



()

-

2010 / 1431

()

:

- /

:

-

-



()

:
20714261 :

2010/03/13

.....: . : 1
.....: . : 2
.....: . : 3

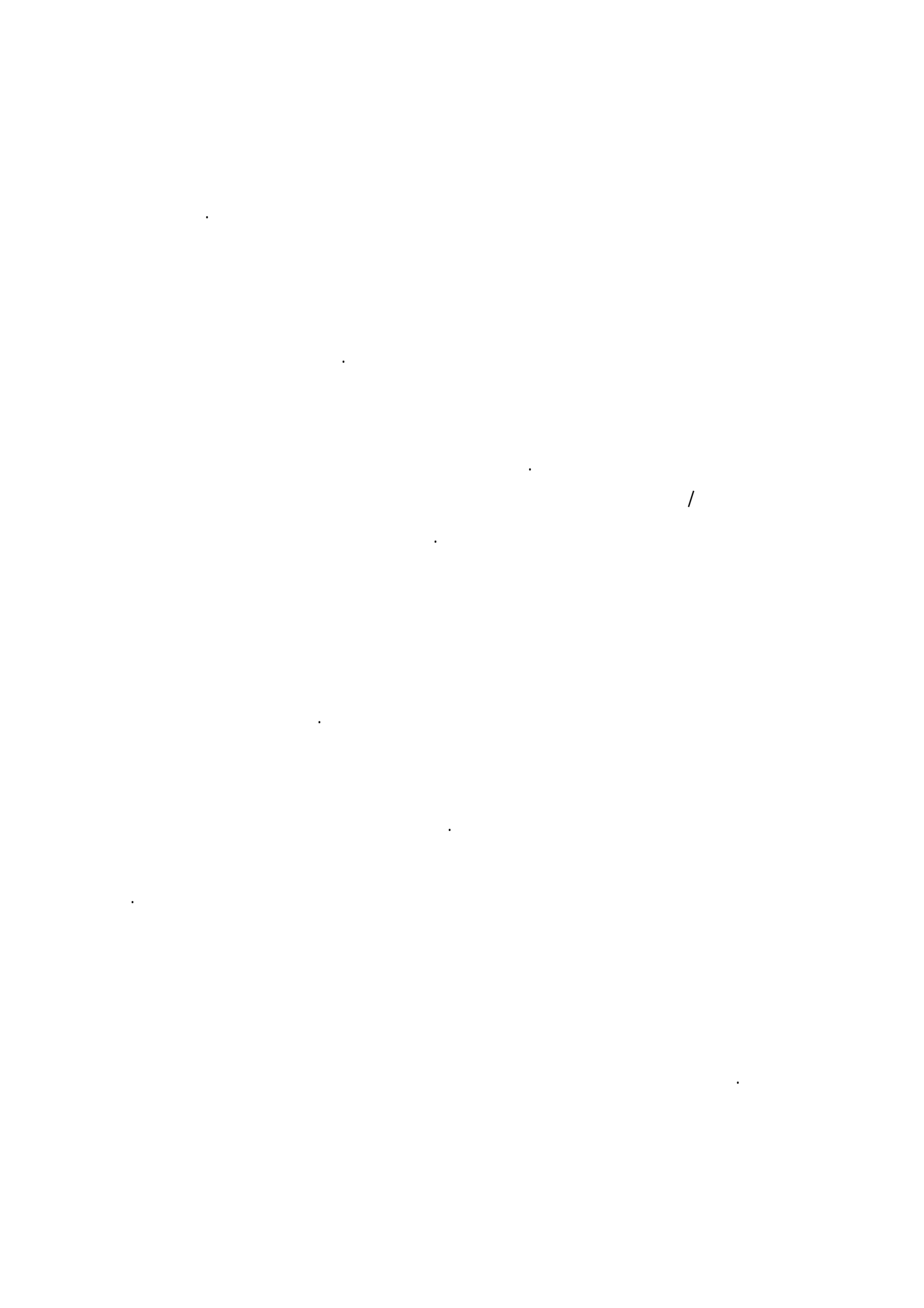
-

2010 / 1431

.

.....:

.....:



:

(2007) .

(2008)

(2009) .

(2007)

(2008)

.(2009)

).

(2005

:

.(1995)).

/

(2005)

(
.2010 2009

180

.(SPSS)

:

($0.05 \geq \alpha$)

($0.05 \geq \alpha$)

.()

()

:

The relation between the strategic planning and the performance of employee at the governmental technical colleges in the West Bank: analytical field study

Abstract

This study aimed at investigating the implementation of the strategic planning bases at the governmental technical colleges in the West Bank and its impacts on the performance of employees. It also aimed at investigating the strategic planning problems of these colleges and the basic requirements for developing the strategic planning there. This study was conducted from January until December 2009 and the descriptive methodology was applied. The instrument used to collect data was a questionnaire distributed among the employees at colleges.

The results of the study showed that the level of implementing the bases of strategic planning at colleges is medium and there is an acceptable relationship between the colleges' strategic planning and the performance of their employees. In addition, the college's mission, vision and objectives were unclear. Among the important dilemmas for strategic planning were the weakness of the colleges' administrative authorities given to them by the Ministry, the conflict of administrative authorities, the focus of the motivation system on short-term results and the absence of participation of all administrative levels in planning.

The results also revealed that the participants of the study strongly supported the necessity of offering the basic requirements for college strategic planning which are mainly the contentment of the Ministry and college of both the necessity of strategic planning and the presence of its qualified staff, the financial and human resources for planning, the preparation of plans to be implemented and the need for making all administrative levels participate in planning. In the light of these results, the researcher suggested that the vision, mission and objectives of the college should be paraphrased in cooperation with those working in it. The college administrative circles as well as the local community should participate in the process of planning. The mechanism of implementing the college strategic planning should be defined.

Additionally, the study suggested that the college should be independent in its strategic planning, the definition of having clearer and more comprehensive strategic criteria and in reinforcing the system of assessment and monitoring of performance at college. Finally, the present study suggested positively reinforcing the motivation system and linking it with the assessment results in order to promote the college human resources.

1.1

(2002)

(2007).

.(2009).

.

1995

1995

.(2008).

.

.

2.1

:

3.1

1995

1995

:

•

•

•

4.1

:

•

•

•

•

•

5.1

:

•

•

•

•

•

6.1

:

$(\alpha \leq 0.05)$

•

$(\alpha \leq 0.05)$

•

$(\alpha \leq 0.05)$

•

$(\alpha \leq 0.05)$

•

7.1

:

:

•

)

(

: •

: •

8.1

:

: •

: •

: •

: •

: •



1.2

.()

2.2

.(2009)

(2007)

.(2004)

(Bryson, 2004)

(2008)

.(2004)

(Mintzberg,1994) .

: **.1.2.2**

: (2009)

-
-
-
-

: **.2.2.2**

: (2005)

-
-
-

: **.3.2.2**

: (2006)

-
-
-
-
-
-
-

: **.4.2.2**

: (2007)

-
-
-
-
-
-
-

: •

.

.

: **.5.2.2**

: •

(Thompson & Strickland, 2004).

: •

:

() ○

.() ○

: ○

•

:

.

(Pearce & Robinson, 2003).

: () •

:() ○

:

. -
 . -
 . -
 . -
 . -
 : ○
 :
 .(/ / / /): -
 / / / /) : -
 : .(
 : ◆
 : ◆
 : ●
 (2008) : ●
 :

(Burgelman & Grove,2006) :

•

:

•

:

•

(Marcus,2005).

:

•

).

(2005

3.2

:

(2004) .

: **.1.3.2**

(2008)" " (strategy)

(2009)

(Marcus,2005) (2005) .

Porter

(2004).

(2005).

: **.2.3.2**

(Thompson&others,2005)

:

: •

: •

4.2

:(2009)

•

•

/ •

:(2004)

•

•

•

()

•

•

:(2007)

:

•

:()

•

:

•

7.2

(Globalization)

(T Q M)

(2008) .

:

.1.7.2

: (2009)

.()

8.2

(2003) .

9.2

(2009)

(2002)

(2003) .

:

.1.9.2

:(Joyce, 2000)

:

.2.9.2

(2002)

(2006)

(2003)

(2001)

(2005)

: **.3.9.2**

(
(2001).

: **.4.9.2**

(2004).

(2000).

: **.5.9.2**

(2004).

: **.6.9.2**

:(2004)

-
-
-
-

: **.7.9.2**

:

:

-
-
-
-

(2006)

10.2

."

" 1995

(2007) .

()
()

(

)

.(

:



:1.2

(1997) .

11.2

:

(2008)

-
-
-
-
-

12.2

: 2001

-
-
-
-
-
-

.2005
(2009).

:

.1.12.2

:(2007)

-
-
-
-
-
-
-

:(2009)

-
-
-
-
-

13.2

1995

1996

" "

1996/7/15

) .

.(1997

2005

:

.1997

.1999

.2000

.2002

2012-2008

20

-
-
-
-
-

(2005-2001)

2008

2007

. 2001 - 2005

2005

.2007

2002.

)

.(2008

14.2

: .1.14.2

(2009)

" (2009)

"

" (2009)

"

.

.

" (2008)

"

):

(

" (2008)

(90)

(2008-2007) (15)

.()

(2008)

" "

144

" " (2008)
2006 -2004

" (2008)
"

" (2008)

)

(

" (2008)

"

" (2007)

"

(60)

(86)

(77.34 %) :

(71.46 %)

(70.21 %)

(71.23 %)

(66.69 %)

(2007)

" (2007)

"

:

" (2007)

"

.

" (2007)

"

" (2007)

.

) "

(107)

(
(13)

()

()

)

(

" (2007)

"

.

.

.

:

" (2006)

"

(113))

. 2007.- 2006

(2006)

" (2006)

"

:

(2006)

25

: :

: .

: .

:

(2003)

(2003)

"

(1995)

((2008)

(1995))

: **.2.14.2**

: (Brewer 2003)

) :

(

(Moxly 2003)

() 5 180
%94.5
% 66.7

(Sloane 2003)

21

:(2003) Ohearn

(36)

(9)

(2002 , Stewart)

121

: (Nunez 2001)

(5)

: **.3.14.2**

1.3

2.3

(2007)

3.3

6

: .1.3.3

:1.3

0.85		1
0.78		2
0.90		3
0.86		4
0.90		5
0.82		6
0.89		7
0.94		8
0.91		9
0.86		10
0.85		11
0.86		12
0.94		13
0.98		14
0.88		

(0.88)

(1.3)

0.98 – 0.79

:()

2.3.3

(Pearson correlation)

:2.3

0.000	0.677**		1
0.000	0.630**		2
0.000	0.656**		3
0.000	0.677**		4
0.000	0.697**		5
0.000	0.680**		6
0.000	0.635**		7
0.000	0.627**		8
0.000	0.759**		9
0.000	0.765**		10
0.000	0.579**		11
0.000	-0.286**		12
0.000	0.431**		13
0.000	0.738**		14
0.000	0.677**		

(0.677**)

(2.3))

0.765**)

(0.000)

.(0.000 0.000)

(-0.286**

0.05

230)

.(

: 7.3

:4.3

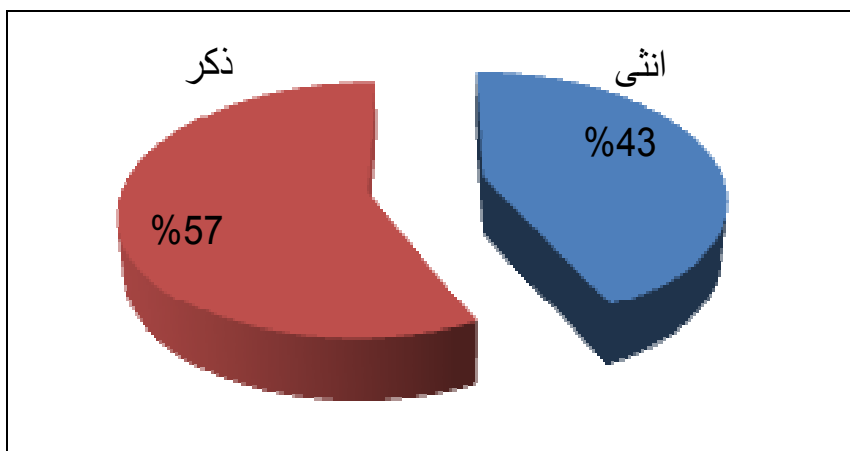
%70	140	185	200

: .1.7.3

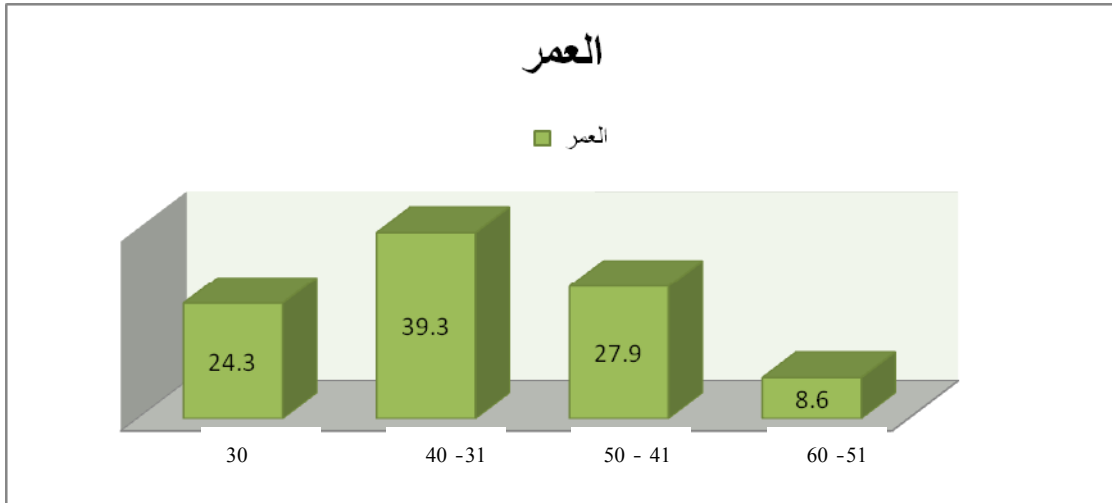
: - 5.3

%			
57.1	80		
42.9	60		
24.3	34	30	
39.3	55	40-31	
27.9	39	50-41	
8.6	12	60-51	
20.7	29		
32.9	46		
36.4	51		
10.0	14		

%			
1.4	2		
1.4	2		
2.1	3		
7.1	10		
14.3	20		
37.1	52		
11.4	16		
25.0	35		
43.6	61		
44.3	62		
12.1	17		
25.0	35	5	
31.4	44	10-6	
43.6	61	11	
12.9	18		
26.4	37		
21.4	30		
5.4	8		
9.3	13		
24.3	34		



(1.3)



:2.3

40-31 (2.3)

.60 - 51 50 - 41

1995

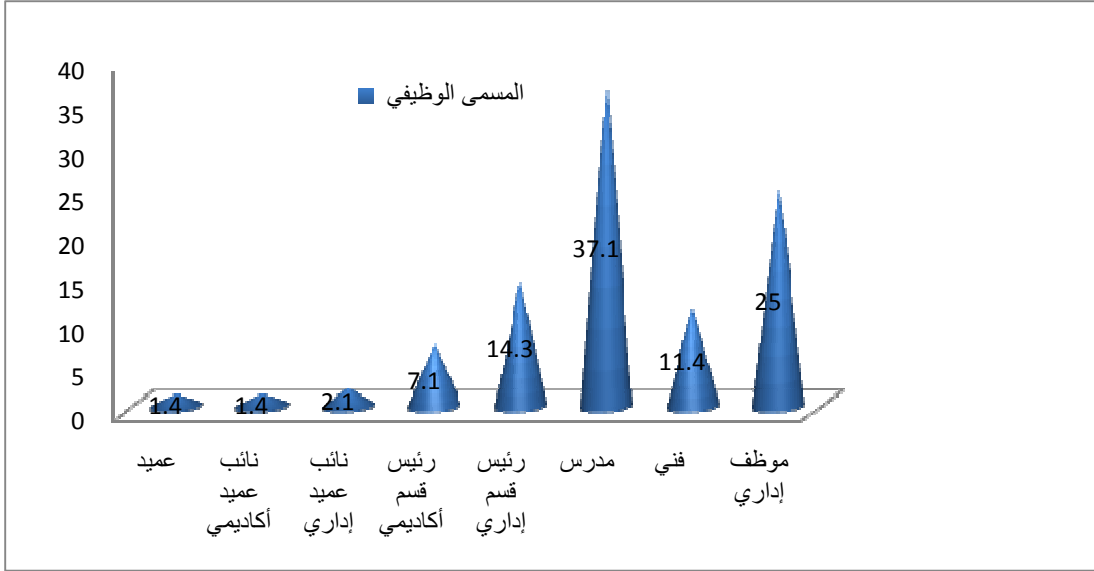
%30 ()

% 37.1 (3.3)

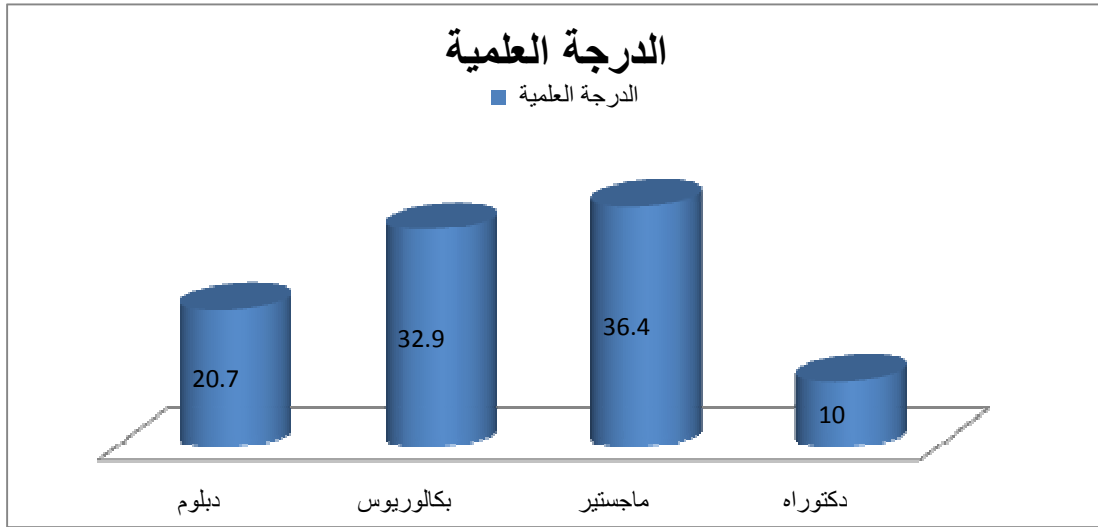
.()

(3.3)

%25



:3.3



:4.3

(4.3)

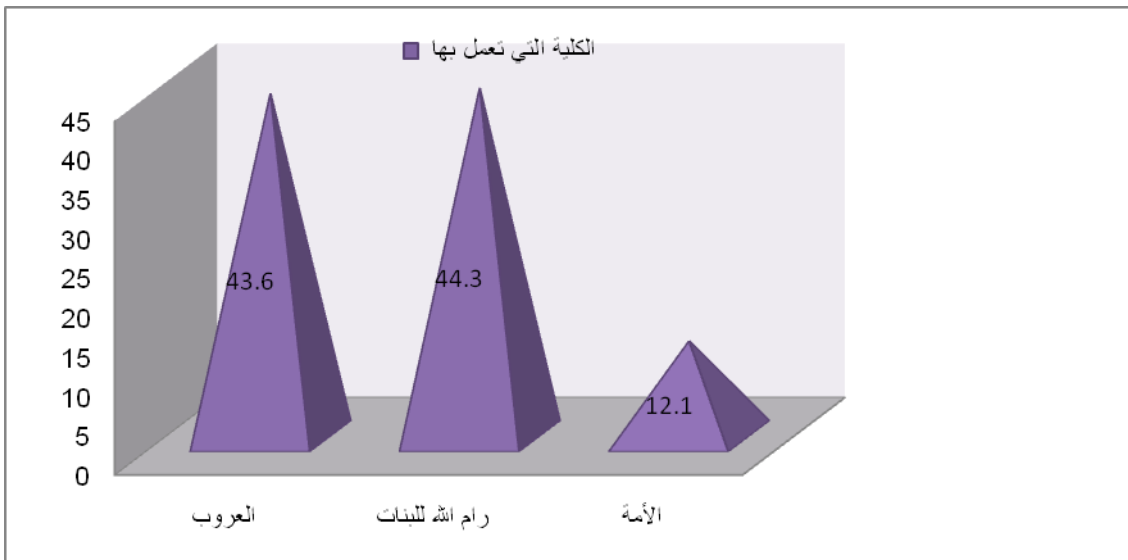
% 20.7

%32.9

% 36.4

%10

%7



:5.3

(5.3)

%70

%43.9

11

(6.3)

1995

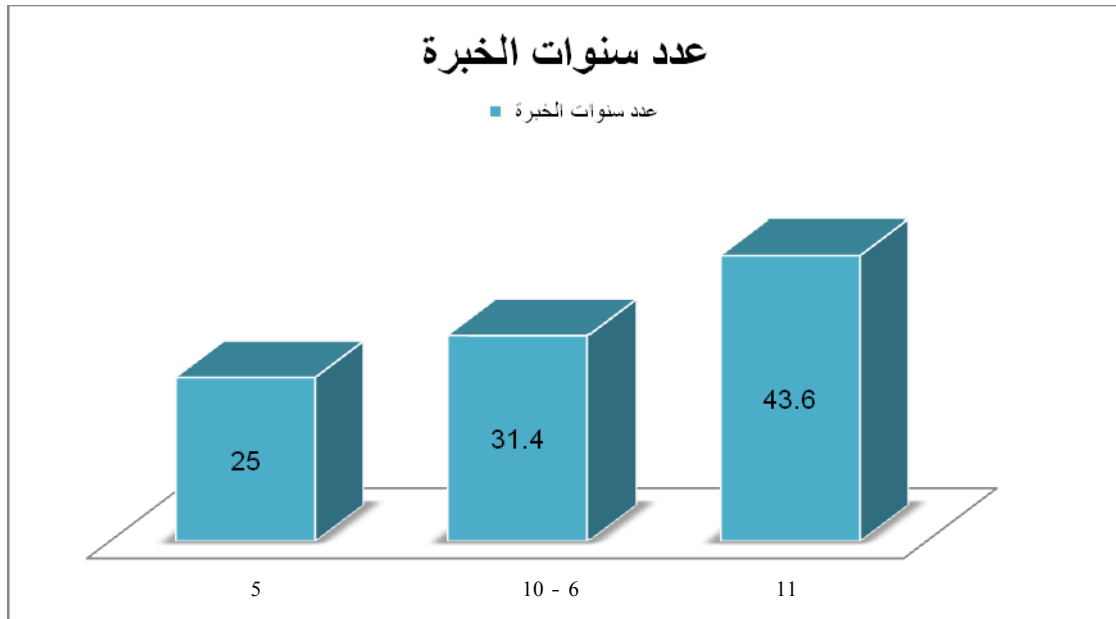
.1995

11

11

42

%30



:6.3

5

%31.4

10-6

%25

(7.3)

26.4%

% 24.3

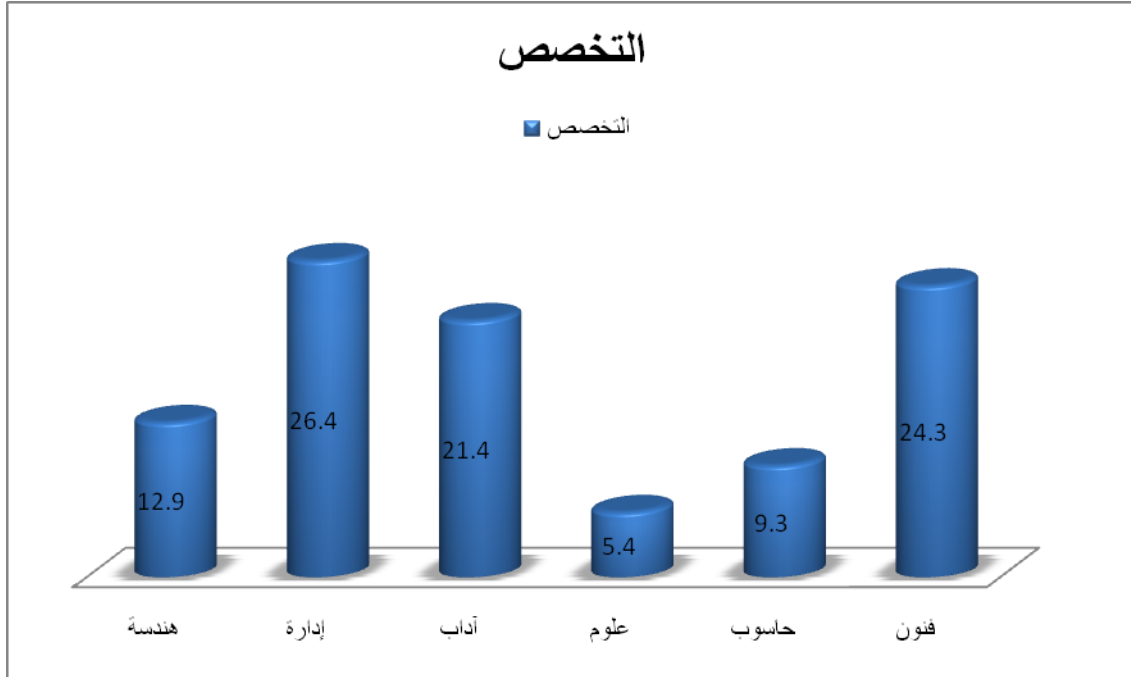
%21.4

%12.1

()

43

%9.3



:7.3

%5.4

.1995

•

•

•

•

•

•

1.4

(SPSS)

:(2006)

- (4.2 – 5) •
- (3.4 - <4.2) •
- (2.6 - <3.4) •
- (1.8 - <2.6) •
- (1- <1.8) •

2.4

: **.1.2.4**

:1.4

3.27		1
3.32		2
2.75		3
2.38		4
2.93		

(2.93)

(1.4)

2

4

(3.32)

(2.38)

4

(2006)

(2006)

:2.4

3.44		1
2.95		2
2.49		3
2.96		

(2.96)

(2.4)

(1)

(2.49)

3

(3.44)

.(2006) (2006)

3.4

3.06		1
2.80		2
2.78		3
2.88		

(2.88)

(3.4)

3

(3.06)

1

(2.78)

.(2008)

(1995)

:4.4

3.01		1
2.88		2
2.95		

(2.95)

(4.4)

1

2

(3.01)

(2.88)

.(2008)

(1995)

:5.4

3.46		1
3.42		2
3.39		3
3.01		4
3.27		5
2.60		6
3.19		

(3.19)

(5.4)

1

6

(3.46)

(2.60)

.(2006)

(2003)

:6.4

3.26		1
2.67		2
2.45		3
2.79		

(6.4)

(2.79)

(3.26)

1

(2.45)

3

(2002)

(2003)

.(2008)

:7.4

2.95		1
2.94		2
2.94		

(7.4)

(2.94)

1

(2.94)

2

(2.95)

(2003)

(2007)

(2002)

:8.4

3.00		1
2.84	()	2
2.97		3
2.95		4
2.94		

(8.4)

(2.94)

(3.00)

1

(2.84)

2

(2008)

(2009)

: -9.4

3.13		1
3.21		2
2.97		3
3.54		4
2.78		5
2.85		6

: -9.4

2.79		7
2.72		8
2.99		9
2.79		10
2.98		

(9.4)

(2.98)

4

(2.72)

8

(3.54)

4

(2003)

(2009)

: -10.4

3.07	((...))	1
2.77		2
2.85		3

. : -10.4

2.80		4
2.80		5
2.86		

(10.4)

(2.86)

(3.07)

1

(2.77)

2

(2007)

(2008)

(2006)

. :11.4

3.02		1
3.00		2
2.98		3
2.60		4
2.25		5
2.77		6
2.79		7
2.77		

(11.4)

(2.77)

(3.02)

1

(2.25) 5

5

(2003)

(2009)

(2007)

:

:12.4

2.93		1
2.96		2
2.88		3
2.95		4
3.19		5
2.79		6
2.94		7
2.94		8
2.98		9
2.86		10
2.77		11
2.92		

(12.4)

:

(2.92)

·
:

2.2.4

: -13.4

3.26		1
3.26		2
3.21		3
3.21		4
3.10		5
3.03		6
2.90		7
2.67		8
2.83		9
2.87		10
2.86		11
3.02		12
3.09		13
	(...)	
2.81	()	14
2.95		15
3.05		16
3.25	(.....)	17
3.03		18
2.95		19
3.05		20
2.83		21

:

: -13.4

3.00		22
2.90		23
2.90		24
2.96		25
2.71	()	26
2.99		

(13.4)

(2.99)

(2.67)

8

.(2007)

(2008)

(2003)

(2009)

(2008)

(2006)

.(2008)

(2007)

(2006)

(2007)

:

(2.99)

(13.4)

. : **.3.2.4**

:14.4

3.65		1
3.22		2
3.39		3
2.80		4
2.92		5
3.05		6
3.10		7
3.00		8
3.05		9
3.22		10
3.22		11
3.53		12
3.06		13
3.41		14
3.37		15
3.09		16
3.39	()	17
3.19		

(14.4)
(3.19)
(3.65) 1
(3.41) 14
(2.80) 4

14 12 1

(2009) .(2007) (2007) (2009) (2009)

(14.4)

(3.19)

:

.4.2.4

(15.4)

(3.76)

2

7

(3.85)

(3.57)

(2001) (1995)

:15.4

3.75		1
3.85		2
3.74		3
3.83		4
3.80		5
3.77		6
3.57		7
3.76		

(15.4)

(3.76)

:

.5.2.4

:

: •

$$0.05 = \alpha$$

:16.4

	F / T	
0.473	1.128	
0.797	0.339	
0.603	0.620	
0.044	2.354	
0.071	2.703	
0.685	0.380	
0.725	0.568	

(16.4)

$$0.05$$

.0.05

3.89 ()
 3.06

" : •

$$0.05 = \alpha$$

:17.4

	F / T	
0.019	0.750	
0.416	0.956	
0.332	1.150	
0.623	0.702	
0.121	2.143	
0.817	0.202	
0.725	0.568	

(17.4)

0.05

.0.05

3.15 3.22

:

0.05 = α

: -18.4

	F / T	
0.243	2.004	
0.242	1.410	
0.007	4.234	
0.119	1.789	
0.482	0.734	
0.566	0.572	
0.634	0.687	

(18.4)

0.05

.0.05

4.01

3.31

:

0.05 = α

:19.4

	F / T	
0.186	0.590	
0.959	0.101	
0.365	1.068	
0.005	3.580	
0.049	3.082	
0.173	1.779	
0.364	1.099	

(19.4)

0.05

.0.05

. 2.55 () 3.69

.2.82 3.34

6.2.4

:

-
-
-
-

-
-
-
-

-
-

-

-

-

0.05 = α
)

3.15 3.22

0.05 = α

4.01

(

0.05 = α

3.31

()

1.5

:

-
-
-
-
-
-
-
-
-
-
-

2.5

:

-
-

:

.1.2.5

-
-
-
-
-
-
-
-
-
-

:

.2.2.5

-
-
-
-

- :
 - :
 - :(2005) •
 - :(2003). •
 - 1 :(2000) •
 - (<http://209.85.229.132/search?q=cache:allI3w -udI0J:www.kfupm.edu> 1-8-2009)
 - :(2009) . •
 - (). :(2008) . •
 - :(2009) . •
 - " :(2009). •
 - "
 - (<http://www.rnpc.ps/pdf/8.pdf>, 5-11-2009)
 - :(2008). •
 - 1
 - 1 :(2007_). •
 - 1 :(2002). •
 - (2006). •
 - (<http://www.arabvolunteering.org/corner/avt96.html>, 5/6/2009)
 - :(2007). •
 - 1 :(2008). •
 - - :(2006) . •
 - (<http://www.arabicstat.com/board/showthread.php?t=920>, 2/7/2009)

- 1 (2004) •
- (2007) •
- () (2009) •
- () (2006) •
- () (2008) •
-) (2003) •
- (1994) •
- (2006) •
-) (2006) •
- ((1995) •
- "(2008) •
- (2002) •
- 2 (2005) •
- (20085) •
- (2004) •

:(2009) •

/

(2007) •

.()

1 :(2008) •

:(2004) •

:(2007). •

– :(2003). •

:(2002). •

(2006). •

(http://www.sustech.edu/sudannewAR/thesis2AR.php?coll_0-no=6&id=481/11/2009)

– :(2004). •

:(2007). •

).

.(

1 :(2001) •

1 :(2008) •

:(2008). •

.1 16

:(2008). •

.1 16

:(2007). •

.2 10

:(2009). •

.()

/ :(1997). / •

) :(2008). •

– (2012-2008

- : (2005) .
- : (1995)
- : (1997) .
- (2005)
- : (2002)
- .2 18
- . () : (2007).
- : (2007)
- : (2005).
- : (2003).
- 129-79
- : (2009).
- (http://www.taghrib.org/arabic/nashat/elmia/markaz/nashatat/elmia/matboat/resalata/ltaghrib/13/14.htm, 1/8/2008)
- " : (2008).
- . () .
- : (2008)
- .1 16
- 1 : (1982).
- " : (2007).
- "
- -
- 1 29
- : (2005)
- : (2002).

.() . •

:

- Brewer ,J.(2003):Perceptions held by selected members of the Wayne community college planning council about their participation in the strategic planning process, North Carolina State University.(P.H.D).
(<http://www.lib.ncsu.edu/theses/available/etd-07082003-100725/unrestricted/etd.pdf>, 2-12-2009)
- Bryson ,J.(2004):Strategic planning for public and non profit organizations,3rd edition,Jossey – Bass ,U.S.A.
- Eden,C,Ackerman.F.(1998):Making Strategy, sage publications, London.
(http://tamarackcommunity.ca/downloads/CCI_downloads/fall_rise_Strat_plan.pdf, 18/8/09)
- Joyce,p.(2000): Strategic in the public sector,Wiley & Sons,England
- Marcus,A.(2005): Management Strategy,Mc Graw-Hill,Irwin.
- Mintzberg ,H:(1994):The fall and rise of strategic planning
- Moxly,S.(2003): Strategic planning process used in school districts in the southeastern United States
- Nunez,w.(2001):Faculty and academic administrator support for strategic planning in the context of post secondary reform.
- Ohearn , c.(2003): The mission statement and planning in California Community colleges,Capella University.(P.H.D).
([http:// wwwlib.umi.com.](http://wwwlib.umi.com))
- Pearce ,R.(2003):Strategic Management,8th edition,Mc Graw-Hill,Irwin
- Robert,A& others.(2000):Strategic Dynamics,Mc Graw-Hill,New York
- Sloane, R.(2003):Perceptions of organizational learning resulting from strategic planning in private educational institutions
- Stewart,S.(2003): The relationships between strategic planning and growth in small businesses.
(<http://wwwlib.umi.com>)
- Thompson &others.(2005): Crafting and Executing Strategy, Mc Graw- Hill,Irwin.
- Thompson &Strickland.(2004): Strategy,Mc Graw-Hill ,Irwin.

:1.1



/

/

:

()

/

:

.. :

: :

	□	□	:	.1				
	(60-51□)	(50 -41□)	(40-31□)	(30 □):	.2			
	□	□	□	□	□:	.3		
(□)	(□)	(()	□ (()	□) (()	□) (()	□) (□) :	.4	
				(□)				
	□	□	□	:			.5	
	11 □		10-6 □		5 □ :		.6	
.....:(/)□	□	□	□	□	□	□	□	.7

= = = / = / : () : = =

:

/ √

					:		
						.1	
						.2	
						.3	
						.4	
						:
						.5	
						.6	
						.7	
						.8	
						.9	
						.10	

						.11
						.12
:						
						.13
						.14
						.15
						.16
						.17
						.18
						.19
						.20
						.21
:						
						.22
						.23
						.24
					()	.25
						.26
						.27

						.28
						.29
						.30
						.31
						.32
						.33
						.34
						.35
						.36
						.37
						:
					((.....))	.38
						.39
						.40
						.41
						.42
						.43
						.44
						.45
						.46
						.47
						.48

						.70
						.71
						.72
						.73

): :

(

						.74
						.75
						.76
						.77
						.78
						.79
						.80
						.81
						.82
						.83
						.84
						.85
					(...)	.86
					()	.87
						.88
						.89
					(.....)	.90

						.91
						.92
					(....)	.93
						.94
						.95
						.96
						.97
						.98
					() .()	.99

/

.....

.....

.....

:2.1

/

.....:

:

:

()

. /

.

.

:

. :

72()	1.1
80	2.1
81	3.1

18	1.2
39	1.3
40	2.3
41	3.3
41	4.3
42	5.3
43	6.3
44	7.3

35	1.3
36	2.3
37	3.3
38	4.3
38	5.3
47	1.4
47	2.4
48	3.4
48	4.4
49	5.4
49	6.4
50	7.4
51	8.4
51	9.4
52	10.4
53	11.4
54	12.4
55	13.4
57	14.4
59	15.4
60	16.4
61	17.4
61	18.4
62	19.4

.....
.....
.....
.....
.....

1 :

1	1.1
2	2.1
2	3.1
3	4.1
3	5.1
4	6.1
4	7.1
5	8.1

6 :

6	1.2
6	2.2
7	1.2.2
7	2.2.2
8	3.2.2
8	4.2.2

9	5.2.2
11	3.2
11	1.3.2
12	2.3.2
12	4.2
13	5.2
13	6.2
14	7.2
14	1.7.2
14	8.2
14	9.2
15	1.9.2
15	2.9.2
16	3.9.2
16	4.9.2
16	5.9.2
16	6.9.2
17	7.9.2
17	10.2
18	11.2
19	12.2
20	13.2
21	14.2
22	1.14.2
30	2.14.2
32	3.14.2
34	:
34	3.1

34	3.2
34	3.3
35	1.3.3
36	2.3.3
37	4.3
37	5.3
37	6.3
38	7.3
38	1.7.3
46 :	
46	1.4
46	2.4
46	1.2.4
55	2.2.4
57	3.2.4
58	4.2.4
59	5.2.4
63	6.2.4
65 :	
65	1.5
66	2.5
66	1.2.5
66	2.2.5
67	

82
83
84
85