Cultivating a culture of learning and continuous improvement: promoting a culture of learning and continuous improvement within the agricultural facility encourages knowledge and experience sharing, analysis of mistakes and learning from them, and application of continuous improvement in operations (Bengat, 2015).

## **2.4 Advanced agriculture**

### **2.4.1 Agricultural Innovation**

Innovative and creative solutions are essential for food systems to keep pace with evolving challenges and needs. They contribute to improving public health and the well-being of current and future generations, as well as enabling communities to address climate change. Therefore, innovation should be supported by accurate sciences and reliable data, which leads to effective and sustainable outcomes across all agricultural and food sectors (Alston & Pardey, 2021). By innovating new techniques and methods for food and fiber production, efficiency can be improved, and environmental impact can be reduced, ultimately enhancing the achievement of sustainable and adaptive food systems. Science-backed innovation provides effective tools for farmers, expanding the range of

available options to improve productivity and ensure the sustainability and adaptability of food systems (Blakeney, 2022).

In this context, innovation should be inclusive, covering all segments of society, including smallholder farmers, the marginalized, fishermen, and livestock breeders. Ensuring equitable access to modern tools and technologies helps enhance adaptability to environmental changes, ensuring equal access to these technologies across all agricultural communities (Wright, 2012). Modern technological tools and emerging digital technologies play a significant role in helping farmers increase production and achieve global food security. These innovations contribute to the development of scalable solutions based on environmental characteristics and local needs, enabling the achievement of comprehensive food sustainability (Alston & Pardey, 2021).

Regarding climate change challenges, innovative approaches to combat food loss and waste are among the most important solutions to enhance food security and address the climate crisis. Therefore, partnerships between the public and private sectors should continue, especially those that bring together producers and stakeholders in food systems. These partnerships play a critical role in bringing innovations to market and implementing them effectively. Through these cross-sector partnerships, sustainable solutions can be developed and implemented, contributing to long-term benefits, which ultimately benefit the agricultural sector and enhance food security. By relying on precise sciences and integrated data, farmers, fishermen, and livestock breeders can confidently adopt modern production techniques, supporting smart agriculture and the ability to adapt to climate change (Ogundari & Bolarinwa, 2018).

#### **2.4.2 Applications of Artificial Intelligence in Agriculture: A Revolution in Crop Management**

Artificial intelligence (AI) applications in agriculture are among the most prominent innovations transforming the agricultural sector. At **Farmonaut**, we rely on AI to analyze satellite images and remote sensing data, providing farmers with accurate insights that help them make informed decisions. These technologies enable farmers to accurately identify stress zones in crops, predict pests and diseases before they spread, and improve irrigation and fertilization schedules based on the actual needs of the crops. Here are some of these applications and their benefits (Gardezi , Joshi, Rizzo , & Ryan, 2023):

1. **Crop Management with Modern Technology:** Managing crops with modern technology has evolved beyond the use of technical tools to become a comprehensive approach based on advanced data analysis and making more precise and effective decisions. At **Farmonaut**, we offer an integrated system that includes real-time crop health monitoring, soil moisture analysis with irrigation recommendations, and yield predictions based on historical and current data. This comprehensive approach enhances farmers' ability to manage their crops more efficiently and effectively (Păvăloaia & Necula, 2023).
2. **Precision Agriculture Using Remote Sensing: A New Vision for Fields:** Precision agriculture using remote sensing is a significant development that is revolutionizing farming. Through satellite images and drones, farmers can accurately identify weak areas in crops, apply agricultural inputs more precisely, and monitor crop health throughout the season. At **Farmonaut**, we provide advanced remote sensing services to help farmers improve crop management and increase productivity. This technology offers precise insights and advanced analysis that assist farmers in improving agricultural returns.
3. **Improving Crop Productivity:** Smart farming technology aims to enhance crop productivity by integrating accurate data with advanced farming practices, enabling farmers to achieve significant increases in production while reducing costs. Key strategies include the use of data-driven decision support systems, applying precision farming techniques to optimize resource use, and adopting genetically improved varieties to increase pest and disease resistance. Studies have shown that GIS-based agricultural decision support systems contribute to increasing farm profitability by up to 15% (Subeesh & Mehta, 2021).
4. **Agricultural Biotechnology: Opening New Horizons:** Agricultural biotechnology opens wide horizons for farming by developing genetically improved varieties, which help address environmental and climate challenges more effectively. Benefits of this technology include increased crop resistance to drought and salinity, improved nutritional value of agricultural products, and reduced need for chemical pesticides. At **Farmonaut**, we integrate biotechnology techniques with agricultural data to provide accurate recommendations to farmers, contributing to improved crop production and reducing the impact of climate changes (Gardezi , Joshi, Rizzo , & Ryan, 2023):.

5. **Smart Irrigation Systems:** Smart irrigation systems are pioneering innovations in sustainable agriculture, contributing to improved water use efficiency, which is a significant challenge. These systems offer several advantages, such as saving up to 50% of water compared to traditional methods, enhancing crop quality by providing the optimal amount of water, and reducing labor costs associated with irrigation management. At **Farmonaut**, we provide integrated solutions linking remote sensing data with smart irrigation systems, enabling farmers to manage irrigation efficiently (Păvăloaia & Necula, 2023)..
6. **Geographic Information Systems (GIS) Applications in Agriculture:** Geographic Information Systems (GIS) contribute to agriculture by providing a comprehensive view of agricultural lands, enabling farmers to make precise and effective decisions. Benefits of using this technology include more efficient land use planning, analyzing soil properties and nutrient distribution, and monitoring climate changes and their impact on crops. At **Farmonaut**, we integrate GIS techniques with spatial data to provide advanced analytics that support farmers in enhancing their agricultural performance and making proactive decisions (Subeesh & Mehta, 2021).
7. **Advanced Hydroponics: An Innovative Solution to Food Security Challenges:** Advanced hydroponics represents an innovative solution to food security challenges in Egypt, providing a controlled environment for growing high-quality crops. Benefits of this technology include year-round crop production regardless of climatic conditions, saving up to 90% of water compared to traditional farming, and increasing productivity in small spaces. At **Farmonaut**, we are developing technological solutions to support hydroponics projects and enhance their efficiency, contributing to meeting food security needs (Anusha & Srinivasa, 2024).

#### **2.4.3 Agricultural Technology in Palestine**

Agricultural technology has revolutionized the sector in recent years, becoming one of the main drivers of its development. Today, it is possible to cultivate crops under various climatic conditions using modern agricultural technologies, which has contributed to improving the quality and quantity of products, reducing the effort exerted by farmers, and increasing their income. In Palestine, farmers have started adopting some modern

technological tools to improve their crop production. However, they are still somewhat distant from the rapid technological advancements seen in the global agricultural sector. Agricultural technology is a blend of agriculture and technology, and it has evolved significantly since traditional methods proved inadequate in meeting current and future needs. It is essential to move towards more advanced stages to improve the quality of production and the food production chain, starting from planting the seed until the product reaches the consumer's table. Technology provides farmers with innovative tools that help reduce costs, improve the quality of production and storage methods, and detect agricultural pests using advanced technologies such as robotics and the Internet of Things, which have started to infiltrate the agricultural sector. Despite the introduction of agricultural technology in Palestine in recent years, a study conducted by "Beta Union" showed that Palestinian farmers are not widely using modern agricultural technologies. Additionally, technology companies are not focusing on developing technological solutions to support the agricultural sector, which contrasts with the situation in many other countries worldwide. Regarding the cost of agricultural technology, Al-Madi clarified that technology provides simple and effective tools for managing all aspects of agricultural production. She explained that while there is an initial cost to establish the technological system on the farm, this cost is a one-time expense, as the system is built for long-term sustainability and high productivity. Moreover, agricultural technology contributes to increasing agricultural production by planting seeds accurately and using advanced irrigation techniques, which helps reduce costs. Additionally, technology improves farmers' incomes, highlighting the importance of shifting from traditional farming to technology-driven agriculture. This transition requires the implementation of innovative strategies by agricultural engineers in Palestinian farms (Al Faris, 2020).

## **2.2 Previous studies**

### **2.2.1 Introduction**

The following previous studies are based on a comprehensive review of the literature related to the topic of the impact of strategic planning on the performance of organizations, where relevant research and articles conducted in the past are analysed. This section also includes a critical evaluation of the methodologies used in this research and analyzes of the results reached by writing a commentary on the studies, in addition to a research gap analysis.

#### ***1. Study : (Vandersmissen, George, & Voets, 2024)***

***Titled :Strategic planning and performance perceptions of managers and citizens: analysing multiple mediations***

This study is a pioneering study that sheds light on the relationship between strategic planning and public service performance, focusing on the mediating factors that link them. The researchers used PLS-SEM (structural equation modeling using partial least squares) analysis to analyze multi-response survey data from managers and citizens in 101 municipalities in Flanders. The data were collected through questionnaires directed to managers and citizens in the targeted municipalities. The study focuses on analyzing the relationships between strategic planning and public service performance, identifying mediating factors such as external relations. The results show that strategic planning has a positive and indirect relationship with managers' and citizens' perceptions of public service performance, through its impact on external relations. These external relations were also shown to act as a major mediating factor linking strategic planning and improved public service performance. The study highlights the importance of using PLS-SEM analysis as a powerful tool in public administration research, as it provides an in-depth understanding of the complex relationships between different variables. It also suggests exploring other mediating factors that may contribute to improving public service performance, opening the way for future research aimed at studying the role of leadership and organizational culture in this context.

#### ***2. Study : (Nasution, Erlina, Absah , & Rujiman , 2024)***

***Titled :How does strategic planning-linked leadership and management process affect hospitals' performance?***

This research delves into how strategic planning influences the interplay between leadership and management practices in hospital performance. Employing a quantitative

approach, the study gathered data from 582 participants using a convenience sampling method and analyzed it through the AMOS structural equation model (SEM). The results unveiled a notable correlation between leadership, management processes, and performance. Interestingly, while management processes positively affected performance, leadership exhibited a negative impact. Furthermore, the connection between management processes and performance was significantly influenced by the moderating factor of strategic planning, although the impact on the relationship between leadership and performance was less pronounced. This study contributes specifically to the healthcare sector by advancing Total Quality Management (TQM) performance and practices.

**3. Study: (NAJIME, UCHERWUHE, & AKORGA, 2024)**

***Titled : Strategic Planning and Performance of Coca-Cola PLC Makurdi Depot Benue State Nigeria***

This research aimed to evaluate the strategic planning and performance of Coca-Cola Plc Nigeria. The specific objectives were to assess the impact of environmental scanning, strategy formulation, strategy implementation, and strategy evaluation on the performance of Coca-Cola Plc Nigeria. The study employed a descriptive survey design and utilized census sampling to select 110 management staff from various levels at the Coca-Cola Plc Makurdi depot in Benue state, Nigeria. Data was collected through primary sources using structured questionnaires and analyzed using frequency analysis and multiple regression. The results of the hypothesis testing revealed that environmental scanning, strategy formulation, implementation, and evaluation all have significant effects on the performance of Coca-Cola Plc Makurdi depot. Based on these findings, it can be concluded that strategic planning has a significant relationship with the performance of Coca-Cola Plc Makurdi depot. The study recommends that managers continuously analyze both internal and external environments, as well as potential opportunities and threats in order to stay informed about industry trends, mitigate threats, and capitalize on opportunities.

**4. Study: ( Al-Dara, 2023)**

***Titled : The role of strategic planning in developing the performance of customer service providers in the Saudi private sector (case study - Saudi Telecom Company).***

The research aimed to examine the impact of strategic planning on enhancing the performance of customer service providers within the Saudi private sector. The study focused on employees within the Saudi Telecom Company in the Kingdom of Saudi

Arabia, with a total sample size of 282 workers. Employing a descriptive approach, the researcher utilized a questionnaire as the primary data collection tool. The findings indicated a statistically significant positive correlation, at a significance level of  $\alpha = 0.05$ , between strategic planning and the performance of customer service providers. Consequently, the study recommended the implementation of training programs for all employees within the Saudi Telecom Company's private sector. It also emphasized the importance of deploying specialized personnel well-versed in the challenges associated with strategic planning implementation, equipped to effectively address them.

**5. Study (Ejigu & Desalegn , 2023)**

***Titled :How does strategic planning influence the performance of financial institutions? An empirical study of Ethiopia***

This study explores how strategic planning (SP) influences the performance of financial institutions in Ethiopia. It delves into the intermediary function of strategic innovation (SI) and the moderating impact of the political environment (PE). Employing cross-sectional research based on surveys, this investigation contributes to the advancement of strategic management understanding. It reveals that SP directly impacts financial institution performance and also indirectly through SI mediation. Moreover, the political environment plays a moderating role in the SP-performance relationship, exhibiting a positive and noteworthy influence.

**6. Study : (Dwikat , Arshad, & Shariff, 2022)**

***Titled : The Influence of Systematic Strategic Planning and Strategic Business Innovation on the Sustainable Performance of Manufacturing SMEs: The Case of Palestine***

This research investigates the influence of systematic strategic planning (SSP) and strategic business innovation (SBI) on sustainable performance (SP) within Palestinian Small and Medium Industrial Enterprises. A sample of 377 such enterprises was examined, with 245 valid surveys subjected to analysis using partial least squares structural equation modeling via Smart PLS 3.0 software. The findings reveal several factors that can bolster the sustainability performance of manufacturing SMEs, including the adoption of supportive national policies aimed at advancing sustainability at the policy level. Moreover, the implementation of effective systematic strategic planning (SSP) and strategic business innovation (SBI) within a collaborative organizational culture and participative management style at the company level significantly enhances the sustainable performance of these enterprises. This study contributes to existing literature

by enriching understanding of sustainable performance among industrial SMEs in developing nations grappling with political and economic instability. Consequently, the research underscores the importance of SSP and SBI as crucial management tools for companies operating amidst high competition and volatility.

**7. Study: (Thaher & Jaaron, 2022)**

***Titled : The impact of sustainability strategic planning and management on the organizational sustainable performance: A developing-country perspective***

The aim of this paper is to thoroughly examine how sustainability strategic planning and management (SSPM) influence organizational sustainable performance within the context of a developing country. Using a mixed methods approach, data was gathered through interviews and surveys targeting 126 organizations operating in key polluting sectors of Palestinian manufacturing. Analysis was conducted through thematic analysis and Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings of the data analysis confirm the positive impact of SSPM on all three aspects of organizational sustainable performance (social, ecological, and economic). Additionally, the paper presents a framework aimed at facilitating the integration of SSPM into the business models of manufacturing organizations within a developing country setting. This paper represents one of the few studies delving into the potentially transformative effects of SSPM on organizational sustainable performance in developing countries.

**8. Study: (Kimathi , 2022)**

***Titled : The impact of strategic planning on the organizational performance of agribusiness companies in Mombasa Kenya***

The study aimed to assess the impact of strategic planning on the performance of agribusiness firms in Mombasa County, Kenya, using the McKinsey 7S model as the framework. Employing a case study research approach, the study focused on the five largest agribusiness companies in the county, involving 25 directors. Data collection utilized an interview guide and underwent content analysis. With a satisfactory participation rate of 80%, the study's findings are deemed suitable for further exploration. Results indicated that strategic planning led to cost reduction and increased sales revenue, profitability, and customer satisfaction levels in agricultural companies. Furthermore, strategic planning facilitated customer retention. Consequently, the study concluded that strategic planning significantly influences the organizational performance of agricultural companies. It suggests that policymakers within the agricultural sector should prioritize strategic planning, given its substantial contribution to organizational success.

**9. Study: (Cornelius, Supratechno, Bernardo, & Wijaja, 2021)**

***Titled :Strategic Planning and Firm Performance: The Mediating Role of Strategic Maneuverability***

The objective of this research is to investigate the connections among strategic planning, strategic maneuverability, and company performance within the dynamic contemporary business landscape. It employs a quantitative research approach and presents findings from a survey conducted via a questionnaire among service firms in Indonesia's oil and gas sector. Out of the 337 companies randomly sampled from a vendor database, responses were received from 70 firms. Analysis was conducted using Partial Least Square Structural Equation Modeling (PLS-SEM) and SmartPLS software, encompassing descriptive statistics, measurement model assessment, structural model assessment, and hypothesis testing. The outcomes indicate a positive correlation between both strategic planning and strategic maneuverability with firm performance. Furthermore, there exists a favorable relationship between strategic planning and firm performance mediated by strategic maneuverability. The results suggest that organizational agility, flexibility, and responsiveness, which constitute strategic maneuverability, positively influence firm performance directly and indirectly across various dimensions including financial, customer, internal processes, and learning and growth. This study contributes to strategic management literature and maneuver theory by offering empirical insights into the interplay among strategic planning, strategic maneuverability, and firm performance.

**10. Study (Ammar , 2020)**

***Titled :The Impact of Strategic Planning on the Performance of the Private Corporations in Palestine from the perspective of Balanced Scorecard***

This research seeks to examine how strategic planning influences the performance of private enterprises, focusing on a model applicable to developing nations. The study utilized secondary data derived from articles, books, and records, while preliminary data collection was facilitated through a questionnaire. The survey targeted employees with expertise in administrative sciences, economics, and strategic planning across 13 service-based corporations. Statistical analysis of the data collected from these private enterprises was conducted using the Statistical Package for the Social Sciences (SPSS). The study yielded several findings, notably demonstrating a positive impact of strategic planning and its components on performance. Additionally, variations in the adoption of strategic planning were observed based on the size and operational duration of the corporations.

Key terms: strategic planning, performance, vision, mission, goals, strategic analysis, strategic options, balanced scorecard.

**11. Study: (Hassan, 2020)**

***Titled : Strategic Planning Process and Organizational Performance in Nigerian Public Sector: A Review of Literature***

This article aims to examine how the strategic planning process influences the performance of organizations within the Nigerian public sector. Strategic planning has been recognized for its ability to improve organizational performance, operations, and overall effectiveness, a trend observed across both private and public sectors over many years. Various research findings suggest that large organizations frequently utilize strategic planning, with the plans developed and implemented contributing positively to overall organizational performance and effectiveness. Furthermore, evidence suggests that strategic planning contributes to improved financial performance and longevity of organizations, leading to arguments in favor of its adoption by public organizations. Therefore, it is important to assess the overall effectiveness of strategic planning for organizations. Consequently, this paper focuses on reviewing the theory, practice, and impact of the strategic planning process on organizational performance within the public sector organizations of Nigeria.

**12. Study: (George, Walker, & Monster , 2019)**

***Titled : Does Strategic Planning Improve Organizational Performance? A Meta-Analysis***

Strategic planning has become widely embraced across modern organizations, fueled by the belief that it enhances organizational performance both in the public and private sectors. However, critics argue that it tends to overly rely on rationality, potentially stifling strategic creativity. This article conducts a comprehensive analysis of 31 empirical studies, comprising 87 correlations, to address the question: Does strategic planning actually benefit organizational performance? The findings from a random-effects meta-analysis indicate a consistently positive, moderate, and statistically significant influence of strategic planning on organizational performance. Further analysis through meta-regression suggests that this positive impact is most pronounced when organizational performance is assessed in terms of effectiveness and strategic planning is conducted formally. Importantly, this effect is observed across different sectors (including private and public) and countries (both within and outside the U.S.).

The conclusion delves into the implications of these findings for the theory, research, and practice of public administration.

**13. Study: (Musi , Mukulu, & Oloko , 2018)**

***Titled :Influence of Strategic Planning to Firm Performance in Agricultural Research Based Institutions of Kenya***

The aim of this research was to explore how strategic planning concerning financial resources, human capital, material resources, and information impacts the performance of agricultural research institutions in Kenya. Despite existing international studies on this topic, there is a lack of literature regarding the status of strategic planning in Kenya's agricultural research institutions. The study focused on four major research institutes in Kenya: the Kenya Agricultural Research Institute (KARI), Coffee Research Foundation (CRF), Tea Research Foundation (TRF), and Kenya Sugar Research Foundation (KeSREF), which collectively employed 2922 individuals in 2015. Using a descriptive research design, the study determined a sample size of 352 based on Yamane's (1967) formula. The findings revealed that strategic planning related to financial, human, material, and information resources significantly influences firm performance.

**2.2.2 Comment on previous studies**

There is a wide range of previous studies addressing the impact of strategic planning on organizational performance in various contexts, reflecting the importance of this topic in different fields. The study by Vandersmissen, et al.,(2024) highlights the role of intermediary factors linking strategic planning and the performance of public services, emphasizing the significance of external relations as key factors influencing performance. In the health sector, the study by Nasution, et al., (2024) points to the negative effects of leadership and the positive effects of management processes on hospital performance, stressing the need to improve total quality management practices. The study by Najime et al., (2024) focused on the impact of strategic planning on Coca-Cola's performance in Nigeria, highlighting the necessity for continuous analysis of internal and external environments to keep up with industry trends. In the Saudi context, Al-Dara's (2023) study revealed a statistically significant positive correlation between strategic planning and customer service provider performance in the private sector, indicating the importance of training programs and specialized recruitment. The study by Ejigu and Desalegn (2023) highlighted the positive impact of strategic planning on the performance of financial institutions in Ethiopia, with the political environment playing a role in moderating this effect. Meanwhile et al., (2022) assessed the impact of strategic planning

on the performance of small and medium-sized enterprises in Palestine, emphasizing the importance of national policies in promoting sustainable performance. Thaher and Jaaron's (2022) study observed the impact of strategic planning on the sustainable performance of organizations in Palestine, showing positive effects on social, environmental, and economic dimensions. Similarly, Kimathi (2022) evaluated the impact of strategic planning on the performance of agricultural businesses in Kenya, pointing to its positive effect on reducing costs and increasing revenues and profitability. Furthermore, Cornelius, Supratechno, Bernardo, and Wijaja (2021) studied the relationship between strategic planning, strategic maneuvering, and company performance, showing a moderate positive impact of strategic planning on performance through strategic maneuvering. In Palestine, Ammar's (2020) study found that strategic planning had a positive effect on the performance of private companies through the balanced scorecard, with variations in adoption based on company size and operational duration. Lastly, Hassan (2020) noted the positive effect of strategic planning on the performance of organizations in the Nigerian public sector, with a focus on its impact on financial performance and organizational longevity. Likewise et al., (2019) examined the impact of strategic planning on organizational performance, noting a moderate positive effect on company performance across various sectors and countries. In the context of agricultural research institutions in Kenya, the study by Musi, Mukulu, and Oloko (2018) highlighted a positive impact of strategic planning on performance through the use of financial, human, physical, and informational resources. These studies underscore the importance of strategic planning in enhancing organizational performance across different fields, thereby enriching our understanding of the role of planning in achieving sustainable organizational objectives.

Upon reviewing the previous studies on the impact of strategic planning on organizational performance across various sectors, it becomes clear that strategic planning is a key tool for improving performance and achieving sustainability in diverse work environments, whether in the private or public sector, and in fields such as healthcare, finance, and agriculture. While various studies have demonstrated a positive impact of strategic planning on performance in different sectors, results varied depending on the nature of the sector and the local challenges it faces.

Relating this to the current study, "The Impact of Strategic Planning Tools on the Performance of Agricultural Fields: A Study in the West Bank," the researcher observes that, although the previous studies provide important insights into the impact of strategic

planning in agricultural sectors, most of them focus on environments and geographical or economic contexts that differ from the Palestinian reality. In the West Bank, the agricultural sector faces unique challenges such as water scarcity, economic and political constraints, and climate change, which may make the application of strategic planning tools more challenging. Therefore, it is essential to study how strategic tools applied in other environments can be adapted to suit the specific characteristics of the agricultural sector in the West Bank, while taking into account local variables. From this perspective, this study aims to contribute a new dimension to the academic literature on strategic planning in the agricultural sector in Palestine by examining the actual impact of strategic planning tools on improving agricultural field performance in this region.

### **2.2.3 Research gap**

While the above studies provide valuable insights into the relationship between strategic planning and organizational performance across different sectors and geographical contexts, several gaps remain in the existing literature:

1. **Sectoral Diversity:** Although studies cover various sectors such as public service, healthcare, corporate, communications, finance, and agriculture, there is still a lack of comprehensive research examining the impact of strategic planning on organizational performance across a broad spectrum of industries. Exploring additional sectors can provide a more comprehensive understanding of how strategic planning practices vary and are effective in different organizational settings. Previous studies have primarily focused on certain sectors and regions, which may not fully capture the diversity of applications of strategic planning tools in different industries, particularly in the agricultural sector in unique contexts like Palestine.
2. **Geographic Scope:** Studies mainly focus on specific regions such as Palestine, Nigeria, Indonesia, and Kenya. However, there is a need for research that extends beyond these regions to include a more diverse range of countries and contexts. Studying the influence of cultural, political, and economic factors on the relationship between strategic planning and organizational performance in different regions can enrich our understanding and contribute to the generalization of the results. Moreover, while many studies highlight strategic planning in agricultural and other sectors in different regions, the Palestinian context, particularly The Palestinian Valley of

Tubas, is underexplored, especially when considering local challenges like water scarcity and political constraints.

3. **Methodological Approach:** Although studies use quantitative methods, such as structural equation modeling, regression analysis, and meta-analysis, exploration of qualitative methods is limited. Qualitative methods, such as case studies and interviews, can provide deeper insights into personal experiences and stakeholder perceptions regarding the impact of strategic planning on organizational performance. The incorporation of qualitative approaches would help capture the nuanced challenges faced by agricultural organizations in Palestine and reveal the practical application of strategic planning tools on the ground.
4. **Temporal Dynamics:** Many of the studies reviewed focus on a specific time frame, such as the years 2023-2024, without considering the longitudinal effects of strategic planning on organizational performance. Longitudinal studies that track the implementation of strategic plans over time can provide valuable insights into sustainability and the long-term impact of strategic planning initiatives on organizational performance. This would be particularly relevant in examining how the agricultural sector in Palestine adapts to changing political, economic, and environmental conditions over time, contributing to a more dynamic understanding of strategic planning.
5. **Synthesis of Findings:** Although individual studies contribute important insights, there is a lack of synthesis or meta-analysis of findings across studies. Integrating and synthesizing findings from multiple studies can provide a more comprehensive understanding of the relationship between strategic planning and organizational performance, identify patterns, and address inconsistencies in the existing literature. A synthesis of the diverse results from various sectors and regions can lead to a more robust framework for evaluating the effectiveness of strategic planning across contexts, including in Palestine's unique agricultural environment.
6. **Variation in Study Results:** The results of previous studies vary based on the nature of the sector and the local challenges it faces, indicating the need for further research in diverse geographical and environmental contexts. The impact of strategic planning on organizational performance may differ across industries, and thus understanding its application in specific contexts like Palestine could offer more targeted insights.
7. **Focus on Different Environments:** Most previous studies focus on economic and geographical environments that differ from the Palestinian context, highlighting the

importance of studying the Palestinian case specifically. The agricultural sector in Palestine, especially in The Palestinian Valley of Tubas, faces unique challenges that may not be present in other regions, necessitating research that is specific to this context.

8. **Specific Challenges in the Agricultural Sector in Palestine:** The agricultural sector in The Palestinian Valley of Tubas faces unique challenges such as water scarcity, economic and political constraints, and climate change, which have not been adequately addressed in previous studies. Understanding how strategic planning tools can be tailored to address these specific challenges is a crucial area of research.
9. **Strategic Planning Tools Application:** There is a lack of research on how strategic planning tools used in other environments can be adapted to suit the unique characteristics of the agricultural sector in The Palestinian Valley of Tubas. Further studies should explore how strategic tools from different sectors can be effectively applied and modified to fit the specific needs of the Palestinian agricultural context.
10. **Consideration of Local Variables:** Strategic tools need to take local variables into account when being applied in Palestine, which has not been sufficiently explored in the literature. Considering local factors, such as political instability, resource availability, and regional specificities, is crucial for designing effective strategic plans.
11. **Benefit from Studies on Agriculture in Different Environments:** While it is beneficial to learn from studies examining strategic planning in agriculture in other regions, the results must be adapted to fit the distinct characteristics of the Palestinian agricultural sector. Strategies that have worked in other countries or regions may not be directly applicable to the Palestinian context without modification.
12. **Gap in Local Academic Literature:** There is a need to add a new dimension to the academic literature regarding strategic planning in the Palestinian agricultural sector by studying the actual impact of strategic planning tools on improving agricultural field performance in The Palestinian Valley of Tubas. This gap presents an opportunity for new research to enrich local academic discourse and inform policy decisions.
13. **Sustainability Performance Studies:** There is a need to investigate how strategic planning affects sustainability performance in the agricultural sector in Palestine, particularly in alignment with the local social, environmental, and economic

dimensions. These factors are crucial for fostering sustainable agricultural practices in the face of the region's challenges.

14. **Local Contextualization of International Strategies:** Strategic planning tools that have proven effective in other agricultural sectors need to be contextualized for Palestine's unique political, economic, and environmental situation. Without this contextualization, their effectiveness may be limited in the Palestinian context, especially given the complex geopolitical and environmental challenges the country faces.
15. **Economic, Environmental, and Social Impact:** Previous studies have not sufficiently focused on the combined effects of strategic planning on economic, environmental, and social sustainability in Palestine's agricultural sector, which is crucial for its long-term growth and stability. Addressing this gap can provide a more holistic view of strategic planning's role in ensuring the agricultural sector's resilience and sustainability in Palestine.

Addressing these gaps through future research endeavors would increase our understanding of the role of strategic planning in driving organizational performance and contribute to the development of more effective strategic management practices across diverse organizational contexts.

## **Chapter Three: Methodology**

### **3.1 Introduction**

This chapter outlines the research methodology used in the thesis. It includes the research questions, design, and approach, as well as information on the research audience, study sample, selected sample, study tools, data collection methods, and data analysis techniques. Furthermore, it presents the interview questions, which were developed based on an extensive review of the relevant literature on the subject.

### **3.2 Research Method**

To address the research questions and analyze the data, the study relied on the descriptive analytical approach using a purely quantitative methodology, which focuses on the use of measurable data and statistical tools to describe the phenomenon and test the relationships between variables (Abd Rabbo, 2012). This approach was selected for its ability to provide a comprehensive understanding of the components and influencing factors of the studied topic through objective and systematic analysis (Qandilji, 2020). Furthermore, employing quantitative methods ensures a higher level of precision and reduces the potential for researcher bias, thus enhancing the credibility and generalizability of the results (Ibrahim, 2021). By utilizing structured questionnaires and statistical analysis, the study connects theoretical frameworks to practical findings in a reliable manner, supporting the validity of the recommendations (Mohammed & Hussain, 2019).

The study adopted a comprehensive survey method by surveying all members of the target community, numbering (50) administrative employees in the six agricultural companies operating in Tubas. This approach allowed for the inclusion of all units under study, which enhances the accuracy of the results and their generalizability within the scope of the original community. The data were analyzed using the Statistical Package for the Social Sciences (SPSS) program due to its high capacity to process quantitative data and implement statistical tests. The reliability of the study tool was also verified by calculating the Cronbach's alpha coefficient, where a value of (0.70) or above is considered an acceptable indication of the internal consistency of the tool.

### **3.3 Research Strategy**

To address the research questions, the researcher adopted a case study approach, focusing on agricultural facilities in The Palestinian Valley of Tubas as a research strategy. This approach was chosen to effectively achieve the objectives of the study. As Kumar (2010)

notes, this method involves empirically investigating a contemporary phenomenon within a real-life context, using multiple sources of evidence.

### **3.4 Data Source and Data Allocation Method**

#### **3.4.1 Secondary Data**

The researcher collected data from a wide range of sources, including books, research papers, articles, conference proceedings, published journals, reports, previous studies on the same topic, and websites. This comprehensive data collection process aimed to thoroughly address the research questions. The findings and data gathered from these sources are presented in the second chapter of this study.

#### **3.4.2 Primary Data**

The researcher used a questionnaire to collect primary data from agricultural facilities in Tubas. This questionnaire was carefully designed with structured questions directly related to the research terms. The goal was to obtain the necessary information to achieve the research objectives.

### **3.5 Study Population**

The study population included all administrative employees in (6) agricultural companies officially operating in Tubas, where the number of employees reached (50) employees. Table (3.1) shows the agricultural facilities operating in The Palestinian Valley of Tubas

Table (3-1) agricultural facilities operating in The Palestinian Valley of Tubas.

<b>Name of Company</b>	<b>Number of Employee</b>
<b>Al-Furat Company</b>	<b>10</b>
<b>Topfield Company</b>	<b>11</b>
<b>Al-Baqi'a Company</b>	<b>9</b>
<b>Agrinpal Company</b>	<b>4</b>
<b>Red Head Company</b>	<b>11</b>
<b>Wadi Al-Zoura Company</b>	<b>9</b>
<b>Total</b>	<b>50</b>

### **3.6 The Sample**

The study population was about (50) administrative employees in (6) agricultural companies. The research used a comprehensive survey method for the entire study population, and the sample amounted to (50) male and female administrative employees. All questionnaires distributed were recovered, resulting in a recovery rate of 100%, as shown in Table (3.2) which displays the total number of questionnaires distributed to agricultural companies and the number of questionnaires returned.

Table (3.2) The response rate of agricultural companies to fill out the questionnaire

Name of Company	Number of questionnaires distributed	Number of questionnaires returned
Al-Furat Company	10	10
Topfield Company	11	11
Al-Baqi'a Company	9	9
Agrinpal Company	4	4
Red Head Company	11	11
Wadi Al-Zoura Company	9	9
<b>Total</b>	<b>50</b>	<b>50</b>

### 3.7 Study Instrument

Throughout the study, the researcher utilized both quantitative and qualitative tools, including surveys for collecting quantitative data. To gather data from the sample, the researcher developed a questionnaire as the primary tool for the study. This questionnaire comprised 65 statements divided into six sections. Evaluation was conducted using a five-point Likert scale, as illustrated in Table 3.3.

### 3.8 Correction Style

Some of the results obtained using the Likert scale were used, and the following distribution was used in correcting the questionnaire paragraphs as mentioned in Table (3.3):

Table (3.3.a): Correction Key

Very high	High	Moderate	Low	Very low
5	4	3	2	1

Table (3.3.b): Correction Key

Mean	Degree
4.21-5	Very High
3.41-4.20	High
2.61-3.40	Moderate
1.81-2.60	low
1-1.80	Very low

The researcher utilizes this scale because it is the most suitable and provides the best response to the questionnaire data.

### 3.9 Survey Description

The survey serves as the primary measurement tool for the current study, designed specifically to measure the study variables and their dimensions. This was accomplished following a thorough review of theoretical literature and previous studies related to the study topics, its key variables, objectives, fields, and applications. The survey tool comprises three main sections:

1. **The first section:** This section encompasses five variables describing the demographic characteristics of individuals within the study population, including (gender, age, educational qualification, years of experience).
2. **Second Section:** This section comprises five areas representing dimensions of the independent worker (strategic planning tools), distributed as follows:
  - The first dimension: This includes the first independent variable (public administration) and is assessed through ten objective statements numbered (1-10).
  - The second dimension: It encompasses the second independent variable (marketing management) and is evaluated through ten objective statements numbered (11-20).
  - The third dimension: It pertains to the third independent variable (financial management) and is measured using ten objective statements numbered (21-30).
  - The fourth dimension: It addresses the fourth independent variable (operations management) and is assessed through ten objective statements numbered (31-40).
  - The fifth dimension: It covers the fifth independent variable (management efficiency and effectiveness) and is evaluated through ten objective statements numbered (41-50).
3. **The third section:** This section consists of one field representing the dependent variable (performance of agricultural establishments), which is measured using fifteen objective rules numbered (51-65)

### 3.10 Survey Validity

The validity of the survey was examined using two methods:

1. **Contextual Validity:** The survey was presented to 4 academic supervisors and experts in the study's field, and they confirmed that the survey is valid and suitable for achieving the study's objectives.
2. **Structural Validity:** The validity of the structure was examined by measuring the Pearson correlation between each section of the survey and its overall score. The results showed that all correlations were statistically significant with P values less than  $\alpha= 0.05$ . This indicates a high internal consistency between the statements in the survey and the tool to measure the intended purpose. This is evident in the table below (3.4)

Table (3.4): Pearson correlations between the sections of the questionnaire and the overall score of the questionnaire.

Section's Number	Section's Title	Pearson correlation	Sig
6	Public administration	0.502**	.000
5	Marketing management	0.552**	.000
3	Financial management	0.659**	.000
2	Operations management	0.726	.000
4	Management efficiency and effectiveness	0.654**	.000
1	Performance of agricultural establishments	.736**	.000

### 3.11 Reliability of the Questionnaire

The reliability of the questionnaire was examined through the test of internal consistency and calculating the coefficient alpha (Cronbach's alpha) for each section and for the entire questionnaire. The reliability coefficient for the entire questionnaire is (.939), which is a good reliability coefficient for research purposes. The table below shows that the reliability coefficients for all sections are acceptable, meeting the study's objectives. This is evident in the table below (3.5)

Table (3.5): Reliability Coefficients for Questionnaire Sections

Section's Number	Section's Title	Reliability coefficient	Number of paragraphs
5	Public administration	0.810	10
3	Marketing management	0.717	10
4	Financial management	0.803	10
2	Operations management	0.728	10
6	Management efficiency and effectiveness	0.761	10
1	Performance of agricultural establishments	0.857	15
	<b>Total Questionnaire</b>	<b>0.939</b>	<b>65</b>

### 3.12 Questionnaire Management

The researcher managed the survey, identified the study population, and determined the required number of copies for distribution. The researcher personally distributed the survey to all administrators after making phone calls. A five-point Likert scale was used for distribution, and closed-ended questions were avoided because certain types, such as "Yes/No," "Agree/Disagree," and "True/False," may lead to biased responses, as respondents tend to agree excessively. To avoid this bias, it is preferable to frame questions in a neutral manner with multiple response options, allowing respondents to express their opinions accurately. Moreover, while closed-ended questions enable respondents to answer quickly, reducing the likelihood of incomplete surveys, attention must be paid to distributing surveys exclusively to the target sample. Distributing surveys to individuals outside the designated sample could introduce bias into the results, so it is essential to ensure that the results are properly represented. The survey was distributed

and collected within one day, thanks to easy access to the companies and the presence of employees on-site. Additionally, the validity of the concept was verified using SPSS software. More than 50 surveys were distributed to all administrators in May 2024.

### 3.14 Questionnaire Structure

To ensure comprehensive coverage of the study variables, the questionnaire was structured as follows:

Variable / Section	Number of Items	Scale Used
Strategic Planning (Independent)	50 items	5-point Likert scale
Organizational Performance (Dependent)	15 items	5-point Likert scale
Demographic and Control Information	4 items	Multiple choice / Likert

This structure facilitated the precise measurement of the study dimensions and supported the validity of the subsequent statistical analyses.

### 3.15 Study Limitations and Constraints

During any survey research, researchers may encounter various obstacles and limitations that hinder them from obtaining valuable information through the use of a questionnaire as a survey tool. These limitations and obstacles can be evident in the distribution and return of the questionnaire, leading to bias, non-response, and inaccuracy, all of which impact the study results. These limitations and obstacles include:

- Some managers refusing to participate and fill out the questionnaire.
- Leaving some questions unanswered.
- Communication and contact difficulties with the researcher.
- Changes in the company's address and contact method without updating them on its website.

### 3.16 Data Coding Process

The initial data collected by the researcher was coded using (SPSS) Data was input, and specific codes were assigned to each piece of information to facilitate the coding process on the program sheet. Additionally, dependent and independent variables were defined by giving each variable a specific code, making it easy to identify the relationship between them through appropriate statistical tests to reach valuable results and indicators that support the study's topic.

### **3.17 Data Analysis**

The obtained data was analyzed using (SPSS) for quantitative data, and the results were presented using tables and graphs in Chapter 4 in a detailed manner. Meanwhile, qualitative data was analyzed using various techniques such as the rating scale.

### **3.18 Statistical Analysis**

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 26. Several statistical tests were utilized, including:

1. Means, standard deviations, and percentages.
2. Cronbach's alpha test.
3. Pearson correlation test.
4. Independent samples t-test to measure the gender variable.
5. Analysis of variance (ANOVA) test to examine differences in age, educational qualification, and years of experience
6. Multiple linear regression analysis to measure the statistical impact between study variables.

### **3.19 Bias management & mitigation measures**

This study used a comprehensive methodology to minimize bias and ensure result credibility by collecting data from diverse sources. Primary data was gathered through a neutral, non-leading questionnaire distributed to administrative employees of agricultural companies in The Palestinian Valley of Tubas. A five-point Likert scale was employed to provide a wider range of responses and reduce bias. The validity of the questionnaire was confirmed with a strong Cronbach's Alpha coefficient (0.939), ensuring reliability. Potential biases from non-responses or address changes were considered in the analysis. Questionnaires were distributed solely to the targeted sample, enhancing result credibility. Finally, SPSS software was used for accurate data analysis and to minimize biases in interpretation.

## Chapter Four: Results

### 4.1 Introduction

This chapter provides a description of the study population and addresses the description of the study tool, the procedures followed in implementation, and the statistical analyses used in result analysis.

### 4.2 Sample Characteristics

#### 4.2.1 Gender

During this study, which addressed the impact of using strategic planning tools on the performance of agricultural establishments in the Palestinian Tubas Valley, it was found that the majority of participants were males, specifically (37) male administrators, representing (74%) of the total, while females constituted (26%), with (13) female participants out of a total of (50) This is illustrated in Figure 4.1, which relates to the numerical distribution of gender variable.

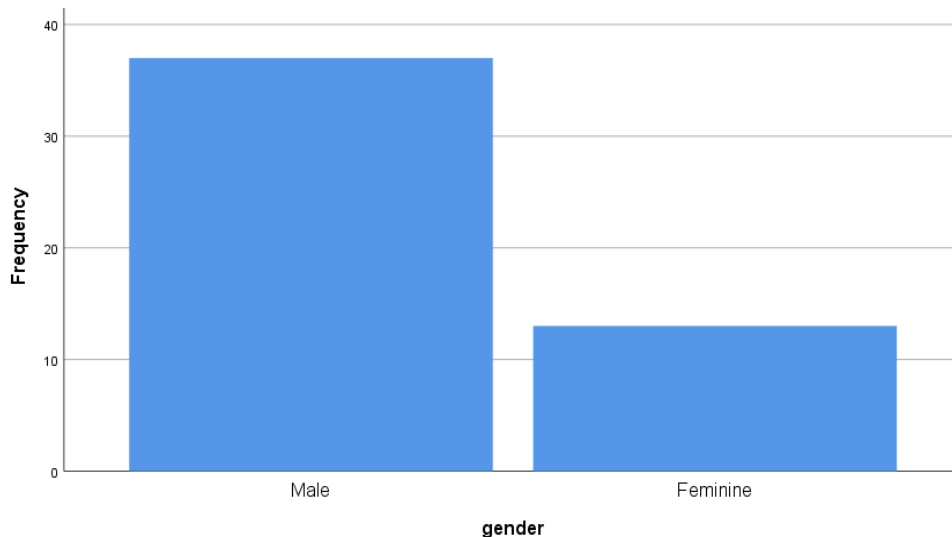


Figure No (4.1): Numerical distribution by gender

This gender distribution highlights uneven participation, suggesting that men play a more significant role in managing agricultural facilities in the region. This disparity could influence the study's findings and recommendations, as the needs and challenges faced by men and women in this sector may differ. Therefore, it is important to consider this distribution when interpreting the results to ensure that the recommendations comprehensively address the needs of all workers in the agricultural sector.

#### 4.2.2. Age

During this study, on the impact of using strategic planning tools on the performance of agricultural institutions in the Palestinian Tubas Valley showed a diverse age distribution

among participants. Specifically, (26%) of them were under 30 years old (13 participants), (40%) of them were between 30 and 39 years old (20 participants), (18%) of them were between 40 and 49 years old (9 participants), and (16%) of them were 50 years old or older (8 participants). This is illustrated in Figure 4.2, which relates to the numerical distribution of age variable.

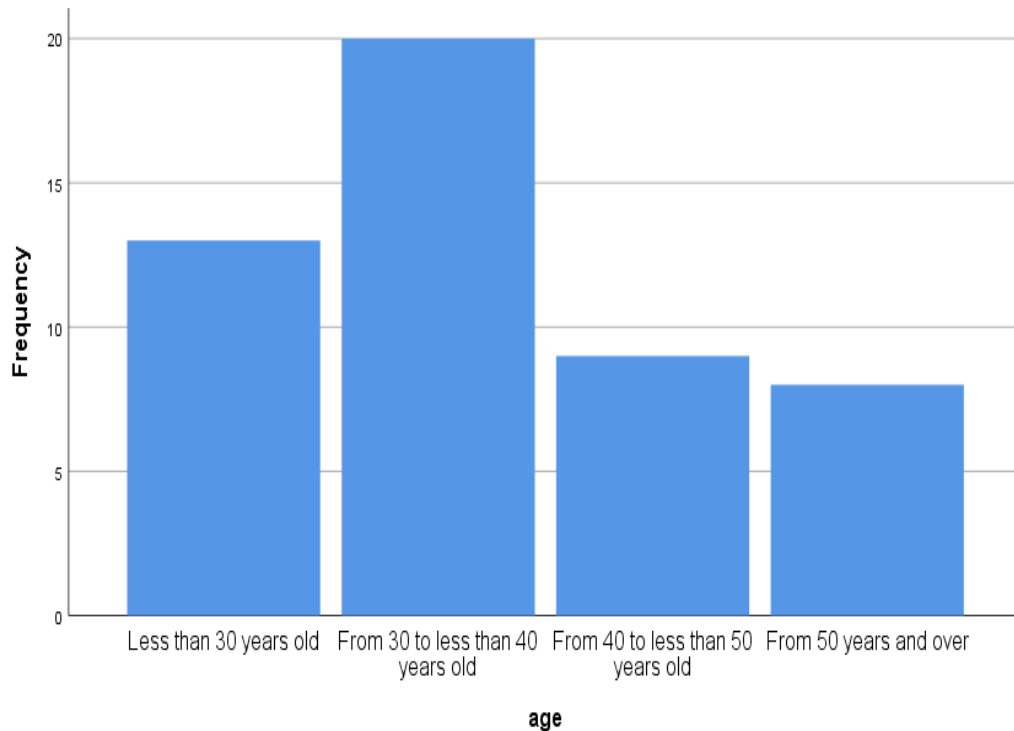


Figure No (4.2): Numerical distribution by age

This diverse age distribution provides a comprehensive view of how strategic planning tools impact performance in agricultural institutions, as needs and experiences can differ across age groups. Therefore, it is important to consider this age diversity when analyzing the results to ensure that the proposed strategies are appropriate for all age groups in the agricultural sector.

#### 4.2.3 Academic Qualifications

During this study, on the impact of using strategic planning tools on the performance of agricultural establishments in the Palestinian Tubas Valley showed diversity in the academic qualifications of the participants. (66%) of them held a bachelor's degree (33 participants), (28%) held a master's degree (14 participants), while (4%) held a doctorate degree (2 participants), and 2.0% had other qualifications (1 participant) This is illustrated in Figure 4.3, which relates to the numerical distribution of Academic Qualifications variable.

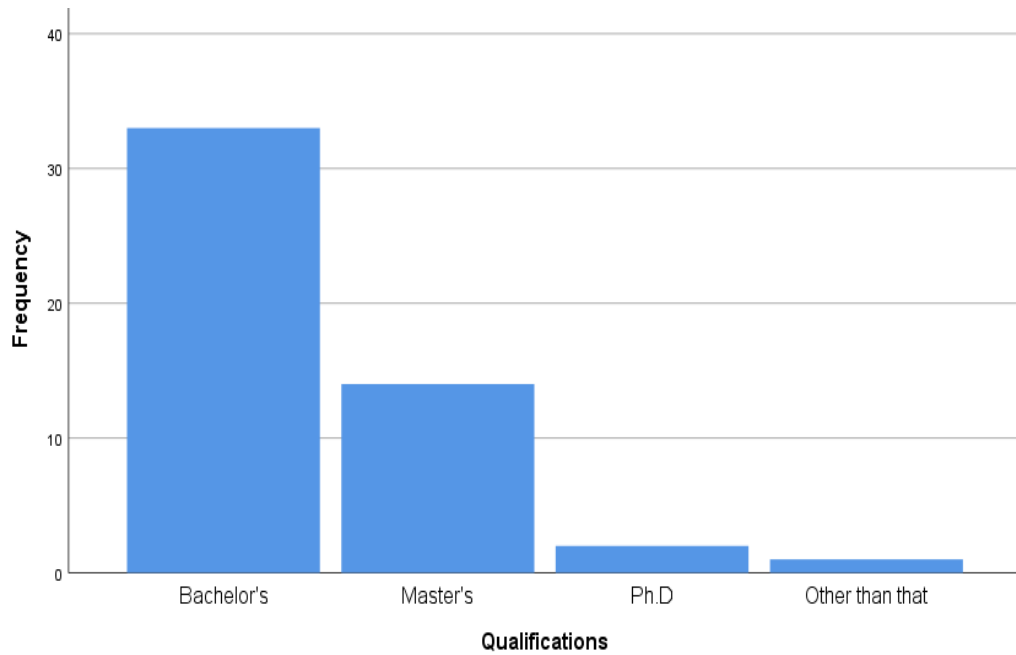


Figure No (4.3): Numerical distribution by Academic Qualifications

This distribution reflects variation in academic levels among participants, which can provide multiple insights into the impact of strategic planning tools on agricultural performance. The diversity of academic qualifications enhances the comprehensiveness of the study, as it allows understanding how these tools influence different levels of education and knowledge. Therefore, when analyzing the findings and recommendations, it is important to take this academic heterogeneity into account to ensure the delivery of effective planning strategies that meet the needs and aspirations of all participants in the agricultural sector.

#### 4.2.4 Years of Experience

During this study, on the impact of using strategic planning tools on the performance of agricultural establishments in the Palestinian Tubas Valley showed diversity in years of experience among the participants. Whereas (22%) of them have less than 5 years of experience (11 participants), while (70%) have between 5 and 10 years of experience (35 participants), and (8%) have more than 10 years of experience (4 participants) This is illustrated in Figure 4.4, which relates to the numerical distribution of Years of Experience variable.

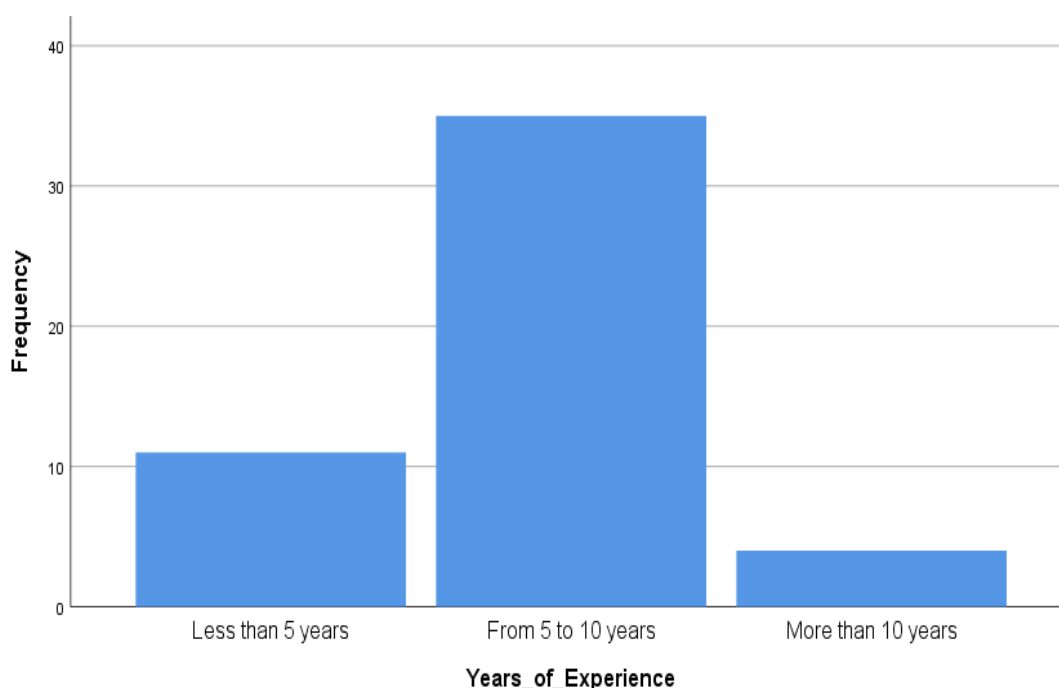


Figure No (4.4): Numerical distribution by Years of Experience

This distribution reflects variation in levels of practical experience among participants, allowing the study to provide integrated insights into how strategic planning tools influence agricultural performance across different levels of experience. Diversity of experience enhances the comprehensiveness of the results, as people's challenges and needs can vary based on their years of experience in the field. Therefore, when analyzing the findings and recommendations, it is important to take into account this diversity of experience to ensure that planning strategies are provided that meet the needs of all those working in the agricultural sector.

Table (4.1): Sample characteristics

<b>Gender</b>		
	<b>Frequency</b>	<b>Percent</b>
<b>Male</b>	<b>37</b>	<b>74%</b>
<b>Feminine</b>	<b>13</b>	<b>26%</b>
<b>Total</b>	<b>50</b>	<b>100%</b>
<b>Age (Years)</b>		
	<b>Frequency</b>	<b>Percent</b>
<b>Less than 30 years old</b>	<b>13</b>	<b>26%</b>
<b>From 30 to less than 40 years old</b>	<b>20</b>	<b>40%</b>
<b>From 40 to less than 50 years old</b>	<b>9</b>	<b>18%</b>
<b>From 50 years and over</b>	<b>8</b>	<b>16%</b>
<b>Total</b>	<b>50</b>	<b>100%</b>
<b>Academic Qualifications</b>		
	<b>Frequency</b>	<b>Percent</b>
<b>Bachelor's</b>	<b>33</b>	<b>66%</b>
<b>Master's</b>	<b>14</b>	<b>28%</b>
<b>Ph.D</b>	<b>2</b>	<b>4%</b>
<b>Other than that</b>	<b>1</b>	<b>2%</b>

<b>Total</b>	<b>50</b>	<b>100%</b>
<b>Years of Experience</b>		
	<b>Frequency</b>	<b>Percent</b>
<b>Less than 5 years</b>	<b>11</b>	<b>22%</b>
<b>From 5 to 10 years</b>	<b>35</b>	<b>70%</b>
<b>More than 10 years</b>	<b>4</b>	<b>8%</b>
<b>Total</b>	<b>50</b>	<b>100%</b>

### 4.3. Descriptive statistics

This section aims to address the research question, which is "What is the impact of using strategic planning tools on the performance of agricultural establishments: A case study of the Palestinian Tubas Valley?"

To determine and evaluate the level of the paragraphs on the Likert scale, if the average of the paragraph is (1-1.80), then the level is very low, and the category (1.81-2.60) then the level is low and the category (2.61-3.40) then the level is medium, and for the category (3.41-4.20) then the level is high and for the very high category (4.21-5). See Table (4.2):

Table (4.2): Level of the Likert Scale According to the Mean Value

<b>Level</b>	<b>Mean Value Range</b>
<b>Very High</b>	<b>4.21–5.00</b>
<b>High</b>	<b>3.41–4.20</b>
<b>Moderate</b>	<b>2.61–3.40</b>
<b>Low</b>	<b>1.81–2.60</b>
<b>Very Low</b>	<b>1.00–1.80</b>

#### 4.3.1 level of application of strategic planning tools in agricultural activities in the Tubas Valley region in Palestine

This study aims to investigate the extent of the application of strategic planning tools and their impact on agricultural activities in the Tubas Valley region in Palestine. Accordingly, the study addresses its primary question: **What is the level of application of strategic planning tools in agricultural activities in the Tubas Valley region in Palestine?**

The findings indicate that strategic planning tools are widely applied in the performance of agricultural establishments in the Palestinian Tubas Valley, with an overall high level. Analysis based on average evaluation values ranks the management aspects of agricultural institutions in The Palestinian Valley of Tubas as follows: Public Administration receives the highest evaluation at **(3.9500)**, followed by Management Efficiency and Effectiveness at **(3.8600)**. Marketing Management ranks third with an average of **(3.8040)**, followed by Operations Management in fourth place with **(3.6776)**.

Performance of Agricultural Establishments follows closely at **(3.6524)**, with Financial Management rated last but still high at **(3.6516)**.

Based on these findings, the researcher observes a notable dedication and ongoing efforts aimed at enhancing and implementing strategic planning methodologies within the agricultural domain. This underscores a persistent commitment to improving management effectiveness and bolstering operational performance within agricultural entities in the area. These initiatives strengthen critical facets of agricultural enterprise administration, including general management, marketing management, financial management, operations management, and overall managerial efficiency. Such sustained actions hold the potential to foster the sustainable advancement of agriculture in the region, thereby enhancing the economic and social resilience of farmers and local communities. Overall, the study findings suggest that the utilization of strategic planning tools in the operational framework of agricultural establishments within the Palestinian Tubas Valley is largely perceived as high. With an overall arithmetic mean of **(3.7886)**, there is a clear inclination and commitment toward the adoption of strategic planning methodologies within this sector. This favorable assessment signifies a positive trajectory toward enhancing the management practices of agricultural facilities and elevating their operational efficiency through strategic planning interventions. These focused endeavors have the potential to foster sustainability and growth, facilitating the economic development of the agricultural sector in The Palestinian Valley of Tubas and improving the livelihoods of farmers and local communities. The details are illustrated in **Table (4.3)** below.

Table (4.3): The level of application of strategic planning tools in the performance of agricultural establishments: a study on the Palestinian Tubas Valley

<b>Dimensions</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Level</b>
<b>Public administration</b>	<b>3.9500</b>	<b>.45187</b>	<b>High</b>
<b>Marketing management</b>	<b>3.8040</b>	<b>.43937</b>	<b>High</b>
<b>Financial management</b>	<b>3.6516</b>	<b>.53690</b>	<b>High</b>
<b>Operations management</b>	<b>3.6776</b>	<b>.53350</b>	<b>High</b>
<b>Management efficiency and effectiveness</b>	<b>3.8600</b>	<b>.47164</b>	<b>High</b>
<b>Performance of agricultural establishments</b>	<b>3.6524</b>	<b>.54842</b>	<b>High</b>
<b>Total</b>	<b>3.7886</b>	<b>.40369</b>	<b>High</b>

Research consistently demonstrates that strategic planning tools are extensively utilized within the operational frameworks of agricultural enterprises in the Palestinian Tubas Valley, reflecting a notably high level of application. This is supported by findings from studies like that of **Musi et al. (2018)**, which emphasize the significant impact of strategic

planning on the performance of organizations within agricultural research institutions. These outcomes highlight the vital role strategic planning plays across various resource domains to enhance overall organizational performance. Moreover, these findings align closely with **Najime et al. (2024)**, which revealed that components such as environmental scanning, strategy formulation, implementation, and evaluation have a profound influence on operational efficiency, as evidenced in their study on Coca-Cola PLC Makurdi's warehouse. Similarly, **Kimathi (2022)** highlighted the multifaceted advantages of strategic planning, including cost reduction, increased sales revenues, improved profitability, and heightened customer satisfaction, findings that resonate with the work of **Ammar (2020)**. Collectively, these studies emphasize the positive influence of strategic planning and its components on organizational performance while recognizing the variations that may arise due to factors such as company size and operational tenure.

#### **4.4. Analysis of strategic planning tools**

The analysis of the application of strategic planning tools and their impact on the performance of agricultural establishments in the Palestinian Tubas Valley region aims to provide a comprehensive vision of the extent of adoption of these tools and their role in improving performance in operational and administrative areas, such as the efficiency of general management, operations management, marketing, and financial resources. The analysis is based on field data that were evaluated according to the values shown in Table No. (4.2), which determines the different levels of performance based on the arithmetic mean to classify performance into high, medium, and low levels. The analysis focuses on identifying the factors that motivate and hinder the application of strategic planning in the agricultural sector, while providing practical explanations that contribute to enhancing administrative processes and achieving sustainable development in the region.

##### **4.4.1 The first sub-question was: What is the impact of public administration on the performance of agricultural establishments operating in the Palestinian Tubas Valley?**

The results indicated that the impact of public administration on the performance of agricultural establishments operating in the Palestinian Tubas Valley obtained an average score of (3.9500) and a response level of (High). The highest arithmetic average was for paragraph No. (1) and it received a score of (4.20). The paragraph stipulated (The external and internal environment is analyzed to identify opportunities, threats, bases and

weaknesses in the strategic planning process.) with a response level of (High). On the other hand, the lowest arithmetic mean was for paragraph No. (5) and it received a score of (3.78) and the paragraph stated (Planning is undertaken of the key activities and initiatives that will be implemented to implement the identified strategies.) with a response level of (High). The details are illustrated in **Table (4.3)** below

Table (4.3): Level of application of public administration on the performance of agricultural establishments operating in the Palestinian Tubas Valley

No	Paragraph	Mean	Std. Deviation	level
1.	The external and internal environment is analyzed to identify opportunities, threats, bases and weaknesses in the strategic planning process.	4.20	.639	High
2.	It works to determine the main strategic goals that the organization seeks to achieve in the long term.	3.94	.843	High
3.	An assessment is made of the organization's resources available and required to achieve the identified strategic objectives.	3.90	.763	High
4.	The development, growth and innovation strategies that the organization will follow to achieve its goals are determined.	4.06	.712	High
5.	Planning is undertaken of the key activities and initiatives that will be implemented to implement the identified strategies.	3.78	.764	High
6.	It works to identify and allocate the financial, human and technical resources required to implement strategic plans.	3.96	.925	High
7.	Mechanisms are in place to monitor and measure the progress of implementing strategic plans and evaluate their performance regularly.	3.82	.825	High
8.	Works to develop and improve internal processes and procedures to achieve strategic planning objectives.	3.94	.586	High
9.	The organization's response to new challenges is assessed and necessary corrective measures are identified to ensure the achievement of set objectives.	3.90	.707	High
10.	The strategic direction process is guided periodically and on an ongoing basis, with plans and strategies updated over time and changing circumstances.	4.00	.606	High
<b>Public administration</b>		<b>3.9500</b>	<b>.45187</b>	<b>High</b>

From the researcher's point of view, it is clear from the previous table related to the results of public administration, which plays an important role in improving the performance of agricultural institutions in the Palestinian Tubas Valley, as careful analysis of the external and internal environment enhances the ability to identify opportunities, threats, and weaknesses, and this contributes greatly to the success of strategic planning processes. On the other hand, it stresses the need to implement key activities and initiatives to implement the identified strategies through careful planning and regular follow-up, which enhances the achievement of the identified goals and contributes to raising the overall performance of agricultural institutions in the region. The previous results are similar to

“Musii, Mukulu, & Oloko (2018)”, where it is explored how strategic planning in relation to financial, human resources, materials and information affects the performance of agricultural research institutions in Kenya, as the results in this study indicate that strategic planning related to public administration Which concerns financial, human, material and information resources, which greatly affects the performance of these agricultural research institutions in Kenya

#### **4.4.2 The second sub-question was: What is the impact of marketing management on the performance of agricultural establishments operating in the Palestinian Tubas Valley?**

The results indicated that the impact of marketing management on the performance of agricultural establishments operating in the Palestinian Tubas Valley obtained an average score of (3.8040) and a response level of (High). The highest arithmetic average was for paragraph No. (9) and it received a score of (4.10). The paragraph stipulated (Interaction with customers is enhanced through the use of social media and digital marketing) with a response level of (High). On the other hand, the lowest arithmetic mean was for paragraph No. (3) and it received a score of (3.32) and the paragraph stated (Innovative marketing strategies are developed to react to new challenges and changes in the market) with a response level of (High). The details are illustrated in **Table (4.3)** below

Table (4.4): Level of application of Marketing management on the performance of agricultural establishments operating in the Palestinian Tubas Valley

No	Paragraph	Mean	Std. Deviation	level
1.	Customer needs are regularly assessed to understand their requirements and preferences in our products and services.	3.72	.784	High
2.	Market data is constantly analyzed to identify new trends and opportunities in the market.	3.92	.853	High
3.	Innovative marketing strategies are developed to react to new challenges and changes in the market.	3.32	.868	moderate
4.	Marketing policies and procedures are regularly reviewed and improved to ensure their effectiveness and effectiveness.	3.86	.639	High
5.	Continuous market research is carried out to understand customer needs and evaluate their satisfaction with our products and services.	3.58	1.032	High
6.	Results and data are analyzed to identify strengths and weaknesses in current marketing strategies.	3.88	.824	High
7.	Future marketing action plans are developed based on future market analysis and forecasts.	3.96	.781	High
8.	Efforts are directed towards improving customer experience by providing distinguished services and innovative solutions.	3.84	.792	High
9.	Interaction with customers is enhanced through the use of social media and digital marketing.	4.10	.763	High

10.	The marketing team is constantly trained and developed to enhance their skills and knowledge of the latest trends in the field.	3.86	.881	High
Marketing management		3.8040	.43937	High

The results underscore the significance of marketing management in enhancing the performance of agricultural institutions in the Palestinian Tubas Valley. The researcher suggests that developing innovative marketing strategies, alongside utilizing social media and digital marketing, can foster better customer engagement and improve the effectiveness of marketing operations. This is especially crucial given the diverse challenges agricultural institutions face in the market, which highlight the urgent need for innovation and the adoption of technology in crafting marketing strategies. On the other hand, the lower performance observed in the analysis of the external and internal environment—specifically regarding the identification of opportunities, threats, and weaknesses—indicates the importance of strengthening market analysis. Institutions must better engage with environmental and market shifts, which calls for the implementation of more accurate strategic analyses and efforts to properly identify opportunities and threats. This would contribute to success and sustainability in marketing management for agricultural enterprises, both locally and internationally. Based on the results, the study by **Kimathi (2022)** aligns closely with these findings. Kimathi's research examines the impact of strategic planning on the performance of agribusinesses in Mombasa County, Kenya, emphasizing the importance of enhancing customer engagement through digital marketing and innovative strategies. This focus on customer interaction mirrors the key emphasis of the current study, particularly in the utilization of digital platforms to improve marketing effectiveness.

#### **4.4.3 The third sub-question was: What is the impact of financial management on the performance of agricultural establishments operating in the Palestinian Tubas Valley?**

The results indicated that the impact of financial management on the performance of agricultural establishments operating in the Palestinian Tubas Valley obtained an average score of (3.6516) and a response level of (High). The highest arithmetic average was for paragraph No. (6) and it received a score of (3.90). The paragraph stipulated (The capital structure is analyzed to determine the best ways to finance operating activity and investments) with a response level of (High). On the other hand, the lowest arithmetic mean was for paragraph No. (3) and it received a score of (3.40) and the paragraph stated

(Potential financial risks are assessed and strategies are developed to deal with them and reduce their negative impact) with a response level of (High). The details are illustrated in **Table (4.5)** below

Table (4.5): Level of application of financial management on the performance of agricultural establishments operating in the Palestinian Tubas Valley

No	Paragraph	Mean	Std. Deviation	level
1.	Current budget analysis is used to determine current financial needs and determine financial priorities for the organization.	3.58	.928	High
2.	Expected financial returns are evaluated to identify future financial opportunities and determine appropriate investment strategies.	3.52	1.035	High
3.	Potential financial risks are assessed and strategies are developed to deal with them and reduce their negative impact.	3.40	.926	High
4.	The expected costs and revenues of potential projects are analyzed to estimate their cost and financial effectiveness.	3.59	.840	High
5.	Plans are developed to effectively manage cash flow, including identifying financing sources and scheduling repayments.	3.78	.864	High
6.	The capital structure is analyzed to determine the best ways to finance operating activity and investments.	3.90	.872	High
7.	An assessment is made of the impact of potential financial policies on the organization's performance and financial sustainability.	3.72	1.107	High
8.	Long-term financial goals are identified and plans are developed to achieve them sustainably.	3.52	.886	High
9.	An analysis of fixed and variable costs is conducted and ways to reduce excess costs and increase financial efficiency are identified.	3.71	.816	High
10.	Procedures are developed to monitor financial performance and evaluate performance regularly to ensure that set financial objectives are achieved.	3.80	.833	High
<b>Financial management</b>		<b>3.6516</b>	<b>.53690</b>	<b>High</b>

The results highlight the crucial role of money management in improving the performance of agricultural institutions in the Palestinian Tubas Valley. By analyzing capital structure and identifying optimal financing strategies for operational activities and investments, financial operations can be made more efficient, ensuring the continuity and stability of the business. This underscores the importance of sound financial planning, the ability to assess potential financial risks, and the development of strategies to manage those risks effectively. Money management, as a fundamental aspect of enterprise management, significantly contributes to the sustainability and growth of agricultural businesses by enabling informed financial decision-making and meticulous risk analysis. Furthermore, by identifying financial opportunities and risks, agricultural enterprises can better adapt to financial challenges and achieve long-term success in the market. The findings align

closely with the study by **Dweikat et al.,(2022)**, which emphasizes financial management practices such as capital structure analysis and financial risk assessment—key elements highlighted in the results and crucial to improving the financial stability and performance of agricultural enterprises.

#### **4.4.4 The fourth sub-question was: What is the impact of operations management on the performance of agricultural establishments operating in the Palestinian Tubas Valley?**

The results indicated that the impact of operations management on the performance of agricultural establishments operating in the Palestinian Tubas Valley obtained an average score of (3.6776) and a response level of (High). The highest arithmetic average was for paragraph No. (4) and it received a score of (4.02). The paragraph stipulated (Continuous training and development is provided to employees to improve their skills and increase their efficiency in operations) with a response level of (High). On the other hand, the lowest arithmetic mean was for paragraph No. (2) and it received a score of (3.04) and the paragraph stated (Data and information are analyzed to understand current operations performance and identify areas that need improvement) with a response level of (moderate). The details are illustrated in **Table (4.6)** below

Table (4.6): Level of application of Operations management on the performance of agricultural establishments operating in the Palestinian Tubas Valley

No	Paragraph	Mean	Std. Deviation	level
1.	Operational objectives are clearly defined and defined in collaboration with all parties involved.	3.88	1.003	High
2.	Data and information are analyzed to understand current operations performance and identify areas that need improvement.	3.04	1.124	moderate
3.	There is the development of strategies to improve the production, marketing and distribution processes of products or services.	3.52	.922	High
4.	Continuous training and development is provided to employees to improve their skills and increase their efficiency in operations.	4.02	.661	High
5.	Processes are constantly evaluated and improved to ensure optimal performance and meet customer needs.	3.82	.748	High
6.	There is the identification and application of best practices and techniques in operations management to ensure efficiency and effectiveness.	3.54	.952	High

7.	Operations are monitored periodically to ensure compliance with regulatory and legal standards and principles.	3.62	.901	High
8.	The necessary technical and technical support for operations is provided to ensure the continuity of activities without interruption.	3.73	.785	High
9.	Emergency procedures and strategic plans are implemented to deal with any emergency problem or interruption in operations.	3.70	.839	High
10.	Periodic reports and analyzes are provided to operations management to evaluate performance and make the necessary corrective and improvement decisions.	3.86	.756	High
Operations management		3.6776	.53350	High

The results demonstrated the significance of operations management in enhancing the performance of agricultural institutions in the Palestinian Tubas Valley. Continuous training and development programs for employees are essential components of the companies' strategies to improve operational efficiency. These initiatives reflect the institutions' commitment to developing their human resources, which contributes to achieving organizational goals in an effective and sustainable manner. Additionally, the analysis of data and information to assess current operations and identify areas for improvement highlights the importance of understanding operational weaknesses. Addressing these weak points helps to enhance overall operational efficiency, improve quality, reduce costs, and strengthen institutional competitiveness in the agricultural market. Based on the presented results, **Cornelius et al.,(2021)** closely align with these findings, particularly in terms of operations management practices such as employee training and development, as well as operational performance analysis. These practices are key elements highlighted in the study, reinforcing their critical role in achieving performance improvements within agricultural enterprises.

#### **4.4.5 The fifth sub-question was: What is the impact of management efficiency and effectiveness on the performance of agricultural establishments operating in the Palestinian Tubas Valley?**

The results indicated that the impact of management efficiency and effectiveness on the performance of agricultural establishments operating in the Palestinian Tubas Valley obtained an average score of (3.8600) and a response level of (High). The highest arithmetic average was for paragraph No. (4) and it received a score of (4.20). The paragraph stipulated (Development and improvement strategies are implemented periodically to enhance management efficiency and increase its effectiveness) with a

response level of (High). On the other hand, the lowest arithmetic mean was for paragraph No. (1) and it received a score of (3.56) and the paragraph stated (Enhances management efficiency and effectiveness by analyzing data and providing appropriate guidance for decision making) with a response level of (High). The details are illustrated in **Table (4.7)** below

Table (4.7): Level of application of management efficiency and effectiveness on the performance of agricultural establishments operating in the Palestinian Tubas Valley

No	Paragraph	Mean	Std. Deviation	level
1.	Enhances management efficiency and effectiveness by analyzing data and providing appropriate guidance for decision making.	3.56	.993	High
2.	Efforts are directed towards achieving institutional goals and improving overall performance through organizing and coordinating administrative activities.	3.66	.917	High
3.	Performance is constantly monitored and results evaluated to ensure proper guidance and sustainability in performance.	3.72	.927	High
4.	Development and improvement strategies are implemented periodically to enhance management efficiency and increase its effectiveness.	4.20	.638	High
5.	Attention is directed towards developing skills and building capabilities to ensure continued growth and development.	3.94	.842	High
6.	Best practices and modern technologies are applied to improve management performance and enhance its effectiveness.	3.90	.762	High
7.	It enhances internal communication and interaction between different departments to enhance coordination of efforts and achieve integration.	4.06	.711	High
8.	Employees are motivated and encouraged to take initiative and provide innovative ideas to improve management processes.	3.78	.763	High
9.	Identifies risks and manages them effectively to maintain the stability and success of administrative operations.	3.96	.924	High
10.	Provides appropriate training and workshops to develop leadership and management skills and enhance the efficiency of the administrative team.	3.82	.825	High
Management efficiency and effectiveness		3.8600	.471	High

The results underscore the pivotal role of marketing management in enhancing the performance of agricultural institutions in the Palestinian Tubas Valley. The researcher emphasizes that adopting innovative marketing strategies and leveraging social media and digital marketing can significantly improve customer engagement and marketing operations. This reflects the diverse challenges faced by institutions in the competitive market, necessitating innovation and the integration of technology into marketing strategies. However, the study also highlights the low performance in areas related to analyzing external and internal environments to identify opportunities, threats, and

weaknesses. This reveals the critical need for improving the accuracy and depth of market analysis and responding effectively to environmental and market changes. Enhancing strategic analysis quality and systematically identifying opportunities and threats are essential for achieving success and sustainability in marketing management, both locally and internationally. These findings align closely with the study by **Ejigu and Desalegn (2023)**, which underscores the importance of implementing strategies to improve management efficiency and effectiveness. This shared focus on strategic enhancement reinforces the necessity of adopting precise and adaptive marketing practices to ensure competitive advantage and long-term sustainability in the agricultural sector.

#### **4.4.6 The sixth sub-question was: What is the impact of the performance of agricultural establishments operating in the Palestinian Tubas Valley?**

The results revealed that the performance of agricultural establishments, based on the provided paragraphs, obtained an average score of (3.65) and a response level of (High). The highest arithmetic average was for paragraph No. (8), which received a score of (4.02), indicating that agricultural facilities adopt effective practices in the field of health care for animals and plants. Conversely, the lowest arithmetic mean was for paragraphs No. (6) and (14), both scoring (3.04). Paragraph 6 highlighted the insufficiency of investments in improving and developing agricultural facilities, while paragraph 14 suggested that improvements are needed in dealing with environmental and climate challenges. Both paragraphs fell under the response level of (Moderate). The details are illustrated in **Table (4.8)** below

Table (4.8): Level of application of performance of agricultural establishments on the performance of agricultural establishments operating in the Palestinian Tubas Valley

No	Paragraph	Mean	Std. Deviation	level
1.	It believes that agricultural facilities are performing adequately in meeting the needs of the local market.	3.94	.585	High
2.	Agricultural establishments rely on effective practices in preserving the environment and natural resources.	3.52	.886	High
3.	She feels that agricultural facilities are promoting innovation in the agriculture industry.	3.71	.816	High
4.	There is a balance between productivity and sustainability in the performance of agricultural facilities.	3.80	.832	High
5.	Believes that agricultural facilities adequately meet the food needs of the local community.	3.88	1.00	High
6.	There are sufficient investments in improving and developing agricultural facilities.	3.04	1.124	moderate
7.	She feels that there are ongoing efforts to improve the quality of local agricultural products.	3.52	.922	High

8.	Agricultural facilities adopt effective practices in the field of health care for animals and plants.	4.02	.661	High
9.	You feel that agricultural facilities adhere to high standards in the field of quality and food safety.	3.82	.747	High
10.	It sees effective use of technology in agricultural production processes.	3.52	.886	High
11.	Do agricultural facilities meet the needs of the external market well?	3.71	.816	High
12.	There are sufficient efforts to encourage young people to enter the field of agriculture and management of agricultural facilities	3.80	.832	High
13.	There are improvements needed in the field of marketing and promotion of agricultural enterprises' products	3.88	1.002	High
14.	Agricultural establishments adopt effective strategies in dealing with environmental and climate challenges	3.04	1.124	moderate
15.	Agricultural establishments are committed to social, economic and environmental responsibility in their performance	3.52	.922	High
performance of agricultural establishments		3.65	.548	High

From the researcher's perspective, the study's positive results highlight a commendable level of overall performance among agricultural establishments. The findings underscore their effective adoption of practices in animal and plant healthcare, reflecting a commitment to maintaining high standards of quality and care. Nonetheless, the study also identified significant challenges, particularly the insufficient investment in enhancing agricultural facilities and addressing environmental and climate-related issues. To overcome these hurdles, there is a pressing need to intensify efforts aimed at improving infrastructure, promoting sustainable agricultural practices, and devising strategies to mitigate the impact of environmental and climate challenges. The importance of such improvements aligns with findings from various studies. For instance, **Kimathi (2022)** demonstrated that strategic planning reduces costs while increasing sales revenue and profitability, emphasizing the critical role of tactical thinking and innovation in achieving agricultural market success. Similarly, **Vandersmissen et al. (2024)** highlighted that strategic planning positively influences public service performance through enhanced external relations, showcasing the value of analyzing the external environment to identify opportunities and threats. Additionally, **Najime et al. (2024)** emphasized that thorough assessment of internal and external environments significantly impacts organizational performance, underlining the importance of continuous monitoring of industry trends and proactive adaptation to maintain competitiveness. Together, these studies and the current findings reinforce the vital role of strategic

planning and innovation in fostering sustainable growth and resilience within the agricultural sector.

## 4.5 Hypothesis testing:

### 4.5.1 Pearson correlation test hypothesis

The **Pearson correlation test** is a statistical method used to measure the strength and direction of the linear relationship between two continuous variables. It helps determine if and how strongly pairs of variables are related, and the test is especially useful when both variables are quantitative and normally distributed. The **Pearson correlation coefficient** ( $r$ ) is a value that ranges from -1 to 1, where:

- $r = 1$  indicates a perfect positive linear relationship,
- $r = -1$  indicates a perfect negative linear relationship,
- $r = 0$  indicates no linear relationship.

The closer the coefficient is to 1 or -1, the stronger the relationship. A correlation close to 0 suggests a weak or no linear relationship.

Based on the p-value and the calculated correlation coefficient:

- If the  $\alpha$  is less than or equal to 0.05, **reject the null hypothesis** and conclude that there is a statistically significant linear relationship between the variables.
- If the  $\alpha$  is greater than 0.05, **fail to reject the null hypothesis**, indicating no significant linear relationship.

Since the  $\alpha$  is less than 0.05, we reject the null hypothesis and conclude that there is a statistically significant positive relationship. Accordingly, we can interpret the Pearson's  $r$  values through the following Table (4.9):

Table (4.9) The Pearson correlation test is a statistical method used to measure the strength and direction of the linear relationship between two continuous variables. It helps determine if and how strongly pairs of variables are related, and the test is especial

Interpretation	Value of Correlation
Very high positive (negative)	0.90 to 1
High positive (negative)	0.70 to 0.90
Moderate positive (negative)	0.50 to 0.70
Low positive (negative)	0.30 to 0.50
Negligible correlation	0.00 to 0.30

*First hypothesis: H0: There is no statistically significant relationship at the significance level ( $\alpha \geq 0.05$ ) between strategic planning tools (general management, marketing management, financial management, operations management, management efficiency and effectiveness) and the performance of agricultural establishments in the Palestinian Tubas Valley.*

**Result:** Rejecting H0 and accepting H1, which states: **There is a statistically significant relationship between strategic planning tools (general management, marketing management, financial management, operations management, management efficiency and effectiveness) and the performance of agricultural establishments in the Palestinian Tubas Valley at the level ( $\alpha \geq 0.05$ ).**

Table (4.9): Results of Pearson Correlation test

	Pearson Correlation	Agricultural facilities management
Public Administration	Pearson Correlation	.520**
	Sig. (2-tailed)	.000
	N	50
Marketing Management	Pearson Correlation	.753**
	Sig. (2-tailed)	.000
	N	50
Financial management	Pearson Correlation	.897**
	Sig. (2-tailed)	.000
	N	50
Operations Management	Pearson Correlation	.654**
	Sig. (2-tailed)	.000
	N	50
Management efficiency and effectiveness	Pearson Correlation	.869**
	Sig. (2-tailed)	.000
	N	50

\*\* Correlation is significant at the 0.01 level (2-tailed).

1. Public Administration: It is clear from the table that the Pearson correlation coefficient is (.520\*\*) and the Sig value is (.000), and this indicates that there is a somewhat positive relationship between public administration and the performance of agricultural institutions, which indicates that improvements in management Public administration can contribute significantly to improving performance, and the researcher believes that public administration includes various aspects such as policy implementation, organizational control, and resource allocation. When these aspects are managed efficiently, they create a supportive environment for agricultural activities to flourish. The researcher also believes that this vision can guide policy

makers and agricultural managers in the Palestinian Tubas Valley to prioritize improvements in public administration as part of their strategic planning, and this may include training general managers. Improving agricultural policies and ensuring effective implementation of systems are all likely to improve productivity and efficiency in the agricultural sector.

2. Marketing management: the table displays a Pearson correlation coefficient of (.753\*\*), as well as a Sig value of (.000). This indicates a strong positive relationship between marketing management and agricultural enterprise performance, indicating that improving marketing strategies can significantly enhance performance. The researcher believes that this vision can guide agricultural managers and stakeholders in prioritizing efforts to enhance marketing strategies within their strategic planning, and this may include initiatives such as market research, branding, advertising, and customer relationship management, all of which aim to improve the visibility, competitiveness, and profitability of agricultural products in the market. .
3. Financial Management: The table displays a Pearson correlation coefficient of (.897\*\*), accompanied by a Sig value of (.000). This indicates that there is a very strong positive correlation between financial management and the performance of agricultural establishments, which confirms the major role of financial management in achieving outstanding performance. The researcher believes that the orientation of managers Agriculturalists, financial analysts, and policy makers will learn to recognize the pivotal role of financial management within the strategic framework. Efforts to enhance financial management practices may include initiatives such as budget optimization, investment analysis, cost-reduction strategies, and financial risk management, all of which aim to improve the financial health and sustainability of the agricultural sector. .
4. Operations Management: The table displays a Pearson correlation coefficient of (.654\*\*), as well as a Sig value of (.000). This indicates a strong positive relationship between operations management and the performance of agricultural facilities, indicating that improving operations management efficiency can significantly enhance performance. The researcher can guide agricultural managers and stakeholders in prioritizing efforts to strengthen operations management within their strategic planning. This may include initiatives such as improving production processes, improving supply chain management, implementing lean practices, and

enhancing quality control measures, all of which aim to maximize efficiency and productivity in Agricultural operations.

5. Management efficiency and effectiveness: The table indicates a Pearson correlation coefficient of (.869\*\*), along with a Sig value of (.000). This reflects a very strong, positive relationship between management efficiency and effectiveness and the performance of agricultural establishments, which indicates that improving administrative efficiency and effectiveness is a crucial factor. In improving performance, the researcher believes that agricultural managers, human resources professionals, and organizational leaders can be guided in realizing the importance of promoting a culture of efficiency and effectiveness within agricultural institutions. Efforts to improve administrative efficiency and effectiveness may include initiatives such as training and development programs for managers, implementing performance management systems, and enhancing Teamwork and collaboration, and promoting effective communication channels, all aimed at improving organizational processes and achieving better results in the agricultural sector.

#### **4.5.2 Demographics Test**

Testing the second main hypothesis, which states that there are no statistically significant differences in demographic data (such as gender, age, qualifications, years of experience) of administrative members in agricultural institutions regarding the use of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley, requires conducting some statistical tests to identify any relationships or differences between these variables.

To test the hypothesis, the following steps are undertaken: First, the hypotheses are defined. The null hypothesis (H<sub>0</sub>) posits that there are no statistically significant differences in demographic data (gender, age, qualifications, years of experience) regarding the use of strategic planning tools and the performance of institutions. Conversely, the alternative hypothesis (H<sub>1</sub>) suggests that statistically significant differences exist in these demographic factors. Next, appropriate statistical tests are selected. A T-Test is used when comparing two groups, such as males versus females. For categorical independent variables like gender or qualifications and a continuous dependent variable, such as performance or the use of planning tools, ANOVA (Analysis of Variance) is applied to identify group differences. Finally, the results are interpreted

based on the significance level ( $\alpha$ ). If  $\alpha$  is less than 0.05, the null hypothesis is rejected, indicating a statistically significant relationship. Conversely, if  $\alpha$  exceeds 0.05, the null hypothesis is not rejected, suggesting no statistically significant differences..

#### 4.5.2.1 Gender

Testing the first sub-hypothesis, which states: **“There are statistically significant differences in the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley according to the gender variable.”** An independent sample analysis (t-test) was conducted to verify the presence of differences in the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the gender variable (male, female).

Table (4.10): Results of independent sample analysis (t-test) in applying the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the gender variable (male, female).

Independent Samples Test								
	Gender	N	Mean	Std. Deviation	F	Sig.	t	df
Public Administration	Male	37	3.9649	.43347	.051	.823	.389	2
	Female	13	3.9077	.51714			.357	48
Marketing Management	Male	37	3.8135	.40631	.815	.371	.256	2
	Female	13	3.7769	.54030			.223	48
Financial management	Male	37	3.6330	.52269	.074	.786	-.408-	2
	Female	13	3.7043	.59446			-.383-	48
Operations Management	Male	37	3.6832	.50912	1.111	.297	.125	2
	Female	13	3.6615	.61986			.113	48
Management efficiency and effectiveness	Male	37	3.8730	.45378	.009	.926	.325	2
	Female	13	3.8231	.53721			.299	48
Agricultural facilities management	Male	37	3.6373	.50365	2.191	.145	-.326-	2
	Female	13	3.6955	.68151			-.282-	48
Total	Male	37	3.7935	.37856	.396	.532	.143	2
	Female	13	3.7747	.48501			.127	48

The results of the independent samples test reveal no statistically significant differences in the use of strategic planning tools or the performance of agricultural institutions in the Palestinian Tubas Valley attributable to the gender variable. The "sig" values confirm the absence of statistical significance across various domains: public administration (.823), marketing management (.371), financial management (.786), operations management (.297), efficiency and effectiveness of management (.926), and the performance

evaluation of agricultural institutions (.145). The overall p-value of (.532) further underscores these findings, indicating no significant gender-based differences in these processes.

From the researcher's perspective, these results suggest that gender does not play a significant role in influencing the use of strategic planning tools or the performance of agricultural institutions, though it may have an indirect or context-specific impact. The absence of statistical differences highlights the potential influence of other factors, such as professional experience, training, institutional support, economic and social conditions, and environmental or cultural elements. These factors likely exert a greater effect on strategic planning and performance outcomes than gender and should therefore be prioritized when formulating development strategies for performance improvement and institutional advancement in the agricultural sector. Several studies align with these findings, supporting the hypothesis that gender does not significantly impact the relationship between strategic planning tools and institutional performance. For instance, Vandermessen et al.,(2024) demonstrated that strategic planning positively influences public service performance through external relationships without any gender-specific effects. Similarly, Nasution, et al.,(2024) reported that management processes enhance hospital performance irrespective of gender. Furthermore, Egio and Desalegn (2023) confirmed that strategic planning directly impacts the performance of financial institutions through strategic innovation, with no notable role for gender in this relationship.

#### **4.5.2.2 Age**

Testing the second sub-hypothesis, which states: "**There are no statistically significant differences in the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley according to the age variable.**" One Way Anova analysis was performed to verify differences in the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the age variable.

Table (4.11): One Way Anova results in applying the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the age variable.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Public Administration	Between Groups	.758	3	.253	1.258	.300
	Within Groups	9.247	46	.201		
	Total	10.005	49			
Marketing Management	Between Groups	.100	3	.033	.163	.920
	Within Groups	9.359	46	.203		
	Total	9.459	49			
Financial management	Between Groups	.755	3	.252	.866	.466
	Within Groups	13.370	46	.291		
	Total	14.125	49			
Operations Management	Between Groups	.613	3	.204	.705	.554
	Within Groups	13.333	46	.290		
	Total	13.947	49			
Management efficiency and effectiveness	Between Groups	.591	3	.197	.878	.459
	Within Groups	10.309	46	.224		
	Total	10.900	49			
Agricultural facilities management	Between Groups	.661	3	.220	.720	.545
	Within Groups	14.077	46	.306		
	Total	14.738	49			
Total	Between Groups	.318	3	.106	.636	.595
	Within Groups	7.667	46	.167		
	Total	7.985	49			

Table (4.11): One Way Anova results in applying the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the age variable.

The results of the one-way analysis of variance (ANOVA) test indicate no statistically significant differences in the use of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley attributable to the age variable. The "sig" values reveal a lack of statistical significance across various domains: public administration (0.300), marketing management (0.920), financial management (0.466), operations management (0.554), and management efficiency and effectiveness (0.459). Additionally, the performance evaluation of agricultural facilities yielded a value of (0.545), with an overall p-value of (0.595). These results collectively confirm that age does not significantly influence the utilization of strategic planning tools or the performance of agricultural institutions.

The researcher interprets these findings to suggest that differences in the use of planning tools and institutional performance are not solely explained by age. Instead, other factors likely play a more substantial role, such as the level of employee training, the availability

of infrastructure for agricultural activities, economic challenges, and political, social, and contextual elements. Incorporating these variables is essential for developing a more nuanced understanding of the factors influencing the use of strategic planning tools and the performance of agricultural enterprises.

Supporting these findings, Kimathi's (2022) study demonstrated that strategic planning improves organizational performance without being significantly affected by age. Furthermore, the meta-analysis by George, et al.,((2019) highlighted that strategic planning exerts a moderate and consistent positive impact on organizational performance, with no statistically significant differences related to age. These studies reinforce the hypothesis that age does not play a decisive role in the effectiveness of strategic planning tools or institutional performance in the agricultural sector.

#### 4.5.2.3 Qualifications

Testing the second sub-hypothesis, which states: "**There are no statistically significant differences in the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley according to the *Qualifications* variable.**" One Way Anova analysis was performed to verify differences in the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the *Qualifications* variable.

Table (4.12): One Way Anova results in applying the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the Qualifications.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Public Administration	Between Groups	2.207	3	.736	4.341	.009
	Within Groups	7.798	46	.170		
	Total	10.005	49			
Marketing Management	Between Groups	.823	3	.274	1.462	.237
	Within Groups	8.636	46	.188		
	Total	9.459	49			
Financial management	Between Groups	1.859	3	.620	2.323	.087
	Within Groups	12.266	46	.267		
	Total	14.125	49			
Operations Management	Between Groups	1.162	3	.387	1.393	.257
	Within Groups	12.785	46	.278		
	Total	13.947	49			
Management efficiency and effectiveness	Between Groups	1.811	3	.604	3.054	.038
	Within Groups	9.089	46	.198		
	Total	10.900	49			

Agricultural facilities management	Between Groups	1.779	3	.593	2.105	.113
	Within Groups	12.959	46	.282		
	Total	14.738	49			
Total	Between Groups	1.289	3	.430	2.951	.052
	Within Groups	6.696	46	.146		
	Total	7.985	49			

The results of the one-way analysis of variance (ANOVA) test indicate no statistically significant differences in the use of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley attributable to the educational qualifications variable. The "sig" values reveal no statistical significance across most domains: public administration (0.009), marketing management (0.237), financial management (0.087), operations management (0.257), and management efficiency and effectiveness (0.038). Additionally, the performance evaluation of agricultural facilities yielded a value of (0.113), with an overall p-value of (0.052). These results collectively suggest that educational qualifications do not play a decisive role in influencing the utilization of strategic planning tools or the performance of agricultural institutions. From the researcher's perspective, these findings suggest that other factors may have a more significant impact, such as practical training, technical skills, institutional support, and other non-educational variables. These factors should be considered when analyzing the effective use of strategic planning tools and the performance of agricultural institutions. Supporting this conclusion, the study by Nosution et al. (2024) found that educational qualifications were not a significantly influential variable; instead, administrative processes had a more direct positive impact on performance. Similarly, Ego and Dessalines (2023) concluded that qualifications had minimal influence compared to other factors, such as strategic innovation and the political environment. These findings emphasize the need to look beyond educational qualifications when evaluating the factors that drive institutional performance in the agricultural sector.

#### 4.5.2.4 Years of experience

Testing the second sub-hypothesis, which states: "**There are no statistically significant differences in the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley according to the Years of experience variable.**" One Way Anova analysis was performed to verify differences in the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the **Years of experience** variable.

Table (4.13): One Way Anova results in applying the level of application of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley for the Years of experience variable.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Public Administration	Between Groups	.486	2	.243	1.199	.311
	Within Groups	9.519	47	.203		
	Total	10.005	49			
Marketing Management	Between Groups	.450	2	.225	1.174	.318
	Within Groups	9.009	47	.192		
	Total	9.459	49			
Financial management	Between Groups	.288	2	.144	.489	.617
	Within Groups	13.837	47	.294		
	Total	14.125	49			
Operations Management	Between Groups	.046	2	.023	.077	.926
	Within Groups	13.901	47	.296		
	Total	13.947	49			
Management efficiency and effectiveness	Between Groups	.134	2	.067	.292	.748
	Within Groups	10.766	47	.229		
	Total	10.900	49			
Agricultural facilities management	Between Groups	.131	2	.066	.211	.811
	Within Groups	14.607	47	.311		
	Total	14.738	49			
Total	Between Groups	.156	2	.078	.468	.629
	Within Groups	7.830	47	.167		
	Total	7.985	49			

The results of the one-way analysis of variance (ANOVA) test reveal no statistically significant differences in the use of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley attributable to the variable of years of experience. The "sig" values indicate no statistical significance across multiple domains: public administration (0.311), marketing management (0.318), financial management (0.617), operations management (0.926), and management efficiency and effectiveness (0.292). The performance evaluation of agricultural facilities yielded a value of (0.811), with an overall p-value of (0.629). These findings collectively suggest that varying years of experience among individuals does not significantly impact the use of strategic planning tools or the performance of agricultural institutions.

From the researcher's perspective, these results imply that differences in years of experience do not have a statistically significant influence on the use of strategic planning tools or on the performance of agricultural enterprises. This suggests that other factors may play a more prominent role in shaping these outcomes, such as training, technical capabilities, institutional culture, and external conditions.

Supporting this conclusion, Vandermeesen et al. (2024) found similar results, showing no statistically significant differences based on years of experience. Instead, factors such as external relationships were identified as more influential. Similarly, Nosution et al. (2024) concluded that years of experience were not a significantly impactful variable, highlighting the positive role of administrative processes in enhancing performance. Additionally, Ego and Dessalines (2023) observed that years of experience had minimal influence compared to factors like strategic innovation and the political environment. These studies collectively reinforce the view that years of experience alone is not a critical determinant of the effective use of strategic planning tools or institutional performance in the agricultural sector.

#### **4.5.3. Multiple regression test**

Multiple regression analysis is a statistical tool used to examine the relationship between a dependent variable and several independent variables. It is commonly employed in research to predict the value of the dependent variable based on the values of the independent variables and to determine the relative importance of each independent variable in explaining the variance in the dependent variable. The process follows a series of sequential steps, starting with the formulation of hypotheses. The null hypothesis (H<sub>0</sub>) suggests no statistically significant relationship between the independent variables and the dependent variable, while the alternative hypothesis (H<sub>1</sub>) posits that at least one independent variable has a significant impact on the dependent variable. Next, a set of key assumptions is verified to ensure the validity of the analysis. These assumptions include linearity, which indicates a linear relationship between the variables; independence, which ensures that the observations are independent of one another; and the absence of high multicollinearity between independent variables. Additionally, homoscedasticity is assessed to confirm that the variance of residuals is consistent across all levels of the independent variables, and residuals must follow a normal distribution.

Once these assumptions are met, the regression analysis is conducted using statistical software such as SPSS, Data is entered, and regression coefficients are calculated. The results are interpreted through the coefficient of determination ( $R^2$ ), which reflects the proportion of variance in the dependent variable explained by the independent variables. Regression coefficients ( $\beta$ ) indicate the magnitude and direction of each independent variable's influence. The p-value is used to determine the statistical significance of the

relationships, with ( $\alpha < 0.05$ ) typically indicating significance. Finally, the model's fit is evaluated through the adjusted  $R^2$ , which accounts for the number of independent variables, and the F-test, which assesses the overall significance of the model. These comprehensive steps enable advanced regression analysis, providing accurate insights into the relationships between variables.

**4.5.3.1 Testing the third main hypothesis that states: There is no statistically significant effect of strategic planning tools (general management, marketing management, financial management, operations management, and management efficiency and effectiveness) on the performance of agricultural establishments the Palestinian Tubas Valley**

The results affirm the model's suitability at a 95% confidence interval. Notably, a statistically significant relationship is observed, suggesting that using strategic planning tools (general management, marketing management, financial management, operations management, and management efficiency and effectiveness) on the performance of agricultural establishments the Palestinian Tubas Valley. This significance is clearly illustrated in the table provided Table (4.14).

Table (4.14): Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925 <sup>a</sup>	.855	.839	.22020

**a. Predictors: (Constant), management efficiency and effectiveness, marketing management, financial management, operations management, public administration**

The results presented show a statistical model for regression analysis, which aims to understand the relationship of certain variables to the response variable. In this model, a variety of predictive variables, such as efficiency and effectiveness management, marketing management, money management, operations management, and general management, were used to predict the performance of agricultural enterprises in the Palestinian Tubas Valley. The R value shows the strength of the relationship between the predictive variables and the response variable, with the reported value (.925) indicating a very strong relationship. While the R Square indicator shows the percentage of variance that can be explained by the predictive variables, the value of which was (.855), which means that 85.5% of the changes in the response variable can be explained by these variables. When we look at the Adjusted R Square indicator, we see that it corrects the R

Square value to take into account the number of variables used in the model, and its value reached (.839), which indicates that 83.9% of the changes in the response variable can be explained by the predictive variables after taking this consideration. . As for the Std. Error of the Estimate, which reflects the accuracy of the predictions provided by the model, and the recorded value (.22020) shows that the model's error predictions range around this number in a certain way.

Table (4.15): ANOVA<sup>a</sup>

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.604	5	2.521	51.990	.000 <sup>b</sup>
	Residual	2.133	44	.048		
	Total	14.738	49			

a. Dependent Variable: Agricultural facilities management

b. Predictors: (Constant), management efficiency and effectiveness, marketing management, financial management, operations management, public administration

The ANOVA table shows the results of the regression analysis (ANOVA) of the model.

Regression analysis measures the relationship between the dependent variable (agricultural facilities management) and the independent variables (general management, marketing management, financial management, operations management, and management efficiency and effectiveness) used in the model, and the results indicate that there are statistically significant differences between the independent variables and the dependent variable, as it shows The F value (51.990) is high compared to the very small p-value (.000). This indicates that there is a significant statistical relationship between the independent variables and the variance in the dependent variable.

The obtained regression line can be used to predict the general level of application of strategic planning tools in the performance of agricultural establishments in the Palestinian Tubas Valley Where the regression line equation was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where:

Y: Dependent variable (e.g., Performance of agricultural institutions).

$\beta_0$ : Constant (Intercept).

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ : Unstandardized coefficients for each independent variable.

$X_1, X_2, X_3, X_4, X_5$ : Independent variables.

From the table, the regression equation is:

$$PAI = 0.088 - 0.107PA - 0.006MM + 0.324FM + 0.750OM + 0.018MEE$$

Where:

- PA: Public Administration.

- MM: Marketing Management.
- FM: Financial Management.
- OM: Operations Management.
- MEE: Management Efficiency and Effectiveness.

Table (4.16): Coefficients

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.088	.318		.278	.782
	Public Administration	-.107-	.152	-.088-	-.704-	.485
	Marketing Management	-.006-	.091	-.005-	-.064-	.949
	Financial management	.324	.086	.317	3.775	.000
	Operations Management	.750	.101	.730	7.435	.000
	Management efficiency and effectiveness	.018	.167	.016	.108	.915

The coefficients obtained from the regression analysis offer valuable insights into the relationship between various factors and the level of application of strategic planning tools in the performance of agricultural establishments in the Palestinian Tubas Valley. Among the independent variables examined, Financial Management and Operations Management emerge as significant predictors of Agricultural facilities management. Specifically, the coefficient for Financial Management is 0.324, indicating that for every unit increase in Financial Management, there is a corresponding increase of 0.324 units in Agricultural facilities management, holding other variables constant. This relationship is statistically significant at the  $\alpha < 0.05$  level, suggesting that Financial Management plays a notable role in influencing Agricultural facilities management positively. Similarly, the coefficient for Operations Management is 0.750, suggesting that for every unit increase in Operations Management, there is a corresponding increase of 0.750 units in Agricultural facilities management, holding other variables constant. This relationship is also statistically significant at the  $\alpha < 0.05$  level, indicating that Operations Management has a considerable impact on Agricultural facilities management. However, variables such as Public Administration, Marketing Management, and Management efficiency and effectiveness do not exhibit statistically significant effects on Agricultural facilities management when controlling for other factors in the model. Overall, these findings underscore the importance of Financial Management and Operations Management in predicting the application of strategic planning tools in agricultural establishments within the Palestinian Tubas Valley.

Based on multiple regression analysis, many studies are consistent with the results related to the importance of financial management and operations management in predicting the application of strategic planning tools in agricultural institutions in the Palestinian Tubas Valley: One of the most prominent studies is the Al-Dara study (2023), in which the study found a positive, statistically significant relationship. Between strategic planning and the performance of customer service providers, which is consistent with the importance of strategic management practices such as financial management and operations management and the study of Ejijo and Dessalines (2023), which they concluded with the significant impact of operations management on the management of agricultural facilities highlighted by the regression analysis and the study of Dwikat, et al., (2022) and whose focus was broader, the focus on strategic planning and innovation is consistent with the importance of financial management and operations management in enhancing performance, as evidenced by regression analysis, and together these studies confirm the critical role of financial management and operations management in predicting the application of strategic planning tools in organizations. Agriculture within the Palestinian Tubas Valley, consistent with the results of the regression analysis.

## **Chapter Five: Discussion**

### **5.1 Conclusion**

This study examines the use of strategic planning tools in agricultural establishments in the Palestinian Tubas Valley. The results indicate a strong commitment to implementing these tools, especially in areas such as general management, marketing and operations, which have shown positive effects on management efficiency and performance. However, there is still room for improvement in financial management. The study also found a statistically significant relationship between strategic planning tools and the performance of agricultural establishments, while demographic factors such as gender, age, qualifications and experience did not show any significant effect. In general, these results highlight the role of strategic planning in enhancing the sustainability and development of the agricultural sector in the region. Through the previous chapter, we can highlight a number of results, the most important of which are:

1. The results of the study indicate that the use of strategic planning tools in the operational framework of agricultural facilities in the Palestinian Tubas Valley is highly regarded. With an overall arithmetic average of (3.7886), it is clear that there is a noticeable tendency and commitment towards adopting strategic planning methodologies in this sector. This positive evaluation indicates a clear path towards improving management practices in agricultural facilities and raising their operational efficiency through strategic planning interventions. These focused efforts hold the potential to enhance sustainability and growth, thus facilitating the economic development of the agricultural sector in The Palestinian Valley of Tubas and improving the livelihoods of farmers and local communities.
2. The results showed that the public administration obtained the highest average rating of (3.9500) with a standard deviation of (.45187), which indicates that the public administration in agricultural facilities in The Palestinian Valley of Tubas applies strategic planning tools with very high efficiency. This high rating indicates that public administration excels in developing and implementing strategic plans, which enhances the organization's overall performance.
3. The results showed that the efficiency and effectiveness of management came in second place with an average rating of (3.8600) and a standard deviation of (.47164), which reflects that agricultural establishments are able to achieve their administrative goals effectively and efficiently using strategic planning tools. This indicates that

management adopts practices and strategies that contribute to improving administrative performance in a sustainable manner.

4. The results showed that the Marketing Department obtained an average rating of (3.8040) with a standard deviation of (.43937), which indicates that there is a good application of strategic planning tools in this dimension. This evaluation indicates that the marketing strategies used are effective in enhancing competitiveness and promoting agricultural products in innovative and effective ways.
5. The study showed that operations management had an average rating of (3.6776) with a standard deviation of (.53350), which indicates a high level of application of strategic planning tools, as operational processes are managed efficiently, ensuring continuity and smoothness of daily operations in agricultural facilities. This evaluation reflects that strategic planning is used to improve productivity, reduce waste, and increase operational effectiveness.
6. The study showed that financial performance management obtained the lowest average rating (3.6516) with a standard deviation (.53690), although it is still within the high level in applying strategic planning tools. This indicates that there is room for improvement in financial management using strategic planning, although current financial performance is considered good.
7. The results indicate that the management of agricultural facilities in The Palestinian Valley of Tubas applies strategic planning tools at a high level, as the overall average reached (3.7886) with a standard deviation (.40369). This overall evaluation reflects the establishments' commitment to adopting strategic planning practices to improve overall performance, which enhances the sustainability and development of the agricultural sector in the region.
8. The results indicate a statistically significant relationship between strategic planning tools (general management, marketing management, financial management, operations management, management efficiency and effectiveness) and the performance of agricultural establishments in the Palestinian Tubas Valley at the specified level of significance ( $\alpha$ ) which is greater than or equal to 0.05.
9. The analysis reveals that there are no statistically significant differences in demographic data (gender, age, qualifications, years of experience) of administrative members in agricultural institutions concerning the use of strategic planning tools and the performance of agricultural institutions in the Palestinian Tubas Valley.

10. The results validate the model's appropriateness with a 95% confidence interval. Importantly, a statistically significant impact is evident, indicating that the utilization of strategic planning tools (including general management, marketing management, financial management, operations management, and management efficiency and effectiveness) influences the performance of agricultural establishments in the Palestinian Tubas Valley.
11. The result of the study indicates that money management and the management of the most prominent companies are important predictors of diverse agricultural research in the Palestinian Tubas Valley, as all of this was shown to significantly affect the use of effective planning tools, while no other statistically significant effects appeared.

### 5.1.1. Theoretical Contributions

- This study enriches the theoretical literature by providing empirical evidence on the adoption and impact of strategic planning tools within agricultural establishments— a sector often overlooked in strategic management research, particularly in developing economies such as Palestine (**supported by results: 1, 2, 3, 4, 5, 7**).
- It broadens existing strategic planning frameworks by demonstrating their applicability beyond industrial and service sectors, showing how these tools contribute to enhancing managerial efficiency, marketing effectiveness, operational productivity, and financial oversight in agricultural contexts (**results: 2, 3, 4, 5, 6**).
- The finding that demographic variables such as gender, age, qualifications, and years of experience do not significantly influence the relationship between strategic planning tools and organizational performance challenges assumptions found in some prior studies, and invites further investigation into institutional and contextual factors (**supported by results: 9, 11**).
- By confirming a statistically significant relationship between the use of strategic planning tools and the performance of agricultural establishments (**results: 8, 10**), the study strengthens theoretical propositions that emphasize the central role of strategic planning in driving organizational outcomes across different functional areas.

### **5.1.2. Managerial and Practical Contributions**

- The study provides managers of agricultural establishments in the Palestinian Tubas Valley with clear evidence of their strengths and areas requiring further attention in their strategic planning practices, particularly highlighting opportunities to improve financial management (**results: 6, 7**).
- It offers practical benchmarks through the calculated means and standard deviations, enabling managers to evaluate their current practices against peers and industry standards (**results: 1–6**).
- The results guide managers to prioritize strategic planning efforts in marketing and operations to maximize competitiveness and streamline processes (**results: 4, 5**).
- By demonstrating the pivotal role of general management in effectively deploying strategic planning tools (**result: 2**), the study underscores the importance of leadership commitment and capacity-building initiatives to sustain performance improvements over the long term.
- Institutions can leverage these insights to design targeted training programs, particularly in financial planning and management efficiency, thereby enhancing their strategic preparedness and resilience (**results: 3, 6**).
- Furthermore, policymakers and development agencies focused on advancing the agricultural sector can draw on these findings to support capacity-building programs that embed strategic planning practices within agricultural establishments, ultimately contributing to economic development and the sustainability of local communities (**results: 7, 8, 10**).

### **5.2 Discussion**

The results of the current study on the use of strategic planning tools in agricultural establishments in the Tubas Valley show clear alignment with the findings of numerous recent studies that have examined the impact of strategic planning on organizational and administrative performance across various sectors, particularly in agriculture and industry.

The strong commitment of agricultural establishments to employing strategic planning tools, especially in the areas of general management, marketing, and operations, is consistent with the findings of (Dwikat et al., 2022), who emphasized the importance of

systematic strategic planning and strategic innovation in enhancing the sustainable performance of small and medium industrial enterprises in Palestine.

The high efficiency observed in the adoption of strategic planning by general management, reflecting the establishments' capability to develop and implement strategic plans, is supported by the results of (Najime et al., 2024), which demonstrated a positive impact of all planning stages (environmental scanning, formulation, implementation, and evaluation) on performance at Coca-Cola Plc Makurdi Depot in Nigeria, highlighting the critical role of management in the success of strategic planning.

The improvement in marketing and operational performance through strategic planning aligns with the findings of (Kimathi, 2022), who linked strategic planning to increased profitability, customer satisfaction, and retention in agribusiness firms in Kenya. It also corresponds with the results of (Vandersmissen et al., 2024), who showed how strategic planning relates to performance by improving external relations.

The challenges noted in financial performance and resource management in your study reflect an important area that may require enhanced financial planning, which is consistent with the findings of (Ejigu & Desalegn, 2023). They pointed out that strategic innovation and the political environment affect the performance of financial institutions, indicating that both internal and external factors need careful attention.

The absence of a significant effect of demographic characteristics such as gender, age, and qualifications on the use of strategic planning tools suggests that the success of strategic planning is more closely tied to internal management strategies within the establishments. This is further confirmed by the research of (Thaher & Jaaron, 2022), which found that sustainable strategic planning and management positively influence performance regardless of individual characteristics.

Finally, the emphasis on the importance of financial management and leadership in the agricultural sector as key factors for improving strategic planning is supported by (Al-Dara, 2023), who highlighted the necessity of having specialized and trained personnel to manage strategic planning in the service sector, thereby enhancing performance sustainability and competitiveness.

### **5.3. Recommendations:**

Based on the presented results, several recommendations are suggested:

1. Design and implement comprehensive training programs for agricultural facility administrators on the effective use of strategic planning tools, aimed at enhancing practical application and achieving tangible outcomes.
2. Improve financial management practices within agricultural facilities by integrating strategic planning methodologies, with a particular focus on budgeting, resource allocation, and financial performance monitoring.
3. Apply strategies to optimize operations management processes to ensure efficiency, productivity, and sustainability by adopting strategic planning frameworks tailored to the specific needs of agricultural establishments.
4. Invest in refining marketing strategies to boost competitiveness and market share by leveraging strategic planning tools to identify market opportunities, target audiences, and innovative promotional techniques.
5. Promote collaboration and knowledge-sharing among agricultural establishments in the Palestinian Tubas Valley to exchange best practices and lessons learned in strategic planning implementation.
6. Develop leadership skills among administrative personnel to effectively spearhead strategic planning initiatives, fostering a culture of innovation, adaptability, and continuous improvement.
7. Establish mechanisms for regular performance assessments to monitor the effectiveness of strategic planning implementation and identify areas for improvement across all aspects of agricultural facility management.
8. Ensure gender equality in access to training and leadership opportunities related to strategic planning, thereby fostering an inclusive environment that benefits from diverse perspectives and talents.
9. Utilize data analytics tools and techniques to generate actionable insights into the performance of agricultural establishments, enabling informed decision-making and effective strategic adjustments.
10. Implement a system for continuous monitoring and evaluation of the relationship between strategic planning tools and agricultural performance to facilitate timely adjustments and maximize effectiveness and sustainability.

#### **5.4 Future studies**

Based on the findings and recommendations presented, here are four potential future research studies:

1. An analytical study to examine the impact of training programs on the use of advanced planning tools in various agricultural fields in The Palestinian Valley of Tubas, with a focus on the extent to which improvement and administrative effectiveness are improved, in addition to the results learned from these programs.
2. A study on developing financial planning tools in various agricultural fields in The Palestinian Valley of Tubas, to enhance the ability to plan, predict costs and profits, and use financial resources effectively.
3. Exploring the compatibility between our endeavors in marketing management and competitiveness in the local details of agricultural products in The Palestinian Valley of Tubas, by analyzing the use of advanced planning tools in marketing development.
4. Impact study on the implementation of process management improvement procedures in various areas to improve the efficiency of resource use, including costs, and determine the focus on the effectiveness of the use of strategic planning tools in these processes.

## References

- Abd Rabbo, I. A. (2012). Descriptive and analytical statistics. University Publications House.
- Abdel Hamid, S. (2020). Strategic planning and management. Dar Al Ahdath for Publishing and Distribution.
- Abdul Qader, R. A. (2022). The problem of the concept of performance in the organization: Exploratory entrance to determine the difference between its dimensions. *Journal of Development and Human Resources Management - Research and Studies*, 9(1).
- Abdullah, K. M. (2019). Job performance management. Dar Al Masirah for Publishing and Distribution.
- Al Faris, H. (2020, September 17). Technological agriculture in Palestine [Interview by A. Manasra]. Rayah Media Network.
- Al-Dajani, I., & Abu Daqqa, S. (2011, May 6–7). Institutional self-evaluation and strategic planning and their role in ensuring quality in Palestinian universities: The Islamic University of Gaza as a case study. Paper presented at the Quality Assurance Conference, Zarqa University, Jordan.
- Al-Dara, M. B. (2023, September). The role of strategic planning in developing the performance of customer service providers in the Saudi private sector: Case study - Saudi Telecom Company. *Journal of King Saud University*, 43(3), 471–511.
- Al-Dulaimi, Q. A. (2022). Strategic management of human resources and its impact on enhancing job satisfaction for workers in tourism companies in Iraq (PhD dissertation). Mansoura University, Faculty of Tourism and Hotels, Department of Tourism Studies, Egypt.
- Al-Filali, Y. I., Abdulaal, R. M., Alawi, S. M., & Makki, A. A. (2024). Modification of strategic planning tools for planning financial sustainability in higher education institutions. *Journal of Engineering Research*, 12(1), 192–203.
- Al-Ghouti, M. (2017). The role of strategic planning in raising the productive efficiency of workers in higher education institutions in the Gaza governorates (Master's thesis). Islamic University, Palestine.
- Al-Halimi, M. I. (2017). The degree to which secondary school principals in Gaza governorates practice strategic planning and its relationship to developing leadership skills among their teachers (Master's thesis). Islamic University, Gaza.
- Al-Jubouri, H. M. (2014). Strategic planning in public institutions: Contemporary thought and a scientific method in a renewed world (1st ed.). Safaa Publishing and Distribution House.
- Al-Khayyat, S., Al-Kardawi, M., & Shabana, M. (2024, January). Entrepreneurial alertness in the performance of information technology companies: An applied study on information technology workers in Egypt. *Scientific Journal of Financial and Commercial Research*, 5(1), 1803–1820.
- Al-Khazraji, M. R. (2024). Strategic planning and its role in enhancing institutional confidence: An exploratory study of a sample of workers in the Kufa Leather Factory, Najaf Governorate. *Al Kut Journal of Economics and Administrative Sciences*, 16(50), 97–110.
- Al-Maalawi, S. J. (2019). Strategic planning in modern management: Basic concepts for strategic planners. Al-Obeikan Publishing Company.
- Al-Madhkoor, M. A. (2024). The real investigator in the Ministry of Education in the State of Kuwait from the point of view of public education school principals. *Tishreen University Journal - Arts and Humanities Series*, 46(1), 221–262.

- Al-Manasra, A. (2019). The reality of strategic planning in non-profit institutions in Hebron Governorate (Master's thesis). Hebron University, Palestine.
- Al-Sayyad, M. A., & Al-Sanabani, T. M. (2024). The effect of entrepreneurial orientation on organizational performance: A field study in Yemeni banks. *Sana'a University Journal of Human Sciences*, 1(1).
- Al-Shalabi, H. A. (2022). The impact of strategic planning on organizational performance from the employees' point of view: A case study of the National Electrical Transformers Manufacturing Company (Master's thesis). Higher Institute of Business Administration, Damascus.
- Al-Tuwairqi, F. B., & Al-Tuwairqi, S. B. (2024). Evaluating the strategic planning course in light of monitoring reality and developing future visions from the point of view of faculty members and students: King Abdulaziz University as a model. *Educational Innovations*, 28(1), 145–174.
- Alabdo, Z., BashirOglu, Z., & BashirOglu, B. (2021). *Concepts in strategic planning* (2nd ed.). Arab Management Organization.
- Ali, M. J. (2017). Effect of firm size on the relationship between strategic planning dimensions and performance of manufacturing firms in Kenya (Doctoral dissertation). Jomo Kenyatta University of Agriculture and Technology.
- Alizadeh, H., & Amanpour, S. (2023). Explaining the barriers to the realization of strategic spatial planning in Iran. *Town and Country Planning*, 15(2), 365–379.
- Almansoori, M. R. (2021). The impact of strategic planning on the performance of public organizations: The mediating role of entrepreneurship. *International Journal of Contemporary Management and Information Technology*, 1(2), 50–55.
- Alston, J. M., & Pardey, P. J. (2021). The economics of agricultural innovation. *Handbook of Agricultural Economics*, 5, 3895–3980.
- Ammar, M. (2020, January). The impact of strategic planning on the performance of private corporations in Palestine from the perspective of the Balanced Scorecard. *International Journal of Business Excellence*, X(Y).
- Antar, M. A. (2018). *Strategic planning and successful project management*. International Scientific Books.
- Anusha, R., & Srinivasa, R. (2024). Challenges in implementing AI-technology smart farming in the agricultural sector: A literature review. *International Journal of Management, Technology and Social Sciences (IJMTS)*, 9(2).
- Bengat, N. J. (2015). Operations management practices and performance of agricultural non-governmental organizations in Nairobi County (Doctoral dissertation). University of Nairobi.
- Blakeney, M. (2022). Agricultural innovation and sustainable development. *Sustainability*, 14(5), Article 2698.
- Borchers, N. S., & Enke, N. (2021). Managing strategic influencer communication: A systematic overview of emerging planning, organization, and controlling routines. *Public Relations Review*, 47(3), 102041.
- Camilleri, M. A. (2022). The rationale for ISO 14001 certification: A systematic review and a cost–benefit analysis. *Corporate Social Responsibility and Environmental Management*, 29(4), 1067–1083.
- Chen, C.-C., Yueh, H.-P., & Liang, C. (2016). Strategic management of agribusiness: Determinants and trends. *Journal of Entrepreneurship, Management and Innovation*, 12(4), 69–90.
- Cornelius, H., Supratechno, H., Bernardo, I., & Wijaja, A. (2021). Strategic planning and firm performance: The mediating role of strategic maneuverability. *The Journal of Asian Finance, Economics and Business*, 8(1), 479–486.

Deitiana, H. (2015). Factors affecting the financial performance of property and real estate companies listed on the Indonesia Stock Exchange. *Asian Business Review*, 5(2), 82.

Dwikat, S. Y., Arshad, D., & Shariff, M. N. (2022). The influence of systematic strategic planning and strategic business innovation on the sustainable performance of manufacturing SMEs: The case of Palestine. *Sustainability*, 14(20), Article 13388.

Edwards, J. R., Bradley, K. J., & Aguinis, H. (2017). Improving our understanding of moderation and mediation in strategic management research. *Organizational Research Methods*, 20(4), 665–685.

Ejigu, M. E., & Desalegn, T. A. (2023, March). How does strategic planning influence the performance of financial institutions? An empirical study of Ethiopia. *IIMB Management Review*, 35(1), 26–39.

Epanchintsev, V. Y., & Shumakova, O. V. (2020). Agroconsulting as a tool to improve the efficiency of strategic planning in the agricultural sector. *Modern S&T Equipments and Problems in Agriculture*, 74–87.

Eyitayo, R., Tochukwu, I. I., & Osemeike, G. E. (2024). Strategic management and market analysis in business and agriculture: A comparative study. *International Journal of Management & Entrepreneurship Research*, 6(7).

Galliers, R. D., Leidner, D. E., Simeonova, B., Agarwal, R., & Sambamurthy, V. (2020). Principles and models for organizing the IT function. In *Strategic Information Management* (Vol. 18, No. 1, pp. 243–260).

Gardezi, M., Joshi, B., Rizzo, D. M., & Ryan, M. (2023). Artificial intelligence in farming: Challenges and opportunities for building trust. *Agronomy Journal*, 116(3).

George, B., Walker, R., & Monster, J. (2019, December). Does strategic planning improve organizational performance? A meta-analysis. *Public Administration Review*, 79(6), 810–819.

Grochowski, K. (2020). Barriers to implementing strategic management in transport services SMEs. *Zeszyty Naukowe: Organizacja i Zarządzanie/Politechnika Śląska*, (144), 147–154.

Hafez, A. A., & Sadiq, A. A. (2018, October). Evaluating the agricultural performance of agricultural projects by adopting an optional accreditation. *Journal of Economics and Administrative Sciences*, 24(107), 85.

Hassan, I. (2020). Strategic planning process and organizational performance in the Nigerian public sector: A review of literature. *International Journal of Academic Research in Business and Social Sciences*, 10(7), 367–382.

Hayes, S. J., Barker, A., & Jones, C. E. (2017). Re-examining the rationale for strategic assessment: An evaluation of purpose in two systems. *Journal of Environmental Assessment Policy and Management*, 19(4), Article e1750020.

Jayawarna, S., & Dissanayake, R. (2019). Strategic planning and organizational performance: A review on conceptual and practice perspectives. *Archives of Business Research*, 7(6).

Kalogiannidis, S. (2021). Impact of employee motivation on organizational performance: A scoping review paper for the public sector. *The Strategic Journal of Business & Change Management*, 8(3), 984–996.

Kariuki, S. (2022). Strategic planning practices and performance within the Ministry of Agriculture in Kenya (Master's thesis). Chandaria School of Business.

Kimathi, I. (2022). The impact of strategic planning on the organizational performance of agribusiness companies in Mombasa, Kenya (Master's thesis). University of Nairobi.

Kumar, R. (2010). *Research methodology: A step-by-step guide for beginners*. SAGE Publications.

- Kwaslema, P., & Onyango, D. (2021). Effectiveness of strategic planning and academic performance among public secondary schools in Babati district. *East African Journal of Education and Social Sciences (EAJESS)*, 2(1), 82–86.
- Lewis, A. (2020). *Principles of economic planning*. Arab Press Agency Foundation.
- Madureira, T., Nunes, F., Mata, F., & Vaz-Velho, M. (2024). A SWOT analysis of organizations in the agri-food chain sector from the Northern Region of Portugal using the PESTEL and MEETHS frameworks. *Agriculture*, 14(9), Article 1554.
- Mahmoud, A. N. (2022). A proposed regulatory framework for implementing a reverse supply chain to improve organizational performance: A field study on engine oil manufacturing companies in Egypt (Doctoral dissertation). Ain Shams University, Cairo.
- Mohammed, M. H., & Hussain, O. (2019). The importance of studying scientific research methods and the implications of their application in student research. *Cihan University-Erbil Journal of Humanities and Social Sciences*, 3(2), 171–180.
- Mousa, K. M., Ali, K. A., & Gurler, S. (2024). Strategic planning and organizational performance: An empirical study on the manufacturing sector. *Sustainability*, 16(15), Article 6690.
- Muhammad, M. A. (2023). Future strategic planning for public libraries. *International Arab Journal of Knowledge Management*, 2(1), 245–249.
- Musi, Y. W., Mukulu, E., & Oloko, M. (2018). Influence of strategic planning on firm performance in agricultural research-based institutions of Kenya. *Journal of Management and Sustainability*, 8(4).
- Myrzaliyev, B., Mustafayeva, B., Shinet, G., Kaltayeva, S., & Mutaliyeva, A. (2023). Features of strategic planning in agricultural production in Kazakhstan. *Reviews in Agricultural Science*, 11, 1–19.
- Najime, A. E., Ucherwuhe, S. I., & Akorga, M. C. (2024). Strategic planning and performance of Coca-Cola PLC Makurdi Depot, Benue State, Nigeria. *International Academy Journal of Business Administration Annals*, 9(6), 126–148.
- Namaz, M., & Rezaei, G. (2024). Modelling the role of strategic planning, strategic management accounting information system, and psychological factors on budgetary slack. *Accounting Forum*, 48(2), 279–306.
- Nasution, F. N., Erlina, Absah, Y., & Rujiman, R. (2024). How does strategic planning-linked leadership and management processes affect hospital performance? *International Journal of Product Lifecycle Management*, 15(3).
- Ocak, S., Aladag, O. F., Koseoglu, M. A., & King, B. (2022). Barriers to strategy implementation in Turkey's healthcare industry: Hospital manager perspectives. *Hospital Topics*, 100(4), 196–204.
- Ogundari, K., & Bolarinwa, O. D. (2018). Impact of agricultural innovation adoption: A meta-analysis. *Australian Journal of Agricultural and Resource Economics*, 62(2), 217–236.
- Palestine Monetary Authority. (2024). *Palestinian Economic Outlook 2023 and economic forecasts 2024*. Retrieved from <https://www.pma.ps/ar>
- Palestinian Banks Association. (2024). Number of Palestinian banks operating in Palestine. Retrieved from <https://www.abp.ps/ar>
- Palestinian Central Bureau of Statistics. (2021). Palestinian Central Bureau of Statistics and the Ministry of Agriculture announce the preliminary results of the 2021 Agricultural Census in the State of Palestine. Retrieved from <https://www.pcbs.gov.ps/...lang=ar>
- Palestinian Ministry of Economy. (2023). Minister of Agriculture... launches a package of projects estimated at 5 million shekels... Retrieved from <https://www.moa.pna.ps/news/528>

Palestinian Ministry of Tourism and Antiquities. (2023). The Palestinian Valley of Tubas. Retrieved from <https://tourism.ps/>

Păvăloaia, V. D., & Necula, S. C. (2023). Artificial intelligence as a disruptive technology—A systematic literature review. *Electronics*, 12(5), Article 1102.

Polyanin, A. F., & Dokukina, A. (2016). Implementation of strategic management in agricultural organizations: Problems and prospects. *Russian Journal of Agricultural and Socio-Economic Sciences*, 55(7), 54–61.

Prasada, R. (2020). Critical success factors of sustainable supply chain management and organizational performance: An exploratory study. *Transportation Research Procedia*, 48(8), 327–344.

Qandilji, A. I. (2020). *Scientific research methods*. Dar Al-Yazouri for Publishing and Distribution.

Sabry, N. R. (1994). *Planning and financial control in agricultural establishments*. Arab Organization for Administrative Development.

Sadq, Z. M., Ahmad, B. S., Faeq, D. K., & Muhammed, H. O. (2020). The effect of strategic planning on entrepreneurship strategy requirements: The case of private hospitals in Iraqi Erbil City. *International Journal of Multicultural and Multireligious Understanding*, 7(10), 147–164.

Salim, A. A. (2019). The role of leadership practices that support creativity and improve organizational performance: A case study at Port Said University. *Journal of Financial and Business Research*, 33(2).

Sami, O. (2017). *The effectiveness of human resources planning in light of strategic planning: A study at Yala Phosphate Mines Company* [Master's thesis, Mohamed Boudiaf University].

Sandada, M. (2015). Strategic planning dimensions in small and medium enterprises (SMEs) in South Africa: Their relative importance and variations in selected demographic variables. *Ecoforum Journal*, 4(1), 59–68.

Shaaban, H. K. (2020). The effect of transformational leadership style on improving organizational performance. *Scientific Journal of Business and Environmental Studies*, 11(3).

Subeesh, A., & Mehta, C. R. (2021). Automation and digitization of agriculture using artificial intelligence and the Internet of Things. *Artificial Intelligence in Agriculture*, 5, 278–291.

Thabet, S. (2022, June). The impact of agricultural supply chain management on the financial performance of Egyptian food manufacturing companies. *Arab Journal of Management*, 42(2).

Thaher, Y., & Jaaron, A. (2022, March). The impact of sustainability strategic planning and management on organizational sustainable performance: A developing-country perspective. *Journal of Environmental Management*, 305.

Vandersmissen, L., George, B., & Voets, J. (2024). Strategic planning and performance perceptions of managers and citizens: Analyzing multiple mediations. *Public Management Review*, 26(2).

Wafa. (2020). Statistics: GDP declines by 32% in the second quarter of this year. Retrieved from <https://www.wafa.ps/pages/details/104663>

Wright, B. D. (2012). Grand missions of agricultural innovation. *Research Policy*, 41(10), 1716–1728.

## Appendices

### Appendix No. 1: Questionnaire in Arabic



الجامعة العربية الأمريكية

كلية الدراسات العليا - رام الله

تخصص التخطيط الاستراتيجي وتجديد الاموال

السادة / أعضاء الإداريين في المؤسسات الزراعية المحترمون.

تحية طيبة وبعد،

يقوم الباحث بإعداد دراسة لاستكمال متطلبات الحصول على درجة الماجستير في

التخطيط الاستراتيجي وتجديد الاموال من الجامعة العربية الأمريكية، وهي بعنوان " أثر

استخدام أدوات التخطيط الاستراتيجي في أداء المنشآت الزراعية: دراسة على وادي

طوباس الفلسطيني"، لذا، يُرجى من حضرتكم التكرم بالإجابة عن تساؤلات هذه الاستبانة

بدقة وعناية متناهيتين، علماً أن البيانات لن تُستخدم إلا لأغراض البحث العلمي فقط،

وستُعامل بسرية تامة.

شاكراً لكم حُسن تعاونكم

الباحث/ فخري محمد فخري دراغمة

القسم الأول: البيانات الشخصية:

يرجى التكرم بالإجابة عن الأسئلة الآتية وذلك بوضع إشارة (X) في المكان المناسب.

1. الجنس:

أنثى  ذكر

2. العمر:

أقل من 30 سنة  من 30 الى اقل من 40 سنة   
من 40 الى اقل من 50 سنة  من 50 سنة فأكثر

3. المؤهل العلمي:

دبلوم  بكالوريوس  ماجستير   
دكتوراه  غير ذلك

4. سنوات الخبرة:

أقل من 5 سنوات  من 5-10 سنوات  أكثر من 10 سنوات

القسم الثاني: فقرات الاستبيان

يرجى وضع إشارة ( X ) في الخانة التي تعتقد أنها تمثل إجابتك.

الرقم	الفقرة	موافق بشدة	موافق	محايد	معارض	معارض بشدة
<b>المجال: أدوات التخطيط الاستراتيجي</b>						
<b>البعد الأول : الإدارة العامة</b>						
1.	يتم تحليل البيئة الخارجية والداخلية لتحديد الفرص والتهديدات والقواعد والضعف في عملية التخطيط الاستراتيجي.					
2.	يُعمل على تحديد الأهداف الاستراتيجية الرئيسية التي يسعى المنظمة لتحقيقها في المدى الطويل.					
3.	يُجرى تقييم موارد المنظمة المتاحة والمطلوبة لتحقيق الأهداف الاستراتيجية المحددة.					
4.	يتم تحديد استراتيجيات التنمية والنمو والابتكار التي ستتبعها المنظمة لتحقيق أهدافها.					
5.	يُجرى تخطيط للأنشطة والمبادرات الرئيسية التي ستنفذ لتنفيذ الاستراتيجيات المحددة.					
6.	يُعمل على تحديد وتخصيص الموارد المالية والبشرية والتقنية المطلوبة لتنفيذ الخطط الاستراتيجية.					
7.	يتم وضع آليات لمتابعة وقياس تقدم تنفيذ الخطط الاستراتيجية وتقييم أدائها بانتظام.					
8.	يُعمل على تطوير وتحسين العمليات والإجراءات الداخلية لتحقيق أهداف التخطيط الاستراتيجي.					
9.	يُجرى تقييم استجابة المنظمة للتحديات الجديدة وتحديد التدابير التصحيحية اللازمة لضمان تحقيق الأهداف المحددة.					
10.	يتم توجيه عملية التوجيه الاستراتيجي بشكل دوري ومستمر، مع تحديث الخطط والاستراتيجيات بمرور الوقت وتغير الظروف.					
<b>البعد: إدارة التسويق</b>						
11.	يتم تقييم احتياجات العملاء بانتظام لفهم متطلباتهم وتفضيلاتهم في منتجاتنا وخدماتنا.					

					12. يتم تحليل البيانات السوقية باستمرار لتحديد الاتجاهات والفرص الجديدة في السوق.
					13. يتم تطوير استراتيجيات التسويق المبتكرة للتفاعل مع التحديات الجديدة والمتغيرات في السوق.
					14. يتم مراجعة وتحسين السياسات والإجراءات التسويقية بانتظام لضمان فاعليتها وفعاليتها.
					15. يتم تنفيذ أبحاث السوق المستمرة لفهم احتياجات العملاء وتقييم رضاهم عن منتجاتنا وخدماتنا.
					16. يتم تحليل النتائج والبيانات لتحديد النقاط القوية والضعف في استراتيجيات التسويق الحالية.
					17. يتم تطوير خطط العمل التسويقية المستقبلية استنادًا إلى التحليلات والتوقعات المستقبلية للسوق.
					18. يتم توجيه الجهود نحو تحسين تجربة العملاء من خلال تقديم خدمات متميزة وحلول مبتكرة.
					19. يتم تعزيز التفاعل مع العملاء من خلال استخدام وسائل التواصل الاجتماعي والتسويق الرقمي.
					20. يتم تدريب وتطوير فريق التسويق باستمرار لتعزيز مهاراتهم ومعرفتهم بأحدث الاتجاهات في المجال.
<b>البعد: إدارة مالية</b>					
					21. يُستخدم تحليل الميزانية الحالية لتحديد الاحتياجات المالية الحالية وتحديد الأولويات المالية للمؤسسة.
					22. يتم تقييم العوائد المالية المتوقعة لتحديد الفرص المالية المستقبلية وتحديد استراتيجيات الاستثمار المناسبة.
					23. يُجرى تقييم للمخاطر المالية المحتملة وتطوير استراتيجيات للتعامل معها وتقليل تأثيرها السلبي.
					24. يتم تحليل التكاليف والإيرادات المتوقعة لمشاريع محتملة لتقدير تكلفتها وفعاليتها المالية.
					25. يتم تطوير خطط لإدارة التدفق النقدي بفعالية، بما في ذلك تحديد مصادر التمويل وجدولة السداد.
					26. يتم تحليل هيكل رأس المال لتحديد أفضل الطرق لتمويل النشاط التشغيلي والاستثمارات.
					27. يُجرى تقييم لتأثير السياسات المالية المحتملة على أداء المؤسسة واستدامتها المالية.

					28. يتم تحديد الأهداف المالية الطويلة الأجل وتطوير خطط لتحقيقها بشكل مستدام.
					29. يُجرى تحليل للتكاليف الثابتة والمتغيرة وتحديد السبل لتقليل التكاليف الزائدة وزيادة الكفاءة المالية.
					30. يتم تطوير إجراءات لمراقبة الأداء المالي وتقييم الأداء بانتظام لضمان تحقيق الأهداف المالية المحددة.
<b>البعد: إدارة العمليات</b>					
					31. يوجد تحديد للأهداف العمليات بوضوح وتحديدها بالتعاون مع جميع الأطراف المعنية.
					32. يتم تحليل البيانات والمعلومات لفهم أداء العمليات الحالي وتحديد المجالات التي تحتاج إلى تحسين.
					33. يوجد تطوير استراتيجيات لتحسين عمليات الإنتاج والتسويق وتوزيع المنتجات أو الخدمات.
					34. يتم توفير التدريب والتطوير المستمر للموظفين لتحسين مهاراتهم وزيادة كفاءتهم في العمليات.
					35. هناك تقييم وتحسين العمليات باستمرار لضمان تحقيق الأداء المثالي وتلبية احتياجات العملاء.
					36. يوجد تحديد وتطبيق أفضل الممارسات والتقنيات في إدارة العمليات لضمان الكفاءة والفعالية.
					37. يتم مراقبة العمليات بشكل دوري لضمان التزامها بالمعايير والمبادئ التنظيمية والقانونية.
					38. يتم توفير الدعم الفني والتقني اللازم للعمليات لضمان استمرارية الأنشطة دون انقطاع.
					39. يتم تنفيذ إجراءات الطوارئ والخطط الاستراتيجية للتعامل مع أي مشكلة طارئة أو انقطاع في العمليات.
					40. يتم تقديم تقارير دورية وتحليلات لإدارة العمليات لتقييم الأداء واتخاذ القرارات التصحيحية والتحسينية اللازمة.
<b>البعد: كفاءة الإدارة وفعاليتها</b>					
					41. تعزز كفاءة الإدارة وفعاليتها من خلال تحليل البيانات وتقديم الإرشادات المناسبة لاتخاذ القرارات.
					42. يتم توجيه الجهود نحو تحقيق الأهداف المؤسسية وتحسين الأداء العام من خلال تنظيم وتنسيق الأنشطة الإدارية.

					43. يتم متابعة الأداء باستمرار وتقييم النتائج لضمان التوجيه الصحيح وتحقيق الاستدامة في الأداء.
					44. تتخذ استراتيجيات تطويرية وتحسينية بشكل دوري لتعزيز كفاءة الإدارة وزيادة فعاليتها.
					45. يوجد توجيه للاهتمام نحو تطوير المهارات وبناء القدرات لضمان استمرارية النمو والتطور.
					46. يتم تطبيق أفضل الممارسات والتقنيات الحديثة لتحسين أداء الإدارة وتعزيز فعاليتها.
					47. يعزز التواصل الداخلي والتفاعل بين الأقسام المختلفة لتعزيز تنسيق الجهود وتحقيق التكامل.
					48. يتم تحفيز وتشجيع الموظفين على المبادرة وتقديم الأفكار المبتكرة لتحسين عمليات الإدارة.
					49. تحدد المخاطر وإدارتها بشكل فعال للحفاظ على استقرار ونجاح العمليات الإدارية.
					50. تقدم التدريب وورش العمل المناسبة لتطوير مهارات القيادة والإدارة وتعزيز كفاءة الفريق الإداري.
<b>المجال الثاني : أداء المنشآت الزراعية</b>					
					51. تعتقد أن المنشآت الزراعية تقدم أداءً ملائماً في تلبية احتياجات السوق المحلي.
					52. أن المنشآت الزراعية تعتمد على ممارسات فعّالة في الحفاظ على البيئة والموارد الطبيعية.
					53. تشعر أن المنشآت الزراعية تعمل على تعزيز الابتكار في صناعة الزراعة.
					54. هناك توازناً بين الإنتاجية والاستدامة في أداء المنشآت الزراعية.
					55. تعتقد أن المنشآت الزراعية تلبية احتياجات المجتمع المحلي من الغذاء بشكل كافٍ.
					56. هناك استثمارات كافية في تحسين وتطوير المنشآت الزراعية.
					57. تشعر بأن هناك جهود مستمرة لتحسين جودة المنتجات الزراعية المحلية.
					58. أن المنشآت الزراعية تتبنى ممارسات فعّالة في مجال الرعاية الصحية للحيوانات والنباتات.

					59. تشعر بأن المنشآت الزراعية تلتزم بمعايير عالية في مجال الجودة والسلامة الغذائية.
					60. ترى استخدام فَعَالٍ للتكنولوجيا في عمليات الإنتاج الزراعي.
					61. أن المنشآت الزراعية تلبى احتياجات السوق الخارجي بشكل جيد؟
					62. أن هناك جهود كافية لتشجيع الشباب على دخول مجال الزراعة وإدارة المنشآت الزراعية
					63. أن هناك تحسينات مطلوبة في مجال التسويق والترويج لمنتجات المنشآت الزراعية
					64. أن المنشآت الزراعية تتبنى استراتيجيات فعّالة في التعامل مع التحديات البيئية والمناخية
					65. تلتزم المنشآت الزراعية بالمسؤولية الاجتماعية والاقتصادية والبيئية في أدائها

شاكراً لكم حُسن تعاونكم



**Arab American University  
Graduate School - Ramallah  
Strategic Planning and Fundraising Major**

Dear Members of the Administration of Agricultural Institutions,

Greetings,

I am conducting a study to fulfill the requirements for obtaining a Master's degree in Strategic Planning and Fundraising from the Arab American University, titled *"The Impact of Strategic Planning Tools on the Performance of Agricultural Establishments: A Study on the Palestinian Tubas Valley."*

Kindly, please provide accurate and careful responses to the questions in this survey. Please be assured that the data will be used exclusively for research purposes and will be treated with the utmost confidentiality.

Thank you for your cooperation.

Researcher: Fakhri Mohammed Fakhri Daghma

**Section One: Personal Information**

Please mark (X) in the appropriate box.

1. Gender:  
 Male  Female
2. Age:  
 Less than 30 years  From 30 to less than 40 years  From 40 to less than 50 years  50 years or older
3. Educational Qualification:  
 Diploma  Bachelor's Degree  Master's Degree  Ph.D.  Other
4. Years of Experience:  
 Less than 5 years  From 5 to 10 years  More than 10 years

## **Section Two: Survey Statements**

Please mark (X) in the box that best represents your response.

No.	Item	Very high	High	Moderate	Low	Very low
<b>Domain: Strategic Planning Tools</b>						
<b>Dimension 1: General Management</b>						
1	The external and internal environments are analyzed to identify opportunities, threats, strengths, and weaknesses in the strategic planning process.					
2	Main strategic objectives that the organization seeks to achieve in the long term are defined.					
3	The organization's available and required resources to achieve strategic objectives are assessed.					
4	Development, growth, and innovation strategies that the organization will follow to achieve its goals are identified.					
5	Key activities and initiatives to implement the defined strategies are planned.					
6	Financial, human, and technological resources required for implementing strategic plans are identified and allocated.					
7	Mechanisms to monitor and measure the progress of strategic plan implementation and evaluate its performance regularly are established.					
8	Internal processes and procedures are developed and improved to achieve strategic planning goals.					
9	The organization's response to new challenges is assessed, and corrective measures necessary to ensure achievement of set objectives are identified.					
10	The strategic direction process is guided regularly and continuously, with plans and strategies being updated over time and as conditions change.					
<b>Dimension: Marketing Management</b>						
11	Customer needs are regularly assessed to understand their requirements and preferences for our products and services.					
12	Market data is continuously analyzed to identify new trends and opportunities.					
13	Innovative marketing strategies are developed to respond to new challenges and market changes.					
14	Marketing policies and procedures are regularly reviewed and improved to ensure their effectiveness and efficiency.					
15	Ongoing market research is conducted to understand customer needs and assess their satisfaction with our products and services.					
16	Results and data are analyzed to identify strengths and weaknesses in current marketing strategies.					

17	Future marketing action plans are developed based on analysis and future market forecasts.					
18	Efforts are directed toward improving customer experience by offering excellent services and innovative solutions.					
19	Customer engagement is enhanced through the use of social media and digital marketing.					
20	The marketing team is continuously trained and developed to enhance their skills and knowledge of the latest trends in the field.					
<b>Dimension: Financial Management</b>						
21	Current budget analysis is used to identify current financial needs and determine the institution's financial priorities.					
22	Expected financial returns are evaluated to identify future financial opportunities and appropriate investment strategies.					
23	Potential financial risks are assessed, and strategies are developed to handle them and reduce their negative impact.					
24	Expected costs and revenues of potential projects are analyzed to estimate their cost and financial efficiency.					
25	Plans are developed to manage cash flow effectively, including identifying funding sources and scheduling repayments.					
26	The capital structure is analyzed to determine the best ways to finance operational activities and investments.					
27	The impact of potential financial policies on organizational performance and financial sustainability is assessed.					
28	Long-term financial goals are identified and plans are developed to achieve them sustainably.					
29	Fixed and variable costs are analyzed, and ways to reduce excess costs and improve financial efficiency are identified.					
30	Procedures are developed to monitor financial performance and evaluate results regularly to ensure achievement of financial goals.					
<b>Dimension: Operations Management</b>						
31	Operational goals are clearly defined in collaboration with all relevant stakeholders.					
32	Data and information are analyzed to understand current operational performance and identify areas for improvement.					
33	Strategies are developed to improve production, marketing, and distribution processes for products or services.					
34	Ongoing training and development are provided to employees to improve their skills and increase their operational efficiency.					

35	Processes are continuously evaluated and improved to ensure optimal performance and meet customer needs.					
36	Best practices and techniques in operations management are identified and applied to ensure efficiency and effectiveness.					
37	Operations are regularly monitored to ensure compliance with organizational and legal standards.					
38	Technical and technological support is provided to ensure uninterrupted operations.					
39	Emergency procedures and strategic plans are implemented to address any disruptions or crises in operations.					
40	Periodic reports and analyses are provided to operations management to evaluate performance and make necessary corrective and improvement decisions.					
<b>Dimension: Management Efficiency and Effectiveness</b>						
41	Management efficiency and effectiveness are enhanced through data analysis and appropriate decision-making guidance.					
42	Efforts are directed toward achieving institutional goals and improving overall performance through organizing and coordinating administrative activities.					
43	Performance is continuously monitored and results are evaluated to ensure proper direction and performance sustainability.					
44	Development and improvement strategies are implemented periodically to enhance management efficiency and increase effectiveness.					
45	Emphasis is placed on skill development and capacity building to ensure continuous growth and development.					
46	Best practices and modern techniques are applied to improve administrative performance and enhance its effectiveness.					
47	Internal communication and interaction among departments are strengthened to coordinate efforts and achieve integration.					
48	Employees are motivated and encouraged to take initiative and present innovative ideas to improve management processes.					
49	Risks are identified and managed effectively to maintain the stability and success of administrative operations.					
50	Appropriate training and workshops are offered to develop leadership and management skills and enhance administrative team efficiency.					
<b>Domain 2: Agricultural Enterprises Performance</b>						
51	I believe agricultural enterprises perform adequately in meeting local market needs.					

52	Agricultural enterprises rely on effective practices for environmental and natural resource conservation.					
53	I feel agricultural enterprises are working to promote innovation in the agricultural industry.					
54	There is a balance between productivity and sustainability in agricultural enterprise performance.					
55	I believe agricultural enterprises adequately meet the local community's food needs.					
56	There are sufficient investments in improving and developing agricultural enterprises.					
57	I feel there are continuous efforts to improve the quality of local agricultural products.					
58	Agricultural enterprises adopt effective practices in plant and animal health care.					
59	I feel agricultural enterprises comply with high standards in food quality and safety.					
60	There is effective use of technology in agricultural production processes.					
61	Agricultural enterprises adequately meet the needs of external markets.					
62	There are sufficient efforts to encourage youth to enter the field of agriculture and manage agricultural enterprises.					
63	Improvements are needed in marketing and promoting agricultural enterprise products.					
64	Agricultural enterprises adopt effective strategies to address environmental and climate challenges.					
65	Agricultural enterprises adhere to social, economic, and environmental responsibility in their performance.					

### Appendix No. 3: Study sample companies

### **1. First Company: Al Furat Agricultural Company**

Established in 2011, it is one of the largest agricultural companies in Palestine, owning more than 20,000 dunums of agricultural land in areas such as Qishda, Al Buqay'a, and Tamoun. The company contributes significantly to achieving food security in Palestine, as its crops cover about 60% of the Palestinian market's needs for various vegetables. In addition to growing vegetables, the company began three years ago to grow fruit trees and fruits, as it owns 150 dunums of Jammut grapes and 200 dunums of bananas.

The company employs more than 500 families, reflecting its prominent role in supporting the local economy and providing job opportunities.

It is worth noting that the company faced major challenges, especially in the Al Buqay'a Plain area, which was a military training area before 2011 and was prohibited from being present there. Thanks to the efforts of the company and a group of farmers, the Al Buqay'a Plain was fully recovered, despite the high costs in terms of effort, time, and financial costs, including the confiscation of equipment and fines imposed on them by the occupation. This achievement is considered one of the largest land recovery operations in The Palestinian Valley of Tubas, where the area of the Baqia'a Plain is approximately 30,000 dunums. In addition, the company has been harassed by the occupation forces, who have confiscated agricultural tractors and other equipment, which has affected its agricultural operations.

### **2. Second Company: Top Field Agricultural Company**

Founded in 2012 in the Kafr area near the village of Aqaba, Top Field is considered a leading agricultural company in Palestine. Spread over an area of approximately 2,800 dunams, the company specializes in the production and marketing of all types of irrigated vegetables, with a focus on summer crops. Among the company's most important crops are potatoes, producing all types of potatoes of the highest quality. Additionally, Top Field was the first in Palestine to cultivate sweet potatoes, and from its first trial of the crop in the West Bank, it achieved a competitive product. The company employs approximately 200 families, reflecting its prominent role in supporting the local economy and providing job opportunities.

### **3. Third Company: Al-Baqia Modern Company**

Established in 2015 in the Al-Baqia area, it is one of the leading agricultural companies in Palestine. The company owns about 4,000 dunums of agricultural land, and is famous

for growing winter crops such as potatoes and onions, in addition to moving towards growing leafy vegetables such as parsley, coriander and other herbs. The company employs more than 400 families, which contributes to supporting the local economy and providing job opportunities. Al-Baqia Modern Company continues the path of Al-Furat Agricultural Company in reclaiming and cultivating the lands of Al-Baqia Plain, reaching the last plot of land adjacent to Road 90 (Bakaout Street). It is noteworthy that Al-Baqia Plain, which has an area of about 30,000 dunums, was a military training area before 2011 and was prohibited from being there. Thanks to the efforts of these companies and a group of farmers, the plain was completely recovered and cultivated, despite the challenges and difficulties they faced.

#### **4. Fourth Company: Agribal Company**

Established in 2017 in the Ras Al-Far'a area, it focuses on growing herbs and leafy vegetables, and owns about 400 dunums of agricultural land. The company produces a variety of leafy vegetables, including arugula, parsley, and coriander, and employs about 60 families, contributing to supporting the local economy and providing job opportunities.

#### **5. Fifth Company: Al-Ras Al-Ahmar Company**

Is an agricultural company operating in the Tubas Plain, where it owns about 300 dunums of agricultural land. The company is famous for growing summer crops, in addition to growing chickpeas on an area of about 100 dunums. The company employs about 30 families, contributing to supporting the local economy and providing job opportunities. The company, like other agricultural companies in the Ras Al-Ahmar area, faces many challenges due to the practices of the Israeli occupation. These practices include confiscating agricultural machinery and equipment, and imposing restrictions on access to agricultural land. For example, in 2017, the occupation forces confiscated an agricultural tractor and three vehicles in the Ras al-Ahmar area, claiming that they were located in a closed military zone. Additionally, in 2015, the occupation forces confiscated a bulldozer and two trucks while rehabilitating agricultural land in the same area, negatively impacting agricultural operations. Despite these challenges, Ras al-Ahmar Company continues its efforts to grow summer crops and chickpeas, and provide job opportunities for local families.

#### **6. The sixth company: Wadi al-Dharra Company**

It is an agricultural company specializing in grape cultivation in the al-Buqai'a area. The company focuses on producing "Hammut" grapes, a type of grape that ripens several

months before the traditional grape season, allowing this product to be available earlier in the year. The company owns about 200 dunums dedicated to growing this type of grape, and employs about 20 families, contributing to supporting the local economy and providing job opportunities. The al-Buqai'a Plain is considered one of the fertile agricultural areas in the Tubas Governorate, and is famous for growing a variety of crops, including grapes. Agricultural companies in this area contribute to enhancing agricultural production and providing employment opportunities for the local population.

أثر استخدام أدوات التخطيط الاستراتيجي في أداء المنشآت الزراعية: دراسة على

وادي طوباس الفلسطيني

فخري محمد فخري دراغمة

د.رائد نجار

د.وليد صباح

د.راني شهوان

ملخص الدراسة

هدفت الدراسة إلى التعرف على أثر استخدام أدوات التخطيط الاستراتيجي في أداء المنشآت الزراعية، مع التركيز على وادي طوباس الفلسطيني. اعتمدت الدراسة على منهج وصفي تحليلي وتصميم بحث كمي، حيث تم جمع البيانات من خلال استبيان وُزِع على جميع الإداريين العاملين في المنشآت الزراعية في وادي طوباس. شملت العينة (50) إداريًا موزعين على (6) شركات زراعية، وتم اعتماد أسلوب المسح الشامل، حيث تم استرجاع جميع الاستبانات بنسبة (100%) ، وتم تحليل البيانات باستخدام برنامج (SPSS) ، حيث احتسبت المتوسطات الحسابية والانحرافات المعيارية، بالإضافة إلى إجراء اختبارات بيرسون للارتباط، والاختبارات الإحصائية الأخرى مثل العينات المستقلة، التباين الأحادي، والانحدار المتعدد لتحديد العلاقات بين المتغيرات، وأظهرت النتائج أن مستوى تطبيق أدوات التخطيط الاستراتيجي في المنشآت الزراعية في وادي طوباس مرتفع في جميع الأبعاد المدروسة، حيث بلغ متوسط تطبيق التخطيط الاستراتيجي في الإدارة العامة (3.95)، وفي إدارة التسويق (3.80)، وفي الإدارة المالية (3.65)، وفي إدارة العمليات (3.68)، أما في كفاءة وفعالية الإدارة فكان المتوسط (3.86). وبلغ متوسط الأداء العام للمنشآت الزراعية (3.65)، بينما وصل المتوسط الإجمالي لتطبيق أدوات التخطيط الاستراتيجي إلى (3.79)، مما يدل على تطبيق مرتفع لهذه الأدوات في المنشآت. كما بينت النتائج وجود علاقة ذات دلالة إحصائية بين أدوات التخطيط الاستراتيجي (الإدارة العامة، التسويق، المالية، العمليات، وكفاءة الإدارة) وأداء المنشآت الزراعية عند مستوى دلالة  $(\alpha \geq 0.05)$  وأظهرت الدراسة أيضًا عدم وجود فروق ذات دلالة إحصائية في تأثير البيانات الديموغرافية (الجنس، العمر، المؤهلات، سنوات الخبرة) على استخدام أدوات التخطيط الاستراتيجي وأداء المنشآت. أخيرًا، أشارت النتائج إلى أن الإدارة المالية وإدارة أبرز الشركات تُعد من أهم المؤشرات التي تؤثر بشكل كبير على استخدام أدوات التخطيط الاستراتيجي الفعالة في المنشآت

الزراعية بوادي طوباس، في حين لم تظهر مؤشرات أخرى تأثيراً ذا دلالة إحصائية. بناءً على هذه النتائج، تم تقديم مجموعة من التوصيات العملية لتطوير وتحسين أداء المنشآت الزراعية في المنطقة.

الكلمات المفتاحية : أدوات التخطيط الاستراتيجي ، أداء المنشآت الزراعية، وادي طوباس ، فلسطين