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A model for improving institutional performance in civil society organizations in Hebron city from the perspective of strategic management.

Abstract

This study aims to suggest a model for improving institutional performance in civil society organizations in Hebron city from perspective of strategic management. The study was conducted during March 2010. The population of the study consisted of all individuals working in (56) civil society organization in Hebron city. A deliberate sample of all individuals working in senior management in five civil society organization (Islamic Charitable Society, Friends of A Patient Society, University Graduates Union, Muslim Youth Society, Al-Ihsan Charitable Society) whose number (120) individuals. A questionnaire was used as a tool for the study, which consisted of two main axes: The first one was directed to measure the reality of the Strategic Management, which included (60) items, The second was directed to measure the reality of the institutional performance and included (28) as well, and was treated by using a statistical packages (SPSS), mediated by computer.

The results of the study showed that the total degree of the reality of the strategic management in the organizations of civil society in Hebron city was moderate with an arithmetic average (3.47). The most components of the strategic management that applied was mission with a high degree and arithmetic average (3.98), then a vision with a high degree and arithmetic average (3.77), but the other components (objectives, accountability, implementation, policy, strategy, evaluation) were applied with a medium degree and arithmetic averages [(3.47) (3.44) (3.42) (3.33) (3.19) , (3.14)], respectively. Also the results showed that the total degree of the reality of institutional performance in civil society organization in Hebron city was moderate with arithmetic average (3.45). The most components of the institutional performance that used was effective with a high degree and arithmetic average (3.63), followed by quality with a high degree and arithmetic average (3.51), then productivity with a medium degree and arithmetic average (3.35), and finally efficiency with a medium degree and arithmetic average (3.30).

The study demonstrates a positive direct correlation between the strategic management and the components of the institutional performance (effective, quality, efficiency, productivity) in civil society organizations in Hebron, where the total correlation coefficient was (0.80, 0.75, 0.66, 0.63) respectively.

The results showed clearly that there were no significant differences in the responses of respondents to the reality of strategic management in organizations of civil society in Hebron city due to variables like sex, age, job title, and qualifications, while there were differences due to the variable like years of experience in favor of (five or less) years of experience. Moreover it due to the name of organization in favor of the University Graduates Union, Friends of A Patient Society, and Muslim Youth Society, or due to the type of activity of Organization in favor of educational and social organizations. Also the results showed no significant differences in the responses of respondents to the reality of institutional performance in civil society organizations in Hebron city due to variables like sex, age, job title, qualification, and years of experience, while there are differences due to the variable like name of the organization in favor of the Islamic Charitable Society and

Muslim Youth Society, or due to the type of activity of Organization in favor of social organization.

The study proposes that it is necessary for the civil society organizations in Hebron city to apply the suggested model for improving institutional performance reached by the study, hold training courses in strategic management for staff in senior management, develop the system of incentives to improve institutional performance, evaluate the institutional performance on a cyclic basis. Moreover the researcher should conduct studies like the role of strategic planning in improving the quality of services provided by civil society organizations, the relationship of investment projects in the civil society organizations and organizational performance.

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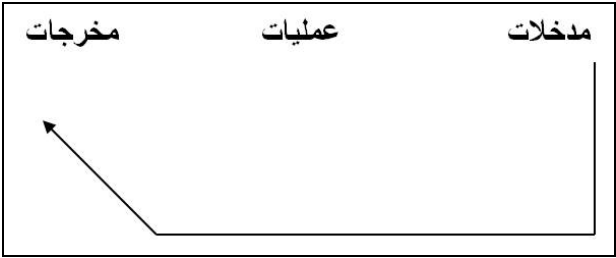
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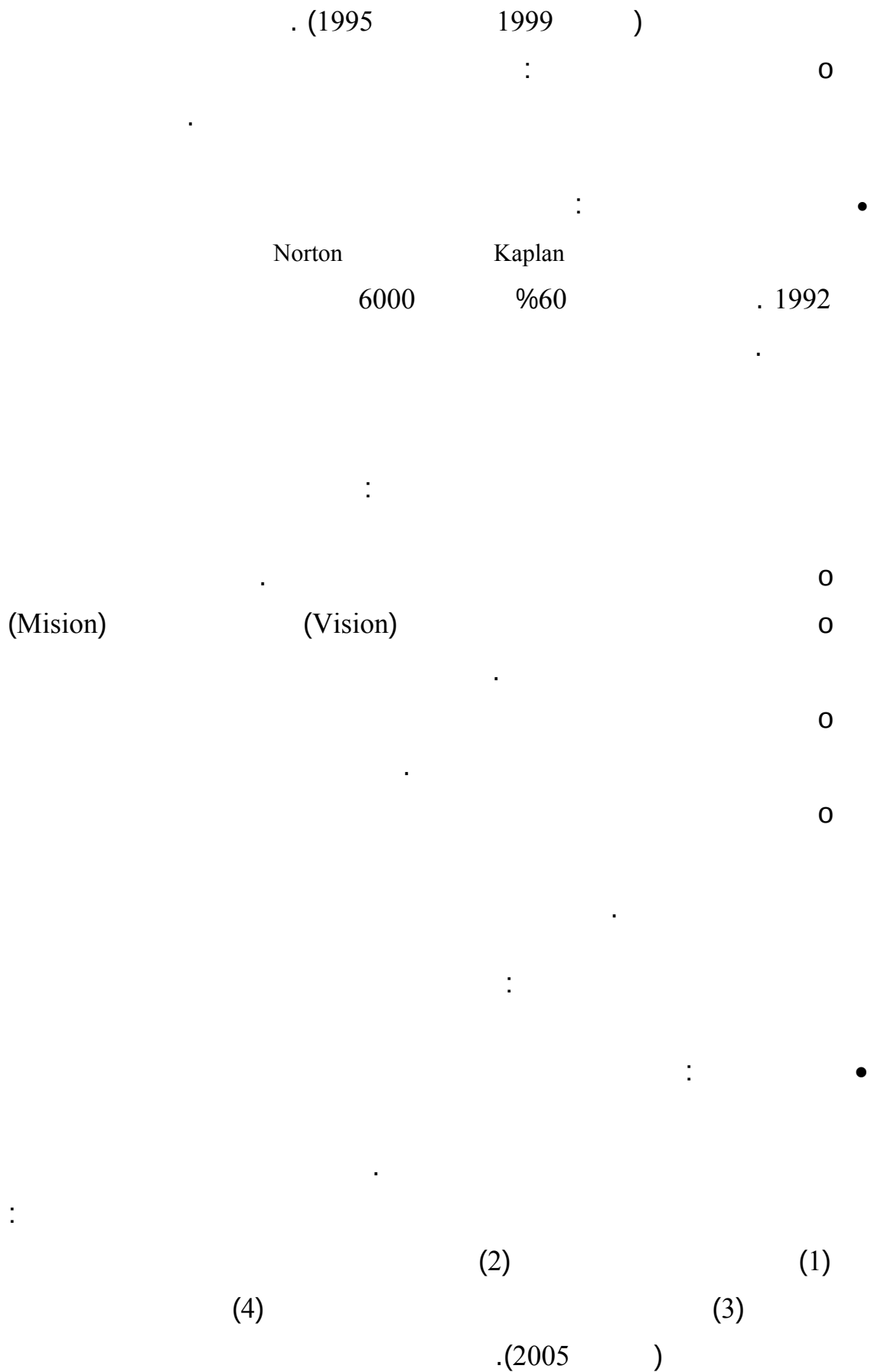


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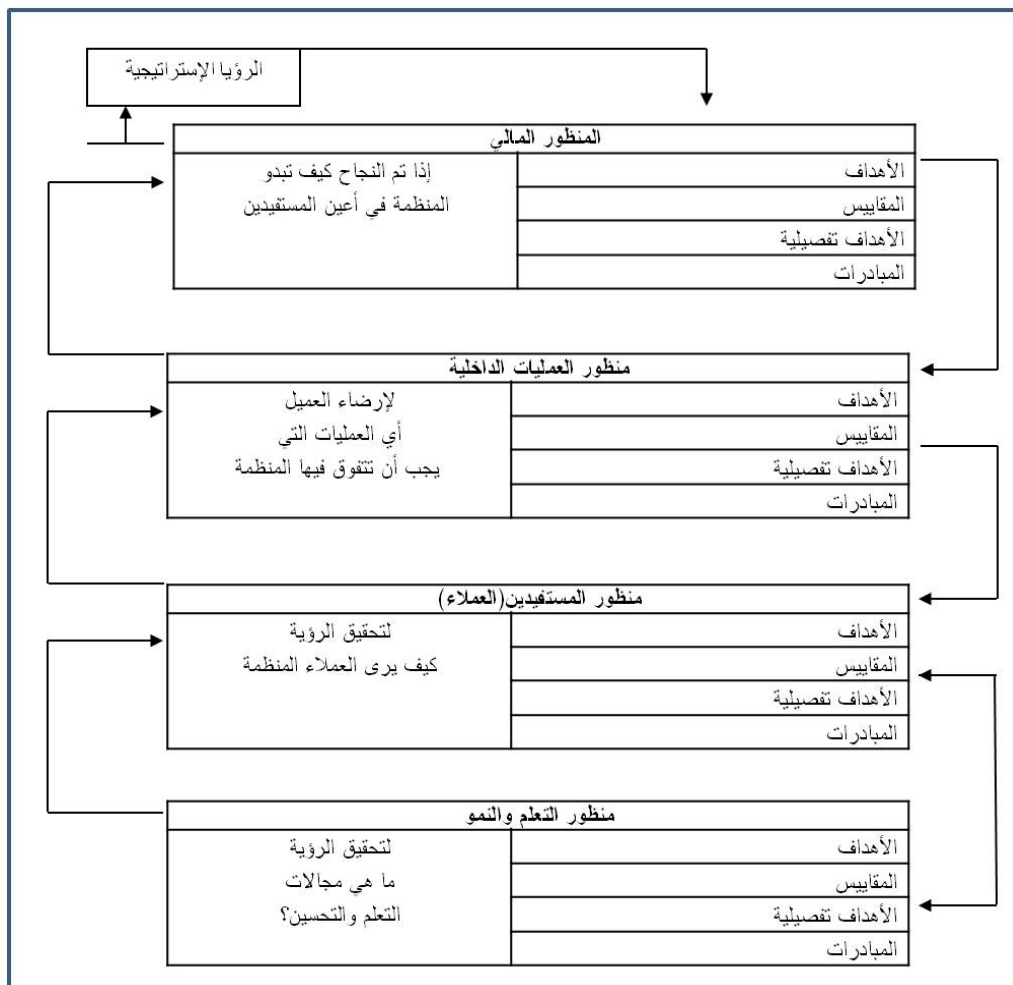
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	0.91	3.81		47
	0.87	3.72		48
	0.90	3.62		49
	1.02	3.37		50
	1.06	3.34		54
	0.90	3.31		51
	1.07	3.25		52
	1.01	3.03		53
	0.77	3.44		

" (1)

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(8.4)

" (2)

(3.81)

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(3.72)

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" (7)

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(3.03)

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.(3.25)

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(2009)

: (9.4)

: 9.4

	0.99	3.29		56
	1.15	3.28		59
	1.03	3.21		58
	0.91	3.08		55
	0.99	2.99		57
	1.00	2.96		60
	0.77	3.44		

" (3)

(9.4)

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(3.29)

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	0.62	3.63	112	
	0.66	3.51	112	
	0.68	3.35	112	
	0.74	3.30	112	
	0.60	3.45	112	

(10.4)

(3.45)

(3.63)

(3.51)

(3.30)

.(3.35)

(2007)

(2008)

(2009)

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(2004)

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: 11.4

	0.77	3.70		7
	0.95	3.56		2
	0.88	3.55		9
	1.13	3.37		1
	0.98	3.35		4
	1.11	3.17		8
	0.97	3.07		6
	1.03	2.96		5
	1.07	2.96		3
	0.74	3.77		

(11.4)

" . " (7)

" (2) (3.70)
 (3.56) "
 " (3)
 " (5) (2.96)
 " .(2.96)

: (12.4)

: 12.4

	0.81	4.14		10
	0.72	3.87		11
	0.85	3.69		14
	0.79	3.64		12
	0.83	3.62		15
	0.76	3.60		16
	1.06	3.26		17
	1.04	3.20		16
	0.74	3.77		

(12.4)

" (1)

" (2) (4.14) "

(3.87) "

" (7)

" (5) (3.20) "

"

.(3.26)

: (13.4)

: 13.4

	0.82	3.70		18
	1.00	3.50		21
	0.78	3.47		20
	0.79	3.46		22
	0.88	3.44		19
	0.68	3.35		

(13.4)

" (1)

" (4) (3.70) "

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" (2) (3.50)

(5) (3.44) "

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.(3.46) "

: (14.4)

: 14.4

	0.90	3.74		25
	0.76	3.46		23
	0.91	3.42		26
	0.85	3.42		27
	0.86	3.37		24
	1.13	2.72		28
	0.68	3.35		

(14.4)

" (3)

" (1) (3.74)

(3.46) "

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(2) (2.72) "

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.(3.37)

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($0.05 \geq \alpha$) :

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(Person Correlation)

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(

(Liner Regression)

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(R Square) R^2 () (

(Unstandardized Coefficients)B

(T-Test) T (One-Way ANOVA)

: (15.4)

: 15.4

			B	R²	R	
0.00	3.90	15.45	0.35	0.12	0.35	
0.00	6.74	45.36	0.59	0.29	0.54	
0.00	7.08	50.19	0.66	0.31	0.56	
0.00	8.74	76.32	0.63	0.41	0.64	
0.00	12.19	148.58	0.82	0.58	0.76	
0.00	13.77	189.66	0.91	0.63	0.80	
0.00	9.57	91.57	0.64	0.45	0.67	/
0.00	12.38	153.21	0.66	0.58	0.76	
0.00	13.87	192.36	1.03	0.64	0.80	

1.645 = 0.05

3.92 = 0.05

2.326 = 0.01

6.84 = 0.01

(15.4)

0.00 = R = 0.80

R² = 0.64 0.05

0.64

B = 1.03

1.03

192.36

13.87

3.92

1.645

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($0.05 \geq \alpha$)

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(Person Correlation)

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(Liner Regression)

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R Square) R^2

()

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(Unstandardized Coefficients) B

(

(T-Test) T

(One-Way ANOVA)

: (16.4)

:16.4

			B	R²	R	
0.00	4.24	17.94	0.31	0.14	0.37	
0.00	7.58	57.49	0.53	0.34	0.59	
0.00	6.66	44.39	0.53	0.29	0.54	
0.00	5.61	31.42	0.39	0.22	0.47	
0.00	7.53	56.63	0.53	0.34	0.58	
0.00	7.85	61.54	0.57	0.36	0.60	
0.00	6.82	46.46	0.44	0.30	0.55	/
0.00	6.69	44.78	0.39	0.29	0.54	
0.00	9.22	84.92	0.71	0.44	0.66	

1.645 = 0.05

3.92 = 0.05

2.326 = 0.01

6.84 = 0.01

(16.4)

$$0.00 = R = 0.66$$
$$R^2 = 0.44 \quad 0.05$$

0.44

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$$B = 0.71$$

84.92

0.71

9.22

3.92

1.645

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($0.05 \geq \alpha$)

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(Person Correlation)

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(Liner Regression)

)

(R Square) R^2

()

(

.(Unstandardized Coefficients) B

(One-Way ANOVA)

(T-Test) T

(17.4)

: 17.4

			B	R²	R	
0.00	3.77	14.19	0.30	0.11	0.39	
0.00	4.66	21.68	0.40	0.17	0.40	
0.00	5.28	27.88	0.48	0.20	0.45	
0.00	5.34	28.56	0.40	0.21	0.45	
0.00	8.00	63.96	0.59	0.37	0.61	
0.00	8.41	70.75	0.64	0.39	0.63	
0.00	7.67	58.86	0.51	0.35	0.59	/
0.00	7.07	49.93	0.43	0.31	0.56	
0.00	11.90	141.52	0.89	0.56	0.75	

$$1.645 = 0.05$$

$$3.92 = 0.05$$

$$2.326 = 0.01$$

$$6.84 = 0.01$$

(17.4)

$$0.00 = R = 0.75$$

$$0.56 \quad R^2 = 0.56 \quad 0.05$$

$$B = 0.89$$

$$0.89$$

$$3.92 \quad 141.52$$

$$1.645 \quad 11.90$$

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$$(0.05 \geq \alpha)$$

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(Person Correlation)

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(Liner Regression)

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(R Square) R^2

()

(

.(Unstandardized Coefficients) B

(One-Way ANOVA)

(T-Test) T

(18.4)

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: 18.4

			B	R²	R	
0.00	3.84	14.73	0.32	0.19	0.34	
0.00	6.53	42.64	0.53	0.28	0.53	
0.00	7.64	58.33	0.64	0.35	0.59	
0.00	8.70	75.60	0.58	0.41	0.64	
0.00	10.54	111.86	0.70	0.50	0.71	
0.00	11.16	124.55	0.77	0.53	0.73	
0.00	7.79	60.73	0.53	0.36	0.60	/
0.00	9.32	86.80	0.53	0.44	0.66	
0.00	8.55	73.06	0.73	0.40	0.63	

1.645 = 0.05

3.92 = 0.05

2.326 = 0.01

6.84 = 0.01

(18.4)

0.00 = R = 0.63
0.40 R² = 0.40 0.05
0.73
B =
. 0.73
73.06
8.55 3.92
1.645

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(2007) .

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(2008)
(2009) ,
(2006) .
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(1997) .

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($0.05 \geq \alpha$)

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(LSD)

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(21.4) (20.4) (19.4)

: (28.4) (27.4) (26.4) (25.4) (24.4) (23.4) (22.4)

($0.05 \geq \alpha$)

(19.4)

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0.97

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0.05

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0.47	0.45	110	0.76	63.7	89		
			0.65	33.8	23		
0.17	1.04	110	0.66	4.01	89		
			0.75	3.83	23		
0.36	0.14	110	0.62	3.46	89		
			0.65	3.49	23		
0.09	0.21	110	0.72	3.18	89		
			0.84	3.22	23		
0.82	1.38	110	0.69	3.30	89		
			0.67	3.51	23		
0.31	0.52	110	0.63	3.41	89		
			0.72	3.49	23		
0.26	2.40	110	0.79	3.36	89		/
			0.61	3.73	23		
0.23	1.42	110	0.88	3.09	89		
			0.73	3.34	23		
0.97	0.83	110	0.58	3.45	89		
			0.56	3.55	23		

.(20.4)

($0.05 \geq \alpha$)

(20.4)

0.72

0.05

: 20.4

0.59	0.64	0.35	3	1.05		
		0.55	108	59.44		
			111	60.49		
0.98	.0.06	0.03	3	0.09		
		0.47	108	51.09		
			111	51.18		
0.61	0.60	0.24	3	0.71		
		0.39	108	43.49		
			111	44.2		
0.88	.0.23	0.13	3	0.39		
		0.57	108	61.07		
			111	61.46		
0.20	0.59	0.72	3	2.16		
		0.46	108	49.97		
			111	52.13		
0.36	1.08	0.45	3	1.34		
		0.42	108	44.82		
			111	46.16		
0.14	1.85	1.09	3	3.26		/
		0.59	108	63.21		
			111	66.47		
0.91	.0.18	0.13	3	0.40		
		0.75	108	80.69		
			111	81.09		
0.72	0.45	0.15	3	0.45		
		0.33	108	36.03		
			111	36.48		

: (21.4)

: -21.4

0.25	1.4	0.35	2	1.53		
		0.55	109	58.97		
			111	60.50		
0.15	1.9	0.03	2	1.75		
		0.47	109	49.43		
			111	51.18		
0.15	1.9	0.24	2	1.47		
		0.39	109	41.83		
			111	43.30		
0.03	3.78	0.13	2	3.98		
		0.57	109	57.47		
			111	61.45		
0.62	0.48	0.72	2	0.46		
		0.46	109	51.68		
			111	52.14		
0.07	2.70	0.45	2	2.18		
		0.42	109	43.98		
			111	46.16		
0.35	1.08	1.09	2	1.29		I
		0.59	109	65.18		
			111	66.47		

: -:21.4

0.45	0.80	0.13	2	1.18		
		0.75	109	79.91		
			111	81.09		
0.13	2.05	0.15	2	1.32		
		0.33	109	35.15		
			111	36.74		

($0.05 \geq \alpha$) (21.4)

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0.13

0.05

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: (22.4)

($0.05 \geq \alpha$) (22.4)

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0.54

0.05

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: 22.4

0.73	0.32	0.18	2	0.35		
		0.55	109	60.14		
			111	60.50		
0.49	0.72	0.34	2	0.67		
		.0.46	109	50.51		
			111	51.18		
0.58	0.56	.0.22	2	0.44		
		.393	109	42.86		
			111	43.30		
0.77	0.27	.0.15	2	0.30		
		.0.56	109	61.15		
			111	61.45		
0.70	0.36	0.17	2	0.34		
		.0.48	109	51.80		
			111	52.14		
0.98	0.02	0.01	2	0.14		
		0.42	109	46.15		
			111	46.16		
0.09	2.45	1.43	2	2.86		/
		0.58	109	63.61		
			111	66.47		
0.05	2.97	2..10	2	4.19		
		0.71	109	76.89		
			111	81.09		
0.54	0.62	.0.20	2	.0.41		
		0.21	109	36.07		
			111	36.48		

: (23.4)

: 23.4

0.75	0.41	0.23	3	0.88		
		0.55	108	59.81		
			111	60.50		
0.31	1.19	0.54	3	1.64		
		0.46	108	49.54		
			111	51.18		
0.15	1.83	0.70	3	2.09		
		0.38	108	41.20		
			111	43.29		
0.09	2.25	1.20	3	3.61		
		0.54	108	57.84		
			111	61.45		
0.01	4.49	1.93	3	5.78		
		0.43	108	46.35		
			111	52.14		
0.01	4.26	1.63	3	4.89		
		0.38	108	41.27		
			111	46.16		
0.08	2.26	1.31	3	3.93		/
		0.58	108	62.54		
			111	66.47		
0.00	5.11	3.36	3	10.081		
		0.66	108	71.01		
			111	81.09		
0.02	3.59	1.10	3	3.310		
		0.31	108	33.17		
			111	36.48		

($0.05 \geq \alpha$)

(23.4)

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0.02

0.05

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: (32.4)

(LSD)

(LSD)

: 24.4

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16	15-11	10-6	5	
0.47*	0.36*	.0.52*	---	5
---	---	---	0.52*	10-6
---	---	---	0.36*	15-11
---	---	---	0.47*	16

($0.05 = \alpha$)

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5

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16 15-11 10

(25.4)

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: 25.4

0.08	2.14	1.12	4	4.49		
		0.52	107	56.00		
			111	60.50		
0.01	3.79	1.59	4	6.35		
		0.42	107	44.83		
			111	51.18		
0.02	3.02	1.10	4	4.39		
		0.36	107	38.90		
			111	43.30		
0.00	5.86	2.76	4	11.04		
		0.47	107	50.41		
			111	61.45		
0.01	5.44	0.20	4	8.81		
		0.40	107	43.33		
			111	52.14		
0.01	3.52	1.34	4	5.37		
		0.38	107	40.79		
			111	46.16		
0.15	1.74	1.02	4	4.07		/
		0.58	107	62.40		
			111	66.47		
0.01	3.94	2.60	4	10.42		
		0.66	107	70.671		
			111	81.09		
0.00	4.66	1.35	4	5.41		
		0.29	107	31.07		
			111	36.47		

($0.05 \geq \alpha$)

(25.4)

0.05

0.00

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: (26.4) (LSD)

(LSD) : 26.4

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---	0.77*	---	---	---	
---	0.52*	-0.33*	---	---	
---	0.86*	---	0.33*	---	
-0.90*	---	-0.86-	-0.52	-0.78*	
---	0.90*	---	---	---	

(0.05 = α)

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: (27.4)

: 27.4

0.09	2.47	1.31	2	2.63		
		0.53	109	57.87		
			111	60.50		
0.04	5.70	2.42	2	4.84		
		0.42	109	64.34		
			111	51.18		
0.05	3.07	1.15	2	2.31		
		0.38	109	40.99		
			111	43.30		
0.00	7.80	3.85	2	7.69		
		0.49	109	53.76		
			111	61.45		
.0.00	7.64	3.21	2	6.41		
		0.42	109	45.72		
			111	52.14		
0.00	6.08	2.32	2	4.63		
		0.38	109	41.53		
			111	46.16		
.0.04	3.34	1.92	2	3.84		/
		0.58	109	62.63		
			111	66.47		
0.00	6.29	4.20	2	8.39		
		0.67	109	72.69		
			111	81.08		
0.00	6.56	1.96	2	3.92		
		0.30	109	32.56		
			111	36.48		

($0.05 \geq \alpha$) (27.4)

0.00

0.05

(LSD)

: (28.4)

(**LSD**) : 28.4

-0.40 [*]	-0.30 [*]	---	
---	---	0.30 [*]	
---	---	0.40 [*]	

($0.05 = \alpha$)

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(2008)

(2008)

(2008)

: **.4.1.4**

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($0.05 \geq \alpha$)

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(LSD)

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(31.4) (30.4) (29.4)

: (37.4) (36.4) (35.4) (34.4) (33.4) (32.4)

($0.05 \geq \alpha$)

(29.4)

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0.53

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0.05

() : 29.4

0.26	0.73	110	0.71	3.27	89		
			0.83	3.40	23		
0.16	0.20	110	0.58	3.63	89		
			0.76	3.60	23		
0.54	0.55	110	0.66	3.50	89		
			0.67	3.58	23		
0.61	0.58	110	0.66	3.34	89		
			0.76	3.43	23		
			0.57	3.4346	23		
0.53	0.49	110	0.68	3.50	89		
			0.71	3.27	23		

.(30.4)

: -30.4

0.78	0.36	0.20	3	0.60		
		0.55	108	59.74		
			111	60.34		
0.80	0.34	0.13	3	0.40		
		0.39	108	41.96		
			111	42.36		

: -30.4

0.27	1.33	0.58	3	1.74		
		0.44	108	46.96		
			111	48.70		
0.53	0.73	0.44	3	1.02		
		0.47	108	50.43		
			111	51.45		
0.68	0.51	0.18	3	0.55		
		0.36	108	38.76		
			111	39.30		

($0.05 \geq \alpha$)

(30.4)

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0.68

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0.05

: (31.4)

($0.05 \geq \alpha$)

(31.4)

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0.34

0.05

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: 31.4

0.07	2.51	1.33	2	2.66		
		0.53	109	57.68		
			111	60.34		
0.10	2.38	0.89	2	1.77		
		0.37	109	40.58		
			111	42.36		
0.94	0.06	0.03	2	0.05		
		0.45	109	48.65		
			111	48.70		
0.62	0.49	0.23	2	0.46		
		0.47	109	50.99		
			111	51.45		
0.34	1.08	0.38	2	0.76		
		0.35	109	38.54		
			111	39.30		

: (32.4)

($0.05 \geq \alpha$)

(32.4)

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0.87

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0.05

: 32.4

0.68	0.38	0.21	2	0.42		
		0.55	109	59.91		
			111	60.34		
0.89	0.11	0.04	2	0.09		
		0.93	109	42.27		
			111	42.36		
0.80	0.30	0.10	2	0.20		
		0.44	109	48.49		
			111	48.70		
0.82	0.20	0.09	2	0.18		
		0.47	109	51.27		
			111	51.45		
0.87	0.14	0.05	2	0.10		
		0.36	109	39.20		
			111	39.30		

: (33.4)

($0.05 \geq \alpha$)

(33.4)

0.08

0.05

: 33.4

0.03	2.99	1.54	3	4.63		
		0.52	108	55.71		
			111	60.34		
0.22	1.48	0.56	3	1.68		
		0.38	108	40.68		
			111	42.36		
0.21	1.54	0.67	3	2.00		
		0.43	108	46.70		
			111	48.70		
0.12	1.96	0.89	3	2.66		
		0.45	108	48.80		
			111	51.46		
0.08	2.29	0.78	3	2.35		
		0.34	108	36.96		
			111	39.31		

.(34.4)

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($0.05 \geq \alpha$)

(34.4)

0.05

0.00

(LSD)

: (35.4)

: 34.4

0.00	4.34	2.11	4	8.43		
		0.49	107	51.90		
			111	60.33		
0.00	5.44	1.79	4	7.16		
		0.33	107	35.20		
			111	42.36		
0.00	4.39	1.72	4	6.87		
		0.39	107	41.83		
			111	48.70		
0.00	5.57	2.22	4	8.87		
		0.40	107	42.58		
			111	51.45		
0.00	6.21	1.85	4	7.41		
		0.30	107	31.89		
			111	39.30		

(LSD) : 35.4

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-0.50-*	---	-0.43-*	---	---	
-0.54-*	---	-0.47-*	---	---	
---	0.87*	---	0.47*	.043*	
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---	0.94*	---	0.54*	0.50*	

(0.05 = α)

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: (36.4)

: 36.4

0.00	8.67	4.14	2	8.28		
		0.48	109	52.05		
			111	60.33		
0.00	9.35	3.10	2	6.20		
		0.33	109	36.16		
			111	42.36		
0.00	6.03	2.43	2	4.85		
		0.40	109	43.84		
			111	48.69		
0.00	9.63	3.86	2	7.72		
		0.40	109	43.73		
			111	51.45		
0.00	10.80	3.25	2	6.50		
		0.30	109	32.80		
			111	39.30		

($0.05 \geq \alpha$)

(36.4)

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(**LSD**)

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($0.05 = \alpha$)

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Pearce& Robinson (1991)

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$$R = 0.80$$

$$. B = 1.03$$

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$$R^2 = 0.44$$

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$$R = 0.66$$

$$. B = 0.71$$

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$$R^2 = 0.56$$

$$0.00 =$$

$$R = 0.75$$

$$. B = 0.89$$

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$$R^2 = 0.40$$

$$0.00 =$$

$$R = 0.63$$

$$. B = 0.73$$

$$(0.05 \geq \alpha)$$

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$$\begin{aligned} &.(\\ &(0.05 \geq \alpha) \end{aligned}$$

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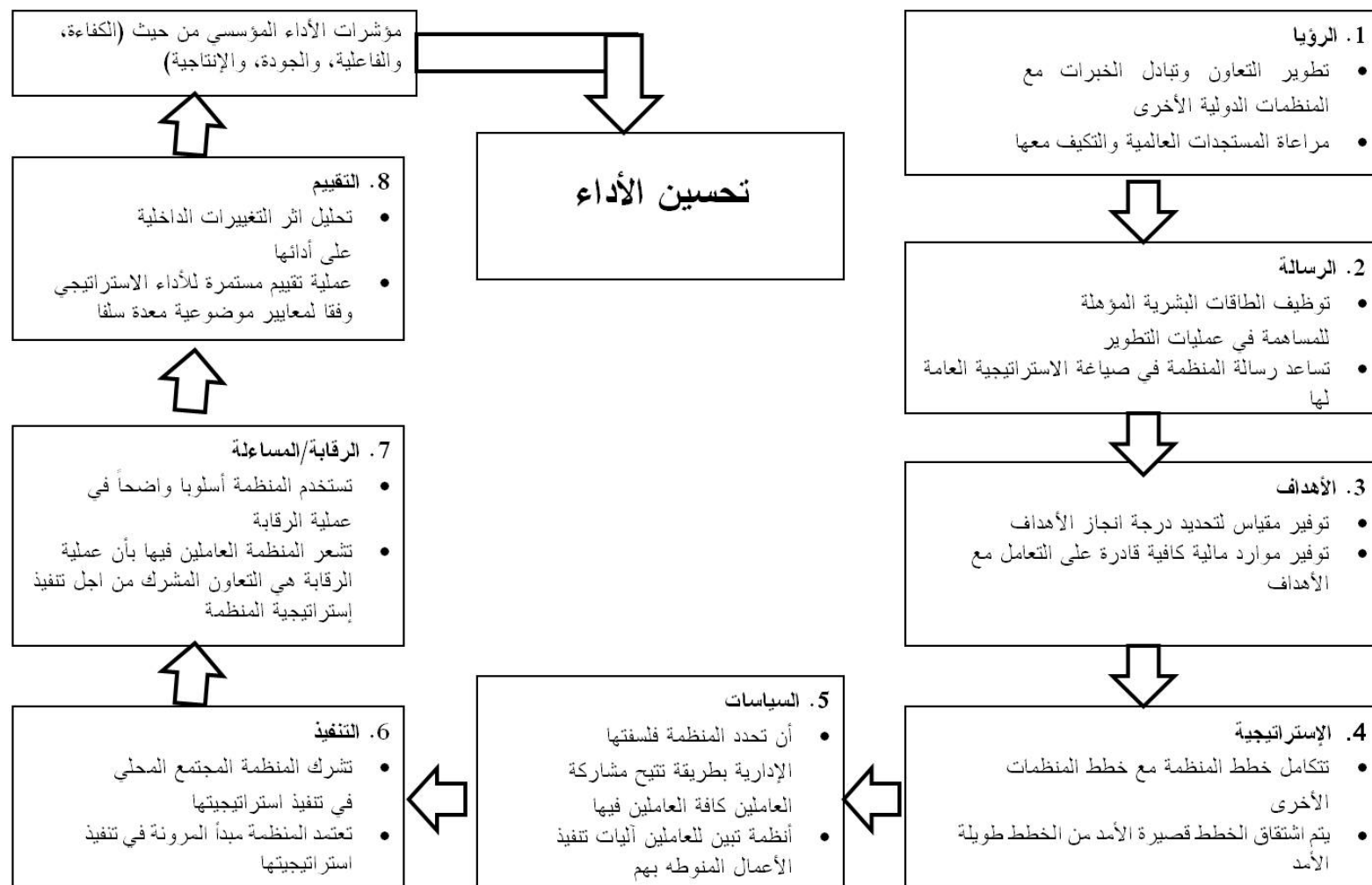
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