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إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

</div>

The Impact of Strategic Thinking on Decision Making

Case study: UNRWA Gaza-Field Office

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أثر التفكير الاستراتيجي على صناعة القرار- دراسة حالة مكتب غزة الاقليمي - الأونروا

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The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

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The Impact of Strategic Thinking on Decision Making

Case study: UNRWA Gaza-Field Office

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A research submitted in partial fulfillment of the requirement for the degree of master of business administration

2015

بسم الله الرحمن الرحيم

الجامعة الإسلامية – غزة
The Islamic University - Gaza

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ حسـام محمد حمدان مطر لنيل درجة الماجستير في كلية *التجارة*/ قسم إدارة الأعمال وموضوعها:

أثر التفكير الاستراتيجي على صناعة القرار – دراسة حالة مكتب غزة الاقليمي– الأونروا
The Impact of Strategic Thinking on Decision Making
Case Study: UNRWA Gaza-Field Office

وبعد المناقشـة التي تمـت اليـوم الثلاثـاء 10 ذو القعـدة 1436هـ، الموافـق 2015/08/25م الساعة الواحدة ة ظهراً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

د. أكـرم إسمـاعيل سمـور	مشرفاً ورئيساً	
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د. إسماعيل يونس أبو جراد	مناقشاً خارجياً	

وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في كلية *التجارة*/ قسم إدارة الأعمال.

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبدالرؤوف علي المناعمة

بِسْمِ اللّهِ الرَّحْمَنِ الرَّحِيمِ

قال تعالى:

۝ شَهِدَ ٱللَّهُ أَنَّهُۥ لَآ إِلَهَ إِلَّا هُوَ وَٱلْمَلَٰٓئِكَةُ وَأُوْلُواْ ٱلْعِلْمِ قَآئِمَۢا بِٱلْقِسْطِ لَآ إِلَهَ إِلَّا هُوَ ٱلْعَزِيزُ ٱلْحَكِيمُ ۝ آل عمران، آية 18

In the Name of Allah, the Most Beneficent, the Most Merciful.

"Allah bears witness that Lailaha illa Huwa, and the angels, and those having knowledge maintaining His creation in justice. La ilah illa Huwa, the All-Mighty, All- Wise".

AL-Imran (Verse 18)

Dedication

To my mother who was always there to give me

the needed encouragement.

To my wife, who without her complete support

and understanding, I couldn't do this research.

To my beloved sons and daughters.

To my brothers and sisters.

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Abstract

This research aimed at identifying the impact of strategic thinking on decision making regarding the managers who work at UNRWA Gaza Field Office (UGFO) and making recommendations to increase the interest in this aspect in order to improve the level of performance of human resources towards providing services to the refugees in Gaza Strip in all aspects. The research also aimed at identifying the differences in answers of respondents regarding the impact of strategic thinking on decision making attribute to demographic variables (gender, age, experience, qualification, and job grade).

The research depended on the descriptive analytical approach. The research population consisted of 132 managers who work at (UGFO). 110 questionnaires were distributed to a random sample of managers. 98 questionnaires were collected with response rate of 98%.

The research revealed that there is a statistical impact of the dimensions of the independent variable strategic thinking (Intent-focused, Intelligent Opportunism, Thinking in Time, and Hypothesis-driven) on the dependent variable (decision making). It also revealed that there is a statistical relationship between the dimensions of strategic thinking (Systems perspective, Intent-focused, Intelligent Opportunism, Thinking in Time, and Hypothesis-driven) and decision making process concerning the managers at (UGFO). The research also revealed that there are no statistical differences between strategic thinking and decision making attributed to demographic variables (gender, age, experience, qualification, job grade).

The most important recommendations of the research were: developing the systems perspective of the managers in the organization to enhance their abilities on strategic thinking through holding specialized training courses, Setting up an effective assessment system to evaluate the performance of the managers, and enhancing the decision making process of managers on scientific and rational basis through holding workshops, lectures, and field training to illustrate how to make rational decisions.

الملخص

هدف البحث إلى التعرف على أثر التفكير الاستراتيجي على عملية صناعة القرار لدى المدراء العاملين في مكتب غزة الإقليمي التابع للأونروا، والخروج بتوصيات تعمل على زيادة الاهتمام بهذا الجانب، وذلك من أجل تحسين مستوى أداء الموارد البشرية بما يساهم في تقديم خدمات مميزة للاجئين في قطاع غزة في جميع المجالات، كما هدف البحث إلى التعرف على الفروق في إجابات المبحوثين حول اثر التفكير الاستراتيجي على صناعة القرار تعزى للمتغيرات الديموغرافية (الجنس، العمر، الخبرة، المؤهل العلمي، الدرجة الوظيفية).

اعتمد البحث على المنهج الوصفي التحليلي، وقد تكون مجتمع الدراسة من المدراء العاملين في مكتب غزة الإقليمي التابع للأونروا والبالغ عددهم 132 مديرا، وقد تم توزيع 110 استبانات على عينة عشوائية من المدراء، تم جمع 98 منها بنسبة استرداد بلغت 89% .

أظهر البحث وجود أثر ذي دلالة احصائية لأبعاد المتغير المستقل التفكير الاستراتيجي (تركيز النية، انتهازية الذكاء، التفكير في الوقت المناسب، وبناء الفرضيات) على المتغير التابع (صناعة القرار). كما أظهر البحث أيضا وجود علاقة ذات دلالة إحصائية بين أبعاد التفكير الاستراتيجي (تفكير النظم، تركيز النية، انتهازية الذكاء، التفكير في الوقت المناسب، بناء الفرضيات) وعملية صناعة القرار لدى المدراء العاملين في مكتب غزة الإقليمي التابع للأونروا، كما أظهر البحث عدم وجود فروق ذات دلالة إحصائية بين استجابات العينة حول أثر التفكير الاستراتيجي على عملية صناعة القرار تعزى للمتغيرات الديموغرافية (الجنس ،العمر، الخبرة، المؤهل العلمي، والدرجة الوظيفية).

خرج البحث بتوصيات من أهمها، تطوير منظور النظم لدى المدراء في المنظمة لتعزيز قدرتهم على التفكير الاستراتيجي وذلك من خلال عقد برامج تدريبية متخصصة، وضع نظام فعال لتقييم أداء المدراء، تعزيز عملية صناعة القرار لدى المدراء على أسس علمية سليمة وذلك من خلال إقامة ورش عمل وندوات وتدريب ميداني لتوضيح كيفية صناعة القرارات الرشيدة.

Chapter One - Introduction

1.1 Introduction

1.2 Problem Statement

1.3 Research Variables

1.4 Research Hypotheses

1.5 Purposes of the Research

1.6 Significance of the Research

1.1 Introduction

The amount of strategy literature has exploded in the last thirty to forty years; in particular, there has been a growing interest in the recent years in the role of strategic thinking in the strategic process (Keelin and Arnold, 2002). Over the last three decades, there has been considerable theoretical and empirical work, from both the psychological and management disciplines, conducted on strategic thinking and strategic decision making. The work has sought to better understand what makes a good strategic thinker and decision maker, competencies required to be a good strategic thinker and decision maker and factors that may influence an individual's strategic decisions (Warren et al ., 2011). Moreover, making good decisions is a key to surviving and being successful in the world of business. Good decision making requires that managers are aware of their surrounding environment and its effects on their company's operations (Seitovirta, 2011).

In the following chapter the researcher is going to identify the problem statement, the research variables and hypothesis, the purpose and the significance of the research.

1.2 Problem statement

According to (Shirvani & Shojaie, 2011), these days lack of strategic thinking among managers is obvious. Moreover, (Mahdavian. et al, 2014) added that organizations are being involved in competitive and chaotic situations. Because of that, the researcher focused on this problem throughout the current research to explore whether the decisions are being made based on strategic thinking at UNRWA, as an international organization that plays a prominent role regarding the direct relief and works programs for the Palestinian refugees in the region. The research aims to improve understanding on the topic and produce finding of practical relevance through answering the following main question:

What is the impact of Strategic Thinking (*Systems perspective, Intent-focused, Intelligent Opportunism, Thinking in Time *and* Hypothesis-driven*) on decision making at UNRWA Gaza Field Office (UGFO)?

1.3 Research Variables

1.3.1 Independent variable: Strategic Thinking (ST)

The researcher noticed that a lot of books and references of strategy adopted (Liedtka's) dimensions of strategic thinking and dealt with them as one package. Moreover, taken together, these dimensions describe a strategic thinker with a broad field of view that sees the whole and the connections between its pieces (Liedtka). Because of that, the researcher focused on these dimensions of strategic thinking to reveal the impact of them on decision making although they are not the only dimensions.

Dimensions:

1- Systems Perspective

2- Intent-Focused

3- Intelligent Opportunism

4- Thinking in Time

5- Hypothesis-Driven

1.3.2 Dependent Variable

Decision Making (DM)

Independent Variable

Strategic Thinking

Dimensions:

1. **Systems Perspective**

2. **Intent-Focused**

3. **Intelligent Opportunism**

4. **Thinking in Time**

5. **Hypothesis-Driven**

Dependent Variable
Decision Making
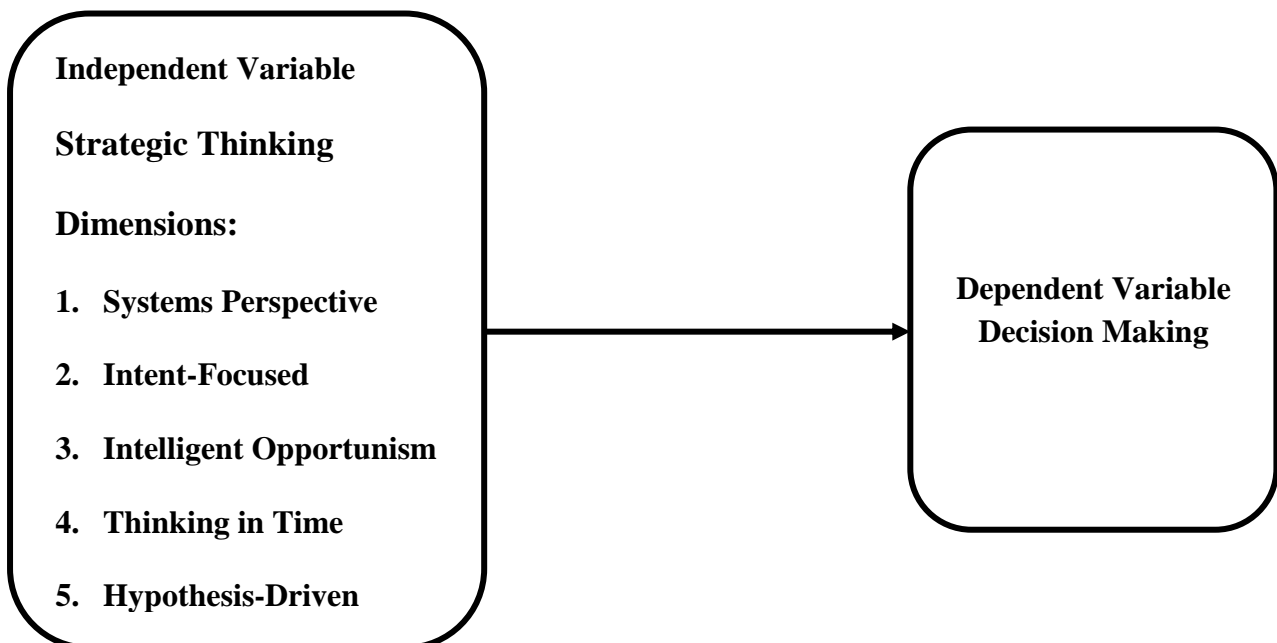
Figure 1: Dimensions of Strategic Thinking

Source: Liedtka, J. (1998) "Strategic thinking: can it be taught?"

Designed by the researcher

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1.4 Research Hypotheses

H1: There is a statistical impact at $\alpha \leq 0.05$ of strategic thinking (Systems Perspective) on (decision making)

H2: There is a statistical impact at $\alpha \leq 0.05$ of strategic thinking (Intent-Focused) on (decision making)

H3: There is a statistical impact at $\alpha \leq 0.05$ of strategic thinking (Intelligent Opportunism) on (decision making)

H4: There is a statistical impact at $\alpha \leq 0.05$ of strategic thinking (Thinking in Time) on (decision making)

H5: There is a statistical impact at $\alpha \leq 0.05$ of strategic thinking (Hypothesis - Driven) on (decision making).

H6: There are statistical differences at $\alpha \leq 0.05$ among respondents towards (Impact of Strategic Thinking on Decision Making) due to demographic variables (gender, age, experience, qualification, job grade).

1.5 Purposes of the Research

1- Identifying the level of strategic thinking of managers at (UGFO).
2- Identifying the level of decision making of managers at (UGFO).
3- Identifying the impact of strategic thinking on decision making at (UGFO).
4- Producing managerial recommendations on what strategic thinking's role in decision making could be in the future.

1.6 Significance of the Research

1- Providing an understanding of the (ST) and (DM) process at (UGFO).

2-Inducing and diagnosing the present situation of (ST) and (DM) at (UGFO).

3-In addition, (ST) science programs are useful in many areas of daily life which has become digital.

4-Providing better understanding of the capabilities of (UGFO) managers and the strengths and weaknesses of the UNRWA.

Chapter Two - Theoretical Framework

Section One - Strategic Thinking

2.1.1 Introduction

2.1.2 Strategic Thinking Concepts

2.1.3 Strategic Management Concepts

2.1.4 Strategic Planning Concepts

2.1.5 The difference between SM and SP

2.1.6 Strategic thinking and strategic Planning

2.1.7 Strategic Thinking in Organizations

2.1.8 Attributes of Strategic Thinking

2.1.9 Purposes of Strategic Thinking

2.1.10 Guidelines for Strategic Thinking

2.1.11 Dimensions of Strategic Thinking

2.1.1 Introduction

Strategic thinking as one of the ways of thinking has a crucial place in the modern world and plays an essential role in major issues at different organizational levels including individual decision-making and planning (Mahdavian. et al, 2014).

Strategic thinking is the capacity of an organization to systematically develop and maintain a shared view of the future that can inform its strategic decision making and its planning today (Conway, 2014).

Rapid changes of the environment in the twenty-first century convinced organizations that become compatible with the environment in order to survive, growth and development. Therefore it is necessary for managers to employ understanding and insights so as to identify opportunities and have competitive advantage. Strategic thinking enables the managers to understand what is effective and what is not effective to achieve the desired goals (Karimi et al., 2014).

Technology and global events are changing the corporate environment at a furious pace. For a corporate to succeed, it must keep up with these changes and new ways of strategic thinking (Kluyver, 2000). According to (Bonn, 2001), the past years a lot of research has been undertaken on first-mover organization. (Sharifi, 2011) mentioned that the main problem identified by the majority of senior executives was strategic thinking. Interestingly, strategic thinking was a problem regardless of whether the companies had a formalized strategic planning system or used a non-formalized approach. (Ahlstrand et al., 1998) emphasize that thinking and action have to proceed in tandem. (Laan, 2008) believes that great deal of contemporary work on leadership and strategy indicates that there is an increasing need to enhance the role and capacity of leadership in strategic thinking**.**

According to (Keeney, 2009), the process of identifying objectives requires significant creativity and hard thinking about decision situation.(Shirvani& Shojaie, 2011) reported that strategic thinking is a must for all managers in different organizations**.**

Managers should always think about strategic issues that may be defined in multiple ways (Eton, 2005). According to (Goldman & Casey, 2010), one of the most

basic elements in any theory of leadership roles is inhibited unless the thinking used to develop it, strategic thinking encouraged by the organization's culture.

In the following chapter, the researcher is going to cover the strategic thinking's concepts, purposes, attributes, and elements. Moreover, the researcher is going to differentiate between strategic thinking, planning, and management.

2.1.2 Strategic Thinking Concepts

There are many concepts of strategic thinking that focused on the aim of this process and its importance for organizations as follows: According to (Horne & Wooton, 2000), strategic thinking involves gathering information, formulating ideas and planning action. (Keelin & Arnold, 2002) consider that the critical ability in being a strategic thinker is to have strategic perspective and the ability to create clarity out of complex and disconnected details. According to(Swayne et al., 2012), strategic thinking is an individual intellectual process, a mind-set, or a method of intellectual analysis that asks people to position themselves as leaders and see the big picture.(Tovstiga, 2013) defines Strategic Thinking as a process that leads to the generation of strategically relevant insight, even in highly ambiguous and competitive contexts. According to (Alghalibi & Idrees, 2007), Strategic Thinking is an intellectual channel that sends and receives images and ideas that agree with the desired aim. This channel doesn't receive images or ideas from other channel that exhausts mind and weakens its rapid and effectiveness except those that relate to the issue.

(AlKhafagi, 2008) identifies strategic thinking as the base of formulating strategy and strategic planning that they pour in the main business programs that an organization uses to achieve its message and reach destination. He points out that Strategic thinking has been analysed according to a cognitive view that it is an essential element which determines the survival of business organizations that work at changeable environmental place.

According to (Kaufman et al., 2003), Strategic Thinking is the way in which people in an organization think about, assess, view and create the future for themselves and their associates. He emphasizes that it is more than responding to both day-to-day as well as long-term problems, opportunities and new realities; it is creating tomorrow. It is not reactive, but proactive. Strategic thinking always involves change, and often,

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profound personal change. (Tavakoli & Lawton, 2005) believe that strategic thinking needs to precede strategic planning and emergent strategy and it is essential to make them more appropriate and effective.

(Mintzberg, 1994) describes strategic thinking as a distinct way of thinking that utilizes intuition and creativity with the outcome being.

(Porter, 1987) states that strategic thinking is "the glue that holds together the many systems and initiatives within the company.

It can be concluded that strategic thinking precedes planning due to (Tavakoli and Lawton). The researcher noticed that being a strategic thinker requires a strategic perspective and the ability to create clarity as (Keelin & Arnold) pointed out. Moreover, strategic thinking isn't an instant process but a long- term one that leads to a comprehensive change due to (Kaufman).

2.1.3 Strategic Management Concepts

According to (Sadler, 2003), Strategy is a complex process of determining the actions that need to be carried out in order to achieve the organization's purpose. It is focused on the medium- to long- term future rather than on current operations. He adds that strategic management is a thorough and accessible guide to the most important work and ideas necessary to formulate strategy.

Strategic management is a set of managerial decisions and actions that determines the long-run performance of a corporation (Wheelen & Hunger, 2012). Strategic management is the science of formulating, implementing and assessment cross-functional decisions that will enable an organization to reach its goals. (Sourkouhi, et al, 2009).

2.1.4 Strategic Planning Concepts

Strategic Planning is the systematic identification of opportunities and threats that lie in the future, which in combination with other relevant data provide a basis for a company's making better current decisions to exploit the opportunities and to avoid threats (Steiner, 2010). According to (Robbins & Coulter, 2012), Strategic plans are plans that apply to the entire organization and establish the organization's overall goals.

2.1.5 The Difference between Strategic Management and Strategic Planning

According to (David, 2009), strategic planning is sometimes confused with strategy formulation, because strategic plan is constructed in this stage. Both strategic management and strategic planning terms mean the same. The difference is that the latter one is more used in the business world while the former is used in the academic environment. (Wheelen & Hunger, 2012) consider strategic management as a set of managerial decisions and actions that determines the long-run performance of a corporation. They add that it includes environmental scanning (both external and internal), strategy formulation (strategic or long-range planning), strategy implementation, and evaluation and control. They assert that study of strategic management emphasizes the monitoring and evaluating of external opportunities and threats in light of a corporation's strengths and weaknesses. Originally called business policy, strategic management incorporates such topics as strategic planning, environmental scanning, and industry analysis.

2.1.6 Strategic Thinking and Strategic Planning

Strategic planning and strategic thinking are different sides of the same coin and each one on its own is necessary, but not sufficient for an efficient strategic management framework. Therefore, strategic thinking and planning must work hand-in-hand in order to reap maximum benefit (Lawrence, 1999).

The failure of strategy even after extensive planning, and the inability of many organizations to read signals of change in the external environment, suggests that there is something missing from existing planning models. 'It may well be that the typical strategic planning exercise now conducted on a regular and formal basis and infused with quantitative data misses the essence of the concept of strategy and what is involved in thinking strategically' (Sidorowicz 2000).

It can be recognized that strategic planning is the last step in the strategy development and implementation process. Talking about planning means how to take action today. By focusing on the end product – the plan – there is a risk of ignoring and spending time on the missing element - strategic thinking, which is the capacity of an organization to systematically develop and maintain a shared view of the future that can inform its strategic decision making and its planning today (Conway,2014).

2.1.7 Strategic Thinking in Organizations

Strategic thinking is one out of two capabilities of leaders with high performance (Moshabaki & Khazaee, 2008). According to (Shirvani & Shojaie, 2011), top leaders' absence of strategic thinking has been identified as a major detractor of firm performance in studies. (Ackerman & Eden, 2013) assert that having a framework to guide decisions helps relieve the stress of too many options, too many possible ways of acting and thinking. According to (ALKhafagi, 2008), Strategy is expected to contribute to a manager's ability to act thinking-meaning that managers develop a capability to act quickly. Actions which inform future thinking and action. According to the concept of strategic thinking in determining long-term goals, adopting action tracks and allocating important resources help managers to get ready for future.

(Conway, 2014) considers that there's a spectrum for organizations and how they approach strategic thinking today. She asserts that many use conventional approaches to strategy where staff doesn't get consulted, and the executive team makes all the decisions. This approach is introspective, focusing on the organization and its history and where one or two people think they know all the answers. On the other hand, some organizations recognize that the world is changing rapidly around them, and are making an effort to change how they develop strategic. Finally, some organizations understand the need for their strategy to be futures ready, and start externally to understand – in a very deep and considered way – how the environment into which they need to 'fit' or position themselves is changing.
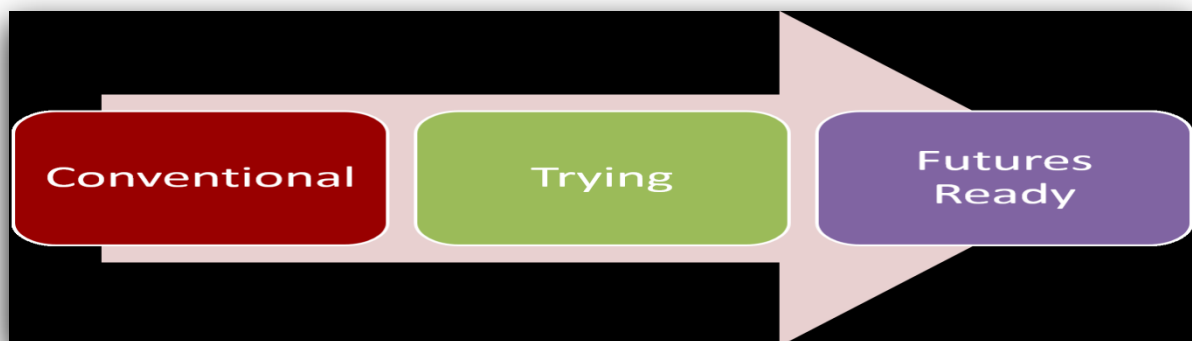
Figure 2: Approaches to Strategic Thinking in Organizations
Source: Conway: (2014) "Strategic Thinking what it is and how to do it"…

2.1.8 Attributes of Strategic Thinking (Acur and Englyst, 2006)

1. Awareness about industry and rivals.

2. Understanding strengths and opportunities.

3. Awareness about strategic problems of organization.

4. Considering strategic priorities of top managers; and

5. Decision making by making use of flexible and effective processes.

According to (Bonn, 2005), there are other attributes of Strategic thinking include: emphasizing on process approach, using cognitive concepts, ability in finding different solutions for specific problems, interaction among strategies at different levels and between different units of organizations, understanding the dynamics of internal and external environment, understanding the situation of organizations within bigger systems, visualizing future goals and most advantageous future, and knowing new competitive areas, capability of integrating different ideas into a new and fresh idea. (Monnavarian et al., 2011).

2.1.9 Purposes of Strategic Thinking

According to (Byrson, 2011), Strategic Thinking aims to:

1- create public value.

2- meet mandates and fulfill mission.

3- organize effective participation.

4- build a winning coalition.

2.1.10 Guidelines for Strategic Thinking

(Hines & Bishop, 2008) break the process of Strategic Thinking into six involvements that leaders and organizations must do to get a ''click'' on the future:

- **Framing**: identifying the problems clearly and understanding their cost as well as the cost of solutions.

- **Scanning**: understanding what's going on out there; the relevant information and trends.

- **Forecasting**: considering a range of future possibilities; plugging into a meaningful view (pictures) of the future

- **Visioning**: deciding what the organization wants to be in the future and determining if the organization is working forward or avoiding it.

- **Planning**: creating a path way to the future.
- **Acting**: translating thinking into real action on an ongoing basis.

2.1.11 Dimensions of Strategic Thinking (Liedtka, 1998)

- **Systems Perspective:** A Systems Perspective Strategic thinking is built on the foundation of a systems perspective. A strategic thinker has a mental model of the complete end-to-end system of value creation and understands the interdependencies within it.

- **Intent-Focused:** Strategic intent provides the focus that allows individuals within an organization to marshal and leverage their energy, to focus attention, to resist distraction, and to concentrate for as long as it takes to achieve a goal.

- **Intelligent Opportunism:** Within this intent-driven focus, there must be room for intelligent opportunism that not only furthers lower levels intended strategy but that also leave open the possibility of new strategies emerging. It emanates from an individual's natural curiosity and creativity.

- **Thinking in Time:** Thinking in time, uses both an organization's memory and its broad historical context to think well about creating its future. This requires a capability both for choosing and using appropriate analogies from its own and other's histories, and for recognizing patterns in these events.

- **Hypothesis-Driven:** The final element of strategic thinking recognizes it as a hypothesis-driven process. It mirrors the "scientific method", in that it deals with hypothesis generating and testing as central activities. (Liedtka), concluded that taken together, these five elements of strategic thinking describe a strategic thinker with a broad field of view that sees the whole and the connections between its pieces, both across the four vertical levels of strategy and across the horizontal elements of the end-to-end value system. This view includes a sense of the future that drives thinkers, including a sense of both where that future connects and disconnects with the past and demands anew in the present.

Section Two-Decision making

2.2.1 Introduction

2.2.2 Decision Making Concepts

2.2.3 Steps of Decision- Making process

2.2.4 Characteristics of strategic decision making

2.2.5 Modes of Strategic Thinking

2.2.6 Types of decision-making environments

2.2.7 Strategic Thinking and Decision Making

2.2.1 Introduction

One of the most important activities engaged in by any organization is decision making which is the process of deciding what action to take; it usually involves choice between options (Adair, 2007). According to (Dessler, 2007), Decision making is the process of developing and analyzing alternatives and making a choice. He asserts that managers are always making decisions. For example, Planning, organizing, leading and controlling are the basic management functions. Each of these calls for decisions, which plan to implement, what goals choose, which people to hire. (Effy, 2009) asserts that a decision is easy to make when one option will clearly bring about a better outcome than any other. He emphasizes that decisions become more difficult when more than one alternative seems reasonable and when the number of alternative is great. (Rogers & Blenko, 2006) consider that the quality and timeliness of decisions made and the processes through which they are arrived at can have an important impact on organization effectiveness. They assert that every success, every mishap, every opportunity seized or missed is the result of a decision that someone made or failed to make. They added that never mind what industry you're in, how big and well known your company may be, or how clever your strategy is. If you can't make the right decisions quickly and effectively, and execute those decisions consistently, your business will lose ground. According to (Al-Tarawneh, 2012), decision-making is inevitable, because to explicitly avoid making a decision is in itself to make a decision. However, making decisions is the most important job of any manager or executive. He points out that to be effective in the highly competitive environment of today, managers in any organization need to dedicate a significant amount of skill, knowledge and attention to managerial decision-making.

It can be concluded that an effective decision is one that gives the desired end result.

In a nutshell, the researcher noticed that success in business, as (Dessler) mentioned, stems from good quality management decisions first of all and then the effectiveness in implementation which depends on the skills of management in planning, organizing, leading and controlling. In the following chapter, the researcher is going to highlight the concepts of decision making, steps of the decision making process, and explores how strategic thinking supports decision making.

2.2.2 Decision Making Concepts

(Hucyznski & Buchanan, 2001) define decision making as a process of making choices from among several options. According to (McShane & Travaglione, 2003), decision making is a conscious process of making choices among one or more alternatives with the intention of moving towards some desired state of affairs. (Wood et al., 2004) identify decision making as the process of identifying a problem or opportunity and choosing among alternative courses of action. (Dessler, 2007) said that decision making is a process of developing and analyzing alternatives and making a choice.

According to (Ismail, 2011), decision making is the selecting of action from among alternatives to achieve a specific objective or solve a specific problem. The art of decision-making provides us with a variety of approaches, methods and techniques that are helpful and useful for making high quality of decision.

"Decision making is a process of making a choice from a number of alternatives to achieve desired results"(Lunenburg, 2010).

(Al-Tarawneh, 2012) considers that decisions are means of achieving predetermined goal or goals. He asserts that every decision is an outcome of a dynamic process. And also decision-making is a dynamic function rather than a static action. It is a sequential process. He adds that managers in making a decision may apply different processes. Several varieties of these processes have been recognized and suggested by many researchers. (Thomas, 2004) asserts that decision making is what turns thought into action: it implies change and requires a decision to be made against a background of uncertainty and risk.

2.2.3 Steps of Decision- Making process (Dessler & Phillips, 2007)

1. **Define the Problem**: Write down your initial assessment of the problem. Then, dissect it. Ask, what triggered the problem? Why is he even thinking about solving this problem? What is the connection between the trigger and the problem?
2. **Clarify Objectives**: Write down concerns, convert them into specific objectives, establish fundamental objectives, clarify each objective, and test the objectives.

3. **Identify Alternatives:** Start by trying to generate alternatives yourself**,** and then expand your search by checking with other people, including experts. Also, look at each objective and ask yourself how you could achieve one of them.

4. **Analyze the Consequences:** The decision maker's job is to think through, for each alternative, what the consequences of choosing alternative will be for each of the objectives. Here is a basic three- step process a person uses. 1- Mentally put yourself in the future. 2- Eliminate any clearly inferior alternatives. 3- Organize your remaining alternatives into a consequence table.

(Thomas, 2004) mentioned that the effective decision has these six elements:

1. Defining the objective

2. Gathering sufficient information

3. Identifying the feasible options

4. Evaluating those options

5. Making the decision (choosing an option)

6. Testing its implementation: by feel, by measurement and by assessment.

According to (Baker et al., 2002), a general decision making process can be divided into the following steps:

Step 1. Define the problem

Step 2. Determine requirements

Step 3. Establish goals

Step 4. Identify alternatives

Step 5. Define criteria

Step 6. Select a decision making tool

Step 7. Evaluate alternatives against criteria

Step 8. Validate solutions against problem statement

2.2.4 Characteristics of Strategic Decision making (Wheelen & Hunger, 2012)

1. **Rare:** Strategic decisions are unusual and typically have no precedent to follow.

2. **Consequential:** Strategic decisions commit substantial resources and demand a great deal of commitment from people at all levels.

3. **Directive:** Strategic decisions set precedents for lesser decisions and future actions throughout an organization.

2.2.5 Modes of Strategic Decision Making (Wheelen & Hunger, 2012)

According to (Mintzberg), the three most typical approaches, or modes, of strategic decision making are entrepreneurial, adaptive, and planning.

1. **Entrepreneurial mode:** Strategy is made by one powerful individual. The focus is on opportunities; problems are secondary. Strategy is guided by the founder's own vision of direction and is exemplified by large, bold decisions. The dominant goal is growth of the corporation.

2. **Adaptive mode:** Sometimes referred to as "muddling through," this decision-making mode is characterized by reactive solutions to existing problems, rather than a proactive search for new opportunities.

3. **Planning mode:** This decision-making mode involves the systematic gathering of appropriate information for situation analysis, the generation of feasible alternative strategies and the rational selection of the most appropriate strategy. It includes both the proactive search for new opportunities and the reactive solution of existing problems

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2.2.6 Types of decision-making environments (Render et al., 2012)

The types of decisions people make depend on how much knowledge or information they have about the situation. There are three decision-making environments.

- **Decision making under certainty**
- **Decision making under uncertainty**
- **Decision making under risk**

Type 1: Decision making under certainty

In the environment of decision making under certainty, decision makers know with certainty the consequence of every alternative or decision choice. Naturally, they will choose the alternative that will maximize their well-being or will result in the best outcome.

Type 2: Decision making under uncertainty

In decision making under uncertainty, there are several possible outcomes for each alternative, and the decision maker does not know the probabilities of the various outcomes.

Type 3: Decision making under risk

In decision making under risk, there are several possible outcomes for each alternative, and the decision maker knows the probability of occurrence of each outcome. Few managers would be fortunate enough to have complete information and knowledge about the states of nature under consideration. Decision making under uncertainty is a more difficult situation. It may be found that two different people with different perspectives may appropriately choose two different alternatives.

2.2.7 Strategic Thinking and Decision Making

The researcher concluded, due to (Thomas), that when the manager makes a decision, he or she turns thought to action.

One of the first steps in encouraging effective thinking is to get people to see more situations in which it is appropriate for them to take reflective action and in they do makes a difference in the outcome what it is (Brown & Baron, 2012).

According to (Steiner, 2010), Strategic Thinking is vital to most organizations. It permits an organization to make better decisions about what to do now about future opportunities and threats than waiting until events just happen. He adds that strategic thinking provides a framework for decision-making throughout the entire organization and thereby makes it more likely that lower level managers will make decisions in conformance with top management's desires. (Johannesson & Palona, 2010) consider that thinking activities are a key input variable in all strategic decision making. They add that strategic thinking is a practice that aims to assist decision making through providing information on the business environment. In a nutshell, it covers the gathering, compiling, analysis and dissemination of information that is relevant for strategic decision making. (Hines, 2008) argues that "A holistic, long-term perspective combined with actionable business solutions helps companies mitigate risk, make the most of opportunities, and enrich decision making." The aim of strategic thinking and

decision making is to ensure survival of the organization in a competitive marketplace. For this to occur there is a need for effective strategic thinking and decision making that steers the organization in the most appropriate direction. (Warren et al., 2011).

Strategic thinking provides important insights regarding logical decision making. (Shirvani & Shojaie.2011). Managers often use their intuition to help their decision making. It's making decisions on the basis of experience, feelings, and accumulated judgment. (Robbins & Coulter, 2012). (Conway, 2014) mentioned that reaching a strategic decision making passes through strategic thinking which develop a futuristic shared view that can inform its strategic decision making. She added that the development of effective and meaningful strategy involves four stages as shown in Figure 3: environmental scanning, strategic thinking, strategic decision making and strategic planning.
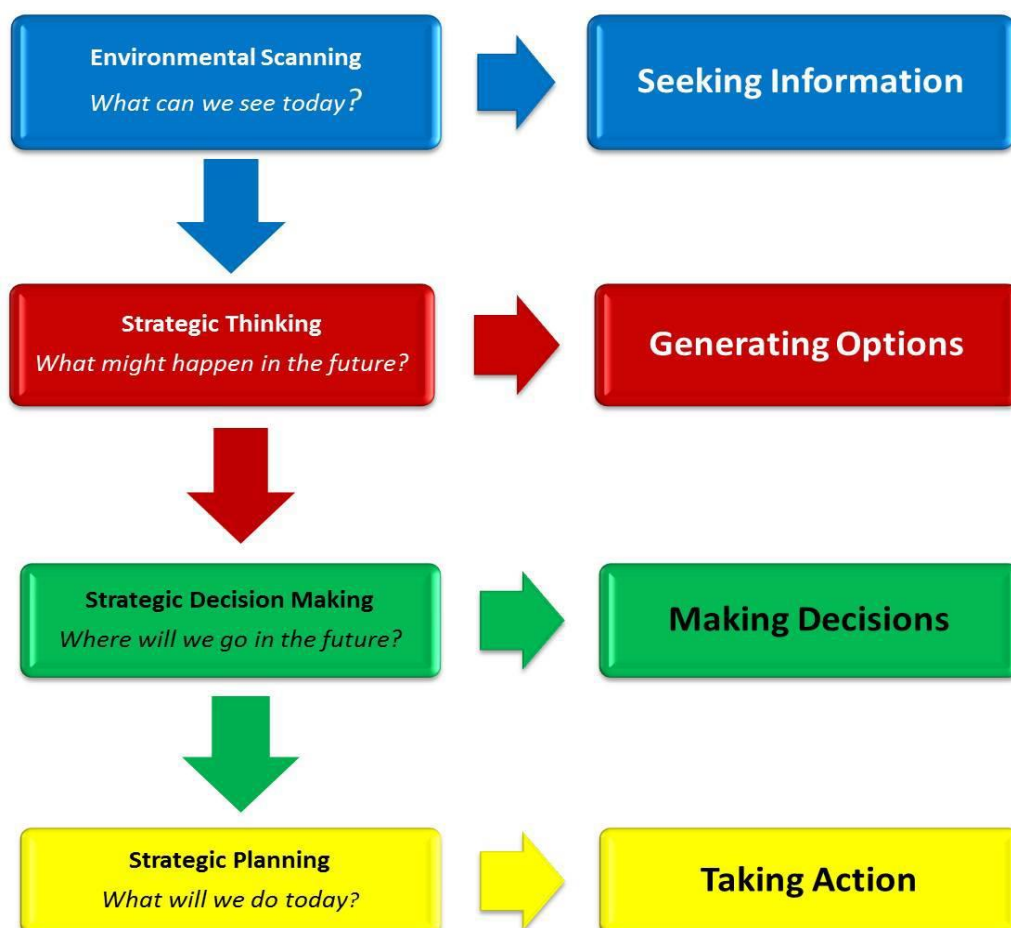
Figure 3: Four Level Strategy Development Framework

Source: Conway: (2014) ''Strategic Thinking what it is and how to do it''…

Section Three - UNRWA

2.3.1 Introduction

2.3.2 UNRWA'S Response

2.3.3 Funding

2.3.4 Beneficiaries

2.3.5 UNRWA Programs

2.3.6 UNRWA Program of Emergency Assistance

2.3.7 UNRWA Strategic Priorities

2.3.1 Introduction

When UNRWA was established in 1949, it was not designed as a permanent organization. Its founders hoped for an early solution to the problem of the Palestinian refugee, but that did not come about. The intervening history of UNRWA is the history of the Middle East and of the suffering of more than two billion refugees who required health and education services, adequate housing, safe water supplies and sanitation systems, and who faced a host of other problems. These problems have been further aggravated not only by the passing years but also, since December 1987, by the harsh measures used to put down the uprising in the occupied territories, UNRWA, which for 40 years has sought to abate the suffering of the refugees, cannot be abolished until a solution to the problem is found. Thus, its mandate continues. (Viorist, 1989). In the following chapter, the researcher is going to focus on UNRWA as the case study through identifying its role and programs in the Palestinian refugees' life.

2.3.2 UNRWA Response

For nearly 40 years, UNRWA has served the mandate bestowed on it by the General Assembly of providing assistance to the homeless and needy refugees. It has survived a series of emergencies and crises by its staff that has often been called upon to perform under conditions of great personal jeopardy. The agency provided schooling for ten thousands of pupils and employed thousands of teachers. All refugees, making the agency the single largest employer in the occupied territories and a bulwark of the local economic. (Viorist, 1989).

2.3.3 Funding

Most funding comes from voluntary contributions of donor states. UNRWA's largest donors are the United States, European Commission, the U.K and Sweden. Other major donors include the Gulf Arab States, Scandinavian countries, Japan and Canada. A small portion comes from non-governmental organizations and concerned individuals. The United Nations Secretariat finances110 international staff posts from its regular budget and UNESCO and WHO provide assistance in the staffing of the education and health programs. (UNRWA Website, March, 2015).

2.3.4 Beneficiaries

For operational purposes, UNRWA has defined Palestine refugee as any person whose "normal place of residence was Palestine during the period 1 June 1946 to 15 May 1948 and who lost both home and means of livelihood as a result of the 1948 conflict." Palestine refugees eligible for UNRWA assistance, are mainly persons who fulfill the above definition and descendants of fathers fulfilling the definition. In May 1951, UNRWA inherited a list of 950,000 persons from its predecessor agencies, the United Nations Relief for Palestine Refugees, the International Committee of the Red Cross and the American Friends Service Committee. In the first 4 months of operations, UNRWA reduced this list to 860,000 persons, based on "painstaking census efforts", "fraudulent claims" and a desire to "remove undeserving individuals from its relief rolls (UNRWA Website, March, 2015).

2.3.5 UNRWA Programs

UNRWA helps Palestine refugees through four main programs: Education, Health, Relief and social services, and Microfinance and Microenterprise Program.

2.3.5.1 Education

The Palestine refugee community has traditionally placed great emphasis on education as the key to a better future. Despite often difficult circumstances, Palestinians are one of the most highly educated groups in the Middle East.

This achievement has been made possible in large part by the contribution of UNRWA in educating three generations of refugees. UNRWA operates one of the largest school systems in the Middle East and has been the main provider of basic education to Palestine refugees for nearly five decades. The agency provides primary secondary schooling free of charge for all Palestine refugee children in the area of operations.

Vocational and technical training courses are given in the eight UNRWA vocational training centers. The Agency also runs an extensive teacher training program, and offers university scholarships to qualified refugee youth (UNRWA Website, March, 2015).

2.3.5.2 Health

UNRWA's health program aims to protect, preserve and promote the health of Palestine refugees and to meet their basic health needs. Since its establishment, the Agency has been the main health care provider for the Palestine refugee population, Through Health Program, UNRWA has succeeded in achieving the following:

Infant mortality rates have dropped from 180 deaths per 1,000 live births in the 1960s, to 32-35 per 1,000 in the 1990s. This is well ahead of the World Health Organization (WHO) target for developing countries of 50 per 1,000 by the year 2000. Protein-calorie malnutrition, highly prevalent in the 1950s and 1960s, was eliminated by the 1990s.

The mother-and-child health clinics have contributed to a significantly lower rate of infant mortality in the refugee population in Gaza compared with the non-refugee population in Gaza and the West Bank (32 deaths per 1,000 compared with 44 per 1000). As a result of the expanded program of immunization and immunization campaigns, the last confirmed case of polio was reported in 1993, and no cases of tetanus were reported during the 1990s.

2.3.5.3 Relief and Social Services

UNRWA aims to ensure a minimum standard of nutrition and shelter for Palestine refugees and the Agency's relief and social services program supports the poorest refugee families who are unable to meet their own basic needs. The program also facilitates longer-term social and economic development for refugees and the communities without prejudice to their rights as refugees recognized in United Nations General Assembly resolutions. This program comprises two main activities:

Relief Services
- Refugee families in special hardship case
- Food aid
- Cash assistance
- Emergency relief
- Shelter rehabilitation

Social Services

▪ Poverty alleviation

▪ Community development

2.3.5.4 Microfinance and Microenterprise Program

UNRWA launched its microfinance and Microenterprise program (MMP) in the West Bank and Gaza Strip in June 1991. This initiative was taken in response to rapidly deteriorating economic conditions marked by high unemployment and spreading poverty following the outbreak of the first Intifada in1987 and the Gulf War. The MMP is now organized around four revolving loan funds in Gaza and two in the West Bank. These make loans to, small-scale enterprises in Gaza and the West Bank (the Small-Scale Enterprise product), to women organized in groups in Gaza only (the Solidarity Group Lending product), to Micro-enterprise in Gaza and the West Bank (the Micro-enterprise Credit product), and to workers and low-paid professionals (Consumer Lending product) (UNRWA Website, March, 2015).

2.3.6 UNRWA Program of Emergency Assistance

UNRWA launched an emergency appeal for an expanded program of assistance for refugees in the west Bank and Gaza. UNRWA's emergency strategies under the program are to provide emergency humanitarian assistance including emergency medical care, food assistance, post- injury physical rehabilitation, psychological support and counseling, cash assistance and emergency employment creation. (Babille, et al, 2003).

2.3.7 UNRWA Strategic Priorities

The lessons learnt and needs identified to date, have provided clear direction as to UNRWA's Agency wide staff development priorities. These include:

2.3.7.1 Leadership and Management:

Managers of installations are provided with appropriate training to enhance management of their installation in line with their responsibilities. This includes Managing programme / project management, critical thinking and analysis, contributing to an ethical and positive workplace (ethics and values including neutrality), Managing safety and security of installations and protection of human rights of both staff and

clients, Managing financial resources and assets (including finance, procurement, logistics and operations, emergency planning and operations, security).

2.3.7.2 Mandatory Training:

Induction is crucial to assisting staff to be well prepared for their assignment and understand UNRWA, goals, mandate, operations and working environment, be aware of their entitlements, staff rules and regulations, their rights and responsibilities, and the ethical framework surrounding them. It also helps provide clarity about a staff member's job, team and expectations from supervisors and colleagues.

2.3.7.3 Provision of guidance, tools and processes

Providing managers with sufficient guidance, tools and processes to assist them effectively manage staff development and training in their Fields and have an up-to-date set of manuals and tools that build upon good practice, leverage synergies between training providers and consequently reduce unnecessary duplication of work. (UNRWA Staff Development Strategy 2012-2013, Department of Human Resources, 2012)

It can be concluded that managers at UNRWA are in need of thinking strategically to achieve the long- run goals and develop the performance of the organization.

Chapter Three - Previous Studies

3.1 Introduction

3.2 Palestinian Studies

3.3 Arabic Studies

3.4 Foreign Studies

3.5 General Comment on Previous Studies

3.6 Difference between current study and previous studies

3.1 Introduction

A number of published research /papers in certified journals are reviewed for the purpose of this research. There are Arabic and foreign studies concerning the subject of the research as follows:

3.2 Palestinian Studies

3.2.1 (Al-Ashi, 2013) "The Effect of Strategic Thinking on The Performance of Higher Administration in Nongovernmental Organizations That Work in Rehabilitation in Gaza Strip".

Purpose: This study aimed at knowing the effect of strategic thinking on the performance of higher administration in nongovernmental organizations that work in rehabilitation in Gaza Strip.

Methodology: The study employed analytic descriptive method, besides field research through a questionnaire, as a main tool for data collection.

Findings: Strategic thinking factors are available at top management with 79.51%.

Recommendations: The main recommendation is to enhance and support adopting relevant strategic thinking factors by managers of nongovernmental organizations.

3.2.2 (Al-Farrah, May, 2008) "The Level of Strategic Thinking among Non-Governmental Leaderships in Gaza Province"

Purpose: The study aims to identify the level of strategic thinking at the large non-governmental organization (NGOs) in the Gaza province.

Methodology: descriptive analytical approach.

Conclusions: the level of strategic thinking at Gaza's NGOs was suitable (74%).

Recommendations: further development to upgrade the NGOs capabilities to match the level of challenges the Palestinian people face in general and NGOs in particular.

3.2.3(AL-Farrah, March, 2008) "Strategic Thinking at the Ministry of Health in Gaza Strip: Management Viewpoint"

Purpose: to investigate strategic thinking at the Palestinian Ministry of Health (MoH) in the Gaza Strip.

Methodology: The study used descriptive analytical approach to pursue the study.

Findings: The study revealed that the MoH directors scored high in most dimensions of Strategic thinking.

Recommendations: the MoH needs to build a supportive culture and environment to enhance level of strategic thinking among its management.

3.2.4 (Nafie, 2006) "Investigation of the relationship between Strategic Thinking and innovativeness of the management at ministry of health in Gaza Strip"

Purpose: The aim of this study is to investigate the relationship between strategic thinking and innovation in the Palestinian Ministry of Health (MOH) in Gaza Strip through its staff in different managerial positions.

Methodology: This study used the descriptive analytical method and utilized both primary and secondary sources.

Findings: The study revealed that the MOH is weakly innovative. MOH directors scored high in most sectors of strategic thinking and there is a strong correlation between innovation and strategic thinking.

Recommendations: Recommendations included that the MOH management need to build an environment and culture to support innovation and to create a systems perspective for its managers to enhance their strategic thinking abilities. Organizational structural changes need to be carried out.

3.3 Arabic Studies

3.3.1 (Al.marshad, 2013) "Strategic Thinking in Jordanian Publicly Quoted Companies".

Purpose: to assess the extent of knowledge of and familiarity with the concept and purpose of Strategic Thinking.

Methodology: quantitative and qualitative methods.

Findings: The surveyed companies in Jordan have good knowledge of and familiar with the concept of strategic thinking.

3.3.2 (AL-Shihri, 2010),"The Reality of Strategic Thinking among the Directors of Secondary Schools General Education-governmental Organizations and Civil City of Taif".

Purpose: to identify the reality of strategic thinking among the Directors of public secondary schools and civil city of Taif.

Methodology: a descriptive approach was used.

Results: The degree of ownership of school directors of the totalitarian way of thinking among the Directors of secondary schools in Taif was significantly, but the pattern of thinking and abstract thinking diagnostic, and the pattern of thinking was planning a low degree.

Recommendations: The need to exercise strategic thinking more broadly in the secondary schools in Taif through adoption of the Department of Education in Taif project preparation of leaders in the light of strategic thinking.

3.3.3 (Al- Fawzan, 2008)" Strategic Thinking (Styles – Practices – Obstacles): A study of Female Public School Principles in Jeddah City, Kingdom of Saudi Arabia".

Purpose: to determine the degree of possessing strategic thinking (Styles– Practices Obstacles) among female public School Principles in Jeddah City.

Results: The comprehensive thinking type was possessed at a very large degree, while the obstructive, diagnostic and planning types were possessed at a large degree.

3.3.4 (Daghir, 2005)" The measurement of strategic thinking type for top managers in Iraqi public organizations-cognitive approach"

Purpose: to measure strategic thinking type for top managers in Iraqi public organizations.

Results: the measurement of strategic thinking suggested by Jung's model is valid.

Recommendations: this result cannot be full proof unless more research tests their claims.

3.3.5(Al-Na'eemi, 2003),'The Specifications of a Strategic Thinker in an Organization'

Purpose: Limiting the specifications and the abilities of the strategic thinker in the organization.

Findings: The results of the study have concentrated on highlighting the weight and the importance of special specifications of the strategic thinker.

3.4 Foreign Studies

3.4.1(Mahdavian, Mirabi, & Haghshenas, 2014)"A study of the impact of strategic thinking on the performance of Mashhad municipal managers"

Purpose: to explain the impact of strategic thinking on the performance of Mashhad municipal mangers.

Results: Strategic thinking had an acceptable level among municipal managers of Mashhad City and all factors of strategic thinking improved their performance.

3.4.2(Moon, 2013) "Antecedents and outcomes of strategic thinking"

Purpose: This study focuses on the factors that influence strategic thinking at the organizational level.

Findings: The results of empirical analysis provide evidence that the attitude of firms' management toward risk taking**.**

3.4.3 (Warren, 2011) "Strategic thinking and decision making"

Purpose: to examine both management and psychological literature on strategic decision making.

Findings: The literature review reveals that managerial cognition as well as individual and corporate values can have an impact on strategic decision making.

3.4.4 (Shirvani & Shojaie, 2011) "A Review on Leader's role in Creating a Culture that Encourages Strategic Thinking"

Purpose: to investigate the role of leaders as supports of the strategic thinking culture.

Findings: the absence of strategic thinking to be a major detractor of organizational performance.

Recommendations: leadership development strategies and their order of occurrence, including formal training on a number of topics, developmental activities, and self-directed learning.

3.4.5 (Monnavarian, Farmani, & Yajam, 2011) "Strategic thinking in Benetton"

Purpose: to identify the related factors of strategic thinking and their assessment.

Findings: there are 12 relevant factors of strategic thinking; and difference between "importance of the factors", and the present situation of all 12 factors in Benetton, are meaningful.

3.4.6 (McKenzie, Woolf , & Winkelen , 2009) "Cognition in strategic decision making: A model of non-conventional thinking capacities for complex situations"

Purpose: to challenge an over-reliance on past experience as the cognitive underpinning for strategic decisions.

Findings: A model of non-conventional thinking capacities describes how strategic decision-makers make choices that are better adapted to the conditions of uncertainty, ambiguity and contradiction, which prevail in complex situations.

3.4.7 (Linhares, 2009) "Decision-making and strategic thinking through analogies"

Purpose: to propose a new computational model of human chess intuition and intelligence.

Recommendation: analogies and abstract roles are crucial to solving landmark problems, presenting a proof-of-concept model, in the form of a computational architecture, which may be able to account for many crucial aspects of human intuition.

3.4.8 (Tavakoli & Lawton, 2005)" Strategic thinking and knowledge management"
Purpose: to discuss the relationship between strategic thinking, strategic planning and emergent strategy.

Recommendations: knowledge management can have a significant role in increasing and improving strategic thinking by drawing experiences and insights from all parts of the organization and making them available to points of strategic decision and action.

3.4.9 (Bonn I, 2005), "Improving Strategic Thinking: Multilevel Approach".

Purpose: To develop a framework of strategic thinking which integrates the micro domain's focus on individuals and groups with the macro-domain's focus on organizations.

Findings: Strategic thinking at the individual level is discussed in terms of diversity in representational systems. Strategic thinking at the group level looks at heterogeneity and conflict. Strategic thinking within the organizational context examines middle management involvement, the role of organizational structure, and reward and compensation systems.

Conclusion: A better understanding of strategic thinking requires a multilevel approach, which includes a micro-focus on individuals and groups and a macro focus on the organizational context.

3.4.10 (Abraham, 2005),"Stretching Strategic Thinking"

Purpose: To show how managers can stretch company thinking.

Findings: Managers can stretch company thinking by five approaches: Being successfully different; Emulating entrepreneurs; Finding new opportunities; Being future-oriented; and being collaborative**.**

Recommendations: The opportunities, alternative strategies, or different business models should be periodically shared with other key people in the company.

3.4.11 (Graetz F, 2002), "Strategic Thinking, Versus Strategic Planning: Towards Understanding the Complementarities"

Purpose: To identify elements and processes needed to develop strategic thinking skills amongst "Communications Co." employees.

Methodology: the Life Time Assessment Test (LTAT).

Findings: individual results from LTAT showed that the preferred decision styles of Individuals with imagines and producer were able to make creative scenarios.

Conclusions: Strategic thinking capabilities need business leaders with a high degree of emotional intelligence to lead the way.

3.4.12 (Bonn I, 2001) "Developing Strategic Thinking as a Core Competency"

Purpose: To identify lack of strategic thinking as a major shortcoming in organizations

Methodology: Analytical review research.

Findings: senior managers should have a holistic understanding of the organization and its environment.

Conclusions: Organizations should address strategic thinking at two different levels, the individual level and the organizational level.

3.5 General Comment on Previous studies

The researcher has reviewed a number of previous studies that are arranged chronologically from latest to oldest. All of these studies focused on strategic thinking and decision making in different organizations and countries.

3.5.1 Objectives: there are two studies that focused on strategic thinking and decision making, (Warren, 2011) which aimed to examine both management and psychological literature on strategic decision making, and (Linhares, 2009) which aimed to propose a new computational model of human chess intuition and intelligence.

Concerning the Strategic Thinking, there are a lot of studies with different purposes such as the study of (AL-Ashi, 2013) which focused on the impact of strategic thinking on the performance of higher administration, (Nafie, 2006) which focused on strategic thinking and its relation to innovation, (AL-Niemi, 2003) which focused on specifications of strategic thinker in an organization, and (Bonn, 2005) which focused on improving strategic thinking.

Regarding the current study, it is considered the unique one that focused on the impact of strategic thinking on decision making at UNRWA as an international organization that plays a prominent role in the Palestinian refugees' life. The researcher thinks that this study would be a beginning point for futuristic studies in the same field in different organizations because of the importance of this topic in the performance of the organization to achieve its strategic goals.

3.5.2 Methodology: the current study uses the Analytical descriptive method consistent with most of the previous studies that use this quantitative method and the questionnaire as a main tool of studies.

3.5.3 Study population and sample:

The previous studies were conducted on NGOs, governmental and pubic organizations as study cases .They also conducted on ministries and municipals as cases studies in different countries and societies such as Palestine, Jordan, Saudi Arabia, Iraq, Iran and USA. Most of the samples were random because the quantitative method was followed and the questionnaire tool was used as a main tool for collection data. Part of the results that were found throughout this study comes on line with the previous research.

Study tools:

Most previous studies have relied on a questionnaire as a main tool to collect data.

3.6 Difference between current study and previous studies:

- This study is considered a qualitative addition to previous studies in both Palestinians and Arabic environment in particular because it contributed to transmit a lot of concepts and ideas from foreign environments to Arabic environment in managerial field.

- The current study is the first one that discussed the subject of decision making and linked it to the factors of strategic thinking due to the researcher knowledge.

- Local studies that have been mentioned focused on the relation between strategic thinking and fields that don't relate to decision making. That indicates to scarcity of studies which focused on strategic thinking and decision making as a result of modernity of this subject in the field of managerial work so this research differs from other research in Gaza strip because it discussed the subject of strategic thinking in the field of managerial work at UNRWA.

- It is clear from the history of previous studies in strategic thinking that most of these studies are modern. This indicates to the importance of this style of thinking and its impact on the performance of organizations and managers.

- The current study is different in regard to population and sample because it focused on the managers in (UGFO) due to their grades and ignored a pilot sample because the population size is small as a statistical counselor mentioned.

- The current study used a multi regression model to show the impact of ST on DM, whereas most of previous research didn't use this model.

- The previous studies differ from the current study regarding the countries and environments of these studies. Some of these studies conducted in Palestine. Others conducted in Arab countries such as Saudi Arabia, and Iraq. Other studies were conducted in foreign countries as USA. Moreover, these studies also differ from the current study in terms of the population of each study.

Chapter Four - Research Methodology

4.1 Introduction

4.2 Research methodology

4.3 Data collection methodology

4.4 Research procedures

4.5 Research location

4.6 Research period

4.7 Research population and sample size

4.8 Questionnaire content

4.9 Validity of the questionnaire

4.10 Reliability of the questionnaire

4.11 Cronbach's alpha Coefficient

4.1 Introduction

This chapter describes the methodology that was used in this study to investigate the impact of strategic thinking on decision making. The adopted methodology to accomplish this study uses the following procedures: the information about the study procedures, study population, questionnaire design, statistical data analysis, content validity but without pilot study because the size of the sample is small as a statistical counselor pointed out.

4.2 Research methodology

According to (Gill and Johnson 2002)**,** the analytical quantitative descriptive method is an explanatory method that examines and explains relationships between variables, in particular cause and-effect relationships. So the researcher follows this method to examine the impact of strategic thinking on decision making as a cause and effect- relationships.

4.3 Data Collection Methodology

In order to collect the needed data for this research, secondary resources have been used in collecting data such as books, journals, statistics and web pages, in addition to primary resources that were not available in secondary resources through distributing a questionnaire on a study population in order to get their opinions about the strategic thinking and decision making at (UGFO).

Study methodology depends on the analysis of data by using the descriptive analysis, which depends on the poll and the use of the main program Statistical Package for the Social Sciences (SPSS).

4.4 Research procedures

1. The first phase of this research was the proposal which included identifying and defining the problem and establishment objectives of the study and development of study plan.
2. The second phase included a summary of the comprehensive literature review.
3. The third phase included a field of survey which was conducted with the managers at UNRWA Gaza Field Office (UGFO). The survey was reviewed and evaluated.

4. Pilot study was not distributed because the size of the sample was small as a statistical expert mentioned.

5. The fifth phase of the research focused on distributing a questionnaire. This questionnaire was used to collect the required data in order to achieve the research objective.

6. The sixth phase was data analysis and discussion. Statistical Package for the Social Sciences (SPSS) was used to perform the required analysis.

7. The final phase includes the conclusions and recommendations that based on the data analysis.

4.5 Research Location

The research was conducted in Gaza Strip, Palestine, and targeted the managers at UNRWA Gaza Filed Office.

4.6 Research Period

The literature review was completed on the end of March 2015. Questionnaire procedures, questionnaire distribution and data collection were completed on the end of April 2015. The analysis and results were completed on June 2015.

4.7 Research Population and sample size

The population of the research is the managers who work at (UGFO) with managerial grades (14 – 20). They are (132) managers. A random sample was selected. A number of (110) questionnaires were distributed, and (98) valid questionnaires were collected which means that the response rate is 89% as a result of dividing valid questionnaires by distributed questionnaires. This means that the sample is representative. The following tables illustrate the demographic variables of the sample:

1. Age

Table (1) Age of managers at (UGFO)

Age	Frequency	Percentages
Less than 30	6	6.1
From 30 to less than 40	23	23.5
From 40 to less than 50	34	34.7
More than 50	35	35.7
Total	98	100.0

As shown in table (1) the majority of the respondents (64.3%) are less than 50 years, and (35.7%) of them are more than 50 years. This means that acquiring high managerial positions needs number of years in service and more knowledge of organization and requirements of high managerial positions. Moreover, this age is known as the age of maturity and awareness. These results agreed with the study of (Nafie, 2006) which revealed that 66.7% of the managers at Ministry of health in Gaza Strip are less than 50 years old and 5.8% are below 30 years old. The results also agreed with the study of (Al-Ashi, 2013) which showed that 73.3% of the managers who work in nongovernmental organizations in Rehabilitation in Gaza Strip are less than 50 years and 26.3% of them are more than 50 years.

2. Gender

Table (2) Gender of managers at (UGFO)

Gender	Frequency	Percentages
Male	63	64.3
Female	35	35.7
Total	98	100.0

As shown in table (2), the majority of the respondents of the sample (64.3%) are males and (35.7 %) are females. These results show that the majority of the decision making positions are headed by males, and this reflects that Palestinians live in a male-dominant society, so it is normal to find more males than females. Moreover, females have more obligations and responsibilities towards house and family than males. These results agreed with the study of (Al-Ashi, 2013) which showed that 77.9% of the managers of rehabilitation in Gaza Strip are males and 22.1% are females. The study also agreed with the study of (Nafie, 2006) which showed that 82.8% of the managers at Ministry of health in Gaza Strip are males and 17.2% of them are females.

3. Qualification

Table (3) Qualification of managers at (UGFO)

Academic Qualifications	Frequency	Percentages
Bachelor	59	60.2
Master	34	34.7
PHD	5	5.1
Total	98	100.0

As shown in table (3) the majority of the respondents (60.2%) holds " Bachelor degree and (39.8%) of them hold "Master and PHD degree". This indicates that most employees in UNRWA, in general, and managers, in particular, are persuaded by bachelor degree and not interested in obtaining master and doctorate degrees because UNRWA's policy doesn't mind with these grades and it doesn't give any allowance to the employees who have these grades. These results agreed with the study of (Al-Ashi, 2013) which illustrated that 63.2% of the managers in nongovernmental organizations that work in rehabilitation in the Gaza Strip hold Bachelor degree. The results also agreed with the study of (Al-Shihri, 2010) which showed that 68.5% of the Directors of secondary schools General education-governmental organizations and civil city of Taif hold bachelor degree and 31.6% hold high grades. The results also agreed with (Al-Fawzan, 2008) study which showed that 76% of Female Public School Principles in Jeddah have bachelor degree and 4% of them have advanced degrees.

4. Experience

Table (4) Experience of managers at (UGFO)

Years of Experience	Frequency	Percentages
Less than 5	6	6.1
From 5 to less than 10	15	15.3
From 10 to less than 15	21	21.4
More than 15	56	57.1
Total	98	100.0

As shown in table (4), the majority of the respondents 93.8% has an experience from 5 to more than 15 years. And 6% have an experience with less than 5 years' experience. The results help the managers to be more effective and competent. Moreover, this experience would increase the ability of managers to deal with rearrangements and take decisions that agree with job ethics. The results agreed with the study of (Al-Ashi, 2013) which showed that 90.5% of the managers in Rehabilitation organizations in Gaza have an experience from 5 to more than 15 years. The study also agreed with the study of (Nafei, 2006) which showed that 81% of the managers in ministry of health in Gaza have an experience with more than 15 years. The study also agreed with (Al- Fawzan, 2008) study which showed that 90.9% of Female Public School Principles in Jeddah have an experience from 5 to more than 15 years. And 9.1% have an experience with less than 5 years.

5. Grade

Table (5) Grade of managers at (UGFO)

Job grade	Frequency	Percentages
Grade(14)	41	41.8
Grade(15)	38	38.8
Grade(16)	9	9.2
Grade(17)	8	8.2
Grade(18)	2	2
Total	98	100.0

As shown in table(5), 80.6% of the managers have grades 14 and 15 and 19.4% have the grades 15-18 .This means that these grades are considered the link between low and high levels at UNRWA and they help the high levels to make decisions easily.

4.8 Questionnaire content

Questionnaire is defined as a general term that includes all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order (deVaus, 2002). In this research**,** the questionnaire was distributed to managers in UNRWA Gaza Field Office. 48 closed-ended questions, relate to strategic thinking and decision making, were constructed. The respondent's attitude is captured on a 10- point numeric rating scale. 1 reflects poor value, and 10 good value. The questionnaire was accompanied by a covering letter which explains the purpose of the research.

4.9 Validity of the questionnaire

Validity is concerned with whether the questionnaire findings are really about what they appear to be about. Is the relationship between two variables a causal relationship? (Saunders, et al 2009).High validity is the absence of systematic errors in the measuring instrument. When an instrument is valid it truly measures the concept it is supposed to measure. Achieving good validity requires the care in the research design and sample selection. The questionnaire was reviewed by the supervisor to evaluate the structure of questions and the method of analyzing the results. The referees agreed that the questionnaire was valid and suitable enough to measure the purpose that it was designed for.

4.9.1 Statistical Validity of the Questionnaire

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measures the correlation coefficient between each item in the field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one filed and all the fields of the questionnaire that have the same level of similar scale.

4.9.2 Criterion Related Validity

Internal consistency:

Internal consistency involves correlating the responses to each question in the questionnaire with those to other questions in the questionnaire. It therefore measures the consistency of responses across either all the questions or a sub-group of the questions from questionnaire. (Saunders, et al 2009)

A Table below shows the correlation coefficient and p-value for each field items. As shown in the table the p- Values are less than 0.05 or 0.01,so the correlation coefficients of this field are significant at α = 0.01 or α = 0.05, so it can be said that the paragraphs of this field are consistent and valid to measure what they were set for.

**Table (6) The correlation coefficient between
each paragrap in the field and the whole field**

	Pearson coefficient	p-value
Systems perspective		
1-The manager has sufficient knowledge of strategic plan of organization.	0.821	0.000*
2-The manager focuses on general outlines of plan when it placed and ignores its accurate details.	0.629	0.000*
3-The manager keens on getting to know the relationship among different managements and the ways of dealing with each other	0.797	0.000*
4-There is an absolute clearness among workers in the organization about general trend of work in the next phase	0.773	0.000*
5-The manager's workers have a total knowledge of specific role of each other within the general plan of work	0.735	0.000*
6-The manager study all ideas to touch their impact in long term	0.881	0.000*
7-The manager considers the organization a coherent and consistent system.	0.803	0.000*

Intent– focused		
1-The manager urges the workers within his section to carry out the current required tasks and don't focus on future tasks.	0.634	0.000*
2-The manager seeks to achieve organization goals within routine activities and intends to exploit the energy of workers for renewable and creativity.	0.697	0.000*
3-The manager has an obvious prediction of what should be achieved in his department in the long run	0.784	0.000*
4-The manager has the intention to search for distinctive ideas and discover new fields to achieve the organization goals.	0.856	0.000*
5-The manager focuses on achieving the work due to specific plan and ignores the problems that he faces during this work.	0.628	0.000*
6-The manager has the strategic trend to develop the workers' performance within his department in order to achieve the organization goals.	0.715	0.000*
7-The manager urges the workers at his department to work hard and belong to their jobs in order to reach the optimal performance	0.783	0.000*
Intelligent Opportunism		
1-The manager has the readiness to adjust the strategy of work due to change of surrounding conditions.	0.877	0.000*
2-The manager constantly seeks new ideas and information from multi sources to develop the action plan within the organization.	0.876	0.000*
3-The manager has the efficiency to prepare applicable plans due to conditions and possibilities which are available within his department.	0.863	0.000*
4-The manager keens to share the workers in all levels to determine the objectives and set action plans.	0.840	0.000*
5-The manager has alternative plans that can be resorted to due to change of surrounding conditions.	0.860	0.000*
6-The manager exploits the available opportunities to create a radical change within the organization to fulfill its vision well.	0.822	0.000*
7-The manager has the ability to establish new strategies that enhance strength points and treat weakness ones within the organization.	0.859	0.000*
Thinking in time		
1-The manager uses previous studies in order to place an action plan.	0.784	0.000*
2-The manager keens to make action plans that been carried out part of comprehensive prediction for future plans.	0.878	0.000*
3-The manager tries to place an action plan with specific timetable to carry out various tasks.	0.873	0.000*
4-The manager exploits the positive aspects of previous experiences to employ them in preparing action plan	0.796	0.000*
5-The manager has the ability to adjust the action plan when it fails to achieve the goals set for it.	0.825	0.000*
6-The manager has thinking skills that enable him to make plans without supporting of anyone from the organization.	0.607	0.000

Hypothesis driven		
1-The planning in organization depends on analysis of business environment	0.706	0.000*
2-The manager has a high ability to predict the possible outcome of the plans that he places.	0.728	0.000*
3-The manager, in planning, depends on placing hypothesis and testing them through experiment to achieve results.	0.820	0.000*
4-The manager believes that the results he obtains from the tests are more useful than the results of analysis and forecasting in planning process.	0.714	0.000*
5-The manager encourages the employees in his department to provide the ideas they propose through the experience and conclude results	0.798	0.000*
6-Top management in the region encourages managers to draw conclusions from their experiences to utilize in planning	0.719	0.000*
Decision making		
1-The manager has the ability to identify the problems that surround the organization.	0.816	0.000*
2-The manager collects the required data before decision making	0.792	0.000*
3-The manager places the possible alternatives that relate to the decision	0.864	0.000*
4-The manager revises the previous experiments before decision making	0.798	0.000*
5-The manager fits proper conditions for decision making	0.899	0.000*
6-The manager has the ability to make critical decisions that affect organization future	0.762	0.000*
7-The manager adopts dialogue and discussion with organization members to reach proper decisions based on future vision.	0.858	0.000*
8-The decisions that the manager takes link with organization goals.	0.820	0.000*
9-The manager depends on logic justifications in decision making	0.837	0.000*
10-The manager discusses the decision that would be made collectively.	0.865	0.000*
11-The manager uses appropriate communications to announce the decision.	0.787	0.000*
12-The manager cares not to oppose the decision with rules and regulations.	0.767	0.000*
13-The manager gives adequate time and sufficient opportunity to implement the decision	0.843	0.000*
14-The manager wants to know if the decision was implemented due to its planned image.	0.872	0.000*
15-The manager holds accountable to workers when an error occurs while implementing the decision.	0.494	0.000*

4.9.3 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one filed and all the fields of the questionnaire that have the same level of scale.

Table (7) Structure validity of the questionnaire

Number	Section	Pearson correlation coefficient	p-value
1	Systems perspective	0.844	0.000*
2	Intent- focused	0.846	0.000*
3	Intelligent Opportunism	0.922	0.000*
4	Thinking in time	0.878	0.000*
5	Hypothesis driven	0.883	0.000*
6	Decision making	0.956	0.000*

As shown in table No. (7), the significance values are less than 0.05 or 0.01, so the correlation coefficients of all the fields are significant at $\alpha = 0.01$ or $\alpha = 0.05$, so it can be said that the fields are valid to be measured what they were set for to achieve the main aim of the study.

4.10 Reliability of the questionnaire

Reliability refers to consistency. It is concerned with the robustness of questionnaire and, in particular, whether or not it will produce consistent findings at different times and under different conditions, such as with different samples or, in the case of an interviewer-administered questionnaire, with different interviewers. (Saunders, et al 2009). For the most purposes reliability coefficient above 0.7 are considered satisfactory. Period of two weeks to a month is recommended between two tests due to complicated conditions that the contractors is facing at the time being, it was too difficult to ask respondents to respond to questionnaire twice within short period. The statistician explained that, overcoming the distribution of the questionnaire twice to measure the reliability can be achieved by using Cronbach's Alpha coefficient through the SPSS software.

4.11 Cronbach's alpha Coefficient

There are a variety of methods for calculating internal consistency, of which one of the most frequently used is Cronbach's alpha. (Saunders, et al 2009). The normal range of Cronbach's alpha coefficient value between 0.0 and + 1.0, and the higher values reflect a higher degree of internal consistency.

Table (8) For Reliability Cronbach's Alpha

Number	Section	Items number	Cronbach's Alpha
1	Systems perspective	7	0.962
2	Intent- focused	7	0.961
3	Intelligent Opportunism	7	0.953
4	Thinking in time	6	0.957
5	Hypothesis driven	6	0.957
6	Decision making	15	0.952
	Total	48	0.962

As shown in Table No. (8) The Cronbach's alpha coefficient was calculated for the first field of the causes of claims, the second field of common procedures and the third field of the Particular claims. The results were in the range from 0.952 and 0.962 and the general reliability for all items equal 0.962. This range is considered high; the result ensures the reliability of the questionnaire.

Statistical Manipulation:

To achieve the research goal, the researcher used the statistical package for the Social Science (SPSS) for Manipulating and analyzing the data.

Statistical methods are as follows:

1. Frequencies and Percentile.
2. Person correlation coefficients for measuring validity of the items of the questionnaires.
3. Cronbach's alpha Test for measuring reliability of the items of the questionnaires.
4. One Sample Kolmogorov-Smirnov Test (K-S)
5. One sample t test.
6. Independent samples t test.
7. One Way ANOVA.

This chapter has discussed the research methodology, the population and the sample size and the validity and reliability of the questionnaire. The research conducted the descriptive approach and depended on two main types of data: primary: the questionnaire, secondary: books, articles and thesis. A sample of 98 managers at UNRWA Gaza Field Office was used to distribute the questionnaire to them. To construct the questionnaire, it was accompanied by a covering letter which explained the purpose of the research. The questionnaire includes filter questions. 48 closed-ended questions, relate to strategic thinking and decision making, were constructed. The respondent's attitude is captured on a 10- point numeric rating scale. 1 reflects poor value, and 10 good value.

Chapter Five – Results and Hypotheses Testing

5.1 Introduction

5.2 One Sample (Kolmogorov-Simrnov)

5.3 Analysis for each field

5.4 Test hypothesis

5.1 Introduction

The aim of this chapter is to analyze the data that was collected through the questionnaire in order to investigate the impact of strategic thinking on decision making in UNRWA Gaza Field Office concerning managers as a target group .The findings that respond to the questions and objectives will be discussed and compared to other findings in previous studies.

5.2 One Sample (Kolmogorov-Smirnov) K-S Test

It is based on a comparison of the cumulative proportions of the observed values in each category with the cumulative proportions in the same categories for the specified population. (Saunders, et al 2009)

One Sample K-S test will be used to identify if the data follow normal distribution or not, this test is considered necessary in case testing hypotheses as most parametric test stipulate data to be normality distributed and this test is used when the size of the sample are greater than 50.

Table (9) One Sample K-S

Number	Section	Statistic	P-value
1	Systems perspective	0.847	0.470
2	Intent- focused	0.758	0.614
3	Intelligent Opportunism	0.945	0.334
4	Thinking in time	1.072	0.201
5	Hypothesis driven	0.861	0.449
6	Decision making	0.721	0.675
	Total	0.846	0.471

As shown in table (9), the calculated p-value is greater than the significant level 0.05 (p-value. > 0.05). This means that data follows normal distribution, and so parametric Tests must be used.

5.3 Analysis for each field

In the following tables, one sample t test would be used to test if the opinions of the respondents in the content of the sentences are positive (weight mean is greater than "60%" and the p-value is less than (0.05) or the opinion of the respondent in the content of the sentences are neutral (p- value is greater than 0.05) or the opinion of the respondent in the content of the sentences are negative (weight mean is less than "60%" and the p-value is less than (0.05)

5.3.1 Strategic Thinking

5.3.1.1 Systems Perspective: A strategic thinker has a mental model of the complete end-to-end system of value creation, and understands the interdependencies within it. (Liedtka, 1998)

Table (10) Systems Perspective

Items	Mean	Standard deviation	Weight mean	Rank	T-value	P-value
The manager has sufficient knowledge of strategic plan of organization.	8.07	1.57	80.71	2	13.02	0.00
The manager focuses on general outlines of plan when it placed and ignores its accurate details.	7.24	1.93	72.45	6	6.38	0.00
The manager keens on getting to know the relationship among different managements and the ways of dealing with each other	7.87	1.65	78.67	2	11.22	0.00
There is an absolute clearness among workers in the organization about general trend of work in the next phase	7.03	1.87	70.31	7	5.46	0.00
The manager's workers have a total knowledge of specific role of each other within the general plan of work	7.81	1.56	78.06	4	11.43	0.00
The manager study all ideas to touch their impact in long term	7.45	1.79	74.49	5	8.02	0.00
The manager considers the organization a coherent and consistent system.	8.24	1.76	82.45	1	12.63	0.00
Total	7.67	1.34	76.73		12.33	0.00

As shown in table 10, the mean of paragraph "The manager considers the organization a coherent and consistent system" equals 8.24 (82.45%), Test-value = 12.63, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agree to this paragraph.

The mean of paragraph "There is an absolute clearness among workers in the organization about general trend of work in the next phase" equals 7.03 (70.31%), Test-value = 5.46, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6 .It is concluded that the respondents agree to this paragraph.

The mean of the field "systems perspective" equals 7.67 (76.73%), Test-value = 12.33, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agree to field of "systems perspective ". These results means that the respondents understand the nature of the organization and they consider it healthy because various elements of it work together in order to solve problems by viewing them as parts of an overall system rather than reacting to specific parts, and thereby potentially contributing to further development of unintended consequences through making the right decisions. These results have agreed with the study of (Al-Ashi,2013) which illustrated that the weight mean of systems perspective of organizations that work in rehabilitation in Gaza Strip is 79.04% The results also agreed with the study of (Nafie, 2006) which mentioned that the weight mean of systems perspective is 61.5% in ministry of health in Gaza Strip.

5.3.1.2 Intent- focused: Strategic intend provides the focus that allows individuals within an organization to marshal and leverage their energy to achieve a goal (Liedtka, 1998).

Table (11) Intent- focused

Items	Mean	Standard deviation	Weight mean	Rank	t-value	P-value
The manager urges the workers at his department to carry out the current required tasks and don't focus on future tasks.	6.78	2.27	67.76	7	3.38	0.00
The manager seeks to achieve goals within routine activities and intends to exploit the energy of workers for renewable and creativity.	7.32	1.93	73.16	5	6.75	0.00
The manager has an obvious prediction of what should be achieved in his department in the long run	8.04	1.68	80.41	4	12.02	0.00
The manager has the intention to search for distinctive ideas and discover new fields to achieve the organization goals.	8.18	1.52	81.84	2	14.27	0.00
The manager focuses on achieving the work due to specific plan and ignores the problems that he faces during this work.	7.16	1.90	71.63	6	6.05	0.00
The manager has the strategic trend to develop the workers' performance within his department in order to achieve the organization goals.	8.16	1.61	81.63	3	13.30	0.00
The manager urges the workers at his department to work hard and belong to their jobs in order to reach the optimal performance.	8.56	1.44	85.61	1	17.65	0.00
Total	7.74	1.27	77.43		13.62	0.00

As shown in table 11, the mean of paragraph "The manager urges the workers at his department to work hard and belong to their jobs in order to reach the optimal performance" equals 8.56 (85.61%), Test-value = 17.65, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the

mean of this paragraph is significantly greater than the hypothesized value 6 .This means that the respondents agree to this paragraph.

The mean of paragraph "The manager urges the workers at his department to carry out the current required tasks and don't focus on future tasks" equals 6.78 (67.76%), Test-value = 3.38, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. This means that the respondents agree to this paragraph.

The mean of the field "Intent- focused" equals 7.74 (77.43%), Test-value = 13.62, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agree to field of "Intent-focused ". These results mean that the majority of respondents belong to work and they are faithfully loyal to their organization and they do all efforts in order to reach the optimal performance of the organization.

These results agreed with the study of (Nafie, 2006) which illustrated that the weight mean of intend-focused of the management at the ministry of health in Gaza Strip is 73.9% and concluded that the thinking of the managers is driven by the strategic intend.

5.3.1.3 Intelligent Opportunism: It furthers lower levels intended strategy and leaves open the possibility of new strategies emerging (Liedtka, 1998)

Table (12) Intelligent Opportunism

Items	Mean	Standard deviation	Weight mean	Rank	t-value	P-value
The manager has the readiness to adjust the strategy of work due to change of surrounding conditions.	8.03	1.58	80.31	3	12.76	0.00
The manager constantly seeks new ideas and information from multi sources to develop the action plan within the organization.	8.13	1.53	81.33	2	13.79	0.00
The manager has the efficiency to prepare applicable plans due to conditions and possibilities which are available at his department.	8.29	1.41	82.86	1	16.00	0.00

The manager keens to share the workers in all levels to determine the objectives and set action plans.	8.00	1.67	80.00	4	11.87	0.00
The manager has alternative plans that can be resorted to due to change of surrounding conditions.	7.47	1.66	74.69	7	8.78	0.00
The manager exploits the available opportunities to create a radical change within the organization to fulfill its vision well.	7.50	1.66	75.00	6	8.93	0.00
The manager has the ability to create new strategies to enhance strength points and treat weakness ones in the organization	7.78	1.62	77.76	5	10.88	0.00
Total	7.88	1.36	78.85		13.71	0.00

As shown in table 12, the mean of paragraph "The manager has the efficiency to prepare applicable plans… equals 8.29 (82.86%), Test-value = 16.00, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph. The mean of paragraph "The manager has alternative plans that can be resorted to due to change of surrounding conditions" equals 7.47 (74.69%), Test-value = 8.78, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph. The mean of the field "Intelligent Opportunism" equals 7.88 (78.85%), Test value = 13.71, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to field of "Intelligent Opportunism ". These results reflect the readiness of managers to change their strategies if unforeseen changes in circumstances take place. They can formulate applicable plans due to available resources in their departments. These results agreed with the study of (Al-Ashi, 2013) which showed that the weight mean of intelligent of higher administration is 79.1% .The results also agreed with the study of (Nafie, 2006) which showed that the weight mean of the field of intelligent opportunism of the management at the ministry of health is 78.9%. It can be concluded from these studies that the managers deal with available opportunities efficiently and intelligently.

5.3.1.4 Thinking in time: It uses both an organization's memory and its broad historical context to think well about creating its future. (Liedtka, 1998)

Table (13) Thinking in time

Items	Mean	Standard deviation	Weight mean	Rank	t-value	P-value
The manager uses previous studies in order to place an action plan.	7.74	1.80	77.45	5	9.59	0.00
The manager keens to make action plans that been carried out part of comprehensive prediction for future plans.	8.00	1.46	80.00	4	13.52	0.00
The manager tries to place an action plan with specific timetable to carry out various tasks.	8.27	1.48	82.65	2	15.13	0.00
The manager exploits the positive aspects of previous experiences to employ them in preparing action plan	8.39	1.37	83.88	1	17.29	0.00
The manager has the ability to adjust the action plan when it fails to achieve the goals set for it.	8.01	1.61	80.10	3	12.32	0.00
The manager has thinking skills that enable him to make plans without supporting of anyone from the organization.	7.42	1.79	74.18	6	7.83	0.00
Total	7.97	1.25	79.71		15.61	0.00

As shown in table 13, the mean of paragraph "The manager exploits the positive aspects of previous experiences to employ them in preparing action plan" equals 8.39 (83.88%), Test-value = 17.29, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agree to this paragraph.

The mean of paragraph "The manager has thinking skills that enable him to make plans without supporting of anyone from the organization" equals 7.42 (74.18%), Test-value = 7.83, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly

greater than the hypothesized value 6. It is concluded that the respondents agree to this paragraph.

The mean of the field "Thinking in time" equals 7.97 (79.71%), Test-value = 15.61, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agree to field of "Thinking in time ".

These results showed that the majority of respondents use their previous experiences in formulating their plans and this, as a researcher thinks, enables the managers to prepare a comprehensive plan which includes all elements that achieve the organization long term goals. These results agreed with the study of (Nafie, 2006) which illustrated that the weight mean of the field of thinking in time is 80.5%. It is concluded from these results that managers strongly think in time.

5.3.1.5 Hypothesis driven: It mirrors the scientific method that deals with hypothesis generating and testing as central activities. (Liedtka, 1998)

Table (14) Hypothesis driven

Items	Mean	Standard deviation	Weight mean	Rank	t-value	P-value
The planning in organization depends on analysis of work environment.	8.30	1.52	82.96	1	14.94	0.00
The manager has a high ability to predict the possible outcome of the plans that he places.	7.68	1.45	76.84	3	11.46	0.00
The manager, in planning, depends on placing hypothesis and testing them through experiment to achieve results.	7.37	1.70	73.67	6	7.96	0.00
The manager believes that the results he obtains from the tests are more useful than the results of analysis and forecasting in planning process	7.47	1.69	74.69	5	8.59	0.00
The manager encourages the employees in his department to provide the ideas they propose through the experience and conclude results	7.69	1.48	76.94	2	11.32	0.00
Top management in the region encourages managers to draw conclusions from their experiences to utilize in planning	7.67	1.65	76.73	4	10.01	0.00
Total	7.70	1.18	76.97		14.18	0.00

The mean of paragraph "The planning in organization depends on analysis of work environment" equals 8.30 (82.96%), Test-value = 14.94, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of paragraph "The manager, in planning, depends on placing hypothesis and testing them through experiment to achieve results" equals 7.37 (73.67%), Test-value = 7.96, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of the field "Hypothesis driven" equals 7.70 (76.97%), Test-value = 14.18, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agree to field of "Hypothesis driven ". These results illustrated that respondents believe that planning in organization is based on environmental analysis and the thinking is hypotheses driven i.e. they have hypotheses generation and testing as core activities. These results agreed with the study of (Nafie, 2006) which showed that the weight mean of the field hypotheses driven is 69.1%.

5.3.2 Decision making

Table (15) Decision making

Items	Mean	Standard deviation	Weight mean	Rank	t-value	P-value
The manager has the ability to identify the problems that surround the organization.	8.23	1.50	82.35	5	14.77	0.00
the manager collects the required data before decision making	8.21	1.49	82.14	6	14.67	0.00
the manager places the possible alternatives that relate to the decision	8.08	1.37	80.82	8	15.07	0.00
the manager revises the previous experiments before decision making	7.85	1.45	78.47	13	12.59	0.00

The manager fits proper conditions for decision making	7.99	1.60	79.90	11	12.34	0.00
The manager has the ability to make critical decisions that affect organization future	7.59	1.77	75.92	15	8.91	0.00
he manager adopts dialogue and discussion with organization members to reach proper decisions based on future vision.	7.98	1.58	79.80	12	12.41	0.00
The decisions that the manager takes link with organization goals	8.39	1.25	83.88	2	18.93	0.00
The manager depends on logic justifications in decision making	8.08	1.56	80.82	9	13.23	0.00
The manager discusses the decision that would be made collectively.	7.81	1.64	78.06	14	10.89	0.00
The manager uses appropriate communications to announce the decision	8.18	1.53	81.84	7	14.14	0.00
The manager aims not to oppose the decision with rules and regulations.	8.83	1.29	88.27	1	21.65	0.00
The manager gives adequate time and sufficient opportunity to implement the decision	8.32	1.47	83.16	4	15.61	0.00
The manager wants to know if the decision was implemented due to its planned image.	8.33	1.40	83.27	3	16.48	0.00
The manager conducts accountable to workers in organization when an error occurs while implementing the decision.	8.00	1.34	80.00	10	14.78	0.00
Total	8.12	1.20	81.24		17.58	0.00

As shown in table 15, the mean of paragraph "The manager aims not to oppose the decision with rules and regulations" equals 8.83 (88.27%), Test-value = 21.65, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to this paragraph.

The mean of paragraph "The manager has the ability to make critical decisions that affect organization future" equals 7.59 (75.92%), Test-value = 8.91, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agreed to this paragraph.

The mean of the field "Decision making" equals 8.12 (81.24%), Test-value = 17.58, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It is concluded that the respondents agreed to field of "Decision making". These results showed that UNRWA is keen on developing the managerial culture to enable managers to make decisions and manage their financial affairs, personnel, programs and threats. UNRWA is also gives a decision making process a great interest through holding courses in training centers to develop the leadership skills for managers to be able to make decisions. These results agreed with the study of (Warren, 2011) which revealed that managerial cognition as well as individual and corporate values can have an impact on strategic decision making. The results also agreed with the study of (Tavakoli & Lawton, 2005) which showed that knowledge management can have a significant role in improving strategic decision and action.

5.4 Hypothesis Testing

5.4.1 The First hypothesis: There is a relationship between strategic thinking and decision making.

5.4.1.1 There is statistically significant relationship at $\alpha \leq 0.05$ between strategic thinking (Systems perspective) and (decision making).

Table (16) Relationship between strategic thinking
(Systems perspective) and (decision making)

Field	Pearson coefficient	Sig.(P-Value
There is statistically significant relationship at $\alpha \leq 0.05$ between strategic thinking (Systems perspective) and (decision making).	0.741	0.00**

**Significance level 0.05

To test the hypothesis, the Pearson coefficient was used and the result which illustrated in table no. (16) showed that the p-value equals 0.00 which is less than 0.05 and the value of Pearson coefficient equal 0.741. This means that there is a strong correlation between the two variables, so there is a statistically significant relation at a significant level 0.05 between strategic thinking (Systems perspective) and (decision making). This result showed that UNRWA care with managers by holding training programs that they join within the organizational development. These programs belong to many of leadership skills and the ability to solve problems. The managers of systems perspective have analytical brain and the ability to connect the parts of the system with each other, and diagnose the real cause of any problem, hence they can take the positive decisions that affect the work and the level of services provided to refugees.

The result agreed with the study of (Bonn, 2005) which showed that the systems perspective involves thinking in operations rather than thinking in events within the organization which is reflected positively on the performance.

5.4.1.2 There is statistically significant relationship at α ≤ 0.05 between strategic thinking (Intent-focused) and (decision making).

Table (17) Relationship between strategic thinking (Intent-focused) an (decision making)

Field	Pearson coefficient	Sig.(P-Value)
There is statistically significant relationship at α ≤ 0.05 between strategic thinking (Intent-focused) and (decision making).	0.757	0.00**

**significance level 0.05

To test the hypothesis, the Pearson coefficient was used and the result which appeared in table no. (17) showed that the p-value equal 0.00 which is less than 0.05 and the value of Pearson coefficient equal 0.757. This means that there is a strong correlation between the two variables, so there is a statistically significant relation at significant level .05 between strategic thinking (Intent-focused) and (decision making). This indicates that managers at UNRWA have a strategic intent that allows them within an organization to marshal and leverage their energy, to focus attention, to resist distraction, and to concentrate for as long as it takes to achieve a goal through making strategic decisions. This result agreed with the study of (Nafie, 2006) which showed that the thinking of the MOH managers is driven by its strategic intent.

5.4.1.3 There is statistically significant relationship at α ≤ 0.05 between strategic thinking (Intelligent Opportunism) and (decision making)

Table (18) Relationship between strategic thinking (Intelligent Opportunism) and (decision making)

Field	Pearson coefficient	Sig.(P-Value)
There is statistically significant relationship at α ≤ 0.05 between strategic thinking (Intelligent Opportunism) and (decision making)	0.837	0.00**

**significance level 0.05

To test the hypothesis, the Pearson coefficient was used and the result which appeared in table no. (18) showed that the p-value equal 0.00 which is less than 0.05 and the value of Pearson coefficient equal 0.837. This means that there is a strong correlation between the two variables, so there is a statistically significant relation at

significant level 0.05 between strategic thinking (Intelligent Opportunism) and (decision making). This result showed that the managers at UNRWA, as strategic thinkers, are able to spot and react to great new opportunities as they arise. They understand that the world is dynamic and they are open to change to reach their vision through making rational and strategic decisions. Intelligent opportunism is also implies that they dig deep into their organization to hear from many perspectives. Ideas and knowledge are valuable wherever they exist. This result agreed with the study of (Nafie, 2006) which confirmed the relation between thinking in time and decision making and it showed that MOH managers deal with available opportunities efficiently and intelligently.

5.4.1.4 There is statistically significant relationship at α ≤ 0.05 between strategic thinking (thinking in Time) and (decision making).

Table (19) Relationship between strategic thinking (thinking in Time) and (decision making)

Field	Pearson coefficient	Sig.(P-Value)
There is statistically significant relationship at α ≤ 0.05 between strategic thinking (thinking in Time) and (decision making).	0.826	0.00**

**significance level 0.05

To test the hypothesis, the Pearson coefficient was used and the result which illustrated in table no.(19) showed that the p-value equal 0.00 which is less than 0.05 and the value of Pearson coefficient equal 0.826. This means that there is a strong correlation between the two variables, so there is a statistically significant relation at significant level 0.05 between strategic thinking (thinking in Time) and (decision making). The result showed that managers at UNRWA think strategically and connect the past to the present to the future. They learn from the past and use that learning to make decisions. They can only act in the present. The result agreed with the study of (Nafie, 2006) which illustrated that the Ministry of Health managers strongly "think in time"

5.4.1.5 There is statistically significant relationship at α ≤ 0.05 between strategic thinking (hypothesis-driven) and   (decision making).

Table (20) Relationship between strategic thinking
(hypothesis-driven) and   (decision making)

Field	Pearson coefficient	Sig.(P-Value)
There is statistically significant relationship at α ≤ 0.05 between strategic thinking (hypothesis-driven) and (decision making).	0.851	0.00**

**significance level 0.05

To test the hypothesis, the Pearson coefficient was used and the result which appeared in table no. (20) showed that the p-value equal 0.00 which is less than 0.05 and the value of Pearson coefficient equal 0.851. This means that there is a strong correlation between the two variables, so there is a statistically significant relation at significant level 0.05 between strategic thinking (hypothesis-driven) and (decision making). This result showed that managers at UNRWA as strategic thinkers, create hypothesis through questions that enable them to imagine multiple scenarios, analyze them as best they can based on the knowledge they've accumulated and then test the best hypotheses (experiment) in order to make the right decision. They learn from their experience to create strategic decisions for future action. This result agreed with the study of (Nafie, 2006) which showed that thinking of MOH managers is hypothesis driven i.e. they have hypothesis generation and testing as core activities.

5.4.2 The second hypothesis : There is an impact of strategic thinking on decision making of managers who work in UNRWA Gaza Field Office.

Calculating a coefficient of multiple determination (or multiple regression coefficient) and regression equation using two or more independent variables is termed multiple regression analysis (Saunders, et al 2009).This analysis used to assess the strength of a cause-and-effect relationship between variables.

The results are illustrated in table no. (21).

Table (21) Multiple Regrission Model

Dependent Variable: Decision making				
Variables	**Coefficient**	**Std. Error**	**t-Statistic**	**Prob.**
C	0.509	0.355	1.435	0.155
intent- focused	0.147	0.061	2.423	0.017
Intelligent Opportunism	0.185	0.075	2.463	0.016
thinking in time	0.224	0.077	2.906	0.005
hypothesis driven	0.419	0.068	6.177	0.000
R^2=0.841, Adj. R^2 =0.834, F = 123.139, Prob.=0.00				

**significance level 0.05

$$Y = f(X1, X2, X3, X4)$$

X1: intent- focused

X2: Intelligent Opportunism

X3: thinking in time

Y: Decision making

The best model:

Y = 0.147 X1 + 0.185X2 + 0.224 X3+ 0.419 X4

From the equation above:
　　　When X1 rises 10% Y will increase 1.47%, X2 rises 10% Y will increase 1.85%, X3 rises 10% Y will increase 2.24%, also when X4 rises 10% Y will increase 4.19%.

Table no.(21) shows that the p-value for the T-test for all the independent variables are less than 0.05 so all independent variables are significant, and the P-value for the F-test are equal 0.00 which is less than 0.05 so the model are overall fit .The table also shows that the Adj. R^2 =0.834 which means that 84.4% of the variation in the dependent variable are explained by the independent variables.

It can be concluded that there is an impact of the independent dimensions of strategic thinking (intend-focused, intellegent opportunism, thinking in time, and hypothesis driven) on the dependent variable (decision making).

The researcher thinks that UN tries to urge its staff to focus attention, to resist distraction, and to concentrate for as long as it takes to achieve a goal through making strategic decisions. This result agreed with the study of (Nafie 2006) which showed that the strategic thinking of the managers is driven by its strategic intent. Moreover the UN tries to encourage their employees to exploit the intelligence opportunities when they arise in order to be more effective and efficient when they make decisions. The researcher also thinks that the UN urges its staff to act in the present in order to make sound decisions. The result agreed with the study of (Nafie, 2006) which illustrated that the Ministry of Health managers strongly "think in time". The researcher also thinks that the UN urges the managers to imagine multiple scenarios, analyze them as best they can base on the knowledge they've accumulated and then test the best hypotheses (experiment) in order to make the right decision. This result agreed with the study of (Nafie, 2006) which showed that managers have hypothesis generation and testing as core activities.

5.4.3 The third hypothesis

5.4.3.1 There are statistically significant differences at $\alpha \leq 0.05$ among respondents towards (Impact of Strategic Thinking on Decision Making) due to demographic variables.

a. There are statistically significant differences at the 0.05 level among respondents towards (Impact of Strategic Thinking on Decision Making) due to the gender.

Table (22) Independent sample t-test (gender)

Field	Mean difference	Std. Error difference	T test	Sig.(P-Value)
Systems Perspective	-1.651	0.28	-1.651	0.102
Intent- Focused	-0.322	0.26	-1.212	0.229
Intelligent Opportunism	-0.4	0.285	-1.429	0.156
Thinking in Time	-0.311	0.26	-1.185	0.239
Hypothesis – Driven	-0.30	0.249	-1.236	0.219
Decision Making	-0.27	0.25	-1.08	0.284
Total paragraphs of the questionnaire	-0.33	0.23	-1.420	0.159

Significance level 0.05

To test the hypothesis, the Independent sample t-test was used and the result which illustrated in table no.(22) showed that the p-value for all fields are greater than 0.05, that's means there are no statistically significant differences at the 0.05 level among respondents towards (Impact of Strategic Thinking on Decision Making) due to the gender.

The researcher thinks that the UN deals with the gender without discrimination and it gives them equal opportunities concerning work and they submit to the same laws and regulations. Therefore, the answers will be similar and the focus would be on strategic thinking of managers regardless gender in order to make rational decisions and achieve the organization goal.

These results agreed with the study of (Al-Ashi, 2013) which showed that there are no statistical significant differences between strategic thinking and The Performance of Higher Administration in Nongovernmental Organizations That Work in Rehabilitation in Gaza Strip due to gender.

b. There are statistically significant differences at the 0.05 level among respondents towards (Impact of Strategic Thinking on Decision Making) due to the age.

Table (23) One way ANOVA test (age)

Field	F test	Sig.(P-Value)
Systems Perspective	1.703	0.172
Intent- Focused	0.366	0.778
Intelligent Opportunism	2.656	0.778
Thinking in Time	1.277	0.287
Hypothesis – Driven	1.659	0.181
Decision Making	1.789	0.155
Total paragraphs of the questionnaire	1.792	0.154

Significance level 0.05

To test the hypothesis, the one way ANOVA was used and the result which illustrated in table no. (23) showed that the p-value for all fields is greater than 0.05 that's means there is no statistically significant differences at the 0.05 level respondents' answers toward these fields due to the age. The researcher attributes a cause to the age of the most managers at UNRWA Gaza Field which is about 40 years old and this is the age of integrated maturity and awareness.

Therefore, the opinions and answers of those managers about strategic thinking and decision making would be largely similar. This result agreed with the study of (Al-Ashi, 2013) which showed that there are no statistical significant differences between strategic thinking and The Performance of Higher Administration in Nongovernmental Organizations That Work in Rehabilitation in Gaza Strip due to gender.

On the other hand, the result differs from the study of (AL-Shihri, 2009) which showed significant differences in decision making of Public Sector Employees and the Private Sector Taif Governorate due to age particularly over age.

c. There are statistically significant differences at the 0.05 level among respondents towards (Impact of Strategic Thinking on Decision Making) due to the qualifications.

Table (24) One way ANOVA test (qualification)

Field	F test	Sig.(P-Value)
Systems Perspective	1.807	0.170
Intent- Focused	3.719	0.028
Intelligent Opportunism	4.160	0.019
Thinking in Time	4.210	0.018
Hypothesis Driven	1.280	0.283
Decision Making	3.873	0.024
Total paragraphs of the questionnaire	3.937	0.023

Significance level 0.05

To test the hypothesis, the One way ANOVA was used and the result, illustrated in table no.(24), showed that the p-value equal 0.170 which is greater than 0.05 for the field " systems perspective " then there is insignificant differences at the 0.05 level respondents' answers toward this field due to the qualifications.

Table no. (24) showed that the p-value equal 0.283 which is greater than 0.05 for the field " hypothesis driven " then there is insignificant differences at the 0.05 level respondents' answers toward this field due to the qualification.

The researcher attributes this to the managers who have analytical brain and they connect the parts of the system with each other, and diagnose the real cause of any problem, hence they can take the positive decisions that affect the work regardless their qualifications.

This result agreed with the study of (Al- Ashi, 2013) which confirmed that there are no statistical significant differences between systems perspective and the performance of higher administration in nongovernmental organizations that work in rehabilitation in Gaza Strip regardless qualification.

The result also agreed with the study of (Bonn, 2005) which showed that the systems perspective involves thinking in operations rather than thinking in events within the organization which is reflected positively on the performance.

The result also showed that the responses of managers who hold different qualifications are fairly similar concerning hypothesis driven and this reflects that Moreover, the result showed that the managers' qualifications help them to create strategic decisions for future action so they have the same answers. This result agreed

with the study of (Nafie, 2006) which showed that there are no significant differences among MOH managers concerning hypothesis driven regardless their qualification.

The table no. (24) also showed that the p-value for other fields (Intent focus, Intelligent Opportunism, and Thinking in Time), and it is less than 0.05 , that means there is statistically significant differences at the 0.05 level respondents' answers towards these fields due to the qualifications. This means that the responses of these fields differ from manager to another due to qualification. They don't have the same view about intent focus and they differ in exploiting intelligent and they don't have the same outlook about thinking. This result differs from the study of (Nafie, 2006) which concluded that there are no significant differences in "Strategic thinking" attributed to "level of qualification".

d. There are statistically significant differences at the 0.05 level among respondents towards (Impact of Strategic Thinking on Decision Making) due to the job grade.

Table (25) One way ANOVA test (job grade)

Field	F test	Sig.(P-Value)
Systems Perspective	1.079	0.371
Intent- Focused	0.381	0.822
Intelligent Opportunism	0.666	0.617
Thinking in Time	1.173	0.328
Hypothesis – Driven	0.624	0.647
Decision Making	0.308	0.872
Total paragraphs of the questionnaire	0.601	0.663

Significance level 0.05

To test the hypothesis, the one way ANOVA was used and the result illustrated in table no (25) showed that the p-value for all fields is greater than 0.05 that's means there are no statistically significant differences at the 0.05 level respondents' answers towards these fields due to the job grade. This result means that there is no differentiation at the level of Strategic Thinking at the sample because of job grade. The researcher attributes this to the fact that most of the managers who have those grades have almost passed similar tests and training courses, hence their responses would be largely similar. Moreover, most of elements of strategic thinking are considered innate to different degrees and they can be developed by training and learning.

e. There are statistically significant differences at the 0.05 level among respondents towards (Impact of Strategic Thinking on Decision Making) due to the experience.

Table (26) One way ANOVA test (experience)

Field	F test	Sig.(P-Value)
Systems Perspective	3.088	0.031
Intent- Focused	2.090	0.107
Intelligent Opportunism	2.467	0.067
Thinking in Time	2.450	0.068
Hypothesis – Driven	4.924	0.003
Decision Making	3.043	0.033
Total paragraphs of the questionnaire	3.548	0.017

Significance level 0.05

To test the hypothesis, the one way ANOVA was used and the result illustrated in table no. (26). It showed that the p-value equals 0.107 which is greater than 0.05 for the field " intent- focused " then there are insignificant differences at the 0.05 level respondents' answers towards this field due to the experience. Table no. (26) which showed that the p-value equals 0.067 which is greater than 0.05 for the field "Intelligent Opportunism" then there are insignificant differences at the 0.05 level respondents' answers towards this field due to the experience.

Table no. (26) which illustrated that the p-value equals 0.068 which is greater than 0.05 for the field "thinking in time" then there are insignificant differences at the 0.05 level respondents' answers towards this field due to the experience.

Table no. (26) showed that the p-value for other fields is less than 0.05 that's means there are statistically significant differences at the 0.05 level respondents' answers toward these fields due to the experience. The result assures that UN cares about choosing the managers who have thinking that helps them to make decisions and provide services to refugees regardless their experience.

Chapter Six: Conclusions and Recommendations

6.1 Introduction

6.2 Conclusions

6.3 Recommendations

6.4 Proposed studies

6.1 Introduction

This chapter includes a summary of the important results which have been founded through the current research, and the proposed recommendations due to these results. The researcher hopes that these recommendations would contribute to reinforce the strength points and manipulate the weakness ones in order to achieve the main objective of this research which is the recognition of the impact of strategic thinking on decision making at UNRWA Gaza Field to improve the effectiveness of decision making through strategic thinking, as a factor of success in the organization, and also to improve the quality of services provided to refugees in Gaza Strip.

6.2 Conclusions

1. The research demonstrated that the managers at UNRWA Gaza Field have a strategic thinking at a percentage of 77.9% and this is considered a high percentage , the dimensions of strategic thinking were arranged due to the importance and responses of sample of managers as follows ((Systems Perspective, intend-focused, Intelligent Opportunism, Thinking in time, and Hypothesis driven).

2. The research also showed an impact of independent dimensions of strategic thinking (intend-focused, intelligent opportunism, thinking in time, hypothesis-driven) on dependent variable (decision making) due to multi regression model.

3. The research also showed a statistical relationship among the dimensions of Strategic thinking and the decision making process, due to:

4. There is statistically significant relationship at $\alpha \leq 0.05$ between strategic thinking (Systems perspective) and (decision making) of managers at URWA Gaza Field. This reflects the ability of managers to link the parts of the system with each other and to diagnose the causes of the problems which face the organization and thus make sound decisions to find solutions to these problems.

5. There is statistically significant relationship at $\alpha \leq 0.05$ between strategic thinking (Intent-focused) and (decision making) of managers at URWA Gaza Field. This indicates that managers at UNRWA have a strategic intent that allows them to marshal and leverage their energy, to focus attention, to resist distraction, and to concentrate for as long as it takes to achieve a goal through making rational decisions.

6. There is statistically significant relationship at α ≤ 0.05 between strategic thinking (Intelligent Opportunism) and (decision making) of managers at URWA Gaza Field. This reflects the ability of managers at UNRWA to spot and react to great new opportunities as they arise. They understand that the world is dynamic and they are open to change to reach their vision through making sound and strategic decisions.

7. There is a statistically significant relationship at α ≤ 0.05 between strategic thinking (thinking in Time) and (decision making) at UNRWA Gaza Field. This reflects the ability of managers at UNRWA to think strategically and connect the past to the present to the future to make sound decisions.

8. There is statistically significant relationship at α ≤ 0.05 between strategic thinking (hypothesis-driven) and (decision making) at UNRWA Gaza Field. This reflects the ability of managers at UNRWA, as strategic thinkers, to create hypothesis through questions that enable them to imagine multiple scenarios, analyze them as best they can based on the knowledge they've accumulated and then test the best hypotheses (experiment) in order to make the right decision.

9. There are no statistically significant differences between the responses about the impact of strategic thinking on decision making process due to gender because the UN deals with the gender without discrimination and thus the answers will be similar and the focus would be on strategic thinking of managers regardless gender in order to make rational decisions and achieve the organization goal.

10. There are no statistically significant differences between the responses of managers about the impact of strategic thinking on decision making process due to age because most of managers at UNRWA Gaza Field are 40 years old and this is the age of integrated maturity and awareness. Therefore, the perspective of managers towards strategic thinking and decision making would be largely similar.

11. There are no statistically significant differences between the responses of managers about the impact of strategic thinking on decision making process due to experience because the UN selects managers who have thinking that helps them to make decisions and to provide services to the refugees regardless their experience.

12. There are no statistically significant differences between the responses of managers about the impact of strategic thinking on decision making process due to

qualification because all of the managers at UN hold Bachelor degree and an acceptable number of them holds Master degree, and this means that they have a similar outlook to the strategic thinking and the decision making process and a wide knowledge about the decision making process.

13. There are no statistically significant differences at the 0.05 level among respondents towards (Impact of Strategic Thinking on Decision Making) due to the job grade because most of the managers who have those grades have almost passed similar tests and training courses, hence their responses would be largely similar.

6.3 Recommendations

6.3.1 Concerning the strategic thinking

- Developing systems perspective of managers in the organization to enhance their ability on strategic thinking through holding specialized courses.
- Setting up systems, structures and processes that support and enhance strategic thinking at all levels of the organization.
- Enhancing the strategic thinking ability of managers through training programs.
- Improving high technology to support strategic thinking and planning.
- Formation of a strategic thinking unit to provide UNRWA with the required information.
- Setting an effective assessment system to evaluate the performance of the managers.
- Practicing better use of modern and developed technological programs based on strategic thinking styles.
- The need for a regulatory environment in the UN reduces constraints that limit the exercise of strategic thinking among the managers.

6.3.2 Concerning decision making

- Building an environment and culture to support decision making and to create a systems perspective for managers to enhance their strategic thinking abilities.
- Decisions should be made stepwise with clear goals and evaluations of options.
- Rational decision making process of evaluating options should be followed to minimize risk.
- Decisions should be made considering both the long term and in the short run.

6.4 Proposed research

In the light of the previous findings, the researcher proposes the following research:

- The role of strategic thinking in achieving sustainable competitive advantage in nongovernmental organizations.

- The role of strategic thinking in facing the crises of health sector in Gaza Strip.

- The role of high technology in strategic thinking in governmental ministries.

- Conducting a theoretical study to explain the relationship between the concept of strategic thinking with other concepts such as strategic intelligent and strategic planning in Gaza universities.

- The effect of strategic thinking on the performance of the employees in UNRWA.

- Conducting similar studies on government ministries.

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Appendices

- **Appendix A: Questionnaire in English**

- **Appendix B: Questionnaire in Arabic**

- **Appendix C: Referees**

Appendix A: Questionnaire in English

The Islamic University -Gaza

Dean of Post Graduate Studies

Faculty of commerce - MBA Program

Dear Mr. /Mrs.

Peace be upon you

The questionnaire which was distributed to you is one of the study tools to complete the requirements of obtaining master of business administration. The study's title is   "The Impact of Strategic Thinking on Decision Making"- Case study: managers at UNRWA Gaza Field Office" the researcher hopes that you answer all the questions of the questionnaire objectively. The data which the researcher would obtain would be for scientific research only. With much respect and appreciation

The researcher: Husam Mohammad Matter

First: Demographic Data

Gender	( ) male ( ) female
Age	( ) > 30 years ( ) 30 – > 40 ( ) 40- > 50 ( ) < 50
Qualification	Bachelor ( ) Master ( ) Doctorate ( )
Grade	( ) 14 ( ) 15 ( ) 16 ( ) 17 ( ) 18 ( ) 19 ( ) 20
Experience	( ) > 5 years ( ) 5- > 10 ( ) 10- > 15 ( ) < 15 years.

Second: Questionnaire
1-Independent Variables "Strategic thinking" 1- (Systems Perspective)

No	Paragraph	Evaluation (1 - 10)
1	The manager has sufficient knowledge of strategic plan of organization	
2	The manager focuses on general outlines of plan when it placed and ignores its accurate details.	
3	The manager keens on getting to know the relationship among different managements and the ways of dealing with each other	
4	There is an absolute clearness among workers in the organization about general trend of work in the next phase	
5	The manager's workers have a total knowledge of specific role of each other within the general plan of work	
6	The manager study all ideas to touch their impact in long term	
7	The manager considers the organization a coherent and consistent system.	

2- (Intent- Focused)

No	Paragraph	Evaluation (1 - 10)
8	The manager urges the workers within his department to carry out the current required tasks and don't focus on future tasks.	
9	The manager seeks to achieve organization goals within routine activities and intends to exploit the energy of workers for renewable and creativity.	
10	The manager has an obvious prediction of what should be achieved in his department in the long run	
11	The manager has the intention to search for distinctive ideas and discover new fields to achieve the organization goals.	
12	The manager focuses on achieving the work due to specific plan and ignores the problems that he faces during this work.	
13	The manager has the strategic trend to develop the workers' performance within his department in order to achieve the organization goals.	
14	The manager urges the workers at his department to work hard and belong to their jobs in order to reach the optimal performance.	

3- Intelligent Opportunism:

No	Paragraph	Evaluation (1 - 10)
15	The manager has the readiness to adjust the strategy of work due to change of surrounding conditions.	
16	The manager constantly seeks new ideas and information from multi sources to develop the action plan within the organization.	
17	The manager has the efficiency to prepare applicable plans due to conditions and possibilities which are available within his department.	
18	The manager keens to share the workers in all levels to determine the objectives and set action plans.	
19	The manager has alternative plans that can be resorted to due to change of surrounding conditions.	
20	The manager exploits the available opportunities to create a radical change within the organization to fulfill its vision well.	
21	The manager has the ability to establish new strategies that enhance strength points and treat weakness ones within the organization.	

4- Thinking in time

No	Paragraph	Evaluation (1 - 10)
22	The manager uses previous studies in order to place an action plan.	
23	The manager keens to make action plans that been carried out part of comprehensive prediction for future plans.	
24	The manager tries to place an action plan with specific timetable to carry out various tasks.	
25	The manager exploits the positive aspects of previous experiences to employ them in preparing action plan	
26	The manager has the ability to adjust the action plan when it fails to achieve the goals set for it.	
27	The manager has thinking skills that enable him to make plans without supporting of anyone from the organization.	

5- Hypothesis driven

No	Paragraph	Evaluation (1 - 10)
28	The planning in organization depends on analysis of business environment	
29	The manager has a high ability to predict the possible outcome of the plans that he places.	
30	The manager, in planning, depends on placing hypothesis and testing them through experiment to achieve results.	
31	The manager believes that the results he obtains from the tests are more useful than the results of analysis and forecasting in planning process.	
32	The manager encourages the employees in his department to provide the ideas they propose through the experience and conclude results	
33	Top management in the region encourages managers to draw conclusions from their experiences to utilize in planning	

2- The dependent variable

Decision Making

No	Paragraph	Evaluation (1 - 10)
34	The manager has the ability to identify the problems that surround the organization.	
35	The manager collects the required data before decision making	
36	The manager places the possible alternatives that relate to the decision	
37	The manager revises the previous experiments before decision making	
38	The manager fits proper conditions for decision making	
39	The manager has the ability to make critical decisions that affect organization future	
40	The manager adopts dialogue and discussion with organization members to reach proper decisions based on future vision.	
41	The decisions that the manager takes link with organization goals.	
42	The manager depends on logic justifications in decision making	
43	The manager discusses the decision that would be made collectively.	
44	The manager uses appropriate communications to announce the decision.	
45	The manager aims not to oppose the decision with rules and regulations.	
46	The manager gives adequate time and sufficient opportunity to implement the decision	
47	The manager wants to know if the decision was implemented due to its planned image.	
48	The manager helds accountable to workers when an error occurs while implementing the decision.	

Appendix B: Questionnaire in Arabic

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الجامعة الإسلامية- غزة

عمادة الدراسات العليا

كلية التجارة – قسم إدارة الأعمال

الأخ الكريم/ الأخت الكريمة

السلام عليكم ورحمة الله وبركاته

الاستبانة التي بين أيديكم هي إحدى أدوات الدراسة لاستكمال متطلبات الحصول على درجة الماجستير في إدارة الأعمال وهي بعنوان: " أثر التفكير الاستراتيجي على صناعة القرار – دراسة تطبيقية على المدراء في مكتب غزة الإقليمي التابع لوكالة الغوث الدولية/ الأونروا. ويأمل الباحث منكم التكرم بالإجابة عن جميع فقرات الاستبانة بكل موضوعية، علما أن المعلومات التي سيحصل عليها الباحث ستكون لأغراض البحث العلمي فقط.

وتفضلوا بقبول فائق الاحترام والتقدير

الباحث

حسام محمد مطر

</div>

أولا: البيانات الشخصية

الجنس	☐ ذكر	☐أنثى		
العمر	☐ < من30 سنة	☐ 30 > 40	☐ 40 > 50	☐ 50 > سنة
المؤهل العلمي	☐ بكالوريوس	☐ ماجستير	☐ دكتوراه	
الدرجة الوظيفية	☐ 14	☐ 15	☐ 16	☐ 17 ☐ 18 ☐19 ☐ 20
الخبرة	☐ < 5 سنوات	☐5- <10	☐10 > 15	☐ < 15سنة

ثانيا: الاستبانة

1– المتغير المستقل (التفكير الاستراتيجي)

1– منظور النظم

م	العبارة	التقييم 1-10
1	يمتلك المدير معرفة كافية بالخطة الاستراتيجية للمنظمة.	
2	يقوم المدير بالتركيز على الخطوط العامة للخطة عند وضعها ولا ينشغل بتفاصيلها الدقيقة.	
3	يحرص المدير على الإلمام بتفاصيل العلاقات بين الإدارات المختلفة في المنظمة وطرق التعامل بينها	
4	يوجد وضوح تام لدى العاملين في المنظمة بالاتجاه العام للعمل في المرحلة القادمة.	
5	يعرف العاملون لدى المدير الدور المحدد لكل منهم ضمن الخطة العامة للعمل.	
6	يعمد المدير إلى دراسة الأفكار مجتمعة لتلمس أثرها في الأمد البعيد.	
7	ينظر المدير إلى المنظمة على أنها نظام مترابط ومتناسق الأجزاء.	

2-تركيز النية

التقييم 1-10	العبارة	م
	يحث المدير العاملين ضمن دائرته على تنفيذ المهام المطلوبة منهم آنيا مع عدم تركيز النية على فعل مهام مستقبلية .	8
	يعمل المدير على تحقيق أهداف المنظمة من خلال أنشطة روتينية مع توفر النية في استغلال طاقة العاملين للتجديد والإبداع.	9
	يوجد لدي المدير تصور واضح لما ينبغي أن يحققه العمل في دائرته على المدى البعيد.	10
	توجد لدي المدير النية في البحث عن أفكار متميزة واكتشاف مجالات جديدة تساهم في تحقيق أهداف المنظمة .	11
	يركز المدير على انجاز العمل حسب الخطة المحددة مع صرف الاهتمام عن المشاكل التي تواجهه أثناء أدائه.	12
	يوجد لدي المدير التوجه الاستراتيجي لتطوير أداء العاملين ضمن دائرته سعيا لتحقيق أهداف المنظمة.	13
	يحث المدير العاملين ضمن دائرته على التفاني في العمل والانتماء إليه للوصول للأداء الأمثل.	14

3- استغلال الذكاء

التقييم 1-10	العبارة	م
	يوجد لدى المدير الاستعداد لتعديل استراتيجية العمل في حال تغير الظروف المحيطة.	15
	يسعى المدير باستمرار للحصول على أفكار ومعلومات جديدة من مصادر متعددة لتطوير خطة العمل داخل المنظمة	16
	يوجد لدى المدير الكفاءة لإعداد خطط قابلة للتنفيذ في حدود الظروف والإمكانيات المتاحة داخل دائرته	17
	يحرص المدير على إشراك العاملين في مستويات العمل المختلفة في تحديد أهداف العمل ووضع الخطط التنفيذية.	18

التقييم 1-10	العبارة	م
	يمتلك المدير خططا بديلة يمكن اللجوء إليها عند تغير الظروف المحيطة	19
	يغتنم المدير الفرص المتاحة لإحداث تغيير جذري داخل المنظمة يساهم في تحقيق رؤيتها بشكل أفضل	20
	يوجد لدى المدير القدرة على إنشاء استراتيجيات جديدة تعزز نقاط القوة وتعالج نقاط الضعف داخل المؤسسة.	21

4- التفكير في الوقت المناسب

التقييم 1-10	العبارة	م
	يستعين المدير بدراسات سابقة من أجل وضع خطة العمل	22
	يحرص المدير على أن تكون خطط العمل التي تنفذ جزءا من تصور شامل لخطط مستقبلية.	23
	يعمل المدير على تضمين خطة العمل برامج زمنية محددة لتنفيذ المهام المختلفة.	24
	يستغل المدير الجوانب الايجابية من الخبرات السابقة لتوظيفها في إعداد خطة العمل.	25
	يوجد لدى المدير القدرة على تعديل خطة العمل في حال عدم تحقيقها للأهداف التي وضعت من أجلها	26
	يمتلك المدير مهارات التفكير التي تمكنه من وضع الخطط دون الاستعانة بأحد من داخل المنظمة	27

5- بناء الفرضيات

التقييم 1-10	العبارة	م
	يعتمد التخطيط في المنظمة على تحليل بيئة العمل.	28
	توجد لدى قدرة عالية على التنبؤ بالنتائج المحتملة للخطط التي يضعها.	29
	يعتمد المدير في التخطيط على أسلوب وضع الافتراضات ومن ثم اختبارها من خلال التجربة والوصول الى النتائج	30

التقييم 1-10	العبارة	م
	يعتقد المدير أن النتائج التي يحصل عليها من التجارب أكثر فائدة في عملية التخطيط من نتائج التحليل والتنبؤ	31
	يشجع المدير الموظفين في دائرته على تقديم الأفكار التي يقترحونها عن طريق التجربة واستخلاص النتائج	32
	الإدارة العليا في المنطقة تشجع المدراء على استخلاص النتائج من تجاربهم للاستفادة منها في التخطيط	33

2–المتغير التابع

صناعة القرار

التقييم 1-10	العبارة	م
	يوجد لدى المدير القدرة على تحديد المشكلات التي تحيط بالمنظمة	34
	يجمع المدير المعلومات اللازمة قبل صناعة القرار	35
	يضع المدير البدائل المحتملة المتعلقة بالقرار	36
	يطلع المدير على التجارب السابقة قبل صناعة القرار	37
	يهيئ المدير الظروف المناسبة لصناعة القرار	38
	يمتلك المدير القدرة على صناعة قرارات حاسمة تؤثر على مستقبل المنظمة	39
	يستخدم المدير التحاور والمناقشات مع أعضاء المنظمة للوصول الى قرارات مناسبة اعتمادا على الرؤية المستقبلية	40
	ترتبط القرارات التي يتخذها المدير بأهداف المنظمة	41
	يستند المدير في صناعة القرارات الى مبررات منطقية	42
	يناقش المدير القرار المراد صناعته بصورة جماعية	43
	يستخدم المدير وسائل الاتصال المناسبة للإعلان عن القرار	44
	يهتم المدير بعدم تعارض القرار مع اللوائح والأنظمة	45
	يعطي المدير الوقت الملائم والفرصة الكافية لتنفيذ القرار	46
	يتحقق المدير من أن تنفيذ القرار يتم وفقا للصورة المرسومة له	47
	يحاسب المدير العاملين في المنظمة عند حدوث خطأ في تنفيذ القرار	48

Appendix C: Referees

List of referees names and place of work

No.	Name	Place of Work
1.	Dr. Mohammed Faris	Al Azhar University - Gaza.
2.	Dr. Mohammad El- Madhoon	Management and Politics Academy
3.	Prof. Yusuf Ashour	The Islamic University of Gaza.
4.	Dr. Yousuf Bahar	The Islamic University of Gaza.
5.	Dr. Samir Safi	The Islamic University of Gaza.
6.	Dr. Samy Abo El-Rous	The Islamic University of Gaza.
7.	Dr. Wasim Al Habil.	The Islamic University of Gaza.
8.	Dr. Nahla Al- Tilbani	Al Azhar University - Gaza
9.	Dr. Ramiz Budier	Al Azhar University - Gaza
10.	Dr. Khalid Dihleez	The Islamic University of Gaza..