

**Deanship of Graduate Studies  
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**The Impact of Leadership Style, Organizational  
Culture, and Empowerment on Staff Performance at  
private hospitals in Ramallah city**

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**The Impact of Leadership Style, Organizational  
Culture, and Empowerment on Staff Performance at private hospitals in  
Ramallah city**

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**Al-Quds University  
Deanship of Graduate Studies  
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**Thesis Approval**

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Empowerment on Staff Performance at private hospitals in Ramallah city**

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**Jerusalem – Palestine**

**1444 AH / 2023 C.E.**

## **Dedication**

To my beloved parents, who raised me to believe that anything is possible.

To my dearest husband, who encouraged me to go on every adventure,  
especially this one.

To my adorable son, whose love gave me the strength to achieve my goal.

To my amazing brothers and sisters, who supported me until the completion of  
this research.

And to my second family, encouraged me to go on.

I dedicate this work.

## Declaration

I certify that this thesis is submitted for the degree of master is the result of my own research, except where otherwise acknowledged, and that this study (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Signed

A handwritten signature in blue ink, appearing to be 'Ameerah Yasin Abdeljalil daoud', written in a cursive style.

Ameerah Yasin Abdeljalil daoud

Date: 4.4.2023

## **Acknowledgments**

All the praises and thanks be to Allah, the Lord of all worlds and existence, the most Gracious and the most Merciful.

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To all doctors that to all instructors and doctors who give me the knowledge

To all the institutions and hospitals that provided me with all the facilities to produce these results This thesis is only a beginning of my journey.

To each of the above, I extend my deepest appreciation.

## **Abstract**

The study aimed to identify the impact of leadership style, organizational culture and empowerment on staff performance at private hospitals in Ramallah city, and disclosure of statistically significant differences on the Impact of the leadership style, organizational culture and empowerment on staff performance at private hospitals in Ramallah city. To achieve the study's objectives, the study followed the analytical descriptive method and used the questionnaire as the main tool of study. The population is administrative and health staff working in private hospitals in Ramallah. (Walid Al-Nazir, Al-Hilal Hospital, Istishare Arab hospital, Almustaqbal Hospital, H Clinic Hospital, Arab Care Hospital and Khaled Surgical Hospital). The sample was selected in Random sample, with (135) questionnaires distributed and fully recovered. The questionnaire was distributed electronically and face-to-face. The results showed a significant impact on the dimensions (Organizational Culture, Employee Empowerment, Leadership style on employee's performance, results also showed no statistically significant differences about the impact of the leadership style, organizational culture, and empowerment on functioning depending on the variable (Nature of work, scientific qualification, years of experience), the study made a series of recommendations, the most important of which was the adoption of the democratic style of leadership, which has a positive impact on improving the functioning of the job in private hospitals.

**Keywords: leadership style, organizational culture, Staff empowerment, Private hospitals.**

## المخلص

أثر أسلوب القيادة والثقافة التنظيمية والتمكين على أداء العاملين في المستشفيات الخاصة في مدينة رام

الله

إشراف: الدكتورة سلوى البرغوثي.

الباحثة: أميرة داوود.

هدفت الدراسة إلى التعرف على أثر أسلوب القيادة والثقافة التنظيمية والتمكين على أداء العاملين في المستشفيات الخاصة في مدينة رام الله اتبعت الدراسة المنهج الوصفي التحليلي واستخدمت الاستبانة كأداة رئيسية للدراسة. على موظفين إداريين وصحبيين يعملون في المستشفيات الخاصة في مدينة رام الله. (وليد الناظر، ومستشفى الهلال، ومستشفى الاستقلال العربي، ومستشفى المستقبل، ومستشفى إتش كلينيك، ومستشفى الرعاية العربية، ومستشفى خالد الجراحي). تم اختيار العينة العشوائية حيث تم توزيع (135) استبانة واستعادتها بالكامل وتم توزيعها بالطريقتين الواجهية والالكترونية. أظهرت النتائج تأثيراً معنوياً على (الثقافة التنظيمية، تمكين الموظف، أسلوب القيادة على أداء الموظف، كما أظهرت النتائج عدم وجود فروق ذات دلالة إحصائية حول تأثير الثقافة التنظيمية على الأداء بالاعتماد على متغير (طبيعة العمل)، المؤهل العلمي، سنوات الخبرة)، قدمت الدراسة سلسلة من التوصيات، كان من أهمها تبني الأسلوب الديمقراطي للقيادة، والذي كان له الأثر الإيجابي في تحسين سير العمل في المستشفيات الخاصة.

الكلمات المفتاحية: القيادة، الثقافة التنظيمية، تمكين العاملين، أداء العاملين، المستشفيات الخاصة

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# **Chapter I**

## **The general framework of the study**

## **1.1. Introduction:**

In the light of the significant changes currently taking place in the various types of organizations, and in the light of the cognitive and information development of this time, the leadership style organizational culture and empowering has become pivotal for both organizations and staff, It has been noted that work and life pressures have become natural phenomena that require human coexistence and adaptation, This requires a workplace that is attractive to individuals and is compatible with recent changes and developments (Putri et al, 2019

Parashakti et al. (2020) considers that the organizational is one of the major challenges that an organization should face in defining future strategies and overall objectives of the organization, regardless of its activities, scope of work or culture, which will be reflect in the staff' spirits. Where human beings generally interact with the circumstances surrounding them, they are usually able to adapt their behavior according to the type of conditions in which they live, as human staff within organizations are affected by the culture in which they operate.

According to Edward and Purba (2020) The organizational culture includes several factors, some of which have varying effects on staff within the organizations, Therefore, the impact of the organizational culture on staff within organizations does not arise because of a particular factor or a combination of separate factors, rather, it is due to the results of the interaction between multiple cultural factors, although some have a governing influence on the behavior or group of particular behavioral phenomena.

Successful institutions are interested in the subject of the organizational culture. These institutions are beginning to realize that understanding the organizational culture has become the best way to identify indicators that have a direct impact on the behavior, motivation and performance of the human race. and the main means to improve and develop staff performance and increase efficiency and productivity by addressing staff' psychological, social and material needs (Frastika & Franksiska, 2021).

By focusing on the dimensions of the internal culture such as the Director's leadership, style at the Foundation, where institutions are experiencing developments in leadership style, where the dictatorial and authoritarian regime has proved to be failing under modern-day requirements (Asbari et al, 2021). Organizational culture is one of the most important determinants of the organizations determining the values, customs and traditions that distinguish the Organization from others. Organizational culture is the framework that senior management can use to assess and promote the Organization's culture of innovation (Ince, 2022). Another dimension that has a significant impact on the staff performance is the empowerment of staff is an essential and critical element for organizations, especially in the direction of adopting and applying modern management concepts such as comprehensive quality management, re-engineering administrative processes and overall performance planning, where employee empowerment is one of the prerequisites for the successful application of modern management concepts Empowerment, whereby empowerment aims to decentralize authority as a core unit of organizational change, the senior management of the organizations resorts to empowerment with the participation of section heads in the decision-making process with a view to raising their motivation and moral status, thereby driving them to further achieve the benefit of the enterprise development process (Kavyashree et. al, 2022).

Concern for the leadership style, organizational culture and empowerment and the impact of these on the staff performance is one of the sources of staff satisfaction, and having a good achievements in the organizations

The work culture characterized by harmony and satisfaction of staff, which will contribute to improving and developing the capabilities of staff in achieving greater levels of creativity (Ermitaet. al, 2021).

The performance of the job is a reflection of the performance of the institution to which he belongs. The efficiency and effectiveness of the staff is only an expression of the efficiency of the institution in which they work. The individual's

interest in his level of performance is reflected positively (Paais & Pattiruhu, 2020).

This is confirmed by Asbari et al. (2021) that staff performance is one of the most important factors and determinants used in evaluating the enterprise he or she heads or manages. Therefore, staff performance is often a criterion for evaluating the overall performance of the organization and determining its degree of effectiveness and efficiency, The performance of the job is linked to the life cycle of the organization at different stages since its ability to survive and develop depends on the performance of the job.

## **1.2. Problem Statement:**

The Palestinian public and private health sector is of great importance by the senior departments, as they strive to provide the best services by employing the latest methods and strategies to optimize the exploitation of the human and material resources of health institutions to achieve the highest level of performance of staff and improve the level of service provided (AlWaheidi, & Ross-AL-Abou,2021). With the radical developments and changes in different types of organizations as a result of the information, and technology revolution, the organizations' need to revisit their leadership style organizational culture and empowerment and how it affects the staff performance, and periodically analyze them to detect strengths, and weaknesses affecting their functionality. and trying to create conditions that helps to develop and improve the performance of staff, where the results of the study, (Chatzoglou, & Diamantidis, 2018) confirm. However, the working culture and administrative support have the strongest impact (direct and indirect) On the performance of staff, this is consistent with the findings of a study, Berberoglu (2018) that there is a positive and linear relationship between the organizational culture with organizational involvement and perceived organizational performance of staff in public hospitals in Northern Cyprus, the study, (al. et, Ingsih, 2021) on the need to study the factors affecting

the performance of staff and work to enhance them to achieve the required levels, a study indicates, (Gopinath, 2020) The importance of maintaining the steady upward growth of enterprises and the need to maintain the efficiency and effectiveness of staff performance by providing a better working culture to maintain a stable workforce, which is compatible with the study's recommendation (Ekhsan and Badrianto, Y, 2020) The significance of assessing the characteristics of organizational culture and working to reinforce strengths and rectify deficiencies in order to improve organizational staff performance. Given the importance of private hospitals in Ramallah in providing healthcare to both natives and visitors, the researcher considered that the dimensions of the organizational culture should be studied and their impact on the performance of the hospital's staff should be determined. Hence the problem of studying the organizational culture and its impact on the performance of staff in private hospitals in Ramallah. The issue of the study can be reflected in the following key question:

What is the impact of leadership style, organizational culture and empowerment on staff performance at private hospitals in Ramallah city?

The following sub-questions come from the study's main question:

1. What impact does the leadership style have on the staff performance of private hospital staff in Ramallah?
2. What impact does organizational culture have on the staff performance of private hospital staff in Ramallah?
3. What effect has staff empowerment on staff performance at Ramallah's private hospitals?

### **1.3. Study Objectives:**

The main objective of the study is to study the impact of the Organizational culture on the employee's performance in private hospitals in Ramallah by achieving the following sub-objectives:

1. What effect does the leadership style have on staff performance of private hospital staff in Ramallah?
2. Identifying the impact That organizational culture has on the staff performance of private hospital staff in Ramallah.
3. Determine the influence of staff empowerment on the performance of staff in Ramallah's private hospitals.

### **1.4. Importance of the Study:**

#### **First: Scientific significance:**

- The scientific significance stems from the importance of the health sector and its health care and treatment services to citizens.
- The importance of the study lies in the importance of studying.

The Impact of Leadership Style, Organizational, Culture, and Empowerment on Staff Performance at private hospitals in Ramallah city  
The current study is there for considered an interesting addition to the Arab library with recent studies on The Impact of Leadership Style, Organizational, Culture, and Empowerment on Staff Performance at private hospitals in Ramallah city, it is therefore a starting point for researchers in this field.

#### **Second: Practical importance:**

- The practical importance of the study's findings is as follows:
- Clarify aspects of the organizational culture and levels of its impact on performance.

- The study's findings in the Senior Management Assistant could contribute to detecting and strengthening weaknesses in the organizational culture and identifying and strengthening strengths.
- The importance of the study also demonstrates the importance of providing a high level of performance in private hospitals in Ramallah, as this reflected in the quality of the service provided.
- The study's findings can contribute to improving the performance of hospital staff through the recommendations proposed by the study that improve the organizational culture and thus improve performance.

### **1.5. Study Hypotheses:**

1. Are there statistically significant differences at an indicative level ( $\alpha \leq 0.05$ ) between the responses of the study sample on the impact of the Organizational culture on the employee's performance in private hospitals in Ramallah according to the variables of nature of work (Doctor, Nurse, Administrative)?
2. Are there statistically significant differences at an indicative level ( $\alpha \leq 0.05$ ) between the responses of the study sample on the impact of the Organizational culture on the employee's performance in private hospitals in Ramallah according to the variables of scientific qualification (Diploma, Bachelor's, master's and Ph.D.)?
3. Are there statistically significant differences at an indicative level ( $\alpha \leq 0.05$ ) between the responses of the study sample on the impact of the Organizational culture on the employee's performance in private hospitals in Ramallah according to the variables of years of experience (1-5 years, 6-10 years, more than 10 years)?

## **1.6. Limits of study:**

### **- Substantive limits:**

This study is limited to studying the The Impact of Leadership Style, Organizational Culture, and Empowerment on Staff Performance at private hospitals in Ramallah city.

### **- spatial limits:**

It consists of private hospitals in Ramallah (Walid Al-Nazir, Al-Hilal Hospital, Istishari Arab Hospital, Almoustaqbql Hospital, H Clinic Hospital, Arab Care Hospital and Khaled Surgical Hospital).

### **- Time limits:**

The study applied between 2022- 2023.

### **- human limitations:**

Staff in private hospitals in Ramallah (doctors, nurses, administrators).

## **1.7. Terms Definitions:**

### **- Organizational culture:**

The group of forces and elements that surround the Organization (within and outside the Organization) have a direct or indirect impact on the way it operates and affects the way it obtains the resources necessary for the continuation of its work (Putri et. al, 2019).

defines it as the group of forces that surround the in private hospitals in Ramallah, defined by the style of leadership, empowerment and organizational culture which have an impact on staff performance.

A set of values, assumptions and shared beliefs that govern the way individuals behave within companies (Lubis & Hanum, 2020).

**- Staff' performance:**

The output of the effort made by the staff and the implementation of the work and responsibilities assigned to them in order to achieve the goals of the organization and determined by effectiveness, productivity and speed of response (alsasma, 2021).

Procedurally, it defined as the effort of staff working in private hospitals in Ramallah to perform their mandated tasks in the right and proper manner, taking into account the efficiency in the performance of tasks and duties with a view to achieving the desired.

**- Leadership style:**

The way leadership manages the organization (Purwanto et. al, 2020).

The activity pattern of leading a group of people or an organization (Prachita A. Patil, 2019)

**- Empowering staff:**

Process of improving the feelings of self-ability among the Organization's staff by creating conditions that will help them to control and increase formal practices and informal methods to inform them about their own ability (Ruiz-Palomo et. al, 2020).

## **1.8. Study Variables:**

**Dependent variable:** staff performance; it combines with the following dimensions: (Achievement, productivity, and efficiency) (alsasma, 2021)

**The Independent Variable:**

**Leadership style:** consists of the following dimensions: (Yáñe et. al, 2021), (Zam et. al, 2021), (Ariussanto et. al, (2020, and (Ingsih et. al, 2021):

(Democratic style of participation, Dictatorial pattern, Messy Pattern)

**Organizational Culture:** consists of the following dimensions: (Discipline and commitment, Organizational values, Team Spirit, Organizational flexibility,

Clarity of objectives, focus on results Focus on the employee openness). (Katzenbach, J. R. and D. K. Smith,2006)

**empowering staff:** consists of the following dimensions: (Staff' participation, Building task forces, Impact, and Motivating Staff). (Khan.& Altaf,2015) .

### 1.9. Study Model:

This model represents the variables and their dimensions that were dealt with in the research. The effect of three independent variables on one dependent variable has been studied.



‘Figure (1): Study variables and dimensions identified, by the researcher with the help of reviewing: Based on the study of each (Yáñe et. al, 2021), (Zam et. al, 2021), (Ariussanto et. al, (2020, and (Ingsih et. al, 2021).

## **Chapter II**

### **Theoretical framework and previous studies**

## **. Theoretical framework**

### **Part one**

#### **2.1. leadership style**

##### **Introduction:**

Leadership is a relatively fluid concept. Most leaders, in general, adapt their leadership styles to their situation. This is especially true the longer they lead; their leadership style evolves as they learn and interact with their personnel.(<https://www.imd.org/reflections/leadership-styles/>)

- **leadership style:**
- As a result of rapid development and continuous change in all areas, organizations need to revisit their Organizational culture and periodically analyze them to reveal the strengths and weaknesses of their culture and periodically analyze them to reveal the strengths and weaknesses that affect the functioning of organizations (Zacharias et. al, 2021), (Paais & Pattiruhu, 2020), emphasizes that the organizational culture is an enabler of organizational effectiveness, by improving the organizational culture, management can influence the individual or human component within the organization, which is at the heart of the process of raising the level of performance of the organization's staff. This study addresses the organizational culture in terms of concept and relevance, characteristics, dimensions and factors affecting it.

Leadership is defined as the ability to influence and motivate, and to enable others to contribute to the effectiveness and success of an organization, The importance

of leaders is reflected in the strong relationship the leader builds with his subordinates which contributes to the creation of a strong organizational culture and a positive climate reflected in many behaviors within the organization, The leadership style of the organizations' officials are varied, and the leadership patterns of the leader may vary as required by the position( al, 2021):

- Autocratic style: This style is characterized by arbitrariness derived from the authority conferred upon it, where its followers are forced to carry out their work according to their will and whims, often following methods of threats and intimidation to achieve its objectives, resulting in anxiety and psychological instability.
- Democratic style: his balanced behavior, he pursues persuasive methods, cites facts, respects individuals' feelings and feelings, and makes them feel dignified and important. The democratic leader enlists the views of his followers, plays an active role in developing innovation, achieving cooperation, and releasing subordinates to their potential.
- messy style: In this style the leader leaves to his followers to make decisions and the identification of objectives and the choice of methods of implementation, thereby renouncing its essential role as decision maker, He has become a mediator, characterized by negativity, tolerance and courtship towards his pursuit, such conduct by the Commander/Director may lead to indiscipline and indiscipline, Low productivity, such leadership is characterized by duplication of effort, Time was wasted, and the leadership style was dominated by the expansion of the delegation of authority, general education, hesitation and uncertainty.
- Theories on leadership styles

McGregor's Theory:

Theory X: They dislike individuals and believe in strict monitoring and control over subordinates.

Theory Y: They are participative and include subordinates in decision making.

Theory of the Path-Goal:

The role of the leader is to use structure, support, and incentive to create a work environment that allows people to achieve the organization's goals. You may also need to consider what your team members desire and require.

This is where Path-Goal Theory, which was introduced in 1971, comes in handy.

Persons with high ability who are allocated to a complex assignment, for example, will require a different leadership strategy than people with low ability who are assigned to an ambiguous task. (The former will prefer a collaborative approach, while the latter needs to be told what to do).

You can utilize Path-Goal Theory to determine the optimal leadership technique to use depending on your people's requirements, the task at hand, and the environment in which they work.

Behavioral Analysis:

The primary focus is on the actions of actual leaders. Determines how various types of specific conduct affect follower performance and pleasure.

## **2.2. organizational Culture:**

- organizational is one of the most important factors by which different organizations can be distinguished given the diversity and multiplicity of elements they contain. and consisting of a set of beliefs, expectations and values shared by the organization's members, The importance of organizational culture is to standardize behaviors, give meaning to roles, strengthen communication, promote shared values and high performance

standards, Organizational culture also develops a sense of membership and belonging and gives functional stability, It also works to increase exchange among members by participating in decisions, developing task forces and coordinating between different departments, groups and individuals, The dimensions of organizational culture are defined as follows(Zacharias, et.al, 2021):

- Discipline and commitment: It means taking responsibility and reducing waste of time, effort, resources, and serves as the main driver of best performance.
- Organizational values: Values represent the core of the company's identity and reflect the philosophy or principles that guide the company's internal behavior and regulate its relationship with stakeholders.
- Team Spirit: It is a group of individuals working together to achieve a common goal. The more harmonious the Panel's members, the greater the understanding and the better they can achieve.
- Organizational flexibility: It means the Organization's ability to adapt to surrounding variables and developments.
- Clarity of objectives: Clarity of objectives for the organization's staff contributes to the direction of their behaviors and efforts in achieving those goals, which contributes to the reduction of waste processes.
- Focus on results: It intended to exploit all the Organization's resources for higher productivity of greater quality.
- Staff focus: The organization's interest is in the requirements and attitudes of its colleagues and in helping them solve their personal or professional problems and challenges.
- Openness: It is the ability to employ the shells of experience, competencies and techniques to determine overall performance.

## ● **Concept of organizational culture:**

The concept of the organizational culture has received many researchers due to its importance in achieving the Organization's objectives. Researchers have a variety of definitions of it. The following are the most prominent of these definitions:

- Christina et. al, (2020) as "the amount of difference between the image of the individual and the organization he wishes to join in terms of the conditions of the organization and the working conditions thereof, the supervisory systems followed by the supervisors and the existing systems of reward and punishment and the realization of the conditions of that organization after admission".
- Hafeez et. al (2019) is a term that indicates "a combination of factors affecting the conduct of staff within the organization of the leadership style , the nature of the applicable organizational and legislative structure, incentives, cognitive concepts, the characteristics of the internal organizational culture and other factors and dimensions affecting the conduct of staff within the organization".
- Paais, and Pattiruhu, (2019) defined it as "a set of concepts and trends that prevail in the organization's working atmosphere."
- It is defined as "the set of forces and elements that surround the Organization both internally and externally have a direct or indirect impact on the way it operates, affecting the way it acquires materials for its continuity, such as raw materials, qualified staff to produce the goods, services and information it needs to improve the technology used or determine its competitive strategy (Zacharias et. al, 2021)
- It is defined as "all constants and variables within and outside the Organization that have a current or potential relationship with the Organization that affect and are influenced by the activities of the Organization" (Ariussanto et. al. 2020).

It is clear from the foregoing that the organizational culture: is a set of elements, ideas, cultures, means and patterns used by the Organization to achieve its objectives.

● **Importance of the organizational culture:**

The organizational culture, through its administrative and non-administrative components, plays an important role in achieving the effectiveness of organizations of different nature and objectives. Therefore, various global institutions have sought to provide a healthy organizational culture so as to ensure its survival and sustainability. The importance of organizational culture can be summarized in the following points (Ichsan et. al, 2021):

- Impact on the Organization's achievement of its planned objectives, which linked to the climate prevailing within the work.
- There is a correlation between the positive culture within the Organization, improving staff' behavior and performance to implement the Organization's objectives.
- The impact of the organizational culture on individuals' behaviors. The individual spends most of his time working through contact with heads and subordinates at all levels. In his conduct, he is subject to the effects of the organizational culture in its different dimensions.
- Providing an adequate organizational culture is the key to success in effective management, and sustained attention to creating a healthy organizational culture contributes to the development of performance and the achievement of the Organization's objectives with high efficiency and effectiveness.

(Zacharias et al. al, 2021) refers to the importance of the organizational culture in the following points:

- Influence the behavioral output of staff of any organization.
- The organizational culture plays an important role in organizational development. It is an important indicator by which individuals' satisfaction

with the Organization can be measure Control and control of the organizational climate enables the Organization's management to drill individuals and drive them towards the achievement of the Organization's objectives.

- Interact with innovation renewal and modernization and keep abreast of continuous and accelerated developments and variables of the culture.

As indicated above, the Organization's organizational culture plays a significant role in achieving its objectives, improving performance and productivity at work through its facilities, providing work requirements and working to eliminate the challenges faced by work. It also works to keep up with the Organization's changes and developments in the labour sector.

### ● **Characteristics of the organizational culture:**

The organizational culture has many characteristics (Paais & Pattiruhu, 2020):

- The organizational culture is characterized by a stable quality: in the sense that the organization's personality is a acquired process, the organizational culture is determined by the employee's interaction with the organizational culture , as everything within and outside the organization's boundaries falls within the framework of the study of a regulated culture.
- The organizational culture is subject to cultureal effects: no organization can live in isolation from the culture; because they undergo and interact with their influences, help determine performance and growth levels, and leave some negative effects on them.
- Uniqueness and excellence: The working culture of each organization is different from that of other organizations, although they share many characteristics together; the extent to which each organization is affected is different from the other.
- Ability to control cultureal variables. Organizational changes are difficult to control; because they are not physical changes such as temperature,

gravity, or chemical reactions that can be controlled and directed, the organization's work culture governs socioeconomic variables, which, although some can be predicted and partially control, are very difficult to control.

(Christina, et. al, 2020) determine the following characteristics:

- Biodiversity: an indication of the heterogeneity of the Organization's different external needs of competitors, suppliers and others.
- Substantive complexity: The dynamism and diversity of the culture will increase the need for a director to provide highly complex technical information for the Organization's decision-making.
- Change in the characteristics of work and the diversity of labour forces: organizations face many challenges resulting from changes in the characteristics of the workforce and employment rates in different economic sectors, whether industrial, commercial or service, including demographic changes and labour forces, and elimination of the skills gap and changes in the values and ethics of staff.

From the foregoing, it is clear that the organizational culture is diverse and changing by changing the areas and sectors of organizations' businesses. For example, the organizational culture in service enterprises, such as hospitals, is different from the organizational culture in industrial companies, each taking on a particular style of organizational culture, and the organizational culture characterized by a diversity of their departments and requirements.

### ● **Dimensions of the organizational culture:**

The organizational culture is a set of elements and components that integrate together to create a coherent and collaborative work system based on a system under rational leadership. The organizational culture defined in its multiple

dimensions. Several studies referred to the dimensions of the organizational culture, such as the studies of Taleb and Alhagag (2020) and the study of Afana (2017), The study adopted three main dimensions, which the researcher believes are among the most important dimensions in the organizational culture, as follows:

### **2.3. Empowering Staff**

- 
- It defined as providing staff with the opportunity to demonstrate their abilities and creative ideas in their field of employment. In addition, it's one of the building blocks of the organization's strategy to address challenges and developments empowerment is the key to obtaining the potential of its human resources to serve its administrative success, during its significant role in improving decision-making, which is an important indicator of the Foundation's progress and development The Staff Empowerment Gateway serves to decentralize power as a core unit of organizational change. Therefore, senior management in the organizations resorts to empowering the participation of section heads in the decision-making process in order to raise their motivation and moral status, thereby driving them to further achieve the benefit of the enterprise development process the dimensions of empowerment are defined by (Thun, & Bakker, 2018):

- **Information technology (IT):**

A prerequisite for the modern organizational culture the use of information and communication technology with the aim of creating knowledge, organization, sharing and application, based on computer and special software such as software, electronic search engines, website portals or virtual workspaces. Information technology offers many possibilities for the organization to achieve communication and communication both between the

internal elements of the Organization and between the Organization and the outside world (Christina, et. al, 2020).

- **Regulatory structure:**

The core focus of the organizations is the organic organizational structure and flexible administrative system that is rigid or complex, the creation of systems and methods that make the organizational process of functional value, and the setting of ambitious organizational goals that are implemented on steps and stages so that the next step is not moved before the success of the previous step is ascertained (Berberoglu, 2018).

Through the above, it is clear that the organizational culture is based on a set of dimensions that define its nature. Leadership is the most important component of the regularization culture and the driving style affects all components of the organizational culture, as well as the organizational culture of the Organization that influences the workflow mechanism and determines the nature of staff relationships and the way they deal with clients, The empowerment of staff is also one of the dimensions of the modern and sophisticated organizational culture that meets modern trends towards staff' participation.

● **Factors affecting the organizational culture:**

The factors affecting the organization's general culture are as follows (Diamantidis & Chatzoglou, 2018):

- **External factors:**

They are located outside and surround the organization, such as:

- **Economic culture:**

a combination of economic factors affecting all organizations of society, such as the overall economic situation (inflation, contraction, growth), income, availability of production factors and interest rates.

- **Political culture:**

The impact of the general political atmosphere, both internally and externally, on the Organization's activities through the creation of opportunities or threats, such as the relationship of the State in which the Organization works with other States forming an existing or potential market for its products.

- **The legal culture:**

It means the impact of laws enacted by legislative authorities on the Organization's work in terms of making laws that may impede the work of the Organization or restrict its activities.

- **Social and cultural culture:**

Culture, including customs, beliefs and values, affects organizations' ability to interact with different societies, and the experiences of many organizations illustrate the significant impact that society's culture has on the activity of organizations.

- **Internal culture:**

They exist within and influence the Organization from within, and consist in substantive, procedural aspects of business performance within the Organization such as working methods, techniques used and the Organization's systems and laws, including formal and informal organizational structure, formal and informal working groups, communication patterns, leadership, pay system, incentive system and management philosophy.

Through the above, it is clear that the organizational culture is influenced by all the factors surrounding the Organization and the society in which the Organization exists. The political climate and the economic level of society affect the organizational culture, as well as social culture. The organizational culture is also influenced by the Organization's internal factors, such as the educational level of staff and organizational structure, and the characteristics and requirements of staff.

## ● **Successful organizational culture pillars:**

The successful working culture based on a set of principles and components (Edward and Purba, 2020):

- Redesign productive processes at full stages to make them more sophisticated and responsive to clients' services.
- Purchase modern and sophisticated equipment, machinery and means with a high degree of security, as well as purchase non-hazardous materials whose use does not result in risks.
- Develop a training plan for the next period to prepare staff to deal efficiently with potential future business challenges.
- Meeting the requirements of the organization's staff by examining their tendencies and trends towards work.
- Continuous training and development of competent skills to achieve the highest level of functional performance.
- Strengthen the system of incentives and rewards in order to achieve excellence and creativity in performance.

From the foregoing, it is clear that a successful organizational culture that takes into account the needs and needs of its staff, engages them in decision-making and empowers them, thereby contributing to the satisfaction, functionality and belonging of the Organization's staff, and successful organizational cultures are keeping abreast of developments through the continuous development of their human competencies, as well as predicting and preparing for future challenges.

## **2.4. Staff performance**

### **Introduction:**

Our contemporary reality is witnessing a series of rapid and successive changes in various fields this has prompted institutions to develop themselves to keep abreast of these developments by changing their strategy to reconsider its vision and the mission it has created for its achievement, as well as to reconsider the

importance of humanity's resource for its contribution to the success of the institution and the achievement of its objectives (Khan et. al, 2020).

In order for an organization to achieve its goals, a high-performance career cadre is required, able to bring the institution to that goal. This requires the institution to enhance and develop the performance of its staff through the use of various methods and programs different from the nature of the institution's tasks and objectives, training, motivation and rehabilitation (Ndungu, 2017).

This part addresses staff performance conceptually and otherwise and relevance, determinants and factors contributing to its development and thus identifying the evaluation of job performance.

#### ● **Staff performance concept:**

The multiple definitions of Staff performance by researchers, depending on the research's data and objectives and the input through which they view job production. The most prominent of these are:

- (Kalogiannidis et. al, 2021) Performance interpreted as standards for employee behavior at work. Staff are assessed and rated on the level of commitment or productivity on a particular job as compared to the needs and goals of the employer or the organization firm.
- (Ciobanu et. al, 2019) as administrative conduct which demonstrates the distinct relationship with the performance of the staff member's duties, responsibilities and quality of performance and efficiency in implementation.
- (Khan et. al, 2020) as the ability of the staff of the organizations to carry out the tasks, duties and managerial responsibilities entrusted to them in the fullest time and cost to achieve the highest degree of productivity, in an integrated organizational culture characterized by a functioning climate and organizational structure that takes into account all the surrounding

variables and clearly describes the responsibilities and smooth arrival of administrative instructions through effective communication systems.

Through a review of previous tariffs, the researcher finds that the Edward, and Purba, (2020) is "the extent to which the worker has achieved the desired objectives effectively and as desired by the use of available resources".

### ● **Importance of Staff performance:**

Staff performance is one of the most important elements in private or government institutions at two levels: at the enterprise level, as well as at the employee level, this is explained below:

#### ● **First: staff level**

- Employee's performance is a reflection of the performance of the institution to which he belongs. The efficiency and effectiveness of the staff is only an expression of the efficiency of the institution in which they work. The individual's interest in his level of performance is reflected positively as follows (Kayar, & Bulur, 2017):
- Staff performance is a barometer for determining an individual's ability and expectation of his or her future, and therefore adopts administrative decisions concerning matters affecting the career of a staff member such as promotion, transfer, formation and assignment to senior positions.
- The incentives, rewards, and wages that the employee receives in institutions usually relate to his staff' performance.
- Staff performance is linked to one of the basic needs, which is the need to be stable in his work and prove himself.

From the foregoing, it is clear that an individual's interest in his staff' performance is primarily reflected positively, as his improvement and development yields

moral gains of appreciation, respect and material gains in obtaining remuneration, remuneration and promotion at work.

- **Second:** Enterprise/Organizational level:

Staff performance is one of the most important factors and determinants used in evaluating an enterprise that heads or manages it, Therefore, Staff is often a criterion for evaluating an enterprise's overall pixel performance and determining its degree of effectiveness and efficiency, Staff performance is linked to the life cycle of an enterprise at different stages, as its ability to survive and develop depends on Staff performance (Kalogiannidis et. al, 2021).

- **Staff performance:**

Specify Alakabe and Alrabee, (2018) the performance dimensions of staff as follows

- **Accomplishment:**

A person's real-time achievement of specific behavior in specific circumstances, which is observable and measurable.

- **Productivity:**

The volume of work done in the light of individuals' abilities and capabilities, while at the same time not less than their abilities and abilities.

- **Efficiency:**

Efficiency refers to the quality of work delivery, the degree of conformity of effort to certain quality specifications, and efficiency indicates that achieving the desired goals is less time and less expensive.

- **Determinants of Staff performance:**

Determining the level of job production requires knowing the factors that determine this level and their interaction. Given the number of such factors and the difficulty of knowing the degree to which they affect job production,

researchers may have a multiplicity of opinions in determining the factors influencing Staff performance.

- **First: Internal determinants:**

They are factors associated with the organization's internal culture such as (Kalogiannidis et. al, 2021):

- **effort:**

It reflects an individual's degree of harmony with his or her work. The effort is indeed an individual's degree of motivation for job production.

- **Individual capabilities and characteristics:**

Represents an individual's past abilities and experiences, characteristics "and personal skills needed to perform the job, sometimes called competencies or personal attributes, and directly affects" job production.

- **An individual's realization to his job:**

means an individual's perceptions and impressions of the activities that make up his or her work, of how he or she should exercise his or her role in the organization, "and refers to the direction in which the worker believes it is necessary to direct his or her work efforts".

- **job Requirements:**

They relate to "the duties, responsibilities, tools and expectations of the worker as well as the methods, tools and equipment used in the exercise of the worker's functions".

- **Second: External determinants:**

The external culture of the organization in which the worker works affects "performance such as external competition, and economic challenges also influence performance such as low salaries, incentives and differing grades

from one enterprise to another that negatively affect the performance of staff in case of decline and positive performance in case of rise" (Khan et. al, 2020).

Pawirosumarto et. al, (2017) and Kalogiannidis et. al, 2021 identified a number of factors that affect Staff performance, as follows:

- **Specific objectives:**

An enterprise that does not have the detailed plans for its work cannot measure its achievements or hold its staff accountable because it does not possess indicators or standards of good job production.

- **Participation in the Department:**

It intended not to participate in different managerial levels of planning and decision-making, where the gap between management and staff consists of a weak sense of responsibility, which can lead to a low level of performance.

- **Functional production levels:**

Whenever a staff member's level of job production is associated with promotions, bonuses and incentives whenever they are unaffected, a distinct system of job production evaluation is required.

- **Staff performance satisfaction:**

Although job satisfaction influenced by many social factors such as scientific qualification or organizational factors such as responsibilities and duties, a staff member's dissatisfaction or decline results in less job production.

- **Promotion and Performance:**

- In order to be considered a positive secondary effect or a positive effect on an individual's performance, scientific research has found Like Khan et. al (2020) and Pawirosumarto et al. al, (2017) that the promotion takes place on the following basis:
  - To be built as efficiently as possible.

- Be conducted on a known and clear official basis.
- A fair assessment of an individual's performance.

If staff find that promotion follows good performance, staff often perform well, but if staff realize that promotion done as a result of superiors' adulation or as a result of personal relationships, they often do not focus on production.

Al Shobaki et.al, (2018) adds another set of determinants affecting career production for individuals as follows:

- **Education**

This represents knowledge obtained through various pedagogical and academic methods and whenever this is a correlation between what the individual has learned and his tasks the more, he or she is aware of his or her role and therefore exercises it as required.

- **Experiences:**

Experience is stuck with the seniority of the individual at work, through which he carries an enormous capacity of information, knowledge and skills that he places in the service of work, which reflects his interest in the professional and specialized aspect of performance and in some jobs in which years of experience can compensate for education.

- **Factors contributing to staff performance development:**

There are many factors by which Staff performance can be developed and improved Among the most significant factors are the following:

- **recruitment, placement:**

The importance of recruitment is to attract, select and provide the best qualified and qualified personnel for this and an important step in achieving some compatibility between the requirements of work requirements and the

specifications and characteristics of the individual in terms of capabilities, skills and trends, Scientific-based recruitment is one of the most important factors of success. This achieves placement of the right person in the right place according to their skills, experiences and aptitudes and the matching of the abilities, tendencies and qualifications of individuals on the one hand with the functional requirements on the other and thus achieving the quality and efficiency of the performance of the job by selecting the best cadres for this job and linking it to the goals and endeavors of the institution in which failure to choose the most appropriate staff leads to serious and costly repercussions, The new inefficient factor is poorly performed and productive and requires training and adaptation during a period of experimentation, which are costly for the enterprise In addition, instead of being helpful in raising production and improving quality, Casting a dependency increases the enterprise's problems, difficulties and expenses (Hmoud et. al, 2019).

- **Training and qualification:**

Training is an important tool for the improvement and development of individuals, aimed at changing people's behaviors and attitudes, providing them with the skills and knowledge needed to keep pace with the various developments in the work culture, thereby increasing the efficiency of working individuals and achieving continuous and lasting renewal and development that contributes to generating new ideas to improve the quality of work ", and in view of the fact that outstanding performance systems are the most significant challenges facing contemporary organizations, It is essential to provide the keys to dealing with them, the most important of which is the training and development of human competencies. Therefore, organizations aim to invest optimally in their human resources to achieve quality and excellence in the functioning of staff by relying on training programmers to improve their scientific and behavioral abilities. and to emphasize the role of training in improving career performance, increasing

specialized knowledge and improving their skills, Organizations are keen to provide staff with various information, skills and innovative methods about the nature of their work and improve and develop their skills and abilities and trying to change their behaviors and attitudes positively reflects positively on their performance (Sendawula et. al, 2018).

- **Motivation:**

The Motivation represents a series of programs that are sent to work by the enterprise in order to motivate its staff to carry out their functions in a timely manner and with the required quality as well as to bring the worker closer to the company and his sense of belonging to the enterprise "Administrative stimulus is one of the important management practices indispensable for enhancing the functioning and enhancing the efficiency and effectiveness of organizational work, By adopting administrative policies that make the stimulus system an effective means of driving regulatory efforts vigorously towards achieving the desired goals and can be linked by linking the feasibility of the stimulus system to the desired functionality, Incentives are also one of the components of institutional work without which no organization can achieve its full objectives. Incentives are the way in which the organization expresses to the employee how much it values his outstanding performance and work. and one of the ways in which they can achieve their goals where the choice of incentives is appropriate in both material and moral types, To encourage staff to do what they have to do best and at a high level of efficiency So the greatest institutions are keen to establish special foundations and firm incentive rules. and how to use and distribute them in order to achieve their objectives at the near and long level (Ndungu, 2017).

● **Staff Performance Evaluation:**

The evaluation of staff performance is one of the most important manpower management processes in the Organization and at most levels of the Organization,

from senior management levels to lower staff levels as the means by which services and departments operate actively and vitally as a result of continuous performance control through their officials, It also pushes subordinates to work efficiently and actively to achieve the highest levels of performance appraisal in order to receive rewards, incentives and approved promotions, in order to achieve what is required, and defines performance appraisal as "The process of analysing the performance and conduct of staff in their work and measuring their suitability and efficiency in the discharge of their current functions, responsibilities and access to higher-level positions" (Myers, et al. al, 2019, the performance assessment science has a set of characteristics defined by (Ciobanu, et. al, 2019) as follows:

- The staff performance appraisal process is concerned with knowing the weaknesses and strengths of an individual's activity and the objective to address the shortcomings and support the strengths of an individual.
- The performance appraisal process is concerned with measuring staff' competence and identifying their abilities to assume their current and future responsibilities.
- The performance measurement process is an ongoing periodic and structured process practised by staff of different categories with the aim of improving the performance of staff.
- The results of the performance appraisal process underpin functional decisions relating to the future of staff and the enterprise and linked to human resources development functions.

● **Modern trends in evaluating staff' performance:**

There are some Modern trends in assessing human element performance that can be summarized as follows (Mackintosh, et. al., 2016):

- The tendency to use fewer evaluation-subject qualities while expanding and deepening the meanings used.
- The tendency to use simple and user-friendly methods to monitor estimates and extract general results.
- Tendency not to calculate the overall value of the worker's competence and merely partial estimates of the different aspects of the person.
- Increased collaboration and interaction between different management levels in the evaluation process, i.e. not limited to the direct supervisor only.

Modern trends in performance measurement and appraisal processes indicate a multiplicity of evaluation elements, with differentiation of weights depending on the importance of the resident, his proximity and initiation of the follow-up to the staff member's functions, as well as his understanding of the role assigned to him, the measurement and evaluation of performance is not beyond the process of gathering information (Pradhan, & Jena, 2017).

Modern methods of measuring the performance of the human component include:

- **Critical Event Method:**

This method involves the direct head of an individual recording the positive and negative actions he notes on the performance of an individual's work based on a predetermined list during the evaluation period, which is retained and used to indicate the level of performance of the individual so that incidents that do not distinguish between effective performance and ineffective performance are excluded, and one of the disadvantages of this method is that they consume considerable time, This method also depends on the resident recording the substantive events of the worker's time and where and why the conduct occurred. and the decision is here to act, or conduct displayed by the worker towards the

juvenile, Here, it must be noted that substantive events are hard facts, not mere opinions based on certain facts. Critical Events Method (Harwiki, 2016):

Provide the resident with some supporting facts and attitudes when explaining his/her assessment to his subordinates.

Motivate the resident to measure the performance of his subordinates at consecutive intervals of the year and not at the end of it.

The subordinate stands for specific examples of his good and bad performance.

- **gradient Method Based on behavior:**

- This measure is based on the "core elements" of the graphic gradients and critical situations ", since columns are defined and designed for each adjective or method derived from actual work rather than pre-defined generic attributes such as in the graph scale, An individual is assessed based on his possession of qualities and his expected behavior at work so that qualities and behaviors are linked to basic work requirements as well as clarification and interpretation of different levels of behavior, such as outstanding, good or poor performance, which helps the resident to link his assessments with the individual ' The advantages of this method are (Hayati, & Sari, 2019):
- contributes to the lack of errors due to their determination of the dimensions of the resident's work, as well as their suitability to the working individual.
- The scale is developed with the participation of working individuals who possess a performance skill leading to the objectivity of this measure.
- It is persuasive for all individuals "resident staff, thereby reducing conflict in those working on the results of the assessment".

- Helps identify weaknesses that help identify the training and development needs of active personnel.
- The disadvantages of this method:
- High costs, time and effort required in the development and implementation of metrics.
- "It requires multiple measures for each work, and therefore it is used for works that contain observable behaviors such as those" containing physical movements rather than intellectual and creative contents.
- It cannot be used in small organizations for their high cost.

- **Method of behavioral observations:**

This measure has been developed "to avoid the defects of the first method. Under this method, the expected behavioral dimensions of performance are determined as in the previous method. However, the resident here observes the behavior of the working individuals and arranges them at five weights per dimension instead of one weight. The scores obtained by the working individuals for each dimension, i.e., each dimension or variable contains multiple situations, this method is characterized by a focus on perceived rather than foreseeable behavior, i.e. in this method the resident monitors and monitors the personnel working while in the previous method the resident conducts an assessment as expected and knowledgeable of the conduct of the personnel working "(Pradhan, & Jena, 2017).

- **Management method with objectives:**

- It is a structured approach to setting goals and measuring staff' performance by using results as a benchmark for measuring progress or improvement in the productivity of the organization. The objectives must be clear, specific

and measurable and a kind of challenge to staff' potential, acceptable to all. Management programs by objective are one of the practical applications of the goal-setting theory that links the motivation and performance of active personnel. In addition, management by individuals can be used as a basis for designing the performance appraisal system of the Organization's personnel, particularly in evaluating senior management levels. The main objective of this method is to strengthen the relationship between the President and subordinates and to further motivate individuals to work. This method goes through several steps: (Hayati, & Sari,):

- Identify the objectives and results to be achieved on which performance will be measured and evaluated, and this is done by agreement between the President and the subordinates.
- During implementation, the President assists his subordinates in achieving the goals and monitoring the achievement of the results.
- At the end of the agreed period, the results achieved will be assessed by comparing what has been achieved with what was agreed at the beginning of the period and determining the deviation from implementation positively or negatively.
- The advantages of this method include:
  - Encouraging individuals to set goals that increase their motivation for action.
  - One of the objective methods relied on" actual performance.
  - leads to the identification of individuals with what is required of them in advance and what is their potential.
  - Facilitation of planning and coordination in the overall objectives of the Organization.

- Emphasis on results which neglects how these results are achieved.
- It is difficult to compare the level of performance of individuals as each individual resides according to the extent to which the objectives set are met.

- **Method of evaluation centers:**

This method seeks to measure skills and specific qualities, such as planning, organization and human relations, by defining specific metrics for these qualities despite difficulties identified, and this method is used to evaluate managers at different levels of management, in particular individual candidates For promotion to senior management, performance evaluation centers have been entrusted through the system to individuals to perform simulations of certain tasks or duties such as group discussions without a leader, Representation of roles, problem solving and decision-making to address pressures and labor conflicts, Evaluators then analyses individuals' behavior and assess their potential management skills and abilities and the main advantage of evaluation centers is to provide an objective measure of individuals' performance of administrative functions, which provides specific confirmed information and can help design individual management development plans that provide valuable information on the strengths and weaknesses of individuals, It is also characterized by the reliability, authority and acceptance of managers and staff, and is taken in this way (Pradhan, & Jena, 2017):

- Its cost is high.
- Its cannot be used at all different administrative levels.

## Part two

### 2.3.3 Literature review:

The performance of staff has received the attention of many researchers, the many studies that have dealt with the performance of staff and linked it to many variables that may have an impact on them. Below are the scientific studies that focused on studying the regulatory culture as an independent variable on the performance of staff.

**Hadouga, H.(2021) *Linking the organizational climate and organizational commitment to the behavior of empowering staff during the Covid 19 pandemic-A case study of the General Hospital of El Biir Constantine*–.**

The study aimed to assess health care staff' perceptions of the regulatory climate and test the presumed impact of staff' empowerment on organizational commitment and the regulatory climate. To achieve the objectives of the study, the study followed the analytical descriptive approach, used identification as a key tool for the study, and a sample of the study was made up of (300) From public hospital staff at Al-Bireh General Hospital in Constantine, results show that the regulatory climate is closely linked to organizational commitment and perceived staff empowerment.

**Ichsan et. al, (2021), *The influence of leadership styles, organizational changes on employee performance with an culture work as an intervening variable at pt. Bank sumut binjai*.**

The aim of the study was to determine whether the leadership method and the organizational impact on the employee's performance with the working culture as overlapping variables, and to achieve the study's objectives the study followed the analytical descriptive approach, the identification was used as the main tool for the study, and the sample of the study consisted of 47 Staff from Samut Benji

Bank branch, results show that the driving style affects staff' performance by 34%, and that organizational change has affected staff' performance by 45%.

**Ingsih, K., Wuryani, W., & Suhana, S. (2021). The Role of Work Culture, Work Motivation, And Leadership To Improve Employee Performance With Job Satisfaction As An Intervening Variables. *Academy of strategic management journal***

The study aimed to identify the impact of the working culture and motivations for work and leadership on an employee's performance and job satisfaction as an intermediary variable. To achieve the objectives of the study, the study followed the analytical descriptive method, used questionnaire as a key tool for study and a sample of the study was formed from 148 furniture factory staff in the city of Semarang, Indonesia, the results showed that the working culture, motivation and leadership had a positive impact at a high level on Staff performance.

**Yáñez-Araque, B., Gómez-Cantarino, S., Gutiérrez-Broncano, S., & López-Ruiz, V. R. (2021). Examining the determinants of healthcare staff' performance: a configurational analysis during COVID-19 times. *International Journal of Cultureal Research and Public Health***

The aim of the study was to explore factors influencing the functioning of Corna-free health-sector staff. To achieve the study's objectives, the study followed the survey method. The study used the survey method, the questionnaire was used as the main tool for the study, and the sample of the study was made up of 40 health-care staff in Spain, and the results showed that the most important factors affecting career performance are the style of leadership, organizational commitment and a good working culture and that they ensure a good level of functioning in health organizations.

**Zam et. al, (2021). *The influence of organizational culture and work culture on improving service quality through infection prevention at regional general hospitals.***

The study aimed to analyze the impact of organizational culture and working culture on quality improvement through infection prevention at Tenriawaru

Regional General Hospital (RSUD), and to achieve the study's objectives followed the analytical descriptive method. The questionnaire was used as a key tool for the study, and the sample of the study consisted of 72 staff members at the Tenriawaru Regional General Hospital. The results showed that the organizational culture and good working culture had a positive impact on improving the quality of the health service provided, contributing to better Staff performance.

**Zacharias et. al, (2021). *The influence of organizational culture and work culture on improving service quality through infection prevention at regional general hospitals.***

The study aimed to examine the impact of cultural and regulatory motivations for success through organizational participation on the functioning and motivations of work in the Public Works Department of Maluku Province of Indonesia, and to achieve the study's objectives, the study followed the analytical descriptive approach, used identification as a key tool for study, and the sample of the study consisted of 149 staff of the Public Works Department of Maluku Province of Indonesia organizational culture has a direct impact on organizational participation and a direct contribution to the staff member's performance, The regulatory culture affects the company's performance. The organizational culture has a direct impact on employee motivation and performance. As the organizational culture supports the company's performance, the results suggest that the organizational culture can be increased through the formulation of regulatory policies and the development of rules and strategies for staff to carry out their duties. The motivation for action can be enhanced by awarding awards commensurate with the results of the work. in building an regulatory culture.

**Akinwale, O. E., & George, O. J. (2020). *Work culture and job satisfaction among nurses in government tertiary hospitals in Nigeria. Rajagiri Management Journal.***

The study aimed to investigate predictions of the working culture for job satisfaction among nurses in both federal and state hospitals in Lagos State, and to achieve the study's objectives, the study followed the analytical descriptive method and used questionnaire as the main tool for the study, consisting of a sample of (364) nurses working in federal and state hospitals in Lagos State, and the results showed a positive relationship with each dimension of the organizational culture (social and political climate; Administrative and organizational support, independence and responsibility, salary, supervision and working conditions, assessment and achievement, progress and promotion, and collective practice) with the job satisfaction of nurses.

**Ariussanto, K. A. P., Tarigan, Z. J. H., MM, D., br Sitepu, R., & Singh, D. S. K. (2020). *Leadership Style, Employee Engagement, and Work Culture to Employee Performance in Manufacturing Companies (Doctoral dissertation, EDP Sciences).***

The study aimed at identifying the impact of the organizational culture and leadership style on Staff performance, achieving the objectives of the study and using the identification as a key tool for the study. The sample of the study consisted of 50 staff from the staff of the animal feed manufacturer. The results showed that the leadership style has a significant impact on employee participation and the working culture that significantly affects staff participation and the working culture. The outcome of the study also shows that leadership cannot directly affect staff performance, as leadership is an interaction between senior management and staff that requires an intermediate variable in increasing staff performance.

**Badrianto and Ekhsan, (2020). *Effect of work culture and job satisfaction on employee performance in pt. Nesinak industries. Journal of Business, Management, & Accounting.***

The study aimed to examine the impact of the organizational culture on employee's performance, and to achieve the study's objectives, the study

followed the analytical descriptive method, the questionnaire was used as a key tool for the study and the sample was composed of 88 Nesinak staff. For the automotive parts industry and rubber electronics, one of the most important findings of the study that the changing working culture and job satisfaction have a positive and significant impact on the performance of the employee in part and simultaneously.

**Christina, (2020).** *Influence of organizational culture on employee performance study in the government of the district city. International Journal of Psychosocial Rehabilitation.*

The objective of the study was to know the impact of the organizational culture , in the form of internal control and leadership on the performance of the staff member, and to achieve the objectives of the study, the study followed the analytical descriptive approach, the identification was used as the main tool for the study and the sample of the study was composed of 116 staff serving in the Kuningan Regency regional secretariat, and the results showed that the staff member's performance could be influenced by the organizational culture in the form of internal control and leadership.

**Paais and Pattiruhu, (2020).** *Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. The Journal of Asian Finance, Economics and Business.*

The study aimed at influencing motivation, leadership and regulatory culture on job satisfaction and staff performance in Indonesia. To achieve the study's objectives, the study followed the experimental and analytical descriptive curriculum, the identification was used to disclose the results of the training programmer, and the sample of the study consisted of 155 Human Resources Management Academics in Indonesia, the results showed that the motivation of work and regulatory culture had a positive

and significant impact on performance but did not significantly affect the staff member's job satisfaction. While leadership has a significant impact on a staff member's job satisfaction, it does not affect performance. Determination coefficient test results showed that job satisfaction is 57.4% influenced by motivation, leadership and culture variables, while employee performance variables are 73.5% influenced by motivation, leadership, culture, and job satisfaction variables.

**Virgana, (2020).** *The effect of job performance through organizational culture, work culture, personality, and motivation. Jurnal Manajemen dan Kewirausahaan.*

The study aimed to identify the direct and indirect impact of organizational culture, working culture, personality and motivation on the performance of senior high school principals Garcata, and to achieve the study's objectives the study followed the analytical descriptive method and used questionnaire as the main tool for study, and a sample of (310) The director of high schools fled the state of Garcata, the results showed a knock-on effect on personality through motivation on Staff performance, and career performance can be increased through the head teacher's training in culture, culture and personality.

**Yosiana, (2020).** *The analysis of workload and work culture on nurse performance with job stress as mediation variable. Journal of Socioeconomics and Development.*

The study aimed to analyze the impact of the workload and working culture on the performance of the nurse and to study the pressures of working as an intermediary variable on the performance of the nurse. To achieve the objectives of the study, the study followed the survey method, used the questionnaire as the main tool for the study and formed the sample of the study from (113) A nurse working at Puskesmas in Tumpang County, results showed that a favorable working culture helps nurses control stress, and also allows them to improve their performance.

**Ahmed and Hassan Study (2019)** *The role of internal environmental factors in improving employee performance. Journal, 19(4).*

The study aimed at identifying the role of internal cultural factors in improving the performance of staff in the organizations. In order to achieve the objectives of the study, the study followed the analytical descriptive curriculum. The identification was used as the main tool for the study. The sample of the study consisted of (35) a director in rehabilitation, education and community health organizations in the city of Erbil in Iraq. The findings showed a statistically significant correlation and impact between internal cultural factors and staff performance, and research found an expulsive correlation between attention to internal cultural factors and staff performance.

**Hafeez, I., Yingjun, Z., Hafeez, S., Mansoor, R., & Rehman, K. U. (2019).** *Impact of workplace culture on employee performance: mediating role of employee health :*

The study aimed to explore the impact of the workplace culture, i.e., physical cultural and behavioral cultural factors on an employee's productivity s health, and to achieve the objectives of the study, the study followed the analytical descriptive approach The study sample consisted of 250 staff working in software houses in Pakistan. and the results showed that cultural and physical factors had a positive impact on an employee's productivity, and that organizations must maintain a better culture in order to enhance staff productivity s performance and the workplace culture are directly and positively related, Staff productivity and the physical and behavioral culture are linked through the staff member's health.

**Berberoglu, A. (2018).** *Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals. BMC health services research:*

The study aimed to assess health care staff's perceptions of the regulatory climate and test the presumed impact of the regulatory climate on organizational

commitment and perceived organizational performance. To achieve the objectives of the study, the study followed the analytical descriptive method, used electronic questionnaire as a key tool for the study and a sample of the study was made up of (975) Health care staff currently working in four public hospitals in Northern Cyprus, the results show that the regulatory climate is closely linked to regulatory commitment and remarkable regulatory performance. The results of the simple linear decline indicated that the regulatory climate was important in predicting regulatory commitment and perceived regulatory performance.

### **2.5. Comment on previous studies:**

The study is similar to previous studies in its objective, with most previous studies aiming at identifying the impact of the organizational culture on functioning, while some have aimed at detecting factors influencing functioning, and most previous studies are consistent with their choice of the study curriculum, the analytical descriptive method. While some studies followed the survey method, all previous studies agreed with the current study in identifying the study tool where all used the identification as the main tool of the study and this confirms the identification occasion for this type of study, The current study agreed with some previous studies in the selection of the sample, namely health staff Education and Learning ", while disagreeing with some other studies that I had appointed among other journals such as industry, business, education and learning.

The study distinguishes itself from previous studies in addressing the dimensions of the organizational culture (leadership pattern, employee empowerment, organizational culture) in private hospitals in the city of Ramallah.

### **2.6. Usefulness of previous studies:**

By sharing previous studies, the researcher has benefited from a range of points:

- Identifying the phenomenon, dimensions and components of the study, thus finding a real problem, and thus conducting the current study.
- Drafting an introduction and the problem of the study.
- Drafting study questions.
- Formulation of the study's objectives.
- Selection the sample of study.
- Choose the right tool to study.
- Formulation of the theoretical framework.

## **Chapter III**

# **Study methodology and Procedures**

## **Chapter III**

### **3.1. Study methodology and procedures**

In this chapter, the researcher outlines the steps and actions undertaken on the field side of this study in terms of the study method, study population, study sample, study tool, application of the study tool and statistical treatments used in data analysis to test the validity and consistency of the study tool, and to arrive at the final results of the study, as follows:

### **3.2. Study Method**

In this study, the researcher followed the analytical descriptive method for its relevance to the study's topic and objectives, "which examines existing events, phenomena and practices available for study and measurement as they are; Without interference in their course, the researcher can interact directly with them "(Agha, 2000).

### **3.3. Study population**

The study Population represents all 1040 staff in Ramallah's private hospitals. The questionnaire was randomly distributed to 150 of the study community and 135 were retrieved for analysis.

### **3.4. Study sample**

The study sample divided in to:

#### **. Pilot study:**

A random reconnaissance sample of 30 staff in private hospitals of both sexes selected. The tool used in the current study applied to the survey in order to verify the instrument's validity for application to the members of the total sample by

calculating its honesty and stability by appropriate statistical methods, It was excluded from the original sample

**b. Total Sample:**

The researcher determined the sample size via the following Stephen Thompson formula:

$$n = \frac{N \times p(1 - p)}{\left[ \left[ N - 1 \times (q^2 \div z^2) \right] + p(1 - p) \right]}$$

Where:

N: Size of Society: Z Standard score corresponding to the indicator level (0.95) and equal (1.96)

Q: Error ratio and equal (0.05)

P: Property availability ratio, neutral and equal (0.50)

(Shamati, 2014:91)

The total sample was 135 staff working in Ramallah's private hospitals. The simple random method used the following is an accurate description of the sample of the study using tables, which contributes to an accurate perception of the distribution and composition of the sample of the study:

**3.5. Sample description**

After collecting the questionnaires, the researcher entered the data with the aim of analyzing the results using the SPSS Social Science Statistical Packages Programmed the study sample described below:

**Table (1): Distribution of sample personnel for study categories by classification variables**

classification variables		Repetition	rate %
nature of work	healthy	53	53.0
	management	47	47.0
educational qualification	diploma	14	14.0
	Bachelor's	54	54.0

	<b>masters</b>	28	28.0
	<b>doctorate</b>	4	4.0
<b>years of experience</b>	<b>1- 5 years</b>	42	42.0
	<b>6- 10 years</b>	33	33.0
	<b>more than 10 years</b>	25	25.0
<b>Total</b>		135	100.0

**From the previous table, it is clear to us that:**

**(53%) of the sample personnel are in the health field, while (47%) are in the administrative field.**

- That (14%) of the sample individuals have a diploma, while (54%) have a bachelor's degree, while (28%) have a master's degree, and finally (4%) of the sample individuals have a doctorate.
- That (42%) members of the sample have less than one to 5 years' experience, while (33%) years of experience from 6 to 10 years, and finally (25%) members of the sample have more than 10 years' experience.

### **3.6. Study Tool**

Questionnaires are often used in social and administrative studies, especially descriptive studies; The Center seeks specific information and facts on the particular problem (Aga, 2000), and to achieve the study's objectives and collect more data, information and facts on the subject of its study, the researcher built the study tool by relying on the number of previous study questionnaires and the theoretical framework of the study such as Hafeez et. al (2019) and Ahmed and Hassan (2019). The resolution axes were divided into (the axis of the impact of the leadership style on staff' performance, the

axis of the impact of organizational culture on performance, and the axis of the impact of empowerment on staff' performance)

The tool genuinely intended to measure what it designed to measure, and to achieve the goals it was set for before it was prepared (Ellakani and Camel, 1999:15). In order to find the sincerity and stability of the axis, the researcher applied it to a random sample of 30 staff in private hospitals of both sexes.

**I/Arbitrators' Honesty:**

The researcher showed the initial image of the axis to a number of arbitrators and specialists in order Appendices (I) to know their observations on achieving the dimensions of the axis and its vertebrae to the objectives of the study, The extent to which the paragraphs belonged to their dimensions, their linguistic correctness and, after the restoration of the questionnaires, the researcher unloaded the set of remarks made by the arbitrators. And in the light of this, the researcher redrafted some paragraphs that were not unanimous in their suitability for the study to keep the axis on its dimensions and the numbers of paragraphs each after, as the study tool reached its final picture Appendices (II).

**II/Sincerity of internal consistency:**

The researcher calculated Pearson's correlation factors between the degree of each paragraph of the dimension and the overall degree of its dimension, indicating the level of indication below the table:

**For the first axis:**

**Table (2): Correlation coefficient of First Dimension Paragraphs (Democratic Style) with Total Dimension Grade**

#	Paragraphs	sig value	Binding Factor ®
1	The leader's perception of problems and their rapid resolution contributed to performance development.	0.000	0.840**
2	The leader's rapid response to and implementation of management decisions has developed performance.	0.000	0.900**

3	The leader's focus on the strengths and weaknesses of staff contributed to performance development.	0.000	0.954**
4	The participatory style of leadership has contributed to improved performance.	0.000	0.851**
5	The democratic leader's style helped to ensure mastery and quality in performance.	0.000	0.713**

\* Function at 0.05

\*\* Function at 0.01

Table T value (d. h = 30-2) At an indicative level 0.05 = .361, At an indicative level 0.01 = .463

**Table (3): Correlation factor of the second-dimension paragraphs (dictatorial style ) with the overall dimension grade**

#	Paragraph	Bindin	sig value
		g Factor ®	
1	The leader's centrality contributed to decision-making and contributed to improved performance.	0.797**	0.000
2	The dictatorial style of leadership led to staff discipline.	0.852**	0.000
3	Organizing staff leads to an increase in achievement.	0.726**	0.000
4	The leader's focus on issuing instructions contributes to the mastery of work.	0.872**	0.000
5	The impact of the dictatorship style on improving performance productivity.	0.883**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (4): Correlation coefficient of third-dimension paragraphs (messy style) with total dimension grade**

#	Paragraphs	Binding Factor ®	sig value
1	The chaotic style contributed to the abandonment of responsibility for performance results.	0.884**	0.000

2	The chaotic style caused the loss of the work unit as a team	0.931**	0.000
3	The style has a negative impact on performance productivity	0.933**	0.000
4	The anarchic style contributed to the accumulation and aggravation of problems	0.913**	0.000
5	The style of anarchy contributed to the waste of time and effort	0.864**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

It is clear from the previous tables that all correlation factors of each dimension's grades with the overall degree of dimension to which they belong statistically at an indicative level (0.01), thus demonstrating that the axis paragraphs (the impact of the style of leadership on the performance of staff) are of a high degree of sincerity of internal consistency, i.e. the tool measures what it is designed to measure.

### For the second axis

**Table (5): Correlation coefficient of first dimension subparagraphs (discipline and commitment) with overall dimension grade**

#	Paragraphs	Binding Factor ®	Sig Value
1	The imposition of hospital commitment and discipline contributed to a change in the staff member's behaviour for the better.	0.768**	0.000
2	The imposition of hospital management standards and determinants of work has improved the productivity of work	0.752**	0.000
3	Following the Department's procedures for organizing work has contributed to organizing and enhancing performance.	0.814**	0.000
4	Discipline work to save time and effort	0.902**	0.000
5	Discipline and commitment work to increase competitiveness towards better performance.	0.864**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (6): Correlation factor of the second-dimension paragraphs (organizational values) with the overall dimension grade**

#	Paragraphs	Binding Factor ®	Sig Value
1	Organizational values reflected a good picture of the hospital.	0.757**	0.000
2	Organizational values contributed to promoting harmony at work	0.814**	0.000
3	Organizational values have contributed to guiding decision-making.	0.826**	0.000
4	Hospital organizational values influenced hospital loyalty.	0.848**	0.000
5	Organizational values served to guide staff' behaviour in the interest of the hospital.	0.585**	0.001

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (7): Correlation coefficient of third-dimension subparagraphs (team spirit) with total dimension grade**

#	Paragraphs	Binding Factor ®	Sig Value
1	Working within a team has contributed to building morale in the workplace, thereby increasing the efficiency of staff' performance.	0.718**	0.000
2	A culture of teamwork has contributed to a higher level of work productivity.	0.779**	0.000
3	Working within a team contributed to the solution of professional problems.	0.847**	0.000
4	Working in the spirit of the team contributed to achieving excellence in the hospital's performance	0.812**	0.000

5	Work within the team in the development of teamwork skills.	0.740**	0.001
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\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (8): Correlation factor of fourth-dimension subparagraphs (organizational flexibility) with overall dimension grade**

#	Paragraphs	Binding Factor ®	Sig Value
1	The hospital's adaptation to the surrounding variables helped to develop functional performance	0.905**	0.000
2	The hospital management's response to modern technological developments has helped to improve functional performance.	0.923**	0.000
3	Management's flexibility to respond to internal and external changes has contributed to reducing work risks.	0.798**	0.000
4	Organizational flexibility enabled the hospital to cope with unexpected disorders and events.	0.861**	0.000
5	Organizational flexibility has made the hospital ready for any surprise changes.	0.756**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (9): Correlation factor of the fifth-dimension paragraphs (clarity of objectives) with total dimension grade**

#	Paragraphs	Binding Factor ®	Sig Value
1	Participation of staff in goal setting helped to achieve career commitment	0.754**	0.000
2	Clarity of objectives contributed to improving the quality of career performance	0.728**	0.000

3	Clarity of objectives for staff contributed to the hospital's expectations of functioning.	0.907**	0.000
4	Clarity of objectives determines the characteristics of professional tasks.	0.784**	0.000
5	Clarity of objectives contributed to the success of performance development strategies.	0.851**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (10): Correlation coefficient of sixth-dimension subparagraphs (focus on results) with overall dimension grade**

#	Paragraphs	Binding Factor ®	Sig Value
1	Assigning maximum duties to staff has improved the amount of job performance	0.828**	0.000
2	Staff' vulnerability to pressing challenges and attitudes has achieved professional skills development.	0.672**	0.000
3	Focusing on results increased functional burdens.	0.673**	0.000
4	Focusing on results has contributed to the achievement of the hospital's goals.	0.677**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (11): Correlation factor for seventh-dimension paragraphs (staff focus) with overall dimension grade**

#	Paragraphs	Binding Factor ®	Sig Value
1	The interest of the hospital administration in solving personal problems for staff contributed to enhancing the concentration of job performance	0.840**	0.000
2	The hospital management's keenness to develop a working culture has enhanced the efficiency of functioning.	0.770**	0.000

3	Attention to operational issues contributes to resolving operational work problems and thereby improving career performance.	0.837**	0.000
4	The employee focused on professional skills development.	0.849**	0.000
5	The hospital's focus on staff training has contributed to improved career performance.	0.789**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (12): Correlation coefficient of eighth-dimension subparagraphs (openness) with overall dimension grade**

#	Paragraphs	Binding Factor ®	Sig Value
1	Hospital management support for new staff and their inclusion in the task forces helped to bring creativity to work	0.926**	0.000
2	Opening up the space for staff to employ has improved the level of career performance	0.922**	0.000
3	Sharing ideas of creative competencies from outside the hospital management contributed to improving the quality of work	0.910**	0.000
4	The hospital's use of modern technologies has improved the quality of performance	0.836**	0.000
5	The hospital's participation in global conferences contributed to the introduction of new ideas for performance development.	0.624**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

It is clear from the previous tables that all correlation factors of each dimension's grades with the overall degree of the dimension to which they belong statistically at an indicative level (0.01), thus demonstrating that the axis paragraphs (impact

of organizational culture on employee's performance) have a high degree of sincerity of internal consistency, i.e., the tool measures what it is designed to measure.

**For the third axis:**

**Table (13): Correlation coefficient of First Dimension Subparagraphs (Sharing Information) with Total Dimension Score**

#	Paragraphs	Binding Factor ®	Sig Value
1	Empowering self-guidance and self-control staff to benefit from their potential.	0.579**	0.001
2	Staff members' participation in decision-making affected their sense of commitment at work.	0.725**	0.000
3	The staff member's authority and ability to fulfil a particular function has cultivated a spirit of perseverance at work.	0.896**	0.000
4	Assigning the employee overall responsibility for the work enabled him to make the decision on his own to complete the task.	0.797**	0.000
5	The motivation of both worlds for the problem-solving initiative has improved the productivity of work.	0.756**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (14): Correlation Factor of Second-Dimension Paragraphs (Task Force Construction) with Total Dimension Grade**

#	Paragraphs	Binding Factor ®	Sig Value
1	Reinforce work within the team with staff who belong and loyalty	0.698**	0.001
2	The employment of self-managed task forces has contributed to reducing work problems.	0.677**	0.000

3	Cooperative action contributes to improved production levels.	0.911**	0.000
4	Collective action has contributed to effectively and efficiently coping with and rationalizing resource consumption.	0.731**	0.000
5	Working within the team has contributed to removing obstacles to career development.	0.745**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (15): Correlation factor of the third-dimension (effect) paragraphs with the overall dimension grade**

#	Paragraphs	Binding Factor ®	Sig Value
1	The employee's sense of confidence helped the manager improve the productivity of the work.	0.722**	0.001
2	The staff member's sense that his or her participation contributes to the achievement of the hospital's objectives has led to improved career performance.	0.904**	0.000
3	The employee's awareness of his importance to the hospital increased his enthusiasm and motivation for work.	0.933**	0.000
4	Motivated the employee's belief in his contribution and influence in the hospital to develop his professional skills and thereby improve career performance	0.849**	0.000
5	The staff member's influence in decision-making has increased his or her confidence in his or her ability to deliver.	0.854**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

**Table (16): Coefficient of correlation of the fourth-dimension paragraphs (motivation of staff) with the overall degree of dimension**

#	Paragraphs	Binding Factor ®	Sig Value
1	Enhanced the provision of financial rewards to staff from their motivation to work.	0.780**	0.000
2	Enhanced the staff member's access to moral rewards from their satisfaction and career membership.	0.821**	0.000
3	Giving freedom to assume responsibility in the work has helped to achieve creativity in the work.	0.891**	0.000
4	Fairness in the distribution of remuneration paid the staff member to improve his or her performance and increase his or her confidence in the hospital.	0.896**	0.000
5	Honouring staff with achievements in increasing staff motivation towards the required accomplishment	0.938**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = .361, and at 0.01 = .463

It is clear from the previous tables that all correlation factors for the grades of each post's paragraphs with the overall degree of dimension to which they belong statistically at an indicative level (0.01), thus demonstrating that the axis paragraphs (impact of empowerment on the performance of staff) have a high degree of sincerity of internal consistency, i.e., the tool measures what it is designed to measure.

### III/Constructive honesty:

To calculate constructive honesty, the researcher calculated the coefficient of association between each dimension's degree and the overall degree of the axis.

The following table shows this:

#### For the first axis

**Table (17): Binding coefficient The dimensions of the axis "Impact of the leadership style on the performance of staff" with the overall degree of the axis**

Dimensions	Binding Factor ®	sig value
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<b>First dimension: Democratic style</b>	0.706**	0.000
<b>Second dimension: dictatorship style</b>	0.929**	0.000
<b>Third dimension: messy style</b>	0.893**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = 0.361, and at 0.01 = .4630

Its clear from the previous table that all coefficients of the linkages of the axis "Impact of the style of leadership on the performance of staff", and the overall score have a statistical function at the level (0.01), thus showing that the three axis dimensions have a high degree of constructive honesty, i.e. the instrument measures what it is designed to measure.

### For the second axis:

**Table (18): Binding coefficient "The Impact of Organizational Culture on staff performance" Focal Point Grades with Overall Axis Score**

<b>Dimensions</b>	<b>Binding Factor ®</b>	<b>Sig Value</b>
<b>First dimension: discipline and commitment</b>	0.665**	0.000
<b>Second dimension: organizational values</b>	0.713**	0.000
<b>Third dimension: team spirit</b>	0.615**	0.000
<b>Fourth dimension: organizational flexibility</b>	0.762**	0.000
<b>Fifth dimension: clarity of objectives</b>	0.674**	0.000
<b>Sixth dimension: focus on results</b>	0.686**	0.000
<b>Seventh dimension: Staff focus</b>	0.632**	0.000
<b>Eighth dimension: openness</b>	0.725**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = 0.361, and at 0.01 = .4630

- It is clear from the previous table that all coefficients of the linkages of the axis "Impact of organizational culture on staff performance", and the overall score have a statistical function at the level (0.01), thus demonstrating that the eight axis dimensions are highly constructive, i.e. the instrument measures what it is designed to measure.

### For the third axis:

**Table (19): "Impact of empowerment on the performance of staff" axis dimension correlation factor with the overall degree of the axis**

<b>Dimensions</b>	<b>Binding Factor ®</b>	<b>Sig Value</b>
<b>First dimension: Information sharing</b>	0.779**	0.000
<b>Second dimension: Building task forces</b>	0.761**	0.000
<b>Third dimension: Impact</b>	0.861**	0.000
<b>Fourth Dimension: Motivating Staff</b>	0.822**	0.000

\* Function at 0.05

\*\* Function at 0.01

Table T value (D) h = 30-2) at 0.05 = 0.361, and at 0.01 = .4630

- It is clear from the previous table that all coefficients of the "impact of empowerment on the performance of staff" axis linkages and the overall score have a statistical function at the level (0.01), thus demonstrating that the four axis dimensions are highly constructive, i.e., the instrument measures what it is designed to measure.

### **III/ Persistence of the study's themes:**

Consistency means that if a measure is applied to a group of individuals and each individual's scores are monitored in this scale and then the same measure is re-performed on the same group and the individual's scores are also monitored, the relative ranking of individuals the first time is close to their relative ranking the second time (Abu Nahi, 2000:179). The researcher calculated the stability of the tool in the following two ways:

#### **Split-half method**

The persistence of the axis "Impact of the style of leadership on the performance of staff" was calculated using the Halfway Fragmentation Act, by establishing a correlation factor for Pearson between the sum of the individual and the sum of the matrimonial grades; the correlation factor between the two halves is calculated by the Pearson equation.

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{(n \sum x^2 - (\sum x)^2)(n \sum y^2 - (\sum y)^2)}}$$

Where: r = coefficient of binding between the two variables X, Y, N=Sample,  
 Total  $\Sigma =$

X = first variable degrees (individual paragraphs), Y = Degrees of the second variable (matrimonial paragraphs)

$xy\Sigma =$  Total Product Multiplied by Variable X \* Variable Y

$x\Sigma =$  total degrees of variable x ,  $y\Sigma =$  Total y variable scores

$X^2\Sigma =$  total first variable score boxes,  $Y^2\Sigma =$  total second variable score boxes

$2(X\Sigma) =$  box of total grades of the first variable,  $2(Y\Sigma) =$  box of total scores of the second variable.

(Abu Nahi, 2000).

The length of the instrument has been adjusted using a GMT of individual dimensions number of paragraphs, and the following table shows the values of stability (correlations) before and after adjustment:

**For the first axis:**

**Table (20): Stability factor for the axis "Impact of the leadership style on the performance of staff" according to the halfway method**

Dimensions	number of paragraphs	Pre-edited Link ®	Constant Factor
First dimension: Democratic style	5*	0.769	0.833
Second dimension: dictatorship style	5*	0.831	0.901
Third dimension: messy style	5*	0.811	0.855
<b>Total Axis Degree</b>	<b>15*</b>	0.673	0.783

\* GMT equation used

The previous table shows that the stability coefficients' values are all good. The halfway stability coefficient value of the total axis grade (0.783), which is also high, indicates the reliability of this axis in identifying the impact of the driving style on the performance of staff in private hospitals in the city of Ramallah.

**For the second axis:**

**Table (21): Constant Factor For the "Impact of organizational culture on functioning" axis according to the mid-retail method**

<b>Dimensions</b>	<b>number of paragraphs</b>	<b>Pre-edited Link ®</b>	<b>Constant Factor</b>
<b>First dimension: discipline and commitment</b>	5*	0.766	0.859
<b>Second dimension: organizational values</b>	5*	0.517	0.645
<b>Third dimension: team spirit</b>	5*	0.629	0.758
<b>Fourth dimension: organizational flexibility</b>	5*	0.740	0.815
<b>Fifth dimension: clarity of objectives</b>	5*	0.611	0.749
<b>Sixth dimension: focus on results</b>	4	0.514	0.614
<b>Seventh dimension: Staff focus</b>	5*	0.722	0.820
<b>Eighth dimension: openness</b>	5*	0.588	0.653
<b>Total Axis Degree</b>	<b>39*</b>	0.695	0.774

\* GMT equation used

The previous table shows that the stability coefficients' values are all good. The halfway stability coefficient value of the total axis score (0.774), which is also high, indicates the reliability of this axis in identifying the impact of organizational culture on the performance of staff in private hospitals in the city of Ramallah.

**For the third axis:**

**Table (22): Persistence factor for the axis "Impact of empowerment on the performance of staff" according to the half-split method**

Dimensions	number of paragraphs	Pre-edited Link ®	Constant Factor
First dimension: Staff' participation	5*	0.577	0.724
Second dimension: Building task forces	5*	0.413	0.582
Third dimension: Impact	5*	0.789	0.863
Fourth Dimension: Motivating Staff	5*	0.866	0.917
<b>Total Axis Degree</b>	<b>20</b>	0.697	0.821

\* GMT equation used

The previous table shows that the stability coefficient values are all good. The halfway stability coefficient value of the total axis grade (0.821), which is also high, indicates the reliability of this axis in identifying the impact of staff empowerment on the performance of staff in private hospitals in the city of Ramallah.

**Second: using the Cronbach Alpha coefficient**

The researcher assessed the consistency of the axis "Impact of the driving style on the performance of staff" in its final form by calculating the alpha Cronbach coefficient of the three component dimensions of the axis and its overall degree. The table below shows this:

**For the first axis:**

**Table (23): Fixed coefficients of the "leadership style Impact on staff Performance" axis in the Alpha Cronbach method**

Dimensions	number of paragraphs	alpha value
First dimension: Democratic style	5	0.901
Second dimension: dictatorship style	5	0.882
Third dimension: messy style	5	0.944
<b>Total Axis Degree</b>	<b>15</b>	0.937

The previous table shows that all alpha values are high, the value of the alpha Cronbach coefficient of the total axis grade (0.937) is also high, which assures the researcher to trust the axis for application to the total sample, thus demonstrating that the tool has a high degree of honesty and stability; This qualifies it for application to the total sample of the study.

**For the Second axis:**

**Table (24): "Impact of Organizational Culture on Functional Performance" Axis Constant Coefficients in Cronbach Alpha**

<b>Dimensions</b>	<b>number of paragraphs</b>	<b>alpha value</b>
<b>First dimension: discipline and commitment</b>	5	0.879
<b>Second dimension: organizational values</b>	5	0.813
<b>Third dimension: team spirit</b>	5	0.836
<b>Fourth dimension: organizational flexibility</b>	5	0.900
<b>Fifth dimension: clarity of objectives</b>	5	0.862
<b>Sixth dimension: focus on results</b>	4	0.795
<b>Seventh dimension: Staff focus</b>	5	0.871
<b>Eighth dimension: openness</b>	5	0.904
<b>Total Axis Degree</b>	<b>39</b>	<b>0.913</b>

It is clear from the previous table that all alpha values are high, and the Cronbach Alpha coefficient value of the total axis grade (0.913) is also high, which assures the researcher to trust the axis for application to the total sample, thus demonstrating that the instrument has a high degree of honesty and stability; This qualifies it for application to the total sample of the study.

**For the third axis:**

**Table (25): Impact of empowerment on the performance of staff'' Alpha Cronbach coefficients**

<b>Dimensions</b>	<b>number of paragraphs</b>	<b>alpha value</b>
<b>First dimension: Staff' participation</b>	5	0.799
<b>Second dimension: Building task forces</b>	5	0.795
<b>Third dimension: Impact</b>	5	0.905
<b>Fourth Dimension: Motivating Staff</b>	5	0.915
<b>Total Axis Degree</b>	<b>20</b>	0.928

It is clear from the previous table that all alpha values are high, and the Cronbach Alpha coefficient value of the total axis grade (0.928) is also high, which assures the researcher to trust the axis for application to the total sample, thus demonstrating that the tool has a high degree of honesty and stability; This qualifies it for application to the total sample of the study.

### **3.7. Study procedures**

- a. The researcher built the study tool (the centerpiece of the impact of the leadership style on the employee's performance, the axis of the impact of organizational culture on the employee's performance, and the axis of the impact of empowerment on the employee's performance).
- b. The researcher presented the axis to a group of competent arbitrators; to ascertain the validity of their paragraphs and the extent to which they belong to their dimensions, and their validity in terms of language.
- c. The researcher applied the axis to a survey sample of 30 staff in private hospitals of both sexes; To make sure the veracity and stability of the axis.
- d. The researcher applied the questionnaires to the overall study sample in an electronic manner.
- e. The data were entered into the computer and statistically processed through the Social Studies Statistical Packages Program (SPSS) and the results of the study were obtained and interpreted.

### 3.8. Statistical processors:

The data have been processed using computer according to the SPSS programmed with the aim of answering the study's questions through the following statistical methods:

- Computational averages, standard deviations and relative weights; with a view to finding sample responses to the axis's paragraphs, dimensions and overall grade.

- Pearson correlation coefficient: used to detect the sincerity of the instrument's internal consistency, and also used to study the relationship between study variables.
- Cranach alpha equation; To find the stability of the tool.
- Pearson's correlation coefficient and both Spearman Brown and GMT; To calculate stability in a halfway Split half method.
- T-test to detect the difference between the averages of the scores of two separate samples depending on the variable nature of the work.
- One- way ANOVA" analysis to identify the significance of differences between the averages of study sample groups by variables: (scientific qualification, years of experience).

## **Chapter IV**

### **Results of the study and recommendations**

## Chapter IV

### Study findings, interpretation and recommendations

This chapter presents and analyses the most important statistical findings on the study problem aimed at identifying the impact of the organizational culture on the functioning of staff in private hospitals in the city of Ramallah. In addition, this chapter contains the results of answering the study's questions and verifying the validity of its assumptions and interpreting these findings in proportion to the phenomenon and variables of the study.

#### The test used in the study:

Since the quinquennial Likert Scale was used in the preparation of the study tool, the study adopted the test shown in table No. (1.4) To judge the direction of each paragraph when using the quintet Likert scale based primarily on the value of the computational medium and the relative weight to determine the level of approval of the paragraphs and dimensions of the study, The length of the period for the computational medium was calculated by dividing the range by the number of levels of answers to be classified The range is the maximum value in the scale minus the minimum value.  $(5-1 = 4)$ , thus the length of the period of the computational medium is equal to  $(4 \div 5 = 0.8)$ , thus obtaining the longest periods of the computational medium, through which the result of each of the study paragraphs, and the result of each dimension of the study, will be determined once and for all.

**Table (26): Test adopted in the study.**

Rating	Cell Length	Relative weight corresponding to him
very low	Less than 1.80	Less than 36%
Low	1.80 to 2.59	36% to 51.9%
Moderate	2.60 to 3.39	52% to 67.9%

Big	3.40 to 4.19	68% to 83.9%
very big	4.20 and bigger	84% and greater

**(Abu Saleh, 2001)**

This gives a statistical indication that averages below (1.80) indicate very low approval of the paragraph or the dimension as a whole, whereas averages ranging from (1.80 - 2.59) It indicates low approval of the paragraph or the dimension as a whole, while averages ranging from 2.66 - 3.39) It indicates an moderate approval of the paragraph or the dimension as a whole, and averages ranging from (3.40) 4.19) indicates significant approval of the paragraph or the dimension as a whole, while averages up to (4.20) and more indicate very high approval of the paragraph or the dimension as a whole.

#### **4.1 Results related to the first question and its interpretation.**

**The first of the study's questions states: What is the impact of the Organizational culture on the employee's performance in private hospitals in Ramallah?**

To answer this question, the researcher calculated the computational average, standard deviation and relative weight of the sample responses to the study on the axis "Impact of the style of leadership on the performance of staff" in its dimensions and overall score. The following table shows this:

**Table (27): arithmetic average, standard deviation, relative weight, arrangement to dimensions the axis (the impact of the leadership style on staff performance) and total score.**

#	dimensions	number of paragraphs	arithmetic mean	standard deviation	Weight Relative %	Arrangement	Judging Degree
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1	First dimension: Democratic style	5	4.162	0.665	83.24	1	Big
2	Second dimension: dictatorship style	5	3.510	0.770	70.20	2	Big
3	Third dimension: messy style	5	2.700	1.068	54.00	3	moderate
	<b>Total Axis Degree</b>	<b>15</b>	<b>3.457</b>	<b>0.587</b>	<b>69.14</b>	<b>-</b>	<b>Big</b>

The previous table shows that the sample study estimates the impact of the Leadership style on the performance of staff in private hospitals in Ramallah; He's got a relative weight (69.14%).

Arranging the axis's dimensions according to their relative weight; It was as follows:

1. "Democratic style", ranked first, with relative weight (83.24%) and to a large extent.
2. "Dictatorship style", second, received relative weight (70.20%) and to a large extent.
3. The " messy style " is third, with a relative weight (54.00%) and medium.

For further results, the researcher examined the individual paragraphs of each dimension to show the following:

**I. With regard to the first dimension of the "democratic style ":**

The researcher calculated the SMA, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (28): SMA, standard deviation, relative weight and order of paragraphs after "democratic style "**

#	Paragraph	SMA	standard deviation	Relative Weight %	Rating	arrangement
1	The leader's perception of problems and their rapid resolution contributed to performance development.	4.440	0.769	88.80	very big	1
2	The leader's rapid response to and implementation of management decisions has developed performance.	4.240	0.668	84.80	very big	2
3	The leader's focus on the strengths and weaknesses of staff contributed to performance development.	4.080	0.928	81.60	Big	4
4	The participatory style of leadership has contributed to improved performance.	3.960	1.043	79.20	Big	5
5	The democratic leader's style helped to ensure mastery and quality in performance.	4.090	1.035	81.80	Big	3

The previous table shows that the ratings for paragraphs the "democratic style" ranged from (79.20% -88.80%) to between large and very large, the highest paragraph after the "democratic style":

- Paragraph 1, which reads: "The leader's perception of problems and their rapid resolution contributed to performance development", ranked first with a relative weight of 88.80%.

The lowest paragraph in the "democratic style" dimension was:

- Paragraph (4), which reads: "The participatory style of leadership contributed to improved performance", ranked fifth and last with a relative weight of 79.20%.

The study attributes this finding to the fact that the democratic style of leadership aims to create some kind of responsibility among subordinates and try to involve them in the decision-making process. The Democratic Director engages subordinates in power and takes care of them in most of his decisions. This participation is between the manager and subordinates and results in a higher morale and high loyalty of staff and commitment to decisions and her staff members have a sense of importance and value, which is reflected positively in the staff member's performance. This would reduce the load and allow time and opportunity for the leader to follow actions and developments and thus anticipate and identify problems. "The leader's awareness of problems and the speed of their resolution contributed to the development of performance" in the first place.

This result is consistent with the results of the Yáñez et. al, (2021) which found a significant influence of democratic leadership style on career performance, and with the results of the Insight et. al, (2021) found that the democratic style had a positive impact at a high level on job performance.

**With regard to the second dimension, "dictatorial style ":**

The researcher calculated the SMA, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (29): Computational average, standard deviation, relative weight and order of paragraphs after "dictatorial style"**

#	paragraph	arithmetic mean	standard deviation	Relative Weight %	Rating	arrangement
1	The leader's centrality contributed to decision-making and contributed to improved performance.	3.700	0.769	74.00	Big	2
2	The dictatorial style of leadership led to staff discipline.	3.350	0.668	67.00	medium	4
3	Organizing staff leads to an increase in achievement.	3.930	0.928	78.60	Big	1
4	The leader's focus on issuing instructions contributes to the mastery of work.	3.620	1.043	72.40	Big	3
5	The impact of the dictatorship style on improving performance productivity.	2.950	1.035	59.00	medium	5

The previous table shows that the ratings for paragraphs after the "dictatorial style" ranged from (59.00% -78.60%) to medium to large, with the highest paragraph after the "dictatorial style":

Paragraph 3, which reads: "Organizing staff leads to an increase in achievement", ranked first with a relative weight of 78.60%.

The lowest paragraph in the "dictatorial style" dimension was:

Paragraph 5: "The effect of the dictatorship style on improving performance productivity", ranked fifth and last with a relative weight of 59.00%.

The study attributes this finding to the fact that the dictatorial pattern, despite its flaws and its negative impact on the morale of the staff, guarantees the institution the speed of decision-making. and to complete the tasks as fully as possible, as it makes the next plans or steps to be planned by the Panel and tend to make different decisions individually as the most experienced person, The autocrat will not take the consent of the team members before issuing any decision which makes the decision-making process fast and easy, so the phrase "Organizing staff leads to an increase in achievement", first place.

This result is consistent with the results of the Ichsan, et. al, (2021) which concluded that the dictatorial leadership method affects staff performance by 34%, and with the results of the Christina study, (2020) which found that the performance of the career is influenced by the leadership style.

**With regard to the third dimension, "messy style ":**

The researcher calculated the SMA, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (30): Arithmetic average, standard deviation, relative weight and order of paragraphs after "messy style"**

#	paragraph	arithmeti c mean	standard deviatio n	Relative Weight %	Rating	arrangemen t
1	The messy style contributed to the abandonment of responsibility for performance results.	2.730	1.434	54.60	averag e	2
2	The messy style caused the loss of the work unit as a team	2.670	1.303	53.40	averag e	3
3	The style has a negative impact on performance productivity	2.570	1.289	51.40	averag e	5

4	The messy style contributed to the accumulation and aggravation of problems	2.890	1.270	57.80	average	1
5	The style of messy contributed to the waste of time and effort	2.640	1.337	52.80	average	2

The previous table shows that the ratings for paragraphs after "messy" ranged from (51.40% -57.80%) to low to medium, the highest paragraph after "messy style":

Paragraph (4), which reads: "The messy style contributed to the accumulation and aggravation of problems", ranked first with a relative weight of 57.80%.

The lowest paragraph was after the "messy style":

Paragraph (3), which reads: "The messy style has had a negative impact on performance productivity", ranked fifth and last with a relative weight of 51.40% low.

The study attributes this finding to the fact that this leadership style is too much to give freedom to the enterprise's staff; Given that the leader in this type of department is distinguished by his hilarious personality, his extensive knowledge of the technical aspects of his profession, and technical skill, the leader's role in this style is negative and does not affect his presence. Individuals can do what they want without interference from him, there are no specific policies or actions and there may be no objectives for the group that individuals work to reach.

This result is consistent with the results of the Yáñez-Araque, et. al, (2021) which came up with in the leadership style of the most important factors affecting the level of functioning in health organizations.

**Briefly:**

The results in the previous tables show that there is an application and impact of Leadership style on the performance of staff significantly, while the messy style has had an average effect.

## 4.2 Conclusions and interpretations of the first question

The second question of the study states: **What impact does organizational culture have on the performance of staff in private hospitals in Ramallah?**

#	dimensions	number of paragraph	arithmetic mean	standard deviation	Weight Relative%	arrangement	Judging Degree
1	<b>First dimension: discipline and commitment</b>	5	4.020	0.567	80.40	3	Big
2	<b>Second dimension: organizational values</b>	5	3.982	0.616	79.64	5	Big
3	<b>Third dimension: team spirit</b>	5	4.052	0.676	81.04	2	Big
4	<b>Fourth dimension: organizational flexibility</b>	5	3.966	0.747	79.32	6	Big
5	<b>Fifth dimension: clarity of objectives</b>	5	4.016	0.732	80.32	4	Big
6	<b>Sixth dimension:</b>	4	3.420	0.804	68.40	8	Big

	<b>focus on results</b>						
7	<b>Seventh dimension: Staff focus</b>	5	3.904	0.726	78.08	7	Big
8	<b>Eighth dimension: openness</b>	5	4.136	0.816	82.72	1	Big
	<b>Total Axis Degree</b>	<b>39</b>	3.950	0.424	<b>79.00</b>	-	<b>Big</b>

To answer this question, the researcher calculated the computational average, standard deviation and relative weight of the sample responses to the study on the axis "Impact of organizational culture on functioning" in its dimensions and overall score. The following table shows this:

**Table (31): Average arithmetic and standard deviation The relative weight and ranking of the dimensions of the "Impact of organizational culture on staff performance" axis and its overall grade**

The previous table shows that the sample study estimates the impact of organizational culture on the performance of staff in private hospitals in Ramallah; He's got a relative weight (79.00%), a lot.

Arranging the axis's dimensions according to their relative weight; It was as follows:

1. The eighth dimension, "openness", came first, with relative weight (82.72%) and to a large extent.
2. The third dimension, "team spirit", was second, with relative weight (81.04%) and to a large extent.
3. The first dimension, "discipline and commitment", was third, with a relative weight (80.40%) and largely.
4. The fifth dimension, "Clarity of objectives", was fourth, with relative weight (80.32%) and to a large extent.
5. The second dimension, "organizational values", was fifth, with relative weight (79.64%) and to a large extent.
6. The fourth dimension, "organizational flexibility", was sixth, with relative weight (79.32%) and to a large extent.
7. The seventh dimension, "Staff focus", was seventh, with relative weight (78.08%) and to a large extent.
8. The sixth dimension, "Focus on Results", came eighth, with relative weight (68.40%) and to a large extent.

**For further results, the researcher examined the individual paragraphs of each dimension to show the following:**

**I. With regard to the first dimension of "discipline and commitment":**

The researcher calculated the SMA, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (32): Arithmetic average Normative deviation, relative weight and arrangement of paragraphs after "discipline and commitment"**

#	Paragraph	arithmetic mean	standard deviation	Relative Weight%	Rating	arrangement
1	The imposition of hospital commitment and discipline contributed to a change in the staff member's behavior for the better.	4.070	0.639	81.40	Big	2
2	The imposition of hospital management standards and determinants of work has improved the productivity of work	4.100	0.797	82.00	Big	1
3	Following the Department's procedures for organizing work has contributed to organizing and enhancing performance.	3.940	0.874	78.80	Big	5
4	Discipline work to save time and effort	4.040	0.994	80.80	Big	3
5	Discipline and commitment work to increase competitiveness	3.950	1.008	79.00	Big	4

towards performance.	better					
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The previous table shows that the ratings for paragraphs after "discipline and commitment" ranged from (78.80% -82.00%) to a large degree, the highest paragraph after "discipline and commitment":

Paragraph 2, which states: "The imposition of hospital management standards and determinants of work has contributed to the improvement of work productivity", ranked first with a relative weight of 82.00%.

The lowest paragraph was after "discipline and commitment":

Paragraph (3), which stipulates: "Following the procedures established by the Department to regulate work has contributed to the organization and promotion of performance", ranked fifth and last with a relative weight of 78.80%.

The study attributes this finding to the fact that commitment and discipline at work constitutes the force that urges individuals or groups to observe the rules and procedures that are necessary for the effective operation of the enterprise. Job discipline is the backbone of good working relationships. Strengthening and maintaining employee discipline is essential for the proper functioning of the organization.

This result is consistent with the results of the Zam, et. al, (2021) which concluded that commitment and discipline in organizational culture has a positive impact on functioning, and with the results of the Yosiana study, (2020) which concluded that the working culture (after discipline) helps nurses control stress, also allows them to improve their performance, and with the results of the Hadouga study, (20121) found that the organizational climate is closely linked to organizational commitment and perceived employee empowerment.

## II. With regard to the second dimension, "organizational values":

The researcher calculated the calculation averages, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (33): Arithmetic average, standard deviation, relative weight and order of paragraphs after "organizational values"**

#	paragraph	arithmetic mean	standard deviation	Relative Weight%	Rating	arrangement
1	Organizational values reflected a good picture of the hospital.	4.050	0.845	81.00	Big	2
2	Organizational values contributed to promoting harmony at work	4.120	0.832	82.40	Big	1
3	Organizational values have contributed to guiding decision-making.	4.000	0.816	80.00	Big	3
4	Hospital organizational values influenced hospital loyalty.	3.930	0.901	78.60	Big	4
5	Organizational values served to guide staff' behavior in the interest of the hospital.	3.810	1.116	76.20	Big	5

It is clear from the previous table that the ratings of paragraphs after "organizational values" ranged from (76.20% -82.40%) to a large degree, the highest paragraph after "organizational values":

Paragraph (2), which reads: "Organizational values contributed to the promotion of harmony at work", ranked first with a relative weight of 82.40%.

The lowest paragraph was after "organizational values":

Paragraph (5), which reads: "Organizational values served to guide the conduct of staff in the interest of the hospital", ranked fifth and last with a relative weight of (76.20%) to a significant extent.

The study attributes this finding to the fact that the value dimension is one of the most important pillars of the strategic plans' success. As it plays a great role in activating the administrative process and improving the productivity of work to ensure the Organization's growth and achievement of its objectives, The importance of organizational values is to create an individual's choice of behaviour that enhances one's compatibility with others, which creates a kind of harmony in task forces, improves effective managerial communication and reduces conflicts that affect loyalty and hopeful success.

This result is consistent with the findings of the Paais, and Pattiruhu (2020) study that came up with a organizational culture that had a positive and significant impact on performance.

**I. With regard to the third dimension, "team spirit":**

The researcher calculated the calculation averages, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (34): Arithmetic average, standard deviation, relative weight and arrangement of paragraphs after "team spirit"**

#	paragraph	arithmetic mean	standard deviation	Relative Weight%	Rating	arrangement
1	Working within a team has contributed to building morale in the workplace, thereby increasing the efficiency of staff' performance.	4.120	0.742	82.40	Big	2
2	A culture of teamwork has contributed to a higher level of work productivity.	4.230	0.789	84.60	Very big	1
3	Working within a team contributed to the solution of professional problems.	4.070	0.923	81.40	Big	3
4	Working in the spirit of the team contributed to achieving excellence in the hospital's performance	3.870	1.060	77.40	Big	5
5	Work within the team in the development of teamwork skills.	3.970	1.095	79.40	Big	4

The previous table shows that the ratings of paragraphs after "team spirit" ranged from (77.40% -84.60%) to between large and very large, the highest paragraph after "team spirit":

Paragraph (2), which states: "The culture of collective action has contributed to raising the level of labor productivity", ranked first with a relative weight of 84.60%.

The lowest paragraph was after "team spirit":

Paragraph (4), which reads: "Working in the spirit of the team contributed to achieving excellence in the performance of the hospital", ranked fifth and last with a relative weight of (77.40%) significantly.

The study attributes this finding to the fact that working in a team spirit is the fundamental strength of each company or enterprise. And most of the success of enterprises and companies depends on an appropriate working culture, A coherent working group, which helps to get the work done quickly and with less time and effort, Working in the spirit of the team also helps to create a positive work culture in which competition in ideas prevails s self-love and selfishness in action, and urged everyone to respect each other and share experiences, cultures and ideas. This result is consistent with the results of the Zam, et. al, (2021) which has come up with an organizational culture and good working culture has a positive impact on improving the quality of the health service provided, contributing to improved functioning.

## **II. Regarding to the fourth dimension, "organizational flexibility":**

The researcher calculated the calculation averages, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (35): Arithmetic Average Normative deviation, relative weight and arrangement of paragraphs after "organizational flexibility"**

#	paragraph	arithmetic mean	standard deviation	Relative Weight %	Rating	arrangement
1	The hospital's adaptation to the surrounding variables helped to develop functional performance	4.030	0.958	80.60	Big	2
2	The hospital management's response to modern technological developments has helped to improve functional performance.	4.100	0.904	82.00	Big	1
3	Management's flexibility to respond to internal and external changes has contributed to reducing work risks.	3.880	1.056	77.60	Big	5
4	Organizational flexibility enabled the hospital to cope with unexpected disorders and events.	3.900	1.020	78.00	Big	4
5	Organizational flexibility has made the hospital ready for any surprise changes.	3.920	1.001	78.40	Big	3

It is clear from the previous table that the ratings for paragraphs after "organizational flexibility" ranged from (77.60% -82.00%) to a large degree, the highest paragraph after "organizational flexibility":

Paragraph (2), which reads: "The response of the hospital administration to modern technological developments has helped to improve job performance", ranked first with a relative weight of 82.00%.

The lowest paragraph was after "organizational flexibility":

Paragraph 3, which states: "The flexibility of management to respond to internal and external changes has contributed to reducing the risks of work", ranked fifth and last with a relative weight of 77.60%.

The study attributes this finding to the fact that the Organization's flexibility means its ability to anticipate and predict any growing change that may arise in the Organization's performance, as well as to predict, prepare for, respond to and adapt to sudden disruptions for its survival and prosperity, where organizationally flexible institutions are able to strategically adapt to the various ambient and changing circumstances that may arise in the Organization at any possible time.

### III. Regarding to dimension V, "Clarity of objectives":

The researcher calculated the calculation averages, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (36): mean standard deviation, relative weight and arrangement of paragraphs after "clarity of objectives."**

#	paragraph	arithmetic mean	standard deviation	Relative Weight%	Rating	arrangement
1	Participation of staff in goal setting helped to achieve career commitment	4.070	0.843	81.40	Big	1
2	Clarity of objectives contributed to improving the	4.030	0.915	80.60	Big	3

	quality of career performance					
3	Clarity of objectives for staff contributed to the hospital's expectations of functioning.	4.050	0.914	81.00	Big	2
4	Clarity of objectives determines the characteristics of professional tasks.	3.960	1.062	79.20	Big	5
5	Clarity of objectives contributed to the success of performance development strategies.	3.970	1.095	79.40	Big	4

It is clear from the previous table that the ratings of paragraphs after "clarity of objectives" ranged from (79.20% -81.40%) to a large degree, the highest paragraph after "clarity of objectives":

Paragraph No. (1), which reads: "Participation of staff in setting goals has helped achieve career commitment", ranked first with a relative weight of 81.40%.

The lowest paragraph was after "clarity of objectives":

Paragraph (4), which reads: "Clarity of objectives determines the characteristics of professional tasks", ranked fifth and last with a relative weight of (79.20%) to a large extent.

It is clear from the previous table that the ratings of paragraphs after "clarity of objectives" ranged from (79.20% -81.40%) to a large degree, the highest paragraph after "clarity of objectives":

Paragraph No. (1), which reads: "Participation of staff in setting goals has helped achieve career commitment", ranked first with a relative weight of 81.40%.

The lowest paragraph was after "clarity of objectives":

Paragraph (4), which reads: "Clarity of objectives determines the characteristics of professional tasks", ranked fifth and last with a relative weight of (79.20%) to a large extent.

The study attributes this finding to the fact that objectives are the most important elements of the Organization's planning, as no leader or task force can perform their function without clear purposes and objectives that the Organization seeks to achieve and adopt predictions. and policies establish procedures and rules to achieve certain goals, and therefore the objectives must be clear, understandable and specific to both the authors and the executors and many would prefer the goals to be written in clear and common language for organizational members.

This result is consistent with the results of the Zam, et. al, (2021) found an impact of organizational culture in all its dimensions on improving the quality of work.

#### IV. Regarding to the sixth dimension, "Focus on results":

The researcher calculated the calculation averages, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (37): mean standard deviation, relative weight and arrangement of paragraphs after "focus on results."**

#	Paragraph	arithmetic mean	standard deviation	Relative Weight %	Rating	arrangement
1	Assigning maximum duties to staff has improved the amount of job performance	3.360	1.132	67.20	average	2
2	Staff' vulnerability to pressing challenges and attitudes has achieved professional skills development.	3.320	1.317	66.40	average	3
3	Focusing on results increased functional burdens.	3.300	1.105	66.00	Big	4
4	Focusing on results has contributed to the achievement of the hospital's goals.	3.700	0.979	74.00	Big	1

The previous table shows that the ratings for paragraphs after "focus on results" ranged from (66.00% -74.00%) to medium to large, the highest paragraph after "focus on results":

Paragraph (4), which reads: "The focus on results contributed to the achievement of the hospital's goals", ranked first with a relative weight of 74.00%.

The lowest paragraph was after "focus on results":

Paragraph (3), which reads: "The focus on results increased the functional burden", ranked fourth and last with a relative weight of (66.00%) at an average level.

The study attributes this result to the fact that focusing on results contributes to taking direct action to achieve or exceed the set goals. Therefore, the phrase "focusing on results contributed to the achievement of the hospital's goals" is first, optimizing the utilization of resources, while overcoming obstacles, barriers and routine actions to achieve the desired goals.

This result is consistent with the results of Zacharias, et. al, (2021) which emphasized the importance of focusing on outcomes because of their positive impact in guiding career performance towards the achievement of the Organization's objectives.

**V. Regarding to dimension VII, "Staff focus":**

The researcher calculated the calculation averages, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (38): Arithmetic Average Standard deviation, relative weight and arrangement of paragraphs after "staff focus".**

#	Paragraph	arithmetic mean	standard deviation	Relative Weight%	Rating	arrangement
1	The interest of the hospital administration in solving personal problems for	4.070	1.028	81.40	Big	5

	staff contributed to enhancing the concentration of job performance					
2	The hospital management's keenness to develop a working culture has enhanced the efficiency of functioning.	4.030	0.958	80.60	Big	1
3	Attention to operational issues contributes to resolving operational work problems and thereby improving career performance.	4.050	0.869	81.00	Big	4
4	The employee focused on professional skills development.	3.960	0.881	79.20	Big	2
5	The hospital's focus on staff training has contributed to improved career performance.	3.970	1.154	79.40	Big	3

It is clear from the previous table that the ratings for paragraphs after "focus on the employee" ranged from (71.00% -80.60%) to a large degree, the highest paragraph after "focus on the employee":

Paragraph (2), which reads: "The interest of the hospital administration in developing a working culture has enhanced the efficiency of functioning", ranked first at a relative weight of (80.60%).

The lowest paragraph was after "staff focus":

Paragraph (1), which reads: "The interest of the hospital administration in solving the personal problems of staff contributed to enhancing the concentration of job performance", ranked fifth and last with a relative weight of 71.00%.

The study attributes this finding to the fact that providing for the requirements and needs of staff members and taking into account their circumstances, attitudes and professional orientations plays a significant role in achieving job satisfaction and thus increasing the Organization's loyalty and belonging, which drives it to improve its functioning.

This result is consistent with the results of the Ingsih et. al, (2021) found that the working culture and motivations of work and leadership have a positive impact at a high level on job performance.

#### **VI. Regarding to the eighth dimension of "openness":**

The researcher calculated the calculation averages, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (39): Arithmetic average, standard deviation, relative weight and arrangement of paragraphs after "openness"**

#	Paragraph	arithmetic mean	standard deviation	Relative Weight%	Rating	arrangement
1	Hospital management support for new staff and their inclusion in the task forces helped to bring creativity to work	4.220	0.938	84.40	Very big	1
2	Opening up the space for staff to employ has improved the level of career performance	4.190	1.125	83.80	Big	2
3	Sharing ideas of creative competencies from outside the hospital management contributed to improving the quality of work	4.090	1.064	81.80	Big	4

4	The hospital's use of modern technologies has improved the quality of performance	4.030	1.029	80.60	Big	5
5	The hospital's participation in global conferences has contributed to new ideas for performance development	4.150	1.018	83.00	Big	3

It is clear from the previous table that the ratings of paragraphs after "openness" ranged from (80.60% -84.40%) to a large and very large degree, the highest paragraph after "openness":

Paragraph (1), which reads: "The support of hospital management for new staff and their inclusion in the task forces helped to achieve creativity at work", ranked first with a relative weight of 84.40%.

The lowest paragraph was after "openness":

Paragraph (4), which states: "The use of modern technologies by the hospital contributed to the improvement of performance quality", ranked fifth and last with a relative weight of (80.60%) to a significant extent.

The study attributes this finding to the fact that organizational openness provides an opportunity for the institution to learn about and benefit from the experiences and cultures of other societies. and contribute to attracting creative competencies or innovating creative and innovative methods and techniques, Organizational openness reduces the cost of R&D tremendously through innovative and overlapping development methods and thus depart from the traditional scope of the Organization and meet clients' wishes and needs.

This result is consistent with the findings of the study Badrianto and Ekhsan (2020) which emphasized the importance of organizational openness and its role in improving the working culture and thus developing career performance.

In sum:

The findings in the previous tables show that there is a positive attitude towards the paragraphs of the second axis, which means that there is a significant impact of organizational culture on functioning.

### 4.3. Findings and interpretation of the third question:

**Question 3 of the study states: What impact does the empowerment of staff have on the performance of private hospitals in Ramallah?**

To answer this question, the researcher calculated the computational average, standard deviation and relative weight of the sample responses to the study on the axis "Impact of empowerment on the performance of staff" in its dimensions and overall score. The following table shows this:

**Table (40): Average arithmetic and standard deviation The relative weight and ranking of the dimensions of the "Impact of empowerment on staff" performance" axis and its overall grade**

#	dimensions	number of paragraph	arithmetic mean	standard deviation	Weight Relative %	arrangement	Judging Degree
1	First dimension: Information sharing	5	3.918	0.693	78.36	3	Big
2	Second dimension: Building task forces	5	4.044	0.676	80.88	5	Big
3	Third dimension: Impact	5	3.970	0.823	79.40	2	Big
4	Fourth Dimension:	5	4.168	0.863	83.36	6	Big

	Motivating Staff						
	<b>Total Axis Degree</b>	<b>20</b>	4.025	0.599	<b>80.50</b>	-	<b>Big</b>

The previous table shows that the sample study estimates the impact of staff empowerment on the performance of private hospitals in Ramallah; He's got a relative weight (80.50%), a lot.

Arranging the axis's dimensions according to their relative weight; It was as follows:

1. The fourth dimension, "Motivation of staff", came first, with relative weight (83.36%) and to a large extent.
2. The second dimension, "task force building", was second, with relative weight (80.88%) and to a large extent.
3. The third dimension, "Impact", was third, with relative weight (79.40%) and to a large extent.
4. The first dimension was "information sharing", ranked fourth, with relative weight (78.36%) and largely.

**For further results, the researcher examined the individual paragraphs of each dimension to show the following:**

**I. Regarding to the first dimension of "information sharing":**

The researcher calculated the SMA, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (41): Arithmetic Average standard deviation, relative weight and arrangement of paragraphs after "information sharing"**

#	paragraph	arithmeti c mean	standard deviatio n	Relative Weight %	Rating	Arrangemen t
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1	Empowering self-guidance and self-control staff to benefit from their potential.	4.020	0.864	80.40	Very big	2
2	Staff members' participation in decision-making affected their sense of commitment at work.	4.030	0.989	80.60	Big	1
3	The staff member's authority and ability to fulfil a particular function has cultivated a spirit of perseverance at work.	3.850	0.880	77.00	Big	4
4	Assigning the employee overall responsibility for the work enabled him to make the decision on his own to complete the task.	3.770	1.043	75.40	Big	5
5	The motivation of both worlds for the problem-solving initiative has improved the productivity of work.	3.920	1.194	78.40	Big	3

The previous table shows that the ratings for paragraphs after "information sharing" ranged from (75.40% -80.60%) to a large extent, the highest in the "information sharing" dimension:

Paragraph 2, which states: "Staff' participation in decision-making has affected their sense of commitment to work", ranked first with a relative weight of 80.60%.

The lowest paragraph was after "information sharing":

Paragraph (4), which stipulates: "The assignment of total responsibility for work enabled the employee to make the decision alone to complete the task", ranked fifth and last with a relative weight of 75.40%.

The study attributes this result to the fact that providing staff with the opportunity to demonstrate their abilities and creative ideas in their field of employment feels the importance of their role in the enterprise. Sharing information with staff is one of the most important means to achieve effectiveness in the institution. We ensure that they accept the decisions taken and create an atmosphere of mutual trust between them and the management of the institution. contributing to motivating staff and raising their morale as a result of their sense of responsibility, developing better relationships with the team, developing their skills and drawing on their colleagues' experiences and abilities, It also benefits the Foundation in improving working practices, enhancing decision-making and achieving job satisfaction.

This result is consistent with the results of the study Zacharias, et. al, (2021) which concluded that organizational participation directly contributes to improved functioning, and with the results of the Zam, et. al, (2021) which has come to improve the quality of the health service provided, contributing to the improvement of the functioning.

## **II. With regard to the second dimension, "task force building":**

The researcher calculated the calculation averages, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (42): Arithmetic Average standard deviation, relative weight and arrangement of paragraphs after "team building"**

#	paragraph	arithmeti c mean	standard deviatio n	Relative Weight %	Rating	arrangemen t
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1	Reinforce work within the team with staff who belong and loyalty	4.010	0.881	80.20	big	4
2	The employment of self-managed task forces has contributed to reducing work problems.	3.970	0.926	79.40	big	5
3	Cooperative action contributes to improved production levels.	4.040	0.886	80.80	big	3
4	Collective action has contributed to effectively and efficiently coping with and rationalizing resource consumption.	4.100	0.893	82.00	big	1
5	Working within the team has contributed to removing obstacles to career development.	4.100	1.029	82.00	big	2

It is clear from the previous table that the ratings of paragraphs after "task force building" ranged from (79.40% -82.00%) to a large degree, the highest paragraph after "task force building":

Paragraph (4), which states: "Collective action has contributed to the effective and efficient management and rationalization of resource consumption", ranked first with a relative weight of 82.00%.

The lowest paragraph was after "task force building":

Paragraph (2), which reads: "The employment of self-managed task forces has contributed to the reduction of work problems", ranked fifth and last with a relative weight of 79.40%.

The study attributes this finding to the fact that working within task forces works towards achieving the goals when people work collectively, save time and

overcome barriers. collective action is a means of exchanging experiences, Knowledge among individuals, thus making the most of them all, Promoting creativity and innovation, enhancing trust among the members of the task force, self-development, which has a positive impact on job performance.

This result is consistent with the results of the Insight et. al, (2021) which concluded that the impact of the work culture supportive of teamwork within the team on job performance, and with the results of the Yosiana study, (2020) which concluded that a favorable working culture helps nurses control stress, also allows them to improve their performance.

### III. Regarding to the third dimension of "impact":

The researcher calculated the calculation averages, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (43): Arithmetic average, standard deviation, relative weight and order of paragraphs after "effect"**

#	Paragraph	arithmeti c mean	standard deviatio n	Relative Weight %	Rating	arrangemen t
1	The employee's sense of confidence helped the manager improve the productivity of the work.	3.990	1.039	79.80	big	2
2	The staff member's sense that his or her participation contributes to the achievement of the hospital's objectives has led to improved career performance.	4.110	0.993	82.20	big	1

3	The employee's awareness of his importance to the hospital increased his enthusiasm and motivation for work.	3.900	1.039	78.00	big	5
4	Motivated the employee's belief in his contribution and influence in the hospital to develop his professional skills and thereby improve career performance	3.940	1.144	78.80	big	3
5	The staff member's influence in decision-making has increased his or her confidence in his or her ability to deliver.	3.910	1.146	78.20	big	4

It is clear from the previous table that the ratings of paragraphs after "impact" ranged from (78.00% -82.20%) to a large degree, the highest paragraph after "impact": The lowest paragraph was after "impact":

Paragraph (3), which states: "The employee's awareness of his importance to the hospital increased his enthusiasm and motivation for work", ranked fifth and last with a relative weight of 78.00%.

#### **IV. The lowest paragraph was after "impact":**

Paragraph (3), which states: "The employee's awareness of his importance to the hospital increased his enthusiasm and motivation for work", ranked fifth and last with a relative weight of 78.00%.

The study attributes this result to the empowerment of staff by demonstrating their impact on the Organization. It promotes staff' sense of self-effectiveness by identifying, working to eliminate and overcome conditions that promote vulnerability through formal organizational practices and informal means of providing information on self-effectiveness.

This result is consistent with the results of the study of Akinwale and George (2020) which arrived at and the results showed a positive relationship for each dimension of the organizational culture (assessment and achievement) with the nurses' job satisfaction.

**V. Regarding the fourth dimension of "motivation of staff":**

The researcher calculated the calculation averages, standard deviations, relative weights and arrangement of paragraphs of this dimension as shown in the following table:

**Table (44): Arithmetic average, standard deviation, relative weight and arrangement of paragraphs after "motivation of staff"**

#	Paragraph	arithmetic mean	standard deviation	Relative Weight %	Rating	arrangement
1	Enhanced the provision of financial rewards to staff from their motivation to work.	4.160	1.041	83.20	big	3
2	Enhanced the staff member's access to moral rewards from their satisfaction and career membership.	4.310	0.884	86.20	very big	1
3	Giving freedom to assume responsibility in the work has helped to achieve creativity in the work.	4.050	1.085	81.00	big	5
4	Fairness in the distribution of remuneration paid the staff member to improve his or her performance and increase his or her confidence in the hospital.	4.180	1.131	83.60	big	2

5	Honouring staff with achievements in increasing staff motivation towards the required accomplishment	4.140	1.163	82.80	big	4
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The previous table shows that the ratings of paragraphs after "motivation of staff" ranged from (81.00% -86.20%) to between large and very large, the highest paragraph after "motivation of staff":

Paragraph (2), which reads: "The employee's access to moral remuneration has enhanced their satisfaction and job membership", ranked first at a relative weight of 86.20%.

The lowest paragraph was after "motivating staff":

Paragraph (3), which reads: "Giving freedom to assume responsibility in work has helped to achieve creativity at work", ranked fifth and last with a relative weight of 81.00%.

The study attributes this result to the success of any institution, which is the efforts, discipline and commitment of its staff to the institution in which they work and their sense of belonging. This is achieved through the motivation programs of the staff, and in order for the staff to do their job fully, they must be constantly motivated to gain greater productivity and raise the morale of the staff. Motivating staff to make staff feel safe and comfortable and thus make them dedicated to their work and work at full capacity.

This result is consistent with the findings of the Akinwale, O. E., & George, (2020) study, which found a positive relationship for both the dimensions of the organizational culture (administrative and organizational support, progress and promotion) with nurses' job satisfaction.

**In sum:**

The findings in the previous tables show that there is a positive attitude towards the third axis paragraphs, which means that there is interest and application of

empowerment, and that there is a significant impact of empowerment on staff performance.

#### **4.4 Conclusions and interpretation of question IV**

**Question 4 of the study states: Are there statistically significant differences at an indicative level ( $\alpha \leq 0.05$  between the responses of the study sample on the impact of the organizational culture on the performance of staff in private hospitals in Ramallah according to the variables of "nature of work, scientific qualification, years of experience"?**

The following hypotheses emerge from this question:

##### **4.4.1. First hypothesis:**

**There are no statistically significant differences at the indicative level ( $\alpha \leq 0.05$ ) between the responses of the sample study's estimates on the impact of the leadership style on the employee's performance (health-management).**

To verify the validity of this hypothesis; The researcher compared the average estimates of the study sample individuals working in the health field (n = 53) with the average estimates of the study sample individuals working in the administrative field (n = 47) on the impact of the organizational culture on the performance of the staff of the private hospitals in Ramallah under study using the "T. test" test for differences between the averages of two independent samples. The following table shows this:

**Table (45): "T" test to detect differences between study sample estimates on the impact of the leadership style and empowerment and organizational culture on the performance of staff in private hospitals in Ramallah depending on the variable nature of work**

Axis	nature of work	number	arithmetic mean	standard deviation	Value "T"	Sig Value	level of significance
Axis I: Impact of the leadership style on employee's performance	<b>Healthy</b>	53	3.407	0.583	0.899	0.371	Statistically non-functional
	<b>Administrative</b>	47	3.513	0.593			
employee's performance	<b>Healthy</b>	53	3.955	0.439	0.130	0.897	Statistically non-functional
	<b>Administrative</b>	47	3.944	0.412			
Theme III: Impact of empowerment on	<b>Healthy</b>	53	4.092	0.626	1.198	0.234	Statistically non-functional
	<b>Administrative</b>	47	3.948	0.563			

employee's performance							
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Tabular t value at a degree of freedom (98) and an indicative level of 0.05 = (1.98), and an indicative level of 0.01 = (2.62)

The previous table shows that T's calculated value is lower than T's tabular value, and that the "Sig" values corresponding to T values are greater than (0.05) in all axes; This means that there are no statistically significant differences at the indicative level ( $\alpha \leq 0.05$ ) between the survey sample's responses to the impact of the organizational culture on the performance of staff in private hospitals in Ramallah attributable to the changing nature of work.

The study attributes this finding to the fact that all staff in private hospitals, whether administrative or health, are under the same working umbrella. Therefore, the variables of the working culture affect all of them depending on the nature of their work. The dimensions of the organizational culture such as leadership style, organizational culture or empowerment work to influence professional performance in general.

**4.4.2. Second hypothesis:**

**There are no statistically significant differences at the indicative level ( $\alpha \leq 0.05$ ) between the responses of the sample study's estimates on the impact of the leadership style and empowerment and organizational culture on the performance of staff in private hospitals in Ramallah attributable to the scientific qualification variable (diploma, bachelor's degree, master's degree, doctorate).**

to verify the validity of this hypothesis; The researcher used the One-Way ANOVA mono variation analysis test; To reveal the differences between the responses of the sample study's estimates on the impact of the organizational culture on the performance of staff in private hospitals in Ramallah attributable to the scientific qualification variable, the following table shows this:

**Table (46): "F" test to detect differences between study sample estimates on the impact of the leadership style and empowerment and organizational culture on the performance of staff in private hospitals in Ramallah attributable to the scientific qualification variable**

axis	Source of variation	sum of squares	degrees of freedom	Average boxes	Value "F"	Sig Value	significance level
Axis I: Impact of the leadership on employee's performance	<b>among groups</b>	1.289	3	0.430	1.254	0.295	Statistically non-functional
	<b>within groups</b>	32.889	96	0.343			
	<b>Total</b>	34.178	99				
Theme II: Impact of organizational culture on employee's performance	<b>among groups</b>	0.991	3	0.330	1.879	0.138	Statistically non-functional
	<b>within groups</b>	16.872	96	0.176			
	<b>Total</b>	17.863	99				
Theme III: Impact of empowerment on employee's performance	<b>among groups</b>	0.971	3	0.324	0.899	0.445	Statistically non-functional
	<b>within groups</b>	34.557	96	0.360			
	<b>Total</b>	35.528	99				

The value of F tabular at two degrees of freedom (3. 96) and the level of indication of 0.05 = (2.68), and the level of indication of 0.01 = (3.95).

The following table shows that the calculated "F" values are lower than the tabular "F" value, and that the "Sig" values corresponding to the "F" values are

greater than (0.05) in all axes, indicating that there are no statistically significant differences at the indicative level ( $\alpha \leq 0.05$ ) among the responses of the sample study on the impact of the organizational culture on the performance of staff in private hospitals in Ramallah attributable to the scientific qualification variable. The study attributes this finding to the fact that all staff in private hospitals at different levels of science are subject to the same standards, conditions and possibilities and that their responses to the impact of the organizational culture on staff' performance are not affected by their scientific qualifications.

**4.4.3. Third hypothesis:**

**There are no statistically significant differences at the indicative level ( $\alpha \leq 0.05$ ) between the survey sample's responses to the impact of the leadership style and empowerment and organizational culture on the performance of staff in private hospitals in Ramallah attributable to the variable years of experience (one to 5 years - 6 to 10 years - more than 10 years).**

to verify the validity of this hypothesis; The researcher used the One-Way ANOVA mono variation analysis test; To reveal the differences between the responses of the sample study's estimates on the impact of the organizational culture on the performance of staff in private hospitals in Ramallah attributable to the variable years of experience, the following table shows:

**Table (47): "F" test to detect differences between study sample estimates on the impact of the leadership style and empowerment organizational culture on the performance of staff in private hospitals in Ramallah attributable to the variable years of experience**

Axis	Source of variation	sum of squares	degrees of freedom	Average boxes	Value "F"	Sig Value	significance level
	<b>among groups</b>	0.872	2	0.436	1.269	0.286	

Axis I: Impact of the leadership on employee's performance	<b>within groups</b>	33.306	97	0.343			Statistically non-functional
	<b>Total</b>	34.178	99				
Theme II: Impact of organizational culture on employee's performance	<b>among groups</b>	0.119	2	0.060	0.326	0.722	Statistically non-functional
	<b>within groups</b>	17.744	97	0.183			
	<b>total</b>	17.863	99				
Theme III: Impact of empowerment on employee's performance	<b>among groups</b>	0.334	2	0.167	0.460	0.633	Statistically non-functional
	<b>within groups</b>	35.194	97	0.363			
	<b>total</b>	35.528	99				

The value of F tabular at two degrees of freedom (2, 97) and the level of indication of 0.05 = (3.07), and the level of indication of 0.01 = (4.79).

The following table shows that the calculated "F" values are lower than the tabular "F" value, and that the "Sig" values corresponding to the "F" values are greater than (0.05) in all axes, indicating that there are no statistically significant differences at the indicative level ( $\alpha \leq 0.05$ ) among the responses of the sample study on the impact of the leadership style and empowerment and organizational culture on the performance of staff in private hospitals in Ramallah attributable to the variable years of experience.

The study attributes this finding to the fact that the views of the study sample of scientists in private hospitals, whether administrative or health, are not affected by the changing number of years of service, as this depends not so much on experience as on the dimensions of the Organization's organizational culture.

## ● Summary of study results

The researchers summarize the results of the field study through the following presentation:

- The leadership style affects the performance of private hospital staff in Ramallah with a relative weight of 69.14%.
- This is according to the order of dimensions (democratic pattern, dictatorial pattern, anarchist pattern)
- Organizational culture affects the performance of staff in private hospitals in the city of Ramallah significantly and with relative weight (79.00%). The impact of the dimensions of organizational culture is arranged as follows (openness, team spirit, discipline and commitment, clarity of objectives, organizational values, organizational flexibility, employee focus, focus on results).
- The empowerment of staff affects the performance of staff in private hospitals in Ramallah to a large extent and with a relative weight (80.50%) according to the following dimension order (motivation of staff, building of task forces, influence, sharing of information).
- There are no statistically significant differences at an indicative level ( $\alpha \leq 0.05$ ) between the study sample responses on the impact of the organizational culture on the performance of staff in private hospitals in Ramallah according to variables (nature of work, scientific qualification, years of experience).

## **Conclusion:**

The human component is one of the most important components of the organizations and the foundations of their success due to the contribution of the employee's performance in conducting the operations and activities of the company and determining the quality and efficiency of its outputs and, in view of the importance of the performance of the staff of the organizations, the current study examined factoring that could affect functioning as a scientific

contribution to helping companies to focus on variables that have an effective impact and exploit them to improve the performance of staff and thus achieve the organization's objectives, Based on the importance of the private health sector and the importance of its outputs, Al-Baha 'a applied the study to a sample of staff in private hospitals in Ramallah, and the study confined the impact of the organizational culture to functioning as one of the most important elements and surroundings of staff, The study was limited to studying three main dimensions of the regulatory culture, namely the style of leadership and organizational culture and staff empowerment. The results of the field study confirm that there is a significant and strong impact on the performance of both work and that therefore senior managers in private hospitals should focus on those dimensions to improve staff performance.

## **Recommendations**

Based on its findings, the study recommends that:

- Democratization of leadership, which has a positive impact on career improvement.
- Promote organizational openness in private hospitals in order to benefit from successful experiences.
- Promote teamwork, build task forces and work in a team spirit.
- Establishing standards and laws to establish a culture of commitment and discipline at work.
- Work towards staff' participation in setting organizational goals and clarifying them in a way that enables them to guide their behaviors towards achieving them.
- Strengthening hospitals' ability to respond to external variables and developments.

- Attention to the trends, tendencies and requirements of both worlds to satisfy their psychological, social and material needs with a view to achieving job satisfaction.
- Develop plans and strategies to optimize the utilization of material, human resources and time with a view to improving the quality of results and outputs.
- Preparation of workshops for hospital leaders to promote the principle of staff' participation in decision-making, and submission of proposals.
- Promote fruitful efforts and provide material and moral motivation to improve job performance.

**Determinants:**

- There are not enough sources for scientific study.
- Inability to reach the research community easily.
- Not having the necessary physical capabilities

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# Appendices

## Appendix (I)

### Names of arbitrators

Name of arbitrators	Name of university
Salah Al Odeh	Al- Quds university
Samir Baydon	Birzeit university
Shaher Salamh	Al- Quds university
Shaher Obaid	Al – Quds open university
Omar Slaibi	Al- Quds university
Ohoud Al Khatib	Palestine technical university –kadoorie
Ismail Iriqat	Birzeit university

## Appendix (II)

### Hospitals

Hospital name	Number of staff
Waleed Al Nazer Hospital	10
Palestine Red Crescent Hospital	230
IstishariArab Hospital	490
Al Mostaqbal Hospital	50
H- clinic Hospital	200
Arab Care Hospital	60
Total	1040

## **Appendices (III)**

### **Questionnaire**

#### **Questionnaire for a scientific study**

The researcher is conducting a study entitled:

#### **The Impact of Leadership Style, Organizational Culture, and Empowerment on Staff Performance at private hospitals in Ramallah city**

The researcher prepared this questionnaire in order to obtain the data of the study, and you were selected among the sample that answers this questionnaire, believing and trusting in the importance of your opinion on the subject of the study, and in appreciation of the importance of your opinion in this study, we trust you that you will realize the importance of answering its paragraphs accurately and carefully for what It is of importance in achieving the goals of study and community service.

We hope that you will kindly answer the questions of this questionnaire accurately, as the validity of the results of this questionnaire depends to a large extent on the correctness of your answer, and we assure you of our keenness on this data, and that it will only be used for the purposes of scientific research only.

With respect and appreciation,

**Researcher**

**Ameera Yassin Dawood**

## First Section: Demographic Data:

Nature of work  health  administrative

حفظ الترجمة

Academic qualification  Diploma  Bachelor  Master  Ph.D

Years of experience  1-5 years  6-10 years  More than 10 years.

## . The second section: Organizational culture and its impact on the performance of staff in private hospitals in Ramallah.

Greetings from the researcher Ameera Yassin Dawood

	Paragraph	Strongly Agree	Agree	neutral	disagree	Strongly Disagree
1.	The leader's realization of problems and their prompt solution contributed to the development of performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	The leader's response speed to administrative decisions and their implementation improved performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	The leader's focus on the strengths and weaknesses of the staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	contributed to the development of performance					
4.	The participatory style of leadership contributed to the improvement of performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	The democratic leader's style helped ensure perfection and quality in performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Dictatorial style:</b>						
6.	The leader's realization of problems and their prompt solution contributed to the development of performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	The leader's response speed to administrative decisions and their implementation improved performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	The leader's focus on the strengths and weaknesses of the staff contributed to the development of performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	The participatory style of leadership contributed to the improvement of performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	The democratic leader's style helped ensure perfection and quality in performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Messy style:</b>						
11.	The messy style contributed to the abdication of responsibility for performance results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	The messy style caused a loss of teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13.	messy style negatively affected performance productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	Messy style negatively affected performance productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	The messy style contributed to a waste of time and effort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The second axis: the impact of organizational culture on staff performance.**

**Discipline and commitment**

16.	Imposing commitment and discipline in the hospital contributed to changing employee behavior for the better.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17.	The imposition of hospital management standards and determinants for work contributed to improving work productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18.	Following the procedures determined by the administration to organize the work contributed to organizing and enhancing performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19.	Discipline at work saves time and effort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.	Discipline and commitment work to increase competitiveness towards achieving the best performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**21. organizational values:**

22.	The organizational values reflected a good image of the hospital.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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23.	Organizational values contributed to promoting harmony in the work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.	Organizational values guide decision-making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.	The organizational values in the hospital affected loyalty to the hospital.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26.	Organizational values have guided the behavior of staff for the benefit of the hospital.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>27. Team spirit:</b>						
28.	Working within a team contributed to building morale in the workplace, and thus increasing the efficiency of employee performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29.	The culture of teamwork contributed to raising the level of work productivity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30.	Working in a team contributed to solving professional problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31.	Teamwork contributed to achieving excellence in hospital performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32.	Working within a team has developed teamwork skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Organizational flexibility:</b>						
33.	The hospital's adaptation to the surrounding variables helped to develop functional performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34.	The hospital administration's response to recent technological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	developments helped improve job performance.					
35.	Management's flexibility to respond to internal and external variables contributed to reducing business risks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36.	The organizational flexibility enabled the hospital to cope with disruptions and unexpected events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37.	The organizational flexibility made the hospital ready for any sudden changes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>38. Clarity of goals:</b>						
39.	The participation of staff in setting goals helped to achieve job commitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40.	Clarity of goals contributed to improvement. Quality of job performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.	Clarity of goals for staff contributed to achieving the hospital's job performance expectations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42.	The work of clarity of objectives to define the characteristics of professional tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43.	Clarity of objectives contributed to the success of performance development strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Focus on results:</b>						

44.	Assigning staff to maximum duties contributed to improving the amount of job performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45.	Exposure of staff to challenges and stressful situations achieved the development of professional skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46.	Focusing on results increased job loads.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47.	Focusing on results contributed to achieving the hospital's goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Focus on the employee:</b>						
48.	The hospital administration's interest in solving the staff' personal problems contributed to strengthening the focus of job performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49.	The hospital administration's keenness to develop a work culture enhanced the efficiency of job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50.	Attention to operational issues contributes to solving operational work problems and thus improving job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51.	Attention to operational issues contributes to solving operational work problems and thus improving job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52.	The hospital's focus on staff training contributed to improving job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**openness:**

53.	The support of the hospital administration for new staff and their inclusion in the work teams helped to achieve creativity at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54.	Opening the way for staff on scholarships contributed to improving the level of job performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55.	Sharing the ideas of creative talents from outside the hospital administration contributed to improving the quality of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56.	The hospital's employment of modern technologies contributed to improving the quality of performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57.	The hospital's participation in international conferences contributed to putting forward new ideas for performance development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The third axis: the impact of empowerment on the performance of staff**

**Sharing information:**

58.	Empowering staff to self-direction and self-control benefited from their potential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59.	Staff' participation in decision-making affected their sense of commitment at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

60.	Granting the employee, the authority and ability to accomplish a specific job has achieved the development of a spirit of perseverance at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61.	The employee can be given overall responsibility for the job from making the decision on their own to get the job done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62.	Motivating staff to take initiative in solving problems contributed to improving work productivity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>- Building team work:</b>						
63.	Foster teamwork with staff who have belonging and loyalty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64.	Employing self-managed work teams contributed to reducing work problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65.	Collaborative work contributed to improving production levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66.	Teamwork contributed to confronting and rationalizing the consumption of resources effectively and efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67.	Working within the team contributed to the removal of obstacles to the development of job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>- the influence:</b>						
68.	An employee's sense of the manager's confidence helped improve labor productivity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

69.	The employee's feeling that his participation contributes to the achievement of the hospital's goals prompted him to improve job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70.	The employee's awareness of his importance to the hospital increased his enthusiasm and motivation to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71.	The employee's belief in his contribution and influence in the hospital prompted him to develop his professional skills and thus improve job performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72.	The employee's influence on decision-making contributed to increasing his confidence in his ability to achieve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Motivating staff:**

73.	Providing financial rewards to staff boosted their motivation towards work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74.	Receiving the employee's moral rewards enhanced their satisfaction and job affiliation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75.	Granting freedom to take responsibility at work helped achieve creativity at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76.	The impetus for justice in distributing rewards to the employee to improve his	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	performance and increase his confidence in the hospital.					
--	--	--	--	--	--	--

1.	The work of honoring the staff with the achieved achievements in increasing the motivation of the staff towards achieving the required achievement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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## الاستبانة باللغة العربية

الأخ الفاضل، الأخت الفاضلة،،  
السلام عليكم ورحمة الله وبركاته،،

### الموضوع/ استبانة لدراسة علمية

تقوم الباحثة بعمل دراسة بعنوان:

" أثر أسلوب القيادة والثقافة التنظيمية والتمكين على أداء العاملين في المستشفيات الخاصة في مدينة رام الله "

أعدت الباحثة هذه الاستبانة من أجل الحصول على معلومات الدراسة، وقد تم اختياركم ضمن العينة التي تجيب على هذه الاستبانة، إيماناً وثقة بأهمية رأيكم حول موضوع الدراسة، وتقديراً لأهمية رأيكم في هذه الدراسة، فإننا نثق بكم بأنكم سوف تدركوا أهمية الإجابة على فقراتها بدقة وعناية لما لها من أهمية في تحقيق أهداف الدراسة وخدمة المجتمع.

نأمل من سيادتكم التكرم بالإجابة على أسئلة هذه الاستبانة بدقة، حيث إن صحة نتائج هذه الاستبانة تعتمد بدرجة كبيرة على صحة إجاباتكم، ونؤكد لكم حرصنا الشديد على هذه البيانات، وأنها لن تستخدم إلا لأغراض البحث العلمي فقط.

مع فائق الاحترام والتقدير،،

الباحثة أميرة داود

## القسم الأول: البيانات الديموغرافية:

- طبيعة العمل  صحي  إداري
- المؤهل العلمي  دبلوم  بكالوريوس  ماجستير  دكتوراه
- سنوات الخبرة  1-5 سنوات  6-10 سنوات  أكثر من 10 سنوات.

م	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
<b>المحور الأول: أثر نمط القيادة على أداء العاملين :</b>						
<b>النمط الديمقراطي:</b>						
1.	ساهم إدراك القائد للمشاكل وحلها بصورة سريعة على تطوير الأداء.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	عملت سرعة استجابة القائد للقرارات الإدارية وتنفيذها على تطوير الأداء.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	ساهم تركيز القائد على نقاط القوة والضعف للعاملين في تطوير الأداء.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	ساهم الأسلوب التشاركي للقيادة في تحسين الأداء.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	ساعد أسلوب القائد الديمقراطي على ضمان الاتقان والجودة في الأداء.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>النمط الدكتاتوري:</b>						
6.	ساهمت مركزية القائد في اتخاذ القرارات تساهم في تحسين الأداء.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	أدى النمط الدكتاتوري للقيادة إلى انضباط الموظفين.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	تنظيم العاملين يؤدي إلى زيادة في الانجاز.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	يساهم تركيز القائد على إصدار التعليمات في إتقان العمل.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	أثر النمط الدكتاتوري في تحسين إنتاجية الأداء.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>النمط الفوضوي:</b>						
11.	يتم إهمال متابعة المهام الموكلة للموظفين	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12 . يتم إهمال آراء الموظفين من عند اتخاذ القرارات
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	13 . يتم إهمال الأنظمة والقوانين المعمول بهاد داخل المستشفى
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	14 . يغلب على الموظفين والادارة طابع المجاملات داخل المستشفى
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	15 . قلة الالتزام بمواعيد العمل وتسليم المهام
المحور الثاني: أثر الثقافة المنظمة على الأداء الوظيفي.					
- الانضباط والالتزام:					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	16 . ساهم فرض الالتزام والانضباط بالمستشفى في تغيير سلوك الموظف للأفضل.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	17 . ساهم فرض إدارة المستشفى معايير ومحددات للعمل في تحسين إنتاجية العمل
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	18 . ساهم اتباع الإجراءات التي تحددها الإدارة لتنظيم العمل في تنظيم الأداء وتعزيزه.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	19 . عمل الانضباط في العمل على توفير الوقت والجهد
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	20 . عمل الانضباط والالتزام في العمل على زيادة التنافسية نحو تحقيق أفضل أداء.
- القيم التنظيمية:					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	21 . عكست القيم التنظيمية صورة جيدة عن المستشفى.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	22 . اسهمت القيم التنظيمية في تعزيز الانسجام في العمل
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	23 . أسهمت القيم التنظيمية في توجيه اتخاذ القرارات.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	أثرت القيم التنظيمية في المستشفى في تحقيق الولاء للمستشفى.	24
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	عملت القيم التنظيمية على توجيه سلوك العاملين لمصلحة المستشفى.	25
- روح الفريق:						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ساهم العمل ضمن فريق في بناء الروح المعنوية في مكان العمل، ومن ثم زيادة كفاءة أداء العاملين.	26
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ساهمت ثقافة العمل الجماعي على رفع مستوى إنتاجية العمل.	27
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ساهم العمل ضمن فريق في حل المشكلات المهنية.	28
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ساهم العمل بروح الفريق في تحقيق التميز في أداء المستشفى	29
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	عمل العمل ضمن الفريق على تنمية مهارات العمل الجماعي.	30
- المرونة التنظيمية:						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ساعدت تكيف المستشفى مع المتغيرات المحيطة على تطوير الأداء الوظيفي	31
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ساعدت استجابة إدارة المستشفى لتطورات التكنولوجيا الحديثة على تحسين الأداء الوظيفي.	32
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ساهمت مرونة الإدارة للاستجابة للتغيرات الداخلية والخارجية في تقليل مخاطر العمل.	33
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	مكنت المرونة التنظيمية المستشفى من مواجهة الاضطرابات والأحداث غير المتوقعة.	34

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	35 جعلت المرنة التنظيمية المستشفى في حالة استعداد لأي تغيرات مفاجئة.
- وضوح الأهداف:					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	36 ساعدت مشاركة العاملين في وضع الأهداف على تحقيق الالتزام الوظيفي
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	37 ساهم وضوح الأهداف في تحسين نوعية الأداء الوظيفي
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	38 ساهم وضوح الأهداف للعاملين في تحقيق توقعات المستشفى من الأداء الوظيفي.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	39 عمل وضوح الأهداف على تحديد خصائص المهام المهنية.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	40 ساهم وضوح الأهداف في نجاح استراتيجيات تطوير الأداء.
- التركيز على النتائج:					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	41 ساهم تكليف العاملين بالحد الأقصى من الواجبات في تحسين كمية الأداء الوظيفي
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	42 حقق تعرض العاملين للتحديات والمواقف الضاغطة تنمية مهارات المهنية.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	43 عمل التركيز على النتائج على زيادة الأعباء الوظيفية.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	44 ساهم التركيز على النتائج في تحقيق أهداف المستشفى.
- التركيز على الموظف:					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	45 ساهم اهتمام إدارة المستشفى بحل المشكلات الشخصية للعاملين في تعزيز تركيز الأداء الوظيفي

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	46 عزز حرص إدارة المستشفى على تطوير بيئة عمل من كفاءة الأداء الوظيفي.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	47 ساهم الاهتمام للقضايا التشغيلية يساهم في حل مشكلات العمل التشغيلية وبالتالي تحسين الأداء الوظيفي.
					48 عملت التركيز على الموظف على تنمية المهارات المهنية.
					49 ساهم تركيز المستشفى على تدريب العاملين في تحسين الأداء الوظيفي.
- الانفتاح:					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	50 ساعد دعم إدارة المستشفى للموظفين الجدد وضمهم ضمن فرق العمل على تحقيق الابداع في العمل
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	51 ساهم فتح المجال للموظفين بالابتعاث في تحسين مستوى الأداء الوظيفي
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	52 ساهمت مشاركة أفكار الكفاءات المبدعة من خارج إدارة المستشفى في تحسين جودة العمل
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	53 ساهم توظيف المستشفى التقنيات الحديثة على تحسين جودة الأداء
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	54 ساهمت مشاركة المستشفى في المؤتمرات العالمية على طرح أفكار جديدة لتطوير الأداء
المحور الثالث: أثر التمكين على أداء العاملين.					
- مشاركة المعلومات:					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	55 ساهم تمكين العاملين على التوجيه الذاتي والسيطرة الذاتية لاستفادة من امكاناتهم.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	56. أثرت مشاركة الموظفين في اتخاذ القرارات على شعورهم بالالتزام في العمل.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	57. حقق منح الموظف السلطة والقدرة على إنجاز وظيفة معينة تنمية روح المثابرة في العمل.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	58. مكن تكليف الموظف المسؤولية الكلية عن العمل من اتخاذه القرار بمفرده لإنجاز المهمة.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	59. ساهم تحفيز العالمين للمبادرة بحل المشكلات على تحسين إنتاجية العمل.
- بناء فرق العمل:					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	60. عزز العمل ضمن الفريق مع الموظفين لديهم الانتماء والولاء
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	61. ساهم توظيف فرق العمل المدارة ذاتيا في الحد من مشكلات العمل.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	62. ساهم العمل التعاوني يساهم تحسين مستويات الانتاج.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	63. ساهم العمل الجماعي على مواجهة وترشيد استهلاك الموارد بفاعلية وكفاءة.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	64. ساهم العمل ضمن الفريق في إزالة عقبات تطوير الأداء الوظيفي.
- التأثير:					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	65. ساعد شعور بالموظف بثقة المدير في تحسين إنتاجية العمل.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	66. دفع شعور الموظف بأن مشاركته تساهم في تحقيق أهداف المستشفى إلى تحسين الأداء الوظيفي.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	67. زاد إدراك الموظف بأهميته لدى المستشفى من حماسه ودافعيته للعمل.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	68. دفع إيمان الموظف بمساهمته وتأثيره في المستشفى لتطوير مهاراته المهنية وبالتالي تحسين الأداء الوظيفي
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	69. ساهم تأثير الموظف في اتخاذ القرارات على زيادة ثقته في قدرته على الإنجاز.
- تحفيز العاملين:					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	70. عزز تقديم المكافآت المالية للموظفين من دافعتهم نحو العمل.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	71. عزز حصول الموظف على المكافآت المعنوية من رضاهم وانتمائهم الوظيفي.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	72. ساعد منح الحرية لتحمل المسؤولية في العمل على تحقيق الابداع في العمل.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	73. دفعت العدالة في توزيع المكافآت الموظف لتحسين أداءه وتزيد ثقته بالمستشفى.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	74. عمل تكريم الموظفين ذوي الإنجازات المحققة في زيادة دافعية العاملين نحو تحقيق الإنجاز المطلوب

القسم الثاني: الثقافة المنظمة وتأثيرها على أداء العاملين في المستشفيات الخاصة بمدينة رام الله.

مع تحيات الباحثة

أميرة ياسين داود

**Appendix (III)**  
**Facilitation book**



التاريخ: 2022/11/5

## لمن يهمه الامر

تحية طيبة وبعد،

### الموضوع: تسهيل معمه باحث

تقوم الطالبة اميرة داود رقم تسجيل (217121400) في كلية الأعمال والاقتصاد/ برنامج الماجستير  
في ادارة الاعمال بإعداد رسالة ماجستير بعنوان:

اتقافة المنظمة وتأثيرها على اداء العاملين في المستشفيات الخاصة بمدينة رام الله

ونذك استكمالاً لمتطلبات الحصول على درجة الماجستير، نأمل من حضرتكم مساعدتها في جمع  
البيانات والمعلومات وتعبئة الاستبانة

شاكرين لكم حسن تعاونكم،

د. محمد سالم

منسق برنامج ماجستير إدارة الأعمال

