

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

Managerial Effectiveness of Senior Managers: a Case Study of Police Managers in Gaza Strip

الفاعلية الإدارية لمدرء الإدارة العليا: دراسة حالة للشرطة الفلسطينية في قطاع غزة.

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DECLARATION

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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Managerial Effectiveness of Senior Managers

A Case Study of Police Managers in Gaza Strip

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في قطاع غزة.

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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/ تامر تيسير محمد معروف لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال- إدارة موارد بشرية وموضوعها:

الفاعلية الإدارية لمدرء الإدارة العليا: دراسة حالة للشرطة الفلسطينية في قطاع غزة
Managerial Effectiveness of Senior Managers A Case Study of Police Managers in Gaza Strip

وبعد المناقشة العلنية التي تمت اليوم الثلاثاء 03 جمادي الأولى 1435 هـ، الموافق 2014/03/04 الساعة التاسعة صباحاً بقاعة الاجتماعات بمبنى القدس، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا

.....
أ.د. فؤاد علي العاجز



Dedication

This dissertation is dedicated to:

My compassionate parents who supported me all the way.

To my wife who encouraged and helped me.

*To my kids: Tayser, Tala, and Mohammad who were missing
my direct care during my study.*

To my brothers and sisters for their sustainable support.

To my friends and colleagues who stood beside me.

To all Palestinian martyrs, detainees, and wounded.

To the whole of the Islamic Nation.

hoping that I made all of them proud.

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List of Abbreviations

ANOVA: analysis of the variation

EU: European Union.

HR: Human resources.

HRD: Human resources development.

MOI: Ministry of Interior and National Security.

NGO: Non- governmental organization.

SPSS: Statistical Package for the Social Sciences.

UK: United Kingdom.

UNRWA: United Nation Relief and Works Agency.

US: United States of America.

Abstract

This research aims to study the managerial effectiveness of senior managers of Police in Gaza Strip, and to explore the dimensions of managerial effectiveness by applying Analoui's model of "eight parameters of managerial effectiveness" which is used as a basis of this research. Moreover, the research aims to suggest how to develop the managerial effectiveness of the senior managers, and to draw conclusions and recommendations that may help decision makers in improving senior managers' effectiveness. The problem of the research can be addressed in the following main question: "To what extent do senior managers of Police in Gaza Strip perceive managerial effectiveness in their work?"

The objectives of the research are achieved through two approaches. The first one is the literature review which covered the following main issues: the concept of managerial effectiveness, difference between efficiency and effectiveness, factors of managerial effectiveness, and explanation of Analoui's model of managerial effectiveness. The second approach is a valid questionnaire that was developed for this research. Descriptive analytical methods are utilized because it is suitable and for the nature of this research. The research population consists of all senior managers of the Police in Gaza Strip, they are about (249) managers. Specifically, (200) questionnaires have been distributed on the senior managers. (164) questionnaires have been received with (82%) response rate and being analyzed using SPSS program.

The main findings of the research are: First, The Senior managers of Police in Gaza Strip are aware of their own effectiveness, and are aware of what is expected from them. Second, Analoui's model is applicable to the Police context in Gaza Strip. Last, there is a statically significant positive effect of the following parameters on the managerial effectiveness of senior managers: a) senior managers' perception of their effectiveness, b) managerial skills, c) organizational criteria for effectiveness, d) motivations, e) the degree of demands and constraints, f) choices and opportunities, g) the nature of inter- and intra-organizational relationships, and h) the dominant managerial philosophy.

The main recommendation of the research are: First, more attention should be paid to develop the managerial effectiveness of senior managers of Police through lectures, workshops, seminars, conferences etc. Second, provide the senior managers of Police with regular training to develop their skills. Third, increasing number of employees with good skills and qualification. Fourth, developing written reward and motivation system. Last, more attention should be given to the provision of the necessary resources.

ملخص البحث

يهدف هذا البحث إلى دراسة الفاعلية الإدارية لمدراء الإدارة العليا في الشرطة الفلسطينية في قطاع غزة، واستعراض أبعاد الفاعلية الإدارية للمدراء من خلال تطبيق نموذج أنالوي (العوامل الثمانية للفاعلية الإدارية)، والذي تم استخدامه كأساس لهذا البحث. إضافة إلى ذلك يهدف البحث إلى دراسة كيفية تطوير الفاعلية الإدارية للمدراء، وكذلك وضع النتائج والتوصيات التي من شأنها مساعدة صناع القرار في كيفية زيادة الفاعلية الإدارية للمدراء في جهاز الشرطة. لقد تم صياغة مشكلة البحث بالسؤال الرئيسي التالي: ما مدى تصور مدراء الإدارة العليا في الشرطة الفلسطينية في قطاع غزة للفاعلية الإدارية في عملهم.

وقد تم الوصول إلى أهداف البحث بطريقتين: الأولى من خلال أدبيات البحث التي تناولت المواضيع الرئيسية التالية: مفهوم الفاعلية الإدارية، الفرق بين الكفاءة والفاعلية، عوامل الفاعلية الإدارية، وشرح نموذج أنالوي للفاعلية الإدارية. أما الطريقة الثانية من خلال الاستبانة التي تم تصميمها لهذا البحث. لقد تم استخدام الأسلوب الوصفي التحليلي باعتباره الأنسب لهذا النوع من الدراسات، حيث يتكون مجتمع هذا البحث من جميع مدراء الإدارة العليا في الشرطة الفلسطينية في قطاع غزة والبالغ عددهم (249) مدير، وقد تم توزيع (200) استبانة على مدراء الإدارة العليا في الشرطة الفلسطينية، وتم جمع (164) استبانة فقط من مجموع الاستبانات الموزعة بمعدل استجابة (82%)، وتم معالجة البيانات إحصائياً من خلال برنامج SPSS الإحصائي.

وقد تمثلت أهم نتائج البحث فيما يلي: أولاً: مدراء الإدارة العليا في الشرطة الفلسطينية لديهم تصور واضح لمفهوم الفاعلية الإدارية، ولديهم تصور واضح لما هو مطلوب منهم، ثانياً: نموذج أنالوي للفاعلية الإدارية قابل للتطبيق و مناسب لبيئة الشرطة الفلسطينية في قطاع غزة، أخيراً: تتأثر الفاعلية الإدارية للمدراء تأثيراً إحصائياً موجباً ذا دلالة إحصائية بكلٍ من العوامل التالية: إدراك المدراء للفاعلية الإدارية، توفر المهارات الإدارية اللازمة، معايير الفاعلية الإدارية في المنظمة، الحوافز، عوائق العمل، الفرص والخيارات، طبيعة العلاقات الداخلية والخارجية، الفلسفة الإدارية لجهاز الشرطة.

وقد تمثلت أهم توصيات البحث فيما يلي: أولاً: زيادة الاهتمام بتطوير الفاعلية الإدارية للمدراء في جهاز الشرطة من خلال عقد المحاضرات وورش العمل والمؤتمرات والندوات. ثانياً: إلحاق المدراء ببرامج تدريبية دورية لتنمية وزيادة مهاراتهم الإدارية. ثالثاً: زيادة عدد الموظفين في جهاز الشرطة وتزويدهم بموظفين جدد يتمتعون بمهارات وكفاءة عالية. رابعاً: تطوير نظام للحوافز والمكافآت، أخيراً: زيادة الاهتمام بتوفير الموارد اللازمة للعمل.

CHAPTER 1: THE RESEARCH GENERAL FRAMEWORK

1.1. Introduction:

Effectiveness of organization and managers is universally accepted as a major goal for modern management. It is very important for the survival and growth of the organization. Effectiveness is a minimum condition for survival after success has been achieved (Banerjee, 2012; Srivastava and Sinha, 2007).

It is important to study how to improve the effectiveness of senior managers. Effectiveness of senior managers is significant in the determining a firm's success because of the crucial role of senior managers in the formulation and implementation of company goals and strategies (Analoui, 1999). Managerial performance has been discussed in terms of efficiency and effectiveness. Effective managers select the correct approaches to achieve firm's goals and strategies (Abdul-Azeem and Fatima, 2012).

A great deal of attention has been paid to managerial effectiveness in last few decades, but the subject still requires more research and confusion still surround the subject. Various writers such as Drucker (1967), Mintzberg (1973), Margerison et al. (1987) and Analoui attempted to identify the dimensions and factors of the effectiveness of the senior managers. Analoui's multinational research within the public sector of the developing countries including Zimbabwe (1990), India (1995), Romania (1997), Ghana (1999), and Oman (2010) are all considered as a major contribution to the study of managerial effectiveness in the public sector (Analoui 1999; Analoui et al., 2010).

Based on these mentioned research, Analoui has identified eight sets of behavioral influences referred here as "parameters" of managerial effectiveness, namely: the senior managers' perception, skills and knowledge, organizational criteria, motivation for effectiveness, constraints and difficulties, choices and opportunities, inter-organizational relationships, and dominant managerial philosophy. These "parameters" led to the emergence of the model "Eight Parameters of Managerial Effectiveness" (Wang, 2011; Analoui et al., 2010).

In this research, the researcher will apply Analoui's model of "Eight Parameters of Managerial Effectiveness" as a basis to explore the managerial effectiveness of senior managers of Police in Gaza Strip.

1.2. Research Problem:

It is agreed that the police have a difficult job to fulfill. The core function of Police includes enforcing the law, maintaining peace and order, protecting lives and properties of people, facilitating the movement of people and vehicles, and resolving conflicts. This indicates the significance of the police job and thus, the great need for effective managers (Roberg et al., 2002).

It is noted that, within the context of Police, managers appointments and promotions are generally based on the military rank rather than qualification and expertise. This leads to differences in their performance and abilities to achieve goals, despite of the considerable similarities in work conditions, criteria, and policies.

Another problem, to the researcher's knowledge, is the prevalence of centralization and bureaucratic style within this context. In some cases, managers' behavior is characterized by abidance by orders, little innovation, little creativity, little delegation, and limited involvement in decision making.

Moreover, police work in Gaza Strip is restrained by many political conditions that the Israeli Occupation and international boycott have imposed on Gaza Strip. These conditions include siege, closure, lack of resources and support, nonexistence of police colleges, inability to do maneuvers, targeting police offices and training sites by the Israeli Occupation Army, and successive attacks and wars.

These problems led the researcher to attempt studying the dimensions of managerial effectiveness of senior managers who work within the context of Police in Gaza Strip, and exploring the parameters which affect their performance by applying Analoui's model of "eight parameters of managerial effectiveness" which will be used as a basis to explore the factors of managerial effectiveness.

So, the problem of this research can be addressed in the following main question:
"To what extent do senior managers of Police in Gaza Strip perceive managerial effectiveness in their work?"

1.3. Research Questions:

- How do senior managers perceive managerial effectiveness?
- What are the most important managerial skills needed by managers?
- What are the criteria for effectiveness in Police context?
- What motivates managers toward their managerial effectiveness?
- What are the constraints senior managers are confronted with?
- What are the opportunities available to managers to develop their own effectiveness?
- To what extent does senior managers' effectiveness is influenced by the nature of inter- and intra-organizational relationships?
- To what extent does senior managers' effectiveness is influenced by the dominant managerial philosophy?
- How to develop managerial effectiveness of the senior managers of the Police?

1.4. Research Hypotheses:

To study the managerial effectiveness of the senior managers, the following hypotheses are stated as follows:

1. There is a statically significant effect of senior managers' perception of their effectiveness on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.
2. There is a statically significant effect of managerial skills on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.
3. There is a statically significant effect of organizational criteria for effectiveness on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.
4. There is a statically significant effect of motivations on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.
5. There is a statically significant effect of demands and constraints on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.
6. There is a statically significant effect of choices and opportunities on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.
7. There is a statically significant effect of the nature of inter- and intra-organizational relationships on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.
8. There is a statically significant effect of the dominant managerial philosophy on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.
9. There are a significant differences among respondent towards managerial effectiveness due to personal characteristics (position, rank, age, experience, and qualifications).

1.5. Research Variables:

1.5.1. Dependent Variable:

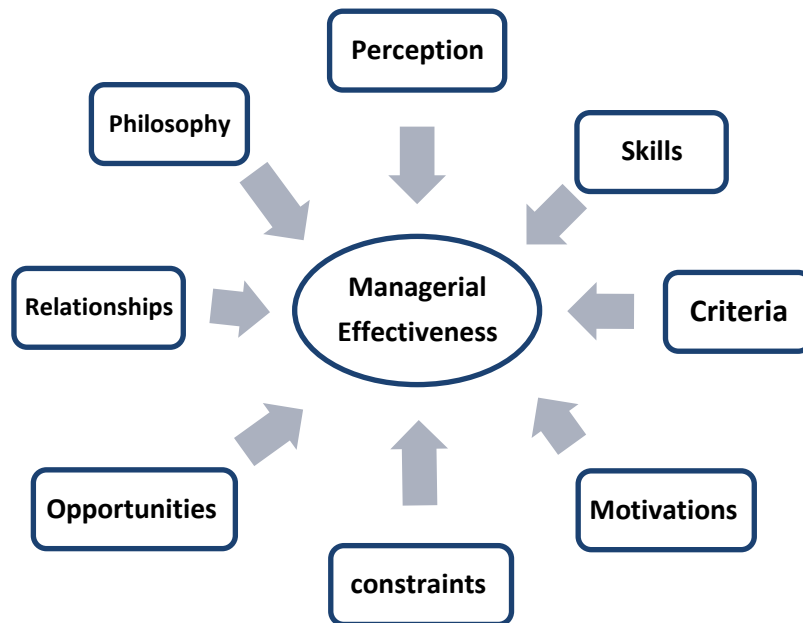
The dependent variable is the managerial effectiveness of senior managers.

1.5.2. Independent variable:

The independent variables are the eight parameters of managerial effectiveness, they are stated as the following:

- Perception of senior managers' of their own effectiveness.
- Managerial skills and knowledge.
- Organizational criteria for effectiveness.
- Motivation of senior managers' effectiveness.
- The degrees of constraints senior managers are confronted with.
- Presence of choices and opportunities available to senior managers.
- Nature of inter- and intra-organizational relationships.
- Dominant managerial philosophy.

Figure 1.1 The Research Variables



Source: conceptualized by the researcher, 2013

1.6. Research Objectives:

The research objectives can be identified as the following:

- To fulfill the gap in the literature concerning managerial effectiveness of managers in Gaza Strip.
- To explore the managerial effectiveness of senior managers of Police.
- To test the applicability of Analoui's model to the context of the Police in Gaza Strip.

- To draw conclusions and recommendations that may help decision makers in improving senior managers' effectiveness.

1.7. Research Importance:

1.7.1. Importance to scientific research:

In spite of the great attention given to the effectiveness of managers worldwide in the last few decades, to the researcher's knowledge, few research, have addressed the managerial effectiveness in Palestine and less attention has been paid by the Palestinian researchers to the managerial effectiveness of the Police. This research attempts to shed lights on the dimensions of managerial effectiveness of senior managers within the context of Police in Gaza Strip, and helps in filling the literature gap in this field. This research could be a reference for future researchers concerned in this topic.

1.7.2. Importance to Community:

The importance of this research arises from the fact that it deals with one of the most important organizations in the society, namely the police. The performance of police managers has a great, either positive or negative, effect on the community. The research will also help in providing better understanding of the managerial effectiveness of senior managers in Police, and providing recommendations that may help decision makers in improving senior managers' effectiveness.

1.7.3. Importance to the Researcher:

This research develops the researcher's writing and researching skills. It also provides him with chance to increase his knowledge and experience in the field of management especially managerial effectiveness.

The researcher's job as the manager of the Planning and Development Unit in the General Directorate of Supplies and Logistics within the Ministry of Interior (MOI) reflects the importance of this research for him to gain knowledge about the dimensions of managerial effectiveness of managers within MOI.

Chapter 2:

THE RESEARCH THEORETICAL FRAMEWORK

Section One

Managerial Effectiveness Concept and Definition

2.1.1 Introduction.

Managerial effectiveness is very important for the survival and growth of the organization in the contemporary business arena specially in the case of increasing competition for resources. Managers need to develop more effective processes and strategies not only to compete but also to survive. (Banerjee, 2012; Hamlin et al., 2011).

Effectiveness is the foundation of success. Frankly, the principle of good performance is commonly described as an expression of efficiency and effectiveness (Comite, 2011). Regardless of its increasing importance, managerial effectiveness has been neglected as compared to other issues of management (Bamel et al., 2011).

Effectiveness of senior managers is significant for the success of the of the organization because of the critical role of senior managers in the formulation and implementation of company goals and strategies. Despite of this, the effectiveness of senior managers has not been fully explored (Analoui, 1999; Analoui et al., 2010).

In this chapter, the researcher aims to: review the literature regarding to the concept of managerial effectiveness, distinguish between effectiveness and efficiency, review factors favoring managerial effectiveness, explore Analoui's model of eight parameters of managerial effectiveness, and finally, explain each parameter of Analoui's model.

2.1.2 Managerial Effectiveness Definition:

Managerial effectiveness has been defined differently over the past decades, different authors, each gave a different definition in their works, and there have been numerous attempts to arrive at one single definition of this variable (Buter, 2012; Wang, 2011; Analoui et al., 2010). Consequently, there is still little clarity about is generally meant by the term managerial effectiveness (Hamlin et al., 2011) due to the

complexity and illusive nature and Managerial effectiveness which is difficult to quantify and even more difficult to measure (Analoui et al., 2010).

There is agreement that managerial effectiveness occurs when a manager's effort results in the ongoing satisfying of organizational goals (Buter, 2012). Therefore, many writers defined managerial effectiveness as the extent to which the stated goals of an organization are achieved (Hatten, 2012; Certo and Certo, 2012; Abdul-Azeem and Fatima, 2012). Consequently, managerial effectiveness is a measure of the match between stated goals and their achievement (Hamlin et al., 2011). Bennett and Langford's (1983 cited in Wang, 2011) described managerial effectiveness as the relationship between the managers performance and their organizations goals.

Effectiveness is concerned with the ends, results, consequences or attainment of organizational goals (Robbins and Coutler, 2012; Bao, 2009). The Managers are said to be effective if they use and manage their resources in different and difficult situations appropriately and select the correct approaches to achieve the goals of their jobs (Rana et al., 2011). Reddin (1970 cited in Analoui et al., 2010) argued that the effectiveness of a manager should be defined by what the manager achieves. Consequently, the more effective managers are those whose organizations are the closest to achieve its various goals (Certo and Certo, 2012).

Effectiveness is commonly defined as doing the right things to create the most value for the company (Robbins and Coutler, 2012; David, 2011). This means doing the activities that will help the organization to reach its goals (Robbins and Coutler, 2012). Drucker (1967 cited in Analoui et al., 2010) defined effectiveness as a set of skills required to get the right things done and he considered managerial effectiveness to be a function of a manager's competences including: time management, result-orientation, building on strength, concentrating on a few major areas and making effective decisions.

Based on the existing literature, managerial effectiveness can be defined as the ability of managers to achieve organization goals by managing resources effectively, making decisions, and doing the right actions that contribute to achieving organization's goals and strategies.

2.1.3 Difference Between Efficiency and Effectiveness:

Early writers, by a large degree, were concentrating on efficiency and effectiveness to review the performance of managers. Generally, managerial performance has been discussed in terms of efficiency and effectiveness by many authors. It is necessary for a managers to be both efficient and effective in doing his job. (Analoui et al., 2010; Daft and Marcic, 2009).

Efficiency concerns the relationship between input and output. In other words, achieving high levels of output from the given input and minimize the cost of the resources needed to achieve goals (Analoui et al., 2010; Abdul-Azeem and Fatima, 2012). Consequently, efficiency refers to the amount of resources used to achieve the organization's goals (Daft, 2007). Efficiency can be calculated as the amount of resources used to produce a product or service. Therefore, the more resources wasted or unused during the production process, the more inefficient is the manager (Certo and Certo, 2012; Daft and Marcic, 2009).

Efficiency is commonly described as doing things right. This means doing something at the lowest possible cost. In the organizations, the inputs refer not only to raw materials used in manufacturing, but also include human, physical, and financial resources available to the manager. (Certo and Certo, 2012; Abdul-Azeem and Fatima, 2012).

Effectiveness is a broader term, meaning the degree to which an organization achieves its goals. Efficiency is a more limited concept that concerns with internal workings of the organization (Daft, 2007). David (2011) claims that effectiveness is more important than efficiency. But in fact, it is necessary that a manager be both effective and efficient in his job. Thus, both effectiveness and efficiency are essential to maximize organizational success (Hatten, 2012; Robbins and Coutler, 2012; Certo and Certo, 2012).

Manager must balance between effectiveness and efficiency (Hatten, 2012). In many cases, maximizing effectiveness and efficiency simultaneously creates conflict between the two goals. For example, at the customer service counter at bank, being efficient imposes using the fewest possible number of accountants at the counter, which may hurt customer service and satisfaction. Being effective means reducing the

waiting time of customers in the queue as possible. It requires increasing the number of lines or accountants in the bank which increase the cost for the bank. (Daft and Marcic, 2009; Jacobs and Chase, 2008).

Efficiency often leads to effectiveness. This is not always the case. Sometimes, efficiency and effectiveness are not related (Daft, 2007). As shown in figure (2.1), a manager could be relatively ineffective and inefficient. This may happen when managers fail to attain the organization's goals because of poor utilization of resources during the production process.

Figure 2.1 Various combinations of managerial effectiveness and efficiency



Source: Certo and Certo, 2012, p.10

In contrast, a manager could be both efficient and effective if he achieves high levels of outputs from minimum resources resulting in attaining the goals of his job. Sometimes a manager could be effective despite being inefficient. An example is when the demand for the finished goods is so high resulting in high price and high profit which cover inefficiency costs (Certo and Certo, 2012). Another example of being effective but inefficient mentioned by Hatten (2012) is when a manager uses a helicopter to fly everywhere he intends to go is an effective way to travel but inefficient way in case of limited resources. In contrast, a manager could be high efficient but not effective when the organization fails to achieve its goals. For

example, when it makes a product for which there is no demand. (Certo and Certo, 2012; Daft, 2007).

Briefly, In order for managers to succeed, high efficiency and high effectiveness must go side by side. By itself, neither efficiency nor effectiveness is enough to ensure success. Resources must be used in an efficient and effective way in order to achieve the organizational goals.

2.1.4 Indicators (Factors) of Managerial Effectiveness.

Many writers have conducted managerial behavior studies to identify the significant components for the effectiveness of the managers. The managerial effectiveness has been measured by experts in several different ways at different times. Although there is no definite model which could be used to measure the managerial effectiveness, many researchers, such as Analoui, Hamlin, Bao, Patel, Wang, and others sought to find universal criteria of managerial effectiveness by conducting cross-case and cross-nation studies.

A review of literature shows that managerial effectiveness has been studied with three perspectives:

- 1) Traditional/Conventional perspective,
- 2) Organizational level competency based perspective, and
- 3) Individual level competency based perspective.

The traditional model emphasizes the ability to set and achieve goals where it is implicitly assumed that managerial effectiveness leads to organizational effectiveness. The organizational competency based approach explains that internal and external factors have a strong influence on the long term future orientation of the organization. This approach implies that an organization's mission, vision, and strategic plan play a vital role in achieving future goals. Thus, the organization tries to create the system and environment with the help of skills and characteristics of managers that lead them to achieve strategic goals. The individual competency based approach to managerial effectiveness focuses upon the individual rather than the organization. The purpose of this approach is to develop management skills and tactics that are applicable across different contexts and situations. These skills and tactics can be learned, practiced,

trained, and attained (Bamel et al., 2011; Rana et al. 2011; Rastogi and Dave, 2004; Srivastava and Sinha, 2007).

There are numerous studies which dealt with the issue of managerial effectiveness studies, for instance, Drucker (2006 cited in Analoui et al. 2010) claimed that effective managers have eight common practices. They:

- 1) recognize what needs to be done.
- 2) understand the nature of the enterprise.
- 3) develop action plans.
- 4) take responsibility for decisions.
- 5) take responsibility for communicating.
- 6) focused on opportunities rather than problems.
- 7) run productive meetings.
- 8) think and say “we” rather than “I”.

Abdul–Azeem and Fatima (2012) conducted a study to identify the factors that favor managerial effectiveness in public and private sector organizations. They found that the most important factors that influence the managerial effectiveness in public sector are: leadership, attrition management, image building, delegation and decentralization, job enrichment, entrepreneurship, resource management, relationship management, management by change, satisfaction and creativity, and controlling and boundary spanning. Whereas, the most important factors of managerial effectiveness in the private sector are: pioneering management, image building, corrective and innovative management, welfare, high commitment, employee centered leadership, employee security and welfare, customer relationship, efficiency and effectiveness, esteem need orientation, high order needs, and motivation.

Wang (2011) revealed that a Chinese manager is characterized effective when he/she:

- 1) Cares about employees.
- 2) Leads by example.
- 3) Does not act selfishly.
- 4) Is accountable for mistakes.
- 5) Focuses on performance instead of personal relationship.
- 6) Involves employees in decision making and conflict resolution.
- 7) Keeps open communication with employees.
- 8) Treats employees fairly and equally.
- 9) Provides job coaching to employees.
- 10) Empowers and delegates employees.

- 11) Provides education and training opportunities to employees.
- 12) Socializes with employees in the non-work setting.
- 13) Demonstrates knowledge and strong leadership skills.
- 14) Provides positive reinforcement to employees.

Bamel et al. (2011) conducted a study to explore the dimensions of managerial effectiveness of Indian managers at senior, middle, and junior level. Results highlighted that Indian managers perceive effectiveness as a function of productivity, adaptability, and quality and flexibility. Indian Managers perceived productivity as the most important constituent of effectiveness, followed by adaptability, quality and flexibility. According to the study, productivity includes four variables: 1) production output of products and services, 2) optimum utilization of resources, 3) problem anticipation, and 4) adoption of new method of production. While adaptability includes two variables: 1) acceptance of changes, and 2) adjustment to the new situations. Finally, quality and flexibility include two variables: 1) quality of services and products, and 2) copes with new emergencies readily and successfully.

Hamlin et al. (2012) conducted a multiple cross-case and cross-nation comparative study to search for evidence of universalistic behavioral criteria of managerial and leadership effectiveness. The study has implemented within seven various organizations in Canada, China, Egypt, Germany, Mexico, Romania, and the United Kingdom. The result of the study has claimed that managers within different types of organizations, organizational sectors and national contexts perceive the behavioral determinants of effective and ineffective managerial performance in much the same way. Further analysis led to the emergence of a "universalistic taxonomy of perceived managerial and leadership effectiveness" constructed of eight effective and six ineffective generic behavioral criteria. According to the universalistic taxonomy, managers are perceived managerially effective when they:

- 1) plan ahead, organize, monitor, and proactively control performance.
- 2) support their staff actively.
- 3) delegate well and empower their staff.
- 4) show care and concern for other people.
- 5) address the training and development needs of their staff.
- 6) adopt an open and personal approach.
- 7) involve employees in planning, decision making and problem solving.
- 8) communicate with staff regularly and keep them informed.

Conversely, managers are likely to be perceived least effective when they:

- 1) pursue Inappropriate autocratic, dictatorial, and non-consultative managerial approach.
- 2) conduct Unfair, inconsiderate, inconsistent, selfish behavior.
- 3) Active intimidating or undermining behavior.
- 4) ignoring problems, decelerate in decision making, and abdicate from responsibilities.
- 5) Deprive and/or withhold behavior.
- 6) Exhibit parochial behavior, and a negative approach.

Srivastava and Nair (2010) sought to explore the influence of both emotional intelligence and rational emotive behavior on managerial effectiveness. Results assert that emotional intelligence and rational emotive behavior are significant predictors of managerial effectiveness. In addition, rational emotive behavior was found to moderate the relationship between emotional intelligence and managerial effectiveness. Thus, high level of emotional intelligence could lead to high managerial effectiveness. This is what has been emphasized earlier by Coleman (1995; 1998; 2000 cited in Buter, 2012) who argued that ninety percent (90%) of the difference between average and exceptionally effective managers is due to emotional intelligence.

Hamlin et al. (2011) aimed to investigate the managerial effectiveness within a UK third sector (non-profit) organization. The study identified forty two indicators of effective manager, and thirty four indicators of ineffective manager. A manager is perceived effective when he/she cares for others, interests with others, recognizes good performance, involves others in decision making, chooses the right people to the right position, acknowledges achievements, interacts with others, provides teams with information, does not delay tasks, respects values, performs what he promises, expresses clearly, supports team members, encourages participation, immediately responds to shortfalls, provides clear and constructive feedback, solves problems positively, induces thinking, creates a vision of the bigger picture, identifies priorities and tasks, manage meetings effectively, listens to customers complaints and staff issues, verifies the understandings of messages, directs others kindly, builds strong relationships with customers and staff, communicates well, allocates resources appropriately, demonstrates attention to details, enthuses others, reflects deeply, flexible, receives feedback positively, endures stresses, uses language positively,

explains and clarifies standards and responsibilities, empowers and delegates staff, reinforces others, responds quickly to requests for help, shares broad knowledge with others, fractionalize tasks into parts, helps others to set realistic and achievable goals, and supports team members' decisions and judgments.

Gates (2004) provided ten top qualities that managers need to consider to be effective. These qualities are: choosing a field thoughtfully, hiring carefully, creating a productive environment, defining success, linking people and being a good communicator, developing workers to do their jobs better, building moral, taking projects themselves, not making the same decision twice, and letting people know whom to please.

Briefly, It can be concluded that there is a high degrees of similarity among managers' perception toward the main factors of managerial effectiveness. But it is somewhat difficult to arrive at one unified model to measure the managerial effectiveness due to the differences among managers attributed to the organizational context, environment, culture, nature of the work, and responsibilities.

Section Two

Analoui's Model of Managerial Effectiveness.

2.2.1 Introduction.

As previously stated, many writers have attempted to explore the concept of managerial effectiveness in several different ways at different times. Analoui sought to investigate the concept of managerial effectiveness in the public sector in the international context. He has conducted multinational research within the public sector of different countries including Zimbabwe (1990), India (1995), Romania (1997), Ghana (1999), Oman (2010) etc.

Analoui's (1999) research in the Ministry of Environment and Science and Technology in Ghana is a major contribution to the study of management and leadership effectiveness in the public sector. He identified eight managerial parameters which led to the emergence of the model "Eight Parameters of Managerial Effectiveness". These parameters are:

- 1) perception senior managers' of their own effectiveness.
- 2) managerial skills or lack of them which attributes to their effectiveness/ ineffectiveness.
- 3) organizational criteria for effectiveness.
- 4) motivation of senior managers' effectiveness.
- 5) the degree of "demands" and "constraints" senior managers are confronted with.
- 6) presence of "choices" and "opportunities" available to senior managers.
- 7) nature of inter- and intra-organizational relationships.
- 8) dominant managerial philosophy. (Analoui, 1999; Analoui et al., 2010).

These parameters will be explained in details as follows:

2.2.2 Perception Senior Managers' of Their Own Effectiveness (1st Parameter).

This parameter is intended what is the senior managers' perception of their own effectiveness, and how they describe an effective manager. In addition, exploring senior managers' perception of the required characteristics they should possess to work effectively (Analoui, 1999; 2010).

Perception is the way people interpret their experiences. Perceptions of leaders, managers, and employees affect the climate and working environment. Therefore, having the right perception is significant skill for any effective leadership because

perception not only creates peoples' experience of the world around them, it allows them to act within their environment. What distinguishes managers from each other is their ability to manage perceptions in the process of handling people and organizational issues. The main factors that influence perceptual process are: habits, motivation, learning, specialization, and social background (Otara, 2011).

Analoui (2010) argued that managers perceive that an effective manager should:

- 1) Being a good motivator.
- 2) Have the ability to supervise/lead.
- 3) Allocate resources efficiently.
- 4) inspire people to perform beyond their contractual responsibilities.
- 5) making people work to their contract.
- 6) meet deadlines, perform tasks satisfactorily.
- 7) being responsible.
- 8) being conscientious and focused.
- 9) being able to solve problems.
- 10) encouraging staff at work.

Patel and Hamlin (2012) conducted a multiple case cross-sector/cross-nation study carried out within three EU countries across the two organizational sectors (public and private sectors) to explore how managers perceive as effective and ineffective managerial behavior .Further analysis led to the emergence of a behavioral taxonomy of perceived managerial and leadership effectiveness consisting of ten effective and nine ineffective behavioral criteria that are generalized across the two organizational sectors and three countries. The Effective behavioral criteria, as perceived by managers, are: helping and supporting the staff, Giving recognition and praise, Delegating staff, being responsive and sensitive, fighting for the interests of staff, developing relationships with others, involving staff in decision-making, planning effectively, possessing personal skills, and keeping staff informed on organizational changes. The ineffective criteria are showing lack of care and concern for staff, making decisions without consulting or involving staff, acting in unfair, inconsiderate, and inconsistent way, engaging in activities and behavior that undermine staff, showing lack of ownership and accountability, hiding important information from staff, exhibiting negative approach, acting in intimidates ways, and depriving staff of praise, encouragement, support, and training.

Hamlin et al. (2011) conducted a three-stage study to identify how managers from different levels (senior, middle, and first-line managers) working within Mexican public sector hospitals perceive effective and ineffective managerial behavior. From data analysis, eighteen effective and eighteen ineffective behavioral statements were identified as the behavioral indicators of perceived managerial and leadership effectiveness. Managers are perceived and judged effective when they:

- 1) Support employees and Show care and concern for them.
- 2) Protect staff from becoming overloaded
- 3) Supports employee education, training, and development.
- 4) Proactively solve problems.
- 5) Understand the personal needs of employees.
- 6) Are flexible with employees.
- 7) Available to staff and listen to their ideas or concerns.
- 8) Involve staff in decision making.
- 9) Delegate fairly and protects employees from being overloaded with excess work.
- 10) Recognize and reward employees for doing well
- 11) Give feedback to staff and provide them with support
- 12) Provide technical advice and helpful answers to employees' questions.
- 13) Help employees to process their petitions and do not delay an employee's petition.
- 14) Make corrections to do better work.
- 15) Show concern for providing good values and services to customers.
- 16) Make sure that employees always have the necessary equipment and supplies to do the job.
- 17) Show concern for providing a safe and good working environment.
- 18) Allow employees free and fast access to services provided by own and other departments.

2.2.3 Managerial Skills (2nd Parameter).

Analoui (1999) found that the most ten important managerial skills needed by managers to ensure effectiveness are: planning skills, effective communication, human relations skills, organizing ability, supervisory skills, delegation, time management, leadership skills, analytical skills, loyalty, and ability to motivate others. He argued that People-related and analytical skills seem to be the most important skills required by managers for their effectiveness at work.

Analoui et al. (2010) aimed to consider the importance of a set of three managerial skills categories (functional skills, human skills, and self-related skills). Results

showed that self-related skills are more important to a senior managers compared with human skills and functional skills.

It is believed that managerial skills needed by managers are perceived to vary according to organizational level because roles and expectations of managers at different organizational levels often vary (Tonidandel et al., 2012). Furthermore, Anka (2006 cited in Syed et al., 2012) examines the essential skills needed by managers in different organizational levels to work efficiently and effectively. He revealed that at lower level, technical and human skills are strongly needed. While at higher level managers' effectiveness depends largely on human and conceptual skills. At top level conceptual skills becomes the most important for managers.

Scullen et al. (2003) conducted an in-depth construct validity study to investigation managerial skills across multiple rating sources and different instruments. They identified four managerial skill dimensions:

- (1) technical skills.
- (2) administrative skills.
- (3) human skills.
- (4) citizenship behavior.

Technical skill refers to a manager's proficiency, techniques, or expertise which are needed to perform a certain job or task. Administrative skills are those skills that are needed by managers to be functional such as planning, organizing, delegating, and coordinating. Human skill is concerned with a manager's ability to interact and work well with others. Citizenship behavior attempts to capture other beneficial aspects of work beyond the normal duties of the position such as being cooperative, loyal, and persistent.

Tonidandel et al. (2012) examined the relative importance of the aforementioned four skill dimensions for predicting managerial effectiveness. Results revealed that all four of the managerial skill dimensions identified by Scullen et al. (2003) were significant predictors of managerial effectiveness. It also revealed that administrative skills were the most important overall and Human skills are more important than technical skill and citizenship behavior skills. In the same context, Davoudi and Rahbar (2012) carried out a study to examine the relationship between the three managerial skill dimension (cognitive, technical, and human) with the effectiveness of intramural activities in Islamic Azad university, Iran. The results showed that

increasing conceptual and human skills would end up with effective performance. But there was no significant relationship between managers' technical skills and the effectiveness of intramural activities on the contrary to what has been proved by Scullen et al. (2003) and Tonidandel et al. (2012).

2.2.4 Organizational Criteria for Effectiveness (3rd Parameter).

Organizational effectiveness is very important for the survival and growth of the organization. Organizational effectiveness is defined as the extent to which an organization achieves its objectives (Daft and Marcic, 2009). Because effectiveness is multidimensional (Matthews, 2011), organizational effectiveness cannot be assessed objectively without identification of a set of criteria by which the achievement of the operational objectives may be evaluated (Dimofte et al. 2012).

Organizational criteria can be defined as sets of organizational standards, rules and principles for judging, evaluating, and testing different organizational issues. The literature reveals that there is a little agreement about the exact nature of organizational effectiveness. For example, economists define organizational effectiveness in terms of profits or return on investment. Production managers see it in terms of quality or quantity of outputs. And for social scientists, effectiveness is viewed in terms of the quality of working life. Despite these differences in the point of view, different models with different criteria have been developed to measure the effectiveness of the organization, managers, and employees (Santra and Giri, 2008). One of the most widely used tools for assessing organizational effectiveness, the Malcolm Baldrige Quality Award which is a formal recognition of the performance excellence of both public and private sectors. It includes the following seven performance criteria for effectiveness: 1) leadership, 2) strategic planning, 3) customer and market focus, 4) information and analysis, 5) human resource focus, 6) process focus, and 7) business results. (Baker and Branch, 2002).

Hamlin and Cooper (2004) aimed to identify the criteria of managerial and leadership effectiveness applying within the Birmingham Women's Healthcare Trust. They identified seven positive and nine negative criteria of managerial and leadership effectiveness. These criteria revealed that for managers to be perceived as effective they need to:

- 1) Exhibit strong skills in organizing and planning.
- 2) Respect for staff, appreciate, promote, and look after the staff.
- 3) Leads by example and gives positive feedback.
- 4) Support and empower the staff.
- 5) Approachable and supportive management style.
- 6) Include staff in decision making.
- 7) Gives active support and encourages staff to make effective changes to working practice.

Analoui et al. (2010) revealed that the most important top five criteria for effectiveness, from an organization's point-of-view, were: 1) increased productivity, 2) being competitive, 3) and being self-motivated, 4) time management, and 5) achieving targets and goals.

2.2.5 Motivation at Work (4th Parameter):

Motivation refers to the desire or the forces within a person causing that person to do the best possible job or to exert the maximum effort to perform assigned tasks (Mathis and Jackson, 2011; Mejia et al., 2012; Daft, 2010). The term "motivation" is derived from the Latin word "movere" meaning "to move" (Reece, 2011). Motivation can be thought of as the set of forces that motivation energizes, directs, and sustains behavior toward attaining goals (Hitt, 2012). Studies have found that high employee motivation goes hand-in-hand with high organizational performance and profits (Daft, 2010).

It is, therefore, essential for managers to understand the importance of motivation because fostering motivation can:

- 1) improve performance and can reduce turnover (Mathis and Jackson, 2011).
- 2) increases perseverance to use talent to the maximum (Mejia and Balkin, 2012).
- 3) affects productivity (Daft, 2010).
- 4) lead to behaviors that reflect high performance within organizations (Daft, 2010).
- 5) contribute to exceptional performance (Gibson et al., 2012).

Employee motivation is affected by several key factors, such as work design, matching of employee and job requirements, rewards, and due process. (Mejia et al., 2012).

There are two types of motivation, intrinsic and extrinsic. Intrinsic motivation, which is defined as an internal sense of satisfaction derived from the work itself or the

desire to engage in activities in order to feel a sense of satisfaction, to use or improve one's abilities, or to learn. Examples of intrinsic motivators include: interesting and appropriately challenging work, the opportunity to learn, the satisfaction of doing something well, Autonomy/empowerment, and contributing to others in a meaningful way. Extrinsic motivation is the forces or attractions outside of the self, such as material rewards, social status, or avoidance of unpleasant consequences. Examples of extrinsic motivators at work include pay, benefits, and job security, people's approval, social status, and fame (McKee, 2012).

Analoui (2010) discussed the main motivating factors that motivate managers toward managerial effectiveness, arranged according to their importance, are: remuneration, recognition from superiors, job satisfaction, training, provision of resources, promotion, good teamwork, contribution to development of institute, reward for good work, and achieving set goals.

Lee and Wilkins (2011) found that there are significant differences between public and nonprofit sectors' motivational factors. Therefore, the significant motivational factor for managers in the public sector are: the opportunity for advancement within the organization's hierarchy, pension and retirement plan, and the ability to serve the public and the public interest. Meanwhile, Nonprofit sectors managers are more motivated by salary, increased responsibility, and family-friendly policies.

The literature suggests that both public and nonprofit managers are more motivated by intrinsic factors, and less motivated by extrinsic factors (Lee and Wilkins 2011). Park and word (2009) suggests that the most significantly motivational factors in both sectors included the overall reputation of the organization, ability to serve the public, and a desire for less bureaucratic red tape.

Bao (2009) revealed that remuneration, recognition from superiors, job satisfaction, and training were considered to be the main motivational factors for managers in the public sector. Where, the main motivators for managers in the private sector are: good teamwork, achieving set goals, promotion, and training.

Wziątek-Staśko (2010) sought to check what factors mostly motivate managers in Polish enterprises according to different factors, such as: gender, age, level of

education, and experience. Results showed that most important motivational factors for women managers were: 1) stability, 2) satisfactory salary, and 3) good relations with co-workers. While the most important factors for men managers were: 1) satisfactory salary, 2) bonuses, 3) searching for challenges, and 4) possibility of conscious carrier building. However, the most important factor motivating the youngest managers was stability. Managers at the age between forty one and sixty mostly appreciated satisfactory salary and stability. Consequently, the most important motivational factors for of managers with higher education were: satisfactory salary and stability. At highest level management, the most important factors were: 1) satisfactory salary, 2) stability, 3) certainty of employment, and 4) being successful, meeting defined targets. At medium level management managers preferred: 1) satisfactory salary, 2) stability, and 3) good relations with co-workers. Managers of the lowest level appreciated: 1) satisfactory salary, 2) bonuses, rewards, 3) stability, and 4) possessed authority, respect among employees. Managers with experience under five years considered the following factors as most important: 1) satisfactory salary, 2) bonuses, awards, 3) possessed authority, and 4) stability. The most important factors pointed by managers with over fifteen years of experience were 1) satisfactory salary, 2) stability, and 3) bonuses and rewards.

Seiler and others (2012) developed an integrated model of motivators for project managers namely "Motivational Factor Inventory". They revealed that the most important motivators for project managers are: interesting task, a cohesive goal oriented team, receiving the necessary resources, and the possibility to influence important decisions.

2.2.6 The Degree of Demands and Constraints (5th Parameter).

It is agreed that managerial work can be characterized by three dimensions of managerial jobs. These dimensions include demands, constraints, and choices allowed by the job (Analoui et al., 2010; Lowe, 2003).

Demands refer to the work that any holder of a particular managerial position must do. Demands consist of responsibilities, activities or duties to carry out and the standards, objectives, deadlines, or levels of minimum performance that must be met. Demands come from several sources, such as the organization, direct managers, staff, peers, and work activities (Hitt et al., 2012; Wisdom, 2007).

Constraints are those factors, both internal and external, that limit what a manager can do. Therefore, constraints have an inverse effect on managers' behavior towards their effectiveness at work. All managerial jobs have constraints and managers are required to identify these constraints and understand how to minimize or overcome constraints. Constraints involve limited resources, demand for services, political /legal regulations, union constrictions, technological limitations, geographic restrictions, policies and procedures, and finally economic condition (Hitt et al., 2012; Bao, 2009; Wisdom, 2007).

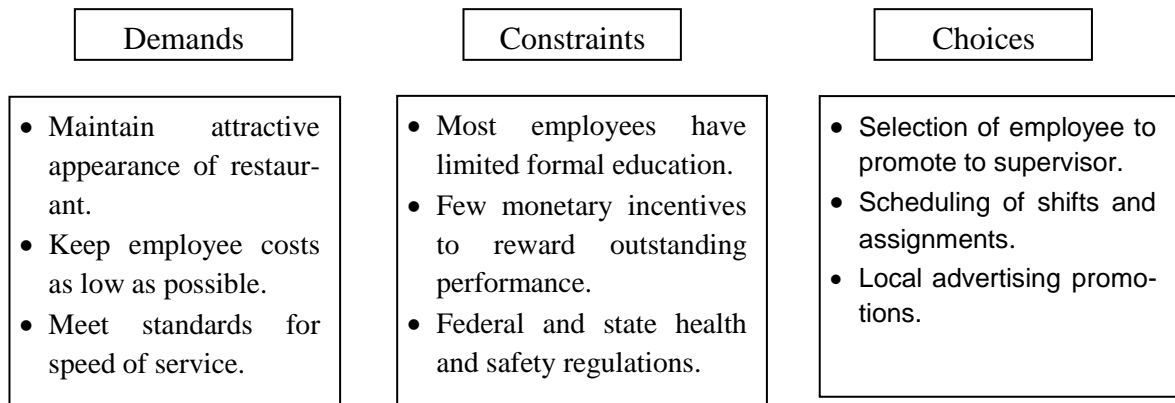
The theory of constraints which was introduced by Eliyahu M. Goldratt in 1984 assumes that the performance of any system is limited by its constraints. These are restrictions that prevent an organization from maximizing its performance and reaching its goals. The theory says that every system has at least one constraint that limits the ability of achieving higher levels of performance relative to its goal. Therefore, the attention of management should be focused on the few constraints which prevent the organization from achieving its goal. The theory develops a specific approach to identify the constraints, to manage and reconstruct the way of work to overcome the constraint, and support the objective of continuous improvement. The theory of constraints uses a five-steps method to identify and eliminate constraints, these steps are (Aryanezhad et al., 2010; Hansen et al., 2009):

- 1) Identify the constraints.
- 2) Exploit the constraints.
- 3) Subordinate everything else to the above decisions.
- 4) Elevate the organization's binding constraints.
- 5) Repeat the process as a new constraint emerges to limit output.

Choices refer the opportunities for a job holder to do the job differently from another, in the light of job demands and constraints. Thus, a manager regularly makes choices and decisions to carry out their roles effectively. (Hitt et al., 2012). For more clarification, figure 2.2 illustrates the demands, constraints, and choices for a project team manager in a manufacturing company.

All managerial jobs have constraints. Thus, the main responsibilities of a manager are to understand how to minimize or overcome those constraints. Stewart claimed that effectiveness can be understood only through an analysis of the constraints, demands, and the choices that managers make (Lowe, 2003).

Figure 2.2 Demands, constraints, and choices for a project team manager



Source: Hitt, 2012, p.18

According to Analoui et al. (2010), the major constraints as perceived by senior managers are: inappropriate training, lack of communication, unrealistic targets, shortage of appropriate staff, lack of relevant task skills and competencies, lack of resources, ineffective leadership, lack of relevant people skills, lack of motivation, and lack of teamwork.

According Bloom et al. (2011), the main constraints managers face while trying to improve their firm's management practices are: 1) Hiring managers with the right skills, 2) Hiring employees with the right skills, 3) Employment laws and regulations, 4) Trade unions, 5) Knowing what new management practices to introduce, and 6) Obtaining cost-effective management consultancy.

Kim and Hong (2013) claimed that the major constraints confronting the effectiveness of management in the public sector are: the competitive environment, incentives and discipline, management governance, value orientation, and the time frame of the performance process.

Bao (2009) revealed that the main constraints confronted by public sector managers are: lack of time, work overload, inappropriate resources, poor remuneration, lack of funding, and shortage of appropriate staff. While, lack of teamwork, ineffective leadership, lack of relevant people skills, lack of resources, lack of communication, and shortage of appropriate staff are indicated to be the main constraints faced by private sector managers.

In summary, to be effective, managers are needed to work successfully within the relevant constraints while meeting the demands of their jobs.

2.2.7 Presence of "Choices" and "Opportunities" for Effectiveness (6th Parameter).

Choices refer to the opportunities for managers to exercise discretion (Hitt et al., 2012). They are defined as the opportunities which allow the manager to do something different from what other managers are doing (Analoui et al., 2010). Managers regularly make myriad choices about what to do or not do, how to perform tasks, and which employees will participate in projects. Furthermore, Choices are dynamic, changing over time according to the conditions, and limited by the demands and the constraints (Analoui et al., 2010).

Opportunities are those choices that are available to assist managers in achieving organizational goals and satisfying their own needs (Bao, 2009).

Analoui et al., (2010) revealed that the most important choices available for managers as the key opportunities to develop effectiveness are: training, achievable targets, motivation, career succession plan, teamwork, necessary resources, appropriate staff, effective communication, and being able to set their own targets.

According to Bao (2009), the key opportunities to develop the effectiveness of public sector managers are: setting of realistic targets, training, necessary resources, appropriate staff, teamwork, and better remuneration. While the key opportunities in the private sector are: teamwork, effective communication, necessary resources, training, motivation, and appropriate staff.

It can be said that the choices managers make and the quality of the judgments of these choices are largely determine the effectiveness of those managers.

2.2.8 Nature of Inter- and Intra-Organizational Relationships (7th Parameter).

Organizational relationships management plays a key role in the success of the organization. Thus, no organization can live without relationships with the surrounding environment. Its survival and performance depend on the relationships

with other organizations. Implementing and maintaining effective inter-organizational relationships are prerequisite and the key for organizations to gain success (Gondal and Shahbaz, 2012).

An inter-organizational relationship refers to two or more organizations coming together to achieve common goals, perform tasks, and receive mutual benefits. Organizations depend on each other when an organization finds it difficult to achieve an objective alone. They coordinate, cooperate, collaborate, and share resources, expertise, experiences, and synchronize activities to achieve higher levels of performance (Panday and Jamil, 2011; Carr et al., 2008). The need for resources in scarce environments, the need for knowledge sharing, the need to develop competitive advantages, and the need to address complex problems all make inter-organizational relationships an important part of today's organizational world (Koschmann et al., 2009). Therefore inter-organizational relationships enable firms to acquire resources, Eliminate waste, improve performance, manage uncertainty, reduce transaction costs, promote innovation, provide competitive benefits, acquire legitimacy, deal with intractable social problems, and help firms survive and grow (Dutta, 2012; Panday and Jamil, 2011; Carr et al., 2008).

Inter-organizational relationships have explicit and implicit forms. Explicit form is the formal contract for the transaction, such as supply contracts, sell contracts, licensing and commissioned research. Implicit form reflects emotional, cultural, friendship, genetic, geographical and other relations, such as the personal relationships, family relationships, hometown ties and so on (Huanrong, 2007). Inter-organizational relationships also involve cooperation with non-corporate organizations, such as nonprofits, government agencies, and local community groups. Coordination between different government departments and autonomous entities is significant for providing better facilities for the residents (Panday and Jamil, 2011).

With regard to intra-organizational relationships, the term "intra-organizational" relationships refers to the relationships within one organization. It denotes the existing relationships among different departments within the organization. These departments need to coordinate their activities to achieve organizational objectives. Lack of coordination among departments creates serious problems, such as failure in meeting project deadlines, complication of processes, overlap and duplication of activities

(Panday and Jamil, 2011). Communication within organizations has the potential to impact the ability of an organization to accomplish its goals. With different modes of communication, the availability of information within an organization is considered to be one of the determining factors in assessing organizational effectiveness (Santra and Giri, 2008).

Mintzberg (1979 cited in Panday, 2007) argues that when organization becomes complex, there is a need for different modes of intra-organizational coordination i.e., mutual adjustment, direct supervision, standardization of work, standardization of outputs, and standardization of skills.

Panday (2007) highlighted the fact that success of an organization deepens on the extent of its intra-organizational relationships, and argued that intra-organizational coordination is inevitable for the effective implementation of any policy.

Analoui (2010) claims that senior managers' effectiveness is influenced by:

- 1) The overall effectiveness of the organization.
- 2) The degree of intra-connection with other departments within the organization.
- 3) Their organization's relationships with other organizations nationally and internationally.
- 4) Their relationships with others outside organizations.

In summary, In order for an organization to be effective, it must implement and maintain effective intra-organizational relationships within the organization, and build strong relationships with other organizations as necessary mean of managing a volatile landscape.

2.2.9 Dominant Managerial Philosophy (8th Parameter).

Organizational philosophy has become one of the issues that have captured the attention of some researchers. The rise of corporate scandals in the past decade has incited business and to re-emphasize the significance of management philosophy (Wang, 2009).

The term "philosophy" comes from the roots "philos" meaning to love, and "sophia" meaning wisdom (Fairholm, 2009). The Florida State University's Department of Philosophy defined philosophy as "an activity people undertake when

they seek to understand fundamental truths about themselves, the world in which they live, and their relationships to the world and to each other” (Florida State University, n.d.). Garner (2012) suggests that a philosophy is a mental process of self-assessment and self-evaluation during which individuals examine their beliefs and values, and how they manage individuals and situations.

Organizational philosophy refers to the systems of concepts, beliefs, principles, and attitudes of an organization that determine how a mission or a purpose is to be achieved. Managerial/leadership philosophy is a set of beliefs and principles, that strongly influence how to interpret reality, how to understand the way the world works, and affects how we react to people, events and situations around us (Ambler, 2012; Wang, 2011).

Organizational management philosophy is essential in formulating management vision, strategies, plans, norms, and the formation of corporate culture. Articulated organizational philosophy could provide direction for individuals, set constraints on employee behavior, and enhance individual motivation (Wang, 2009, 2011).

Consistent managerial performance requires a clear leadership philosophy because the underlying philosophy of leaders has a significant impact on how they relate to others, respond to situations, judge the actions of others, and make decisions. Thus, the way we see ourselves as leaders guides our actions, our behaviors, our thoughts, and determines how we deal with others (Garner, 2012; Ambler,2012).

It can be concluded that effective managerial philosophy helps managers to make high performance and positive relationships with others, and ultimately affects their managerial effectiveness because effective managerial philosophy helps manager to understand their own effectiveness, to explore their view of effectiveness, and to adopt the appropriate leadership style to become most effective.

Section Three

Palestinian Police Force.

2.3.1 Introduction.

Police are the most accessible and ever-present organization of the society. In times of crises and difficulty, help always comes when the police are asked for it. This makes citizens feel safe and secure and creates an atmosphere of tranquility and stability in the society. The police' roles and responsibilities are various and vital in any given society. They are tasked with the reinforcement of the law, preservation of tranquility and order, protection of persons and property, prevention of crime, and detection and punishment of law breakers.

2.3.2 Definition of The Palestinian Civil Police Force:

The Palestinian Civil Police Force is a civil police organization which is headed by the Palestinian president and which works under the direct supervision of The Minister of Interior and National Security. It plays a vital role in the Palestinian society which include enforcing the law, maintaining order, investigating crimes, and protecting the Palestinian citizens (Alhetta, 2009; Kalloub, 2006).

2.3.3 The Historical Evolution of The Palestinian Police.

2.3.3.1 The Palestinian Police During the British Mandate.

After World War I and the Ottoman government collapse, Palestine came under the rule of the British Mandate. The British High Commissioner Herbert Samuel passed a resolution to established a police force in Palestine in 1920 in order to prevent and detect crime, guard prisoners, and protect persons and priorities. British, Palestinians, and Jews worked for The Palestinian Police Force according to the Ottoman law and British legislations. This force lasted till the end of the British Mandate for Palestine in 1940. In November, 1947, a few months before the end of the mandate, the members of the Police Force numbered 8928. According to the Law of Police, the police responsibilities at that time were:

1. To take necessary measures when a crime is committed.
 2. To maintain order in public places and roads.
 3. To facilitate the movement in public roads.
 4. To regulating assemblies and processions.
 5. To stop and search anyone who is suspected of having stolen money.
- (Kalloub, 2006)

2.3.3.2 The Palestinian Police after 1948

After the end of the British Mandate for Palestine, the Jewish leadership declared the establishment of a Jewish state in all the Palestinian land except for Gaza Strip and the West Bank. The Arab League commissioned the governing of each of Gaza Strip And the West Bank to Egypt and Jordan; thus, there were two Police forces in Palestine: the first was in Gaza Strip and was administered by the Egyptian police department, and the other was in the West Bank and was part of the Public Security Force of Jordan (The Independent Commission for Human Rights, 1998).

2.3.3.3 The Palestinian Police after 1967.

In 1967, the Israeli Occupation Forces occupied the rest of Palestine (the West Bank and Gaza Strip). The two forces were disbanded. While most of the police officers in the West Bank migrated to Jordan, some police officers remained in Gaza Strip. The Israeli Occupation called the Palestinian police "the local police" and assigned them the policing of specific areas in the West Bank and Gaza Strip. The Israeli police was responsible for the security in these area while the local police was responsible for the criminal issues, the regulation of traffic, the investigation of crimes, the protection of persons and property, and the preservation of order (The Independent Commission for Human Rights, 1998).

During the course of the First Intifada, most of the members of the Palestinian Police Force quitted their jobs and left their positions which shocked and confused the Israeli Occupation Forces (Kalloub, 2005).

2.3.3.4 The Birth of the Palestinian Civil Police Force.

After the Oslo Accords and signing the Gaza–Jericho Agreement, the Palestinian Police Force in its current form (The Palestinian Civil Police Force) was established to enforce the law and keep order in the Palestinian parts that were administrated by The Palestinian National Authority in the West Bank and Gaza Strip (Al-Tannani, 2010).

The establishment of the Palestinian Civil Police Force didn't actually start until the arrival of The Palestinian National Authority to Palestine. Police stations were established, applicable police officers who served during the British Mandate

were summoned, and new policemen were recruited in order to realize the Palestinian Police on the ground. Many police members were sent abroad for training in order to develop their skills while local training programs were initiated to train policemen under very difficult circumstances and with very limited resources (Alhetta, 2009).

The establishment of the Police Force was confronted with many challenges such as (Kalloub, 2006) :

- The Israeli Occupation Army's control over some areas in Gaza Strip and the West Bank and its control of boundaries and ports .
- The geographic separation between Gaza Strip and the West Bank.
- The existence of settlements inside Gaza Strip and the West Bank.
- The chaos that the Israeli Occupation left behind in these areas.
- The rise of crime rate due to the lack of policing.

2.3.3.5 The Palestinian Police During the Second Intifada.

The Palestinian Civil Police Force has suffered constantly at the hand of the Israeli Occupation. During the course of the Second Intifada, police stations and prisons became regular targets to the Israeli F16 planes. Police infrastructure were destroyed and their resources confiscated. A great number of policemen were arrested or killed for no particular reason (Kalloub, 2006).

During the Forqan war (2008/2009) and Hejarat-Elsejeel war (2012), dozens of police stations and training sites were attacked and bombarded by the Israeli Occupation Forces and hundreds of policemen were killed.

2.3.4 Change in the Number of Policemen Over the Past Seven Years.

Table 2.1 illustrate the change in the number of policemen in Gaza Strip between 2007 and 2013. It seems that there is no fundamental changes in the number of policemen during the last seven years.

Table 2.1: Police numbers from 2007 to 2013

year	2007	2008	2009	2010	2011	2012	2013
number	8725	9241	8507	8530	8471	8118	8204

Source: An interview with the director of management and administration of the Police Force in Gaza Strip (October 2013)

2.3.5 The Responsibilities of the Palestinian Police Force.

According (Siam, 2007; Hamdan, 2010; Kalloub, 2006), The responsibilities of the Police have four dimensions as follows:

2.3.5.1 Administrative Responsibilities.

This function is purely precautionary. It is meant to prevent the crime before it occurs in order to maintain public order. This can be achieved when the police take some precautionary measure that include:

- Maintaining order at public meetings, social events, assemblies, processions, and elections.
- Guarding and securing important institution and buildings.
- conducting patrol duties on foot, by car or motorcycle.
- Executing all orders, Regulations and warrants issued by the authorities. The law gives the police an Executive power. They have the right to use force and weapons so that they can force the citizens to abide to the law.
- Regulating traffic and facilitating movement of people and vehicles.
- Licensing the public assemblies and processions that don't violate the law and Dispersing unlawful ones.
- Fighting health disasters that arise after natural disasters such as : cyclones, floods, earthquakes, and volcanoes.
- Guarding the prisons and escorting prisoners to and from court.

2.3.5.2 Judicial Responsibilities

Despite the precautionary measures that the police take, accidents and crimes usually occur. When crime are committed, the police take measures to detect the offenders and hand them to justice. The police don't have the right to accuse or imprison, but since they are the first to arrive in the crime scene, their job highly affect both. The police judicial responsibilities include:

- Responding immediately to calls or complains about crimes or accidents.
- Obtains witnesses.
- Taking necessary measures to protect and record evidence.
- Preparing police reports.
- Arresting criminals and suspects.
- Escorting suspects to court for trial.

2.3.5.3 Social Responsibilities

The police job is not only about preventing, detecting and punishing crime. This part of the job is about being human. It includes dealing with the citizens and helping them in order that they feel safe and secure. This includes:

- Providing advice about crime prevention.
- Raising awareness among the citizens about the dangers of drugs.
- Protecting and promoting the rights of those who cannot care for themselves such as the mentally or physically disabled the children and the vulnerable.
- Assisting and comforting the victims of accidents and crimes.
- Making reconciliation between disputing families, groups or people.
- Dealing with lost or found property

2.3.5.4 Economical Responsibilities.

The police responsibilities include protecting state property, fighting economical crime such as counterfeiting of currency, smuggling, and tax evasion; as well as inspecting on the theft of basic services such as water, electricity and telephone.

CHAPTER 3:

PREVIOUS STUDIES

3.1 Introduction:

The objective of this chapter is to present different studies that support and discuss the concept of managerial effectiveness with its various aspects and dimensions. Twenty two studies and articles published in different journals were reviewed and cited within this research. However, there was a clear shortage in the local and Arabic studies that discuss this topic.

The following studies have a direct relationship to this research topic, matching its purpose and objectives, and they help in setting its dimensions and highlighting research variables.

3.2 Local Studies:

3.2.1 (Abu-Sharikh, 2009):

"The Degree of Effectiveness of the Performance of the UNRWA School Managers in the Governorates of Gaza, in the Light of Modern Management Technology".

The study aimed to identify the degree of effectiveness of the performance of the UNRWA school managers of the governorates of Gaza Strip, in the light of modern technology and means of administrative development. The study used the descriptive analytical approach to the relevance of such studies, and developed a questionnaire consisting of (41) item distributed to the three fields (cognitive, technical, social). The population of study consist of all UNRWA schools managers in the governorates of Gaza Strip (221 managers) of the academic year (2008/2009). (191) questionnaires were distributed and (187) was recovered, which equal (84.6%) of the whole population.

The study showed that UNRWA school managers have a good degree of effectiveness with a rate of (78.8%). The fields of the questionnaire have the following weights: cognitive = 84.4%, technical = 82.7%, social = 70.7%. There was no statistically significant differences among respondents toward managers' effectiveness due to level of education, specialization, and years of service. The study recommended to join the managers with regular training to develop their skills, and to activate the use of

computers in the planning process by designing an effective information systems and linking them via networks to all schools.

3.2.2 (Abu-Haseera, 2008):

The Effectiveness of School Managers in the Light of Total Quality Standards in the UNRWA Schools in Gaza From the Supervisors Point of View.

The study aims to study the effectiveness of school managers by applying the standards of total quality on the functions of planning, organizing, supervision, evaluation, and relations with community, from the supervisors point of view.

Descriptive analytical methods were utilized. A structured questionnaire was specially designed for this study. The sample included (73) supervisor who work in UNRWA schools in Gaza Strip. Results showed the following: first, the effectiveness of school managers, from supervisors point of view, is medium. Second, the effectiveness of managers' abilities of planning equal (71.5%), the effectiveness of managers' abilities of supervision equal (64.1%), the effectiveness of managers' abilities of evaluation equal (61.1%), of the effectiveness managers' abilities of organizing equal (60.9%) and the effectiveness of managers' relations with community equal (55.7%). Last, no statistically differences among respondents toward the effectiveness of school managers due to sex, qualification, and experience. The study recommended to spread the culture of total quality, and adherence to teamwork and decentralization.

3.2.3 (Sarhan & Alshanti, 2007):

Management Effectiveness of the Directors of the Ministry of Youth and Sport in North Palestine Area from the Point View of Subordinates: a Case Study.

The study attempted to explore the managerial effectiveness of Ministry of Youth and Sport directors in north Palestine areas as perceived by employees . Also, the research aimed to explore whether management effectiveness varies as a function of gender, years of experience, qualification, and job title of the employee.

The study used the descriptive analytical approach, they developed a questionnaire for the study purpose which included (65) items. Survey data were

collected from (191) employee who completed on year of service at least within the Ministry of Youth and Sport in north Palestine area.

Results revealed that the directors had a medium degree of management effectiveness, managerial effectiveness of the directors differs due to gender, years of experience, qualification, and job title of the employee.

The study recommended to take advantage of the study in order to measure the managerial effectiveness of the ministry as a whole, and to give directors the chance to increase their level of education, expertise, and efficiency.

3.3 Arab Studies:

3.3.1 (Houriah, 2013)

"The Managerial and Leadership Effectiveness of Public Schools' Managers within the Department of Education in Al-Medina Al-Munawarah".

The study is aimed to assess the degree the managerial and leadership effectiveness of public Schools' managers within the department of education in Al-Medina Al-Munawarah, and to check whether there are statistically differences between the levels of effectiveness due to variables of the study.

The sample of the study consisted of randomly selected (86) managers including (51) male and (35) females. The results of the test indicated that managers, male and female, of public schools are perceived to have a medium degree of effectiveness. However, the managers' perceptions of the degree of effectiveness in the various five fields included in the test showed that the field of "understanding others" ranked first, followed by the field of "objectivity", then "use of authority", "communication," and finally the field of "flexibility". The results also indicated that there was no significant differences in the opinion of the managers due to variables such as the length of service, qualifications and field of specialization.

The study recommended the following: 1) increasing the effectiveness of the managers through well designed training programs, and 2) developing managers' skills in the areas of understanding others, work objectively, proper use of authority.

3.3.2 (Analoui et al., 2010)

"Parameters of Managerial Effectiveness: the Case of Senior Managers in the Muscat Municipality, Oman".

The study aimed to explore the factors which determine the managerial effectiveness of senior managers in the Muscat Municipality, Oman. The study has utilized a combination of qualitative and quantitative methodologies. The study was applied on (48) managers. A total of (16) manager of them were selected to enter the interview by using systematic sampling. Analoui's model of "eight parameters of managerial effectiveness" has been used as a basis for the study.

The study revealed that, firstly, that Analoui's model is applicable to the public sector in Oman. Second, senior managers are aware of their own effectiveness. Third, little attention has been paid to their management development. Fourth, senior managers require: the ability to communicate effectively with other People, the ability to manage one's own time ,the ability to make decisions and resolve problems, and the ability to lead and motivate employees at work. Fifth, the main obstacles to the management development of the senior managers are: inappropriate appraisal system, pressure of work, inappropriate human development policies, lack of career planning, Sixth, The reward system adversely affects managers' effectiveness at work. Finally, the degree of impact of environmental factors on effectiveness according to its priority are: political factors, economic factors, legal factors, social and cultural trends. The study recommended to formulate and implement human resource development and management development strategies on a regular basis within the public sector in general and Muscat Municipality in particular.

3.3.3 (Alkahtany, 2006):

Improvement Ways of Effectiveness of Field Leadership in Borders Guard Centers: a Study on the Workers at Aseer Border Guard Region.

The study seeks to assess the effectiveness of leadership in Borders Guard Centers at Aseer Region, Saudi Arabia . It also seeks to identify the obstacles confronted by leaders. Furthermore, to investigate how to improve the leadership effectiveness. Descriptive analytical methods were utilized. A structured

questionnaire was specially designed for this study. It applied on (249) soldiers, noncommissioned officers, and officers with different ranks.

The study reached a lot of results as follows: first, leadership in Borders Guard Centers have medium effectiveness. Second, the most important ways to increase effectiveness are: provision of modern equipment, good selection of leaders, and development of work methods. Last, the main obstacles of field leadership effectiveness are: the difficulty of provision of housing for the leaders, low assurance of leaders, and far distance between border centers and cities.

The study recommended to motivate leaders and convince them to motivate subordinates, persuade leaders to involve staff in decision making, persuade leaders to empower and develop their staff, train leaders to deal with modern equipment, and select leaders on the basis of merit and qualification.

3.3.4 (Al-Ropaiq, 2004):

Factors Contributing to the Effectiveness of the Job Performance of the Security Elite: an Applied Study on the Installations Security Forces and Special Forces for Roads Security in the Kingdom of Saudi Arabia.

The study aimed to identify the factors that contribute to the effectiveness of job performance of security leadership, and to recognize of the level of the effectiveness that the security leadership practice towards their job performance. The study design was descriptive analytical method. The study used a questionnaire which contained (60) phrases. It applied on (323) officials of the two Forces (Roads security, and Installations Security) in Saudi Arabia.

The findings from the study indicated the following: firstly, both incentives and organizational climate have higher degree of impact on the effectiveness of job performance of the security leadership. Second, no significant variance exists between levels of impact of administrative factors in the effectiveness of job performance of the security leadership attributed to their personality characteristics. Third, the level of practice of the security leadership towards organizational functions, administration of individuals, and planning has very high degree of effectiveness. But the level of practice of job coordination and decision-making is maintains high effectiveness only.

Fourth, no significant statistical variance exists between levels of effectiveness of security leadership towards job performance attributed to their personality characteristics. Last, positive correlations exist between the effectiveness of the job performance of the security leadership and military rank, educational qualifications, experience in job, and training.

3.4 Foreign studies:

3.4.1 (Abdul-Azeem and Fatima, 2012):

"Factors Favoring Managerial Effectiveness: a Study of Select Public and Private Sector Organizations"

The study aimed to examine the factors that favor managerial effectiveness in select public and private sector organizations. It also aims to study the perceptions of managers towards those factors by comparing select public and private sector organizations. This study is a descriptive analytical one and applied on random sample consisted of (140) managers at three different levels: top, middle, and lower level. Data was collected by administering a structured questionnaire. The study found that the most important factors that influence the managerial effectiveness in public sector are: leadership, attrition management, image building, delegation and decentralization, job enrichment, entrepreneurship, resource management, relationship management, management by change, satisfaction and creativity, controlling, boundary spanning. On other hand, the most important factors that influence the managerial effectiveness in private sector are: pioneering management, image building, corrective and innovative management, welfare management, high employee commitment, employee centered leadership, employee security and welfare, customer relation, efficiency with effectiveness, esteem needs orientation, high-order needs, and motivation.

The study revealed that there is a difference in the perception of public and private sector organizations towards factors that favor managerial effectiveness. Though, both the organizations have the common perception regarding the factor "Image Building".

The study also found that perception of top level managers and lower level managers with respect to factors that favor managerial effectiveness in public and

private sector organizations is found to be significant. Contrary, perception of middle level managers are found to be not significant.

3.4.2 (Tonidandel et al.,2012)

"Relative Importance of Managerial Skills for Predicting Effectiveness".

The study sought to examine the relative importance of four managerial skill dimensions (technical skill, administrative skill, human skill, and citizenship behavior) for predicting managerial effectiveness. These dimensions were identified by Scullen et al. (2003). Also, the study aimed to explore whether the relative importance of these dimensions varies as a function of gender or organizational level. Data were collected from (733) managers working in the US, most of them work in the private sector. The study used moderated multiple regression and relative weight analysis to test the study's hypotheses. Managers' skill were judged by peers using a well-validated 360-degree assessment instrument. Simultaneously, managers' overall effectiveness was assessed by supervisors.

Results showed the following: first, all four of the managerial skill dimensions were significantly important predictors of managers' effectiveness. Second, administrative skills were most important overall. Third, human skills were significantly more important than technical skill and citizenship behavior. Fourth, gender was not a significant moderator of the skill-effectiveness relationship. Finally, the relationship between managerial skill and managerial effectiveness was moderated by organizational level.

3.4.3 (Hamlin et al., 2012):

"Towards a Universal Taxonomy of Perceived Managerial and Leadership Effectiveness: a Multiple Cross-case/Cross-nation Study of Effective and Ineffective Managerial Behavior".

The study aimed to investigate managers' perception of the behavioral determinants of managerial effectiveness across a sample of organizations, organizational sectors and nations. The empirical source of data used for the derived etic study were obtained from (14) emic studies conducted within Canada, Egypt, Germany, Mexico, Romania and the United Kingdom respectively, plus Wang's

(2011) equivalent replication study in China. The results of the study claimed that managers within different types of organizations, organizational sectors, and national contexts perceive the behavioral determinants of effective and ineffective managerial performance in much the same way. Further analysis led to the emergence of a "universalistic taxonomy of perceived managerial and leadership effectiveness" constructed of (8) effective and (6) ineffective generic behavioral criteria. According to the universalistic taxonomy, managers are perceived managerially effective when they: 1) plan ahead, organize, monitor, and proactively control performance, 2) support their staff actively, 3) delegate well and empower their staff, 4) show care and concern for other people, and 5) address the training and development needs of their staff.

Conversely, managers are likely to be perceived least effective when they: 1) pursue inappropriate autocratic approach, 2) conduct inconsiderate behavior, 3) active intimidating behavior, and 4) ignore problems and abdicate from responsibilities.

3.4.4 (Davoudi & Rahbar, 2012):

"Relationship Between Managers Skills and the Effectiveness of Intramural in Islamic Azad University in District 8-Tehran, Iran".

The study aimed to determine the relationship between three managers' skills (cognitive, technical, and human) with the effectiveness of intramural activities in Islamic Azad university. Descriptive analytical methods were utilized.. Survey data were collected from (26) managers from all intramural departments in academic year 2009-2010. Two questionnaires were specially designed for this study, one for management skills, and the other for effectiveness.

The results showed that increasing conceptual and human skills lead to effective intramural activities. And there is no significant relationship between managers' technical skills and the effectiveness of intramural activities. The study suggested managers to identify their work environment, the inter-relationships between various working elements, and set the priorities and have the remarkable conceptual skills.

3.4.5 (Islam & Zhang, 2012):

"Influence of Information Asymmetry, Culture and Religion on Managerial Effectiveness: Evidence from Banks in Bangladesh".

The study aimed to examine the association between culture values, religion values, and managerial effectiveness of the Islamic and non-Islamic banks managers in Bangladesh. Samples were randomly selected from (250) bank managers in Bangladesh. Descriptive analytical methods were utilized. The study indicated that both cultural and religious values have significant positive relationship with managerial effectiveness. Results also indicated that religious values influence the relationship between internal contingency factors and managerial effectiveness.

3.4.6 (Patel, & Hamlin, 2012):

"Deducing a Taxonomy of Perceived Managerial and Leadership Effectiveness: a Comparative Study of Effective and Ineffective Managerial Behavior across Three EU Countries".

The study aimed to explore how managers perceive as effective and ineffective managerial behavior by conducting a multiple case cross-sector/cross-nation study carried out within three EU countries (Germany, UK, Romania) across the two organizational sectors (public and private sectors). The study adopted "empirical generalization replication", and derived etic approach based on "replication logic" and "multiple cross-case analysis". Further analysis led to the emergence of a behavioral taxonomy of perceived managerial and leadership effectiveness consisting of (10) effective and (9) ineffective behavioral criteria that are generalized across the two organizational sectors and three countries. The Effective behavioral criteria, as perceived by managers, are: supporting the staff, giving recognition and praise, delegating staff, being responsive and sensitive, fighting for the interests of staff, developing relationships with others, involving staff in decision-making, planning effectively, etc. The ineffective criteria are: showing lack of care and concern for staff, making decisions without involving staff, acting in unfair and inconsistent way, engaging in activities that undermine staff, showing lack of ownership and accountability, hiding important information from staff, etc. Lastly, the study found that managers in British and Romanian public-sector hospitals, and in British and

German private-sector companies, perceive effective and ineffective managerial behavior in much the same way.

3.4.7 (Rana et al., 2011):

"Effect of Justice Perception on Managerial Effectiveness".

The study attempted to examine the effect of organizational justice on managerial effectiveness. The study examined the effect of the distributive justice, procedural justice, and interactional justice on managerial effectiveness. The sample consisted of 200 respondents working in different organizations. Stepwise multiple regression analysis is used to find out the results. The study used several scales to measure the managerial effectiveness and the dimensions of organizational justice. Managerial effectiveness of managers was measured by the managerial effectiveness scale which developed by Gupta (1996). Otherwise, distributive justice was measured with the 5-item scale index, developed by Price and Muller (1986). While perceptions of procedural justice were measured by using a 15-item scale developed by Niehoff and Moorman (1993). Perception of interactional justice was measured by using a 9-item scale developed by Moorman (1991). The findings from the study indicated that all the dimensions of organizational justice are significantly positively correlated with managerial effectiveness. Moreover, all the dimensions of organizational justice are significant predictors of managerial effectiveness. Finally, results found that distributive, procedural and interactional justices are the three key elements for improving manager's effectiveness at workplace.

3.4.8 (Singh, 2011):

"HRD Practices & Managerial Effectiveness: Role of Organization Culture".

The study aimed to understand the effect of human resources development (HRD) practices and organizational culture on managerial effectiveness. HRD practices included in the study are: planning, recruitment, selection, performance evaluation, training and development, career management, and rewards. While, culture is presented by: self-realization, status enhancement, sophistic values, and socio economic support. The sample consisted of (214) managers from public and private sector organizations in India. A questionnaire consists of (121) items was used. The

study revealed that the HRD practices and organizational culture were strong predictors of managerial effectiveness both in private sector and public sector organizations. Furthermore, Career management and self-realization were found to be most significant predictors of managerial effectiveness both in public and private sector organizations. The study indicated that HRD practices along with organization culture play a significant role and do affect the Managerial effectiveness of the organization.

3.4.9 (Bamel et al., 2011):

"Managerial Effectiveness in Indian Organizations: Reexamining an Instrument in an Indian Context".

The purpose of this study was to understand the managerial effectiveness perception of executives in Indian organizations by reexamine a western instrument, developed by Mott in 1971 in an Indian context. Mott grouped eight items in three factors (productivity, adaptability, and flexibility). Productivity includes three items (production output, optimum utilization of resources, and adoption of new method of production). Adaptability includes three items (quality, problem anticipation, and acceptance of changes). Flexibility includes two items (adjustment to the new situations, and copes with emergencies readily and successfully). The study targeted all levels of managers (senior, middle, and junior level) in large public and private sector companies in India. A total of 207 responses was collected from Indian organizations. A self-administered questionnaire was employed.

Results revealed that Indian managers perceive effectiveness as a function of productivity, adaptability, and flexibility. Indian Managers perceived productivity as the most important constituent of effectiveness, followed by adaptability, and flexibility. The study showed that these three dimensions alone cannot sufficiently explain the nature of managerial effectiveness as there are so many parameters available in the literature that can be considered.

3.4.10 (Hamlin et al., 2011):

"Perceived Managerial and Leadership Effectiveness in a Non-profit Organization: an Exploratory and Cross-sector Comparative Study"

The study aimed to investigate the managerial effectiveness as perceived senior management levels within a UK third sector (non-profit) organization. Consequently, researchers also compared the results with equivalent studies in the UK public and private sector organizations. Data were collected from a sample of senior and middle-level managers of the collaborating registered charity. The researchers adopted a realist (post-positivist) paradigmatic stance and used sang and Kwan's notion of "empirical generalization replication" and Berry's "derived etic" approach to applied research. The study was conducted in two stages. The study identified (42) indicators of an effective manager, and (34) indicators of an ineffective manager. A manager is perceived effective when he/she cares for others, interests with others, recognizes good performance, involves others in decision making, chooses the right people to the right position, acknowledges achievements, interacts with others, provides teams with information, does not delay tasks, respects values, performs what he promises, expresses clearly, supports team members, encourages participation, solves problems positively, induces thinking, creates a vision of the bigger picture, identifies priorities and tasks, manage meetings effectively, listens to customers complaints and staff issues, directs others kindly, and builds strong relationships with customers and staff. The study also revealed that the perceptions of effective and ineffective senior management in a UK third (non-profit) sector-registered charity are much the same as have been found in UK public and private sector organizations. Specifically (69.7%) of the behavioral statements were either the same or similar.

3.4.11 (Wang, 2011):

"Understanding Managerial Effectiveness: a Chinese Perspective"

This study aimed to examine the effective managerial behavior of Chinese managers as perceived by their superiors, subordinates, and peers. An explorative qualitative design was adopted. Data were collected from (35) managers of one large state-owned telecommunication company in China. Results of the analysis lead to the emergence of (31) positive and negative themes (behavioral statements of managerial

effectiveness). The study revealed that a Chinese manager is characterized effective when he/she: 1) cares about employees, 2) leads by example 3) does not act selfishly, 4) is accountable for mistakes, 5) focuses on performance instead of personal relationship, 6) involves employees in decision making, 7) keeps open communication with employees, 8) treats employees fairly and equally, 9) provides job coaching to employees, and 10) empowers and delegates employees.

The study also revealed the following: 1) paternalistic and transformational leadership are perceived as effective approaches to manage people in china, 2) western managerial values appear to have a stronger impact on Chinese managerial behaviors than traditional Chinese values, and 3) effective Chinese managers are challenged to assume a set of roles different from their traditional responsibilities.

3.4.12 (Wziętek-Staśko, 2010):

Manager's Motivation as a Way to Motivate Employees

The study aimed to identify what motivators are mostly important for managers in Poland according to different factors, such as: gender, age, level of education, and experience. The study was carried out on (60) manager including (30) women, and (30) men of different age, level of education and experience. A self-administered questionnaire was employed.

Results showed that most important motivational factors for women managers were: 1) stability, 2) satisfactory salary, and 3) good relations with co-workers. While the most important factors for men managers were: 1) satisfactory salary, 2) bonuses, 3) searching for challenges, and 4) possibility of conscious carrier building. However, the most important factor motivating the youngest managers was stability. Managers at the age between 41 and 60 mostly appreciated satisfactory salary and stability. Consequently, the most important motivational factors for of managers with higher education were: satisfactory salary and stability. At highest level management, the most important factors were: 1) satisfactory salary, 2) stability, 3) certainty of employment, and 4) being successful, meeting defined targets. At medium level management managers preferred: 1) satisfactory salary, 2) stability, and 3) good relations with co-workers. Managers of the lowest level appreciated: 1) satisfactory salary, 2) bonuses, rewards, 3) stability, and 4) possessed authority, respect among employees. Managers with experience under 5 years considered the following factors

as most important: 1) satisfactory salary, 2) bonuses, awards, 3) possessed authority, and 4) stability. The most important factors pointed by managers with over 15 years of experience were 1) satisfactory salary, 2) stability, and 3) bonuses and rewards.

3.4.13 (Bao, 2009):

"Comparison of Public and Private Sector Managerial Effectiveness in China: A Three-parameter Approach".

This study aimed to explore the similarities and differences regarding managerial effectiveness between public- and private-sector organizations based on the parameters developed by Analoui by investigating the dimensions of motivation, constraints and opportunities. Data were collected through survey and semi-structured interviews targeting senior managers in four multinational corporations' Chinese subsidiaries. A total of (70) senior managers in these four companies were included in the survey. The study found that, firstly, the main motivational factors for managers in the private sector are: remuneration, recognition from superiors, job satisfaction, and training. While the main motivators for managers in the private sector are: good teamwork, achieving set goals, promotion, and training. Second, the main constraints confronted by managers in the public sector are: lack of time, work overload, inappropriate resources, poor remuneration, lack of funding, and shortage of appropriate staff. While, lack of teamwork, ineffective leadership, lack of relevant people skills, lack of resources, lack of communication, and shortage of appropriate staff are indicated to be the main constraints faced by managers in the private sector. Last, the key opportunities to develop the effectiveness of public sector managers are: setting of realistic targets, training, necessary resources, appropriate staff, teamwork, and better remuneration. While the key opportunities for managers in the private sector are: teamwork, effective communication, necessary resources, training, motivation, and appropriate staff. The study recommended to address the financial consideration for the public sector because it is obviously appeared as a limiting factor in the public sector.

3.4.14 (Rastogi & Dave, 2004):

"Managerial Effectiveness: a Function of Personality Type and Organizational Components".

This study attempted to study the relationship between managerial effectiveness and both personality type and position of top and lower level managers in production and marketing departments. A sample of 80 managers from various private sector organizations in northern India were selected for this study. A total of 170 questionnaires were distributed. Managerial Effectiveness was measured by "Managerial Effectiveness Questionnaire" developed by Gupta in 1996. Further, personality type was classified in terms of (Type A and Type B) according to Bortner (1985). The results indicated that management position and personality type are associated with self-perceived managerial effectiveness. Furthermore, top-level managers and Type B managers have been found higher on managerial effectiveness as compared to lower level managers and Type A managers.

3.4.15 (Analoui, 1999):

"Eight Parameters of Managerial Effectiveness: a Study of Senior Managers in Ghana".

The study aimed to identify the behavioral variables which necessary to determine the managerial effectiveness of senior managers in the public sector, and was carried out in the Ministry of Environment and Science and Technology in Ghana, The study has utilized a combination of qualitative and quantitative methodologies, he developed a questionnaire and conducted semi-structured interviews. A total of (129) of the senior managers and executives of the entire Ministry were included in the survey. Nearly (30%) of the respondents were executive directors, directors, assistant directors, and heads of departments. The results pointed to the presence of factors which constitute "parameters" of effectiveness namely: the senior managers' perception, skills and knowledge, organizational criteria for effectiveness, motivation for effectiveness, constraints and difficulties, choices and opportunities, inter-organizational relationships, and finally, dominant managerial philosophy. The study concluded that a better understanding of managerial effectiveness requires attention to the senior managers' choice and meaningful actions within an open system context.

3.5 Comments on the Previous Studies:

This research has reviewed twenty two studies; three local studies, four Arabic studies, and sixteen foreign studies. These studies covered the issue of managerial effectiveness from different perspectives and approaches. Fourteen studies were conducted in a period from 2010 to 2013, seven studies were conducted between 2004 and 2009, and only one study was conducted before 2000s.

These studies have been carried out in different countries such as: UK, China, US, Germany, Romania, India, Bangladesh, Iran, Canada, Egypt, Mexico, Ghana, Oman, Poland, Palestine, and Saudi Arabia. Some of them focused on public sector, and the others focused on private sector. Some studies aimed to explore the similarities and differences regarding managerial effectiveness between public- and private-sector organizations (Bao, 2009; Abdul-Azeem and Fatima, 2012).

One study explored Analoui's model itself (Analoui, 1999). Two studies were based on Analoui's model to investigate the effectiveness of managers in public sector (Bao, 2009; Analoui et al., 2010) and proved that Analoui's model is applicable to the public sector in Oman and China.

Some studies aimed to explore the perception of managers towards managerial effectiveness (Patel, 2012; Bamel et al., 2011; Hamlin et al., 2011; Hamlin et al., 2012). Other studies sought to assess the effectiveness of managers (Alkahtany, 2006; Sarhan and Alshanti, 2007; Abu-Haseera, 2008; Abu-Sharikh, 2009; Houriah, 2013). While other studies aimed to specify the determinant factors of managerial effectiveness (Analoui, 1999, Analoui et al., 2010; Abdul-Azeem and Fatima, 2012; Wang, 2011).

Some studies concerned the effect of justice perception (Rana et al., 2011), organization culture (Singh, 2011), culture and religion values (Islam and Zhang, 2012), motivation (Wziątek-Staško, 2010) on Managerial Effectiveness. While other studies attempted to study relationship between managerial effectiveness and both personality type and position (Rastogi and Dave, 2004).

The majority of the studies used the descriptive analysis methods, and most of them used the questionnaire. Moreover, all the previous studies have targeted the managers.

The previous studies helped the researcher in building the general framework and literature review of the research, designing the questionnaire, and analyzing the results of the research.

All the previous studies are in agreement with this research on the importance of the managerial effectiveness, and that managerial effectiveness is affected by the organizational climate, culture, philosophy, and leadership style.

The main distinction of this research from other research is that it is conducted within the context of Police in Gaza Strip, this research has targeted the senior managers of Police, and it is -to the researcher's knowledge- is the first to discuss this issue in Gaza strip. This research provided conclusions and recommendations based on the findings of the research which might contribute to the development of the managerial effectiveness of the Police in Gaza Strip.

CHAPTER 4:

RESEARCH METHODOLOGY

4.1 Introduction:

This chapter describes the methodology that was used in this research to achieve the research objectives. It illustrates the adopted methodology to accomplish this research, including information about research design, research population, questionnaire design, pilot study, and the statistical analysis tool for the questionnaire.

4.2 Research Methodology

The research follows the analytical descriptive method, because it is suitable and widely used in analyzing such this topic.

4.2.1 Primary Data:

A structured questionnaire have been developed for this research to collect primary data to study and explore the managerial effectiveness of senior managers.

Research methodology depend on the analysis of data on the use of descriptive analysis, which depends on the poll and use the main program (SPSS).

4.2.2 Secondary data:

To introduce the theoretical literature of the research, the researcher has used books, periodicals, and articles related to the study. In addition, internet web sites and electronic links have been used.

4.3 Research Design:

Designing a research study involves the development of a plan that will guide and govern the data collection and its analyses .

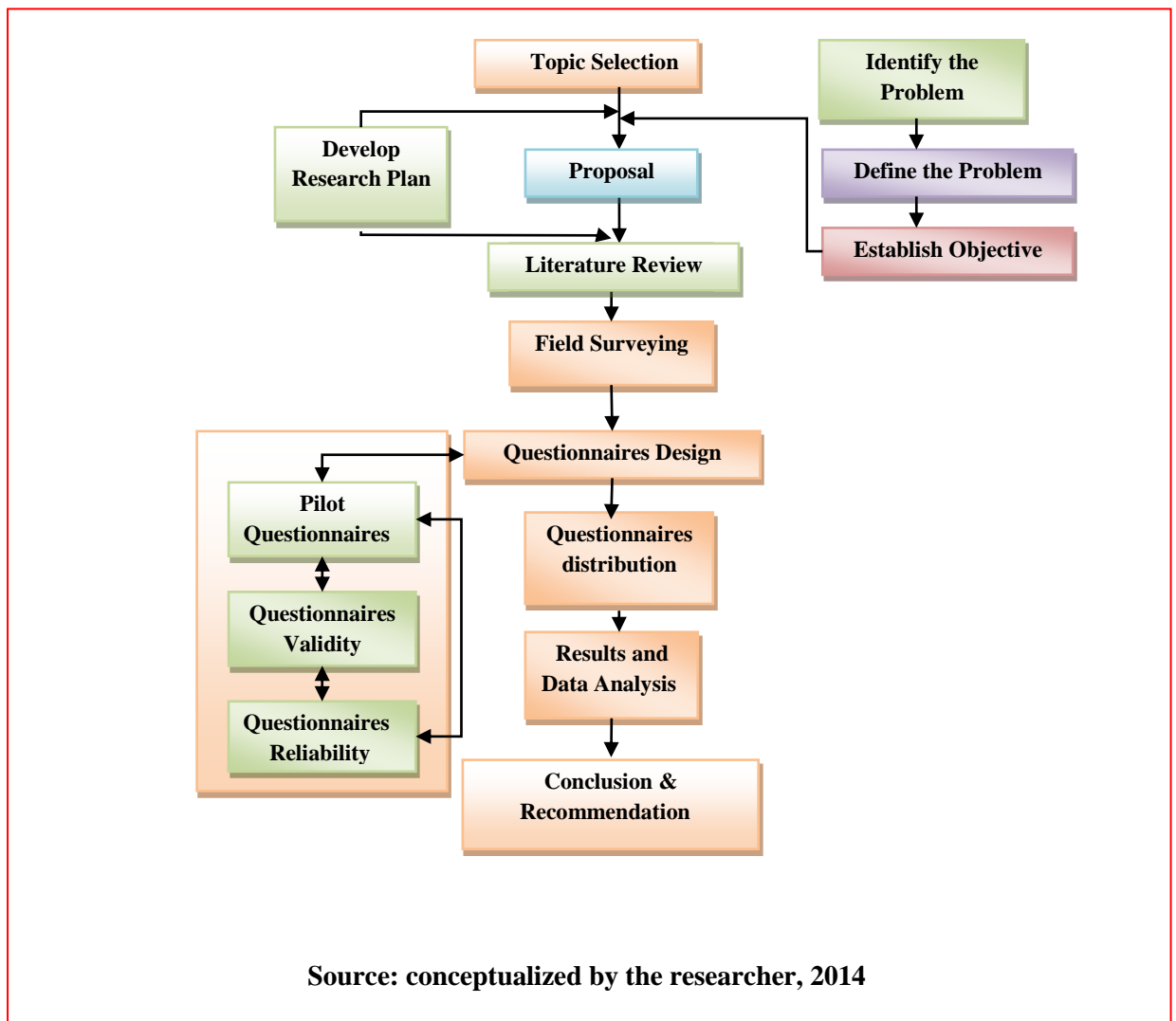
The following phases represent the steps of the research design:

1. The first phase of this dissertation was the proposal which included identifying and defining the problems and establishment objective of the research and development research plan.
2. The second phase of the research included a summary of the comprehensive literature review.
3. The third phase of the research included a field survey which was conducted with the senior managers of Police.
4. The fourth phase of the research focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study, The purpose of the

pilot study was to test and prove that the questionnaire questions are clear to be answered in a way that help to achieve the target of the study.

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

Figure 4.1 Flowchart of the methodology



4.4 Research Location

The research was conducted in Gaza Strip, Palestine, and targeted the senior managers of Police in Gaza Strip.

4.5 Research Period:

The literature review was completed on the end of November 2013. Questionnaire design, pilot study, questionnaire distribution and data collection completed on the end of December 2013. The analysis and results were completed on January 2014.

4.6 Population and Sample Size:

The research population consists of all senior managers of Police in Gaza Strip, they are about (249) managers with the following job titles:

- Administration managers.
- Administration vice managers.
- Department managers.

The sample of the research consisted of randomly selected (200) senior managers of Police in Gaza Strip. A total of (200) questionnaire were distributed. Specifically (164) questionnaires were received, the response rate was (82%). See table (4.1).

Table 4.1: classification of sample size.

Position	Number	Number of distributed questionnaires	Number of respondents	Response Rate
Administration manager	36	36	25	69.4%
Administration vice manager	24	24	21	87.5%
Department manager	189	140	118	84.3%
Total	249	200	164	82%

All members of the targeted sample are holding executive and highly senior positions. For example, "Administration manager" is the first level in the hierarchy, the holder of this position is responsible for managing his administration which consists of many departments or units. While "Department manager" is the second level in the hierarchy, the department consists of many divisions. Sometimes, the "Administration vice manager" holds a department, and sometimes doesn't.

4.7 Questionnaire Design and Contents:

A survey questionnaire was designed to collect the research's primary data. The questionnaire included close-ended questions to facilitate the data collection process.

The questionnaire was designed based on the research questions, objectives, hypotheses, variable, the literature review, and Analoui's model. Drafts and ideas were prepared to be discussed with the supervisor for his advice. The questions were formulated in a way that introduces the concept to participants simply and smoothly in order to gain the needed responses to answer the main research questions and to achieve the research objectives.

First copy of the questionnaire was designed in Arabic language (appendix B), and distributed to the targeted sample and collected again for analysis. After that the researcher translated the questionnaire to English (appendix C). The questionnaire was distributed with a covering letter explaining the purpose of the research, the way of responding, the aim of the research and the security of the information in order to gain high response rate.

questionnaire composed of two main parts to accomplish the aim of the research, as follows:

1. The first part includes the general information about the population and contains (5) questions.
2. The second part includes eight main fields as follows:
 - a. Field one: It concerns with the perception senior managers' of their own effectiveness, it includes (10) questions.
 - b. Field two: It concerns with the managerial skills needed by managers, it includes (10) questions.
 - c. Field three: It focuses on the adopted organizational criteria for effectiveness within Police context, it includes (8) questions.
 - d. Field four: It focuses on what motivate managers at work, it includes (8) questions.
 - e. Field five: It concerns with the constraints managers face at work, it includes (11) questions.
 - f. Field six: It concerns with the available opportunities for managers to develop their effectiveness, it includes (7) questions.
 - g. Field seven: It concerns with the Nature of inter- and intra-organizational relationships within police context, it includes (4) questions.
 - h. Field eight: It concerns with the Dominant managerial philosophy, it includes (9) questions.

4.8 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method /s that can be applied and not others. In this research, numerical scale 1-10 is used, where "1" indicates a weak answer while "10" indicates a strong answer.

4.9 Pilot Study

A pilot study for the questionnaire was conducted before collecting the results of the sample. Thirty (30) questionnaires was distributed on a random sample from the study population. It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents. Frankly, the questionnaire was appropriate to collect data, so that the Thirty (30) questionnaires which have been used as a pilot study were added to the remained questionnaires.

4.10 Arbitration From Experts:

The questionnaire was evaluated by 14 experts including Farhard Analoui, the author of the applied model in this research. They also include three experts from the Ministry of Interior. The final copy of the questionnaire was modified according to the experts' recommendations (see Appendix D).

4.11 Test of Normality for Each Field:

Table (4.2) shows the results for Kolmogorov-Smirnov test of normality. From Table (4.2) the p-value for each field is greater than 0.05 level of significance, then the distribution for each field is normally distributed. Consequently, Parametric tests will be used to perform the statistical data analysis.

Table 4.2: Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Perception senior managers' of their own effectiveness	0.763	0.605
Managerial skills	0.655	0.785
Organizational criteria for effectiveness	1.140	0.148
Motivation at work	0.566	0.906
The degree of demands and constraints	0.881	0.420
Presence of "choices" and "opportunities" for effectiveness	0.541	0.932
Nature of inter- and intra-organizational relationships	0.794	0.554
Dominant managerial philosophy	0.634	0.816
All paragraphs of the questionnaire	0.830	0.496

4.12 Statistical analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 20). The researcher would utilize the following statistical tools:

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson correlation coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Parametric Tests (One-sample T test and Analysis of Variance).

T-test is used to determine if the mean of a statement is significantly different from a hypothesized value 6 (Approximately the middle value of numerical scale 1-10). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a statement is significantly different from a hypothesized value 6. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 6. On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a statement is insignificantly different from a hypothesized value 6.

The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward the managerial effectiveness due to (Position, Rank, Age, Work experience and Qualification).

4.13 Validity of Questionnaire

refers to the extent to which an empirical measure adequately reflects the concept it is intended to measure (Babbie, 2010). Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

4.13.1 Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measuring the correlation coefficients between each paragraph in one field and the whole field.

Table (4.3) clarifies the correlation coefficient for each paragraph of the " Perception senior managers' of their own effectiveness " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.3: Correlation coefficient of each paragraph of " Perception senior managers' of their own effectiveness " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Being a good listener	.736	0.000*
2.	Being responsible, conscientious and focused	.455	0.010*
3.	Being able to solve problems and make decision.	.798	0.000*
4.	Inspire people to perform beyond their contractual responsibilities.	.736	0.000*
5.	Being a good motivator.	.681	0.000*
6.	Have the ability to supervise/lead others.	.653	0.000*
7.	Allocate resources efficiently.	.750	0.000*
8.	Have the ability to organize and achieve tasks within time limit	.754	0.000*
9.	Encouraging teamwork/participation at work.	.539	0.002*
10.	Plan work, schedule, organize, execute to perfection.	.758	0.000*

* Correlation is significant at the 0.05 level

Table (4.4) clarifies the correlation coefficient for each paragraph of the " Managerial skills " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.4: Correlation coefficient of each paragraph of " Managerial skills " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Good planning skills	.780	0.000*
2.	Effective communication	.764	0.000*
3.	Good human relations skills	.750	0.000*
4.	Supervisory skills	.813	0.000*
5.	Delegation	.538	0.002*
6.	Time management	.853	0.000*
7.	Teamwork/participation.	.657	0.000*
8.	Ability to motivate others.	.815	0.000*
9.	Analytical skills	.893	0.000*
10.	Leadership skills	.817	0.000*

* Correlation is significant at the 0.05 level

Table (4.5) clarifies the correlation coefficient for each paragraph of the " Organizational criteria for effectiveness " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.5 : Correlation coefficient of each paragraph of " Organizational criteria for effectiveness " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Increased productivity	.902	0.000*
2.	Meeting targets and goals	.844	0.000*
3.	Being self-motivated	.932	0.000*
4.	Time management	.957	0.000*
5.	Employee satisfaction.	.893	0.000*
6.	Good achievement	.922	0.000*
7.	Self-discipline	.724	0.000*
8.	Respect for staff, appreciate, promote, and look after the staff.	.811	0.000*

* Correlation is significant at the 0.05 level

Table (4.6) clarifies the correlation coefficient for each paragraph of the " Motivation at work " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.6 : Correlation coefficient of each paragraph of " Motivation at work " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Recognition from superiors	.829	0.000*
2.	Job satisfaction	.846	0.000*
3.	Training	.625	0.000*
4.	Provision of resources	.622	0.000*
5.	Promotion	.582	0.001*
6.	Good teamwork	.724	0.000*
7.	Contribution to the development of the community.	.757	0.000*
8.	Achieving set goals	.521	0.003*

* Correlation is significant at the 0.05 level

Table (4.7) clarifies the correlation coefficient for each paragraph of the " The degree of demands and constraints " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.7 : Correlation coefficient of each paragraph of " The degree of demands and constraints " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Lack of communication	.744	0.000*
2.	Shortage of appropriate staff	.782	0.000*
3.	Unrealistic targets	.452	0.010*
4.	Lack of motivation	.766	0.000*
5.	Lack of teamwork	.758	0.000*
6.	Lack of resources	.777	0.000*
7.	Lack of funding	.696	0.000*
8.	Inappropriate training	.677	0.000*
9.	Poor remuneration	.680	0.000*
10.	Ineffective leadership	.743	0.000*
11.	Inadequate data/information flow	.768	0.000*

* Correlation is significant at the 0.05 level

Table (4.8) clarifies the correlation coefficient for each paragraph of the "Presence of "choices" and "opportunities" for effectiveness " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.8: Correlation coefficient of each paragraph of " Presence of "choices" and "opportunities" for effectiveness " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Training	.696	0.000*
2.	Effective communication	.824	0.000*
3.	Teamwork /co-operation	.692	0.000*
4.	Necessary resources/equipments.	.860	0.000*
5.	More appropriate staff	.791	0.000*
6.	Better remuneration	.765	0.000*
7.	Visit other establishments to	.740	0.000*

* Correlation is significant at the 0.05 level

Table (4.9) clarifies the correlation coefficient for each paragraph of the " Nature of inter- and intra-organizational relationships " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.9: Correlation coefficient of each paragraph of " Nature of inter- and intra-organizational relationships " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I believe that my effectiveness is influenced by the overall effectiveness of my organization.	.723	0.000*
2.	I believe that my effectiveness influenced by the degree of intra-connection with other administrations and departments in my organization.	.838	0.000*
3.	I believe that my effectiveness influenced by my organization's degree of connection with other organizations nationally and internationally.	.928	0.000*
4.	I believe that my effectiveness is influenced by my relationship with others outside my organization.	.863	0.000*

* Correlation is significant at the 0.05 level

Table (4.10) clarifies the correlation coefficient for each paragraph of the "Dominant managerial philosophy" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table 4.10 : Correlation coefficient of each paragraph of " Dominant managerial philosophy " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Centralization of authority and decision making.	.713	0.000*
2.	The adopted leadership style.	.814	0.000*
3.	Adherence to delegation.	.639	0.000*
4.	Promotion on the basis of merit and qualification.	.692	0.000*
5.	Prevailing of trust between the subordinate and the superior.	.464	0.008*
6.	Absence of favoritism and victimization.	.783	0.000*
7.	Belief in the importance of training	.697	0.000*
8.	Commitment to the principles of integrity, transparency, justice, and equity.	.847	0.000*
9.	Adoption of the principle of quality management.	.798	0.000*

* Correlation is significant at the 0.05 level

4.13.2 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 field and all the fields of the questionnaire that have the same level of liker scale.

Table (4.11) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the research.

Table 4.11: Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Perception senior managers' of their own effectiveness	.829	0.000*
2.	Managerial skills	.805	0.000*
3.	Organizational criteria for effectiveness	.385	0.049*
4.	Motivation at work	.509	0.004*
5.	The degree of demands and constraints	.840	0.000*
6.	Presence of "choices" and "opportunities" for effectiveness	.845	0.000*
7.	Nature of inter- and intra-organizational relationships	.594	0.001*
8.	Dominant managerial philosophy	.759	0.000*

* Correlation is significant at the 0.05 level

4.14 Reliability of the Research

The reliability of an instrument is a matter of whether a particular technique, applied repeatedly to the same object, yields the same result each time (Babbie, 2010). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit and Hunger, 1985).

4.15 Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.12) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.848 and 0.955. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.954 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table 4.12: Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Perception senior managers' of their own effectiveness	0.874
2.	Managerial skills	0.913
3.	Organizational criteria for effectiveness	0.955
4.	Motivation at work	0.848
5.	The degree of demands and constraints	0.899
6.	Presence of "choices" and "opportunities" for effectiveness	0.879
7.	Nature of inter- and intra-organizational relationships	0.853
8.	Dominant managerial philosophy	0.883
	All paragraphs of the questionnaire	0.954

Finally, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

CHAPTER 5:

DATA ANALYSIS AND DISCUSSION

5.1 Introduction:

The aim of this chapter is to analyze the empirical data which was collected through the questionnaire in order to provide a real picture about the managerial effectiveness of senior managers of Police in Gaza Strip. This chapter presents the results, interpretations, and discussions of the study outcomes.

5.2 Personal data

5.2.1 Position

Table 5.1: Position

Position	Frequency	Percent
Administration manager	25	15.2
Administration vice manager	21	12.8
Department manager	118	72.0
Total	164	100.0

The research mainly targeted the senior managers of Police, the researcher has selected the top three job titles within Police context. Results show that the number of police managers increases in each category as the organizational level decreases and that is a natural phenomenon within any organization's hierarchy. It is noticed that the percentage of Administration vice managers is less than the percentage of Administration manager on the contrary to what has been assumed and that is because nearly one third of the administrations within the Police context in Gaza Strip have no vice managers.

5.2.2 Rank

Table 5.2: Rank

Rank	Frequency	Percent
Colonel	17	10.4
Lieutenant colonel	20	12.2
Major	64	39.0
Captain	63	38.4
Total	164	100.0

The number of Police managers in each category increases as the military rank decreases similar to any organization's hierarchy. These military ranks are equivalent to the top three positions within police context in Gaza Strip. Being an "Administration manager" requires having a rank of Lieutenant Colonel or higher. Likewise, having a position of "Department manager" requires a rank not less than Captain. It is recognized that the precedence of leading is given to whom hold the higher military rank.

5.2.3 Age

Table 5.3: Age

Age	Frequency	Percent
30-< 35	63	38.4
35- < 40	41	25.0
40- < 45	33	20.1
45- < 50	22	13.4
50 years and more	5	3.0
Total	164	100.0

It is noticed that the majority of the respondents are young. Approximately, (63.4%) of the respondents have ages less than 40 years, and only (3%) have ages 50 years and more. That is because most members of the Police Force joined the Police after the control of Hamas on Gaza Strip and the abstain of regular Police Force from work by order of the Palestinian President in 2007. Those members had been chosen from the youth category and they are the most suitable for the Police work.

5.2.4 Work experience

Table 5.4:Work experience

Work experience	Frequency	Percent
<5 years	9	5.5
5- <10	95	57.9
10- <15	34	20.7
15 years and more	26	15.9
Total	164	100.0

It is clear that 84.1% of the respondents have experience less than 15 years, and only 15.9% have experience "15 years and more ". Furthermore, most of the respondents don't have much experience. That is because most members of the Police

Force joined the Police after the control of Hamas on Gaza Strip in 2007 as mentioned above. As for those managers who have years of experience of 15 years and more, they are members of the old Police Force, they had not leave their work and continued working with Hamas's Government.

A small percentage of the respondents having experience less than five years because there is little opportunity for them to lead due to their little experience.

5.2.5 Qualification

Table 5.5: Qualification

Qualification	Frequency	Percent
General Secondary School Certificate	9	5.5
Diploma	7	4.3
Bachelor	127	77.4
Master	21	12.8
PhD	-	-
Total	164	100.0

It is noticed that 90.2% of the respondents hold Bachelor's degrees or higher. This indicates that most of the respondents are well educated, whereas being a senior manager of Police necessitates being well educated.

There is a high percentage of Master degree holders, which reflects the extent of managers' interest in developing their knowledge and performance. Simultaneously, none of the respondents have PhD because none of the local universities grant it, and therefore, it requires travelling abroad which is very difficult due to the high expenses and the imposed siege on Gaza Strip.

Few of the respondents have only General Secondary School Certificate. Most of them were detainees and did not get the chance to complete their education. They were employed within the Police Force because of their high security expertise.

5.3 Research Hypothesis:

1. There is a statically significant effect of senior managers' perception of their effectiveness on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.

Table (5.6) shows the following results:

- The mean of paragraph #2 “Being responsible, conscientious and focused” equals 9.01 (90.12%), Test-value = 26.40, 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 can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #4 “Inspire people to perform beyond their contractual responsibilities” equals 8.37 (83.66%), Test-value = 20.27, 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 can be concluded that the respondents agreed to this paragraph.

Table 5.6: Means and Test values for “Perception senior managers’ of their own effectiveness”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Being a good listener	8.60	85.98	23.99	0.000*	3
2.	Being responsible, conscientious and focused	9.01	90.12	26.40	0.000*	1
3.	Being able to solve problems and make decision.	8.53	85.30	23.54	0.000*	5
4.	Inspire people to perform beyond their contractual responsibilities.	8.37	83.66	20.27	0.000*	10
5.	Being a good motivator.	8.38	83.84	21.30	0.000*	9
6.	Have the ability to supervise/lead others.	8.72	87.20	22.31	0.000*	2
7.	Allocate resources efficiently.	8.49	84.94	21.95	0.000*	6
8.	Have the ability to organize and achieve tasks within time limit	8.57	85.67	25.53	0.000*	4
9.	Encouraging teamwork/participation at work.	8.45	84.45	22.91	0.000*	7
10.	Plan work, schedule, organize, execute to perfection.	8.39	83.90	19.18	0.000*	8
	All paragraphs of the field	8.55	85.51	30.31	0.000*	

* The mean is significantly different from 6

- The mean of the field **“Perception senior managers’ of their own effectiveness”** equals 8.55 (85.51%), Test-value = 30.31, 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 can be concluded that the respondents agreed to the field of **“Perception senior managers’ of their own effectiveness ”**.

Senior managers were asked to describe how they perceive an effective manager, and to determine what characteristics and qualities they think an effective manager should possess. It is obviously clear that the managers have a clear vision of the concept of managerial effectiveness, that is due to their interest in accomplishing their work effectively. They know that effectiveness means achieving organization's goal and they perceive that an effective manager should be responsible, conscientious and focused, that is because senior managers of police possess a great responsibility requiring continuous efforts to develop, and inspire others to work to their greatest potential toward preventing crime, protecting life and property, and ensuring professional and satisfactory service to the public. Furthermore, they perceive that an effective manager should: have the ability to lead others towards achieving organization's goals, be a good listener to others and gives feedback, have the ability to organize and achieve tasks within time limit, and able to solve problems and make decision.

Based on the answers of the participants, it can be stated that the senior managers of Police recognized and agreed that their perception of their own effectiveness is a significant factor of managerial effectiveness. That is because Peoples' actions interpret their perception, and the perceptions of leaders and managers affect the climate and working environment and therefore affect performance.

The results agreed with Analoui (1999) who argued that the perception of the managers of their own effectiveness is related to the skills and abilities of the effective manager. In addition, the results also agreed with Analoui et al. (2010) who stated that the awareness of senior managers has become increasingly significant because of its role in improving their own managerial effectiveness.

2. There is a statically significant effect of managerial skills on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.

Table (5.7) shows the following results:

- The mean of paragraph #10 “Leadership skills” equals 8.53 (85.30%), Test-value = 24.18 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 paragraph is significantly greater than the hypothesized value 6 . It can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #5 “Delegation” equals 8.10 (80.98%), Test-value = 19.04, 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 can be concluded that the respondents agreed to this paragraph.

Table 5.7: Means and Test values for “Managerial skills”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Good planning skills	8.39	83.90	25.49	0.000*	5
2.	Effective communication	8.43	84.33	22.66	0.000*	3
3.	Good human relations skills	8.25	82.50	23.32	0.000*	7
4.	Supervisory skills	8.49	84.88	28.98	0.000*	2
5.	Delegation	8.10	80.98	19.04	0.000*	10
6.	Time management	8.42	84.21	22.06	0.000*	4
7.	Teamwork/participation.	8.38	83.84	23.02	0.000*	6
8.	Ability to motivate others.	8.15	81.46	18.80	0.000*	9
9.	Analytical skills	8.22	82.20	17.75	0.000*	8
10.	Leadership skills	8.53	85.30	24.18	0.000*	1
	All paragraphs of the field	8.34	83.36	30.55	0.000*	

* The mean is significantly different from 6

- The mean of the field “**Managerial skills**” equals 8.34 (83.36%), Test-value = 30.55, 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 can be concluded that the respondents agreed to field of **“Managerial skills ”**.

The results show that the senior managers of Police considered the importance of the managerial skills to ensure their effectiveness, and agreed that leadership skills, supervisory skills, communication skills, time management, and planning skills are the most important skills needed by managers to perform their task effectively.

Police managers like other managers need these managerial skills to adequately perform their tasks. But the answers of the participants identified leadership skills as the most skills required for them, that is because leadership means, for them, more than engaging themselves in the various managerial functions, it also means giving complete attention and effort towards the important public issues such as preventing crime, gun control, the drug problem, and the role of the police in the society. Leaders are required to develop, train, motivate, and inspire employees to perform beyond their contractual responsibilities towards providing good services to the community and managing the relationship between the police and the community.

In this regard, the organizational nature of Police which is controlled by military discipline where the leader have more control on his follower who are imposed to obey the leader without discussion. That necessitate that Police senior managers should possess leadership skills to drive the organization towards its objectives.

It can be stated that the senior managers of Police are greatly aware of the need and necessity of the managerial skills which enable them to perform their tasks effectively. Furthermore, they agreed that managerial skills are considered a significant parameter of managerial effectiveness.

The results agreed with Wang (2011) who claimed that managers are considered effective when they: empowers and delegates employees, treats employees fairly and equally, keeps open communication with employees, leads by example, and cares about employees.

The results in terms of the important of leadership skills are consistent with the results of Abdul–Azeem and Fatima (2012) who argued that the first important factor that influence the managerial effectiveness in public sector is leadership skills.

3. There is a statically significant effect of organizational criteria for effectiveness on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.

Table (5.8) shows the following results:

- The mean of paragraph #8 “Respect for staff, appreciate, promote, and look after the staff” equals 8.53 (85.30%), Test-value = 21.14, 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 can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #5 “Employee satisfaction” equals 7.59 (75.85%), Test-value = 11.93, 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 can be concluded that the respondents agreed to this paragraph.

Table 5.8: Means and Test values for “Organizational criteria for effectiveness”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Increased productivity	7.85	78.54	13.21	0.000*	7
2.	Meeting targets and goals	8.16	81.65	17.82	0.000*	3
3.	Being self-motivated	8.04	80.37	15.33	0.000*	6
4.	Time management	8.09	80.85	16.02	0.000*	5
5.	Employee satisfaction.	7.59	75.85	11.93	0.000*	8
6.	Good achievement	8.14	81.40	18.40	0.000*	4
7.	Self-discipline	8.41	84.15	20.26	0.000*	2
8.	Respect for staff, appreciate, promote, and look after the staff.	8.53	85.30	21.14	0.000*	1
	All paragraphs of the field	8.10	81.01	21.31	0.000*	

* The mean is significantly different from 6

- The mean of the field “**Organizational criteria for effectiveness**” equals 8.10 (81.01%), Test-value = 21.31, 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 can be concluded that the respondents agreed to field of "**Organizational criteria for effectiveness**".

The responses of the participants indicates that there are specific criteria for effectiveness within the context of Police in Gaza Strip. The most used criteria for effectiveness are: respect for staff, self-discipline, meeting targets and goals, good achievement, and time management.

Managers are expected, by a large degree, to respect for staff, appreciate, promote, and look after the staff because employees are more likely to be productive if they are satisfied in their jobs, and get the respect and recognition from superiors.

It could be argued that all managers were aware of what was expected from them, and they agreed that organizational criteria are considered a significant Parameter of managerial effectiveness.

The results agreed with Analoui et al. (2010) who revealed that the most important top five criteria for effectiveness, from an organization's point-of-view, were: increased productivity, competitively and self-motivation, time management, and achievement of targets and goals.

The results also agreed with Hamlin and Cooper (2004) who claimed that the applied criteria for effectiveness within the Birmingham Women's Healthcare Trust are: Respect for staff, Support and empower the staff and Exhibit strong skills in organizing and planning.

4. There is a statically significant effect of motivations on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.

Table (5.9) shows the following results:

- The mean of paragraph #1 "Recognition from superiors" equals 8.70 (87.01%), Test-value = 24.60, 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 can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #4 “Provision of resources” equals 8.07 (80.73%), Test-value = 14.79, 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 can be concluded that the respondents agreed to this paragraph.

- The mean of the field “**Motivation at work**” equals 8.43 (84.34%), Test-value = 32.08, 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 can be concluded that the respondents agreed to field of “**Motivation at work** ”.

Table 5.9: Means and Test values for “Motivation at work”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Recognition from superiors	8.70	87.01	24.60	0.000*	1
2.	Job satisfaction	8.62	86.22	25.41	0.000*	3
3.	Training	8.19	81.89	19.67	0.000*	7
4.	Provision of resources	8.07	80.73	14.79	0.000*	8
5.	Promotion	8.34	83.41	18.11	0.000*	5
6.	Good teamwork	8.34	83.41	22.76	0.000*	5
7.	Contribution to the development of the community.	8.54	85.37	28.17	0.000*	4
8.	Achieving set goals	8.66	86.65	24.96	0.000*	2
	All paragraphs of the field	8.43	84.34	32.08	0.000*	

* The mean is significantly different from 6

Based on the answers of the participants, it can be stated that the main motivating factors for senior managers towards managerial effectiveness are recognition from superiors, achieving set goals, job satisfaction, contribution to the development of the community, promotion, good teamwork, training, and provision of resources.

Senior managers of police are more motivated by Intrinsic motivation such as recognition from superiors, achieving set goals, contribution to the development of

the community, etc. because of the lack of remuneration within Police context in Gaza Strip.. The reward system within the Police context is completely absent because the current payroll is devoid of monetary motivation and bonuses. Intrinsic factors can motivate the senior managers of Police more than extrinsic factors because those senior managers possess a high degree of loyalty, conscience, commitment, and faithfulness. Those managers consider their work within the Police Force as a service to the government's Islamic project.

The results agreed with Lee and Wilkins (2011) who claimed that both public and nonprofit managers are more motivated by intrinsic factors, and less motivated by extrinsic factors.

The result partially disagreed with Bao (2009) and Analoi et al. (2010) who revealed that the first motivator for managers in the public sector is remuneration, but agreed with them in terms of the importance of recognition from superiors, job satisfaction, and training as main motivational factors.

The results partially agreed with Wziątek-Staśko (2010) who argued that meeting defined targets and being successful are most important motivational factors at highest management level, disagreed with it that Wziątek-Staśko argued that the most important motivational factors is satisfactory salary.

5. There is a statically significant effect of demands and constraints on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.

Table (5.10) shows the following results:

- The mean of paragraph #2 “Shortage of appropriate staff” equals 8.09 (80.91%), Test-value = 15.78, 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 can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #5 “Lack of teamwork” equals 7.16 (71.65%), Test-value = 6.97, 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 can be concluded that the respondents agreed to this paragraph.

- The mean of the field “The degree of demands and constraints” equals 7.65 (76.46%), Test-value = 13.95, 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 can be concluded that the respondents agreed to field of “The degree of demands and constraints ”.

Table 5.10: Means and Test values for “The degree of demands and constraints”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Lack of communication	7.66	76.59	10.36	0.000*	8
2.	Shortage of appropriate staff	8.09	80.91	15.78	0.000*	1
3.	Unrealistic targets	7.66	76.65	9.48	0.000*	6
4.	Lack of motivation	7.51	75.12	8.96	0.000*	9
5.	Lack of teamwork	7.16	71.65	6.97	0.000*	11
6.	Lack of resources	7.74	77.44	12.74	0.000*	2
7.	Lack of funding	7.72	77.20	12.00	0.000*	4
8.	Inappropriate training	7.45	74.45	9.49	0.000*	10
9.	Poor remuneration	7.71	77.13	11.66	0.000*	5
10.	Ineffective leadership	7.73	77.26	10.16	0.000*	3
11.	Inadequate data/information flow	7.66	76.65	10.31	0.000*	6
	All paragraphs of the field	7.65	76.46	13.95	0.000*	

* The mean is significantly different from 6

Results show that the main constraints facing senior managers within Police context are: shortage of appropriate staff, lack of resources, ineffective leadership, lack of funding, and poor remuneration.

It is obviously clear that the Police in Gaza Strip suffer from shortage of appropriate staff in terms of quantity and quality, that is due to several reasons, first, there is a large percent of Police officers have little experience, they joined the Police Force after the control of Hamas on Gaza Strip in 2007. Second, most of Police officers were not graduated in Police colleges, and there is no chance to join them into training courses abroad because of the siege. Last, there is a shortage of the number of

employees within Police context in Gaza Strip, since the of police to civilian ratio in Gaza Strip equals 1/208 (1 Police member per 208 citizens) which is considered inadequate (Azzam, 2013). Furthermore, it is difficult to employ new members because of the weak economy.

It is not surprising that the Police Force suffer from lack of resources and logistics because of siege, closure, weak economy, instable economic conditions, instable political conditions, successive crises, and continuous Israeli attacks. Frankly, salaries are not regularly paid because the Palestinian government in Gaza Strip find it difficult to pay the salaries because of the political boycott and siege.

Most Police stations have been targeted and destroyed by the Israeli Occupation Army during the Forqan war (2008-2009) and Hejarat-Elsejeel war (2012). That has hampered the work of the police.

But in spite of all these difficulties, the Police Force have succeeded in prevailing security. It is still doing its duties effectively and progressing rapidly towards perfection and high quality.

It can be argued that the senior managers of Police in Gaza Strip agreed that the demands and constraints significantly affect their effectiveness.

The results agreed with Bao (2009) who claimed that the main constraints that confront public sector managers are: inappropriate resources, poor remuneration, lack of funding, and shortage of appropriate staff.

The results also agreed with Al-Ropaiq (2004) who found that the main constraints that struggle effective performance are: lack of material resources, lack of motivations.

6. There is a statically significant effect of choices and opportunities on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.

Table (5.11) shows the following results:

- The mean of paragraph #5 “More appropriate staff” equals 8.60 (86.04%), Test-value = 25.47, 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 can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #7 “Visit other establishments to” equals 8.15 (81.46%), Test-value = 19.60, 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 can be concluded that the respondents agreed to this paragraph.

Table 5.11: Means and Test values for “Presence of "choices" and "opportunities" for effectiveness”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Training	8.47	84.70	20.37	0.000*	4
2.	Effective communication	8.38	83.78	22.43	0.000*	6
3.	Teamwork /co-operation	8.55	85.49	27.68	0.000*	3
4.	Necessary resources/equipments.	8.58	85.79	24.85	0.000*	2
5.	More appropriate staff	8.60	86.04	25.47	0.000*	1
6.	Better remuneration	8.39	83.90	20.98	0.000*	5
7.	Visit other establishments to	8.15	81.46	19.60	0.000*	7
	All paragraphs of the field	8.45	84.45	32.59	0.000*	

* The mean is significantly different from 6

- The mean of the field “**Presence of "choices" and "opportunities" for effectiveness”** equals 8.45 (84.45%), Test-value = 32.59, 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 can be concluded that the respondents agreed to field of “**Presence of "choices" and "opportunities" for effectiveness ”**”.

It is obviously clear that the senior managers of Police are aware of the opportunities to develop their effectiveness. The majority of the respondents considered the availability of appropriate staff, provision of necessary resources, teamwork, training, and better remuneration as the most important opportunities to increase managers' effectiveness.

Police managers considered the provision of the required human and material needs is the first opportunity to achieve effectiveness because Police Force greatly suffer from shortage of appropriate staff, resources, and logistics, that was diffusely explained in the previous hypothesis (hypothesis no. 6). Police managers also emphasized the importance of teamwork which is very necessary for Police work to ensure integration at work. They also emphasized the importance of training which has recently become more appropriate and based on real training need assessment.

Results agreed with Bao (2009) who argued that the key opportunities to develop the effectiveness of public sector managers are: setting of realistic targets, training, provision of necessary resources, appropriate staff, teamwork, and better remuneration. And agreed with Analoui (2010) who revealed that key opportunities to develop effectiveness are: training, achievable targets, motivation, career succession plan, teamwork, necessary resources, appropriate staff, and effective communication.

7. There is a statically significant effect of the nature of inter- and intra-organizational relationships on the managerial effectiveness of senior managers at $\alpha= 0.05$ level.

Table (5.12) shows the following results:

- The mean of paragraph #2 “I believe that my effectiveness influenced by the degree of intra-connection with other administrations and departments in my organization” equals 8.40 (83.96%), Test-value = 24.52, 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 can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #3 “I believe that my effectiveness influenced by my organization's degree of connection with other organizations nationally and internationally” equals 7.59 (75.85%), Test-value = 11.20, 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 can be concluded that the respondents agreed to this paragraph.

- The mean of the field “**Nature of inter- and intra-organizational relationships**” equals 7.99 (79.94%), Test-value = 19.93, 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 can be concluded that the respondents agreed to field of “**Nature of inter- and intra-organizational relationships**”.

Table 5.12: Means and Test values for “Nature of inter- and intra-organizational relationships”

	Item	Mean	Proportional mean	Test value	P-value (Sig.)	Rank
1.	I believe that my effectiveness is influenced by the overall effectiveness of my organization.	8.24	82.44	18.57	0.000*	2
2.	I believe that my effectiveness influenced by the degree of intra-connection with other administrations and departments in my organization.	8.40	83.96	24.52	0.000*	1
3.	I believe that my effectiveness influenced by my organization's degree of connection with other organizations nationally and internationally.	7.59	75.85	11.20	0.000*	4
4.	I believe that my effectiveness is influenced by my relationship with others outside my organization.	7.75	77.50	12.40	0.000*	3
	All paragraphs of the field	7.99	79.94	19.93	0.000*	

* The mean is significantly different from 6

Based on the answers of the participants, it can be stated that senior managers of Police perceive that their effectiveness is significantly affected by the degree of intra-connection with other administrations and departments of Police, the overall effectiveness of the Police Force, their relationship with others outside the Police Force, and the connection with other organizations nationally and internationally.

It is agreed that intra-connections within the Police context of Police are strongly needed to perform tasks effectively, that is due to the magnitude of the organizational structure of the Police. Approximately there are (36) administrations, (189) departments, and (913) divisions, which necessitate complete connection, communication, and coordination among different administration and departments

within the Police Force to ensure adequate data flow, sharing knowledge and expertise, synchronizing activities, and full integration.

No doubt, intra-organizational relationships within Police context has become more significant because most police administrations rely on each other to accomplish tasks, This is evident because of the multiple functions and responsibilities of the Police Force.

In addition, maintaining effective inter-organizational relationships with other organizations nationally and internationally is significant to achieve targets and goals. Cooperation with local organizations, such as government agencies, local community groups, mass media, academies and colleges, NGOs, charity organization, and social reform committee surely improve the power of Police to prevent crime, protect the innocent, ensure security, fight against drugs and provide better services to the community.

Likewise, cooperation with international organizations, such as the Red Cross, International Police, Human Rights organizations, the Red Crescent, Police academies, etc. help the Police in protecting the innocents and preventing organized crime.

The results agreed with Giri (2008) who claimed that the availability of information within an organization is considered to be one of the determining factors of organizational effectiveness, Panday (2007) who argued that the success of an organization depends on the extent of its intra-organizational relationships, and Gondal and Shahbaz (2012) who stated that implementing effective inter-organizational relationships are prerequisite and the key for organizations to gain success.

8. There is a statically significant effect of the dominant managerial philosophy on the managerial effectiveness of senior managers at $\alpha = 0.05$ level.

Table (5.13) shows the following results:

- The mean of paragraph #8 “Commitment to the principles of integrity, transparency, justice, and equity” equals 8.68 (86.83%), Test-value = 31.21, 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 can be concluded that the respondents agreed to this paragraph.

Table 5.13: Means and Test values for “Dominant managerial philosophy”

	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Centralization of authority and decision making.	8.20	81.95	21.61	0.000*	7
2.	The adopted leadership style.	7.99	79.94	16.97	0.000*	9
3.	Adherence to delegation.	8.02	80.24	17.40	0.000*	8
4.	Promotion on the basis of merit and qualification.	8.40	83.96	20.56	0.000*	4
5.	Prevailing of trust between the subordinate and the superior.	8.35	83.48	19.66	0.000*	5
6.	Absence of favoritism and victimization.	8.27	82.68	19.22	0.000*	6
7.	Belief in the importance of training	8.54	85.43	27.02	0.000*	2
8.	Commitment to the principles of integrity, transparency, justice, and equity.	8.68	86.83	31.21	0.000*	1
9.	Adoption of the principle of quality management.	8.49	84.88	26.54	0.000*	3
	All paragraphs of the field	8.33	83.27	33.54	0.000*	

* The mean is significantly different from 6

- The mean of paragraph #2 “The adopted leadership style” equals 7.99 (79.94%), Test-value = 16.97, 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 can be concluded that the respondents agreed to this paragraph.

- The mean of the field “**Nature of inter- and intra-organizational relationships**” equals 8.33 (83.27%), Test-value = 33.54, 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 can be concluded that the respondents agreed to field of “**Nature of inter- and intra-organizational relationships**”.

It is obviously clear that the senior managers of Police agreed that their effectiveness is significantly affected by the Dominant managerial philosophy. They perceive that their effectiveness is influenced by commitment to the principles of integrity, transparency, justice, and equity. Belief in the importance of training, adoption of the principle of quality management, promotion on the basis of merit and qualification, prevailing of trust between the subordinate and the superior, absence of favoritism and victimization, centralization, delegation, and leadership style.

Fostering the principles of integrity, transparency, justice, and equity is crucial to Police members because the Police Force is a tool to achieve justice and maintain order, and they deal with sensitive and thorny issues. These principles are clearly stated in the mission statement and the values of the Police Force, without adopting these principles, there would be a lack of trust between managers and employees or between the Police and citizens which will adversely affect the performance of the Police.

Training builds high morale in employees and leads to higher productivity and better quality of work and makes the employees feel more satisfied. The appointment and promotion of managers must be based on merit and qualification in order to be trusted by employees. A strong sense of trust between the subordinate and the superior encourages loyalty and persuade employees to do beyond her job duties and to exert extra effort. The centralization of authority is applied within Police context in Gaza Strip, it has many advantages and disadvantages, frankly, it is more suitable for the nature of Police activities, but combination of the centralization and decentralization is more recommended in order to get the benefits of both systems.

Delegation is more useful for the police context, it minimizes work load of managers and let them focus on the most important tasks, relieve stress on managers by letting go of doing everything, train the next generation and let employees feel inspired and confident.

It can be said that the senior managers of Police agreed that organizational philosophy is considered a significant Parameter of managerial effectiveness.

Results agreed with (Garner, 2012) and (Ambler,2012) who emphasized that managerial philosophy has a significant impact on how leaders relate to others,

respond to situations, judge the actions of others, and make decisions. Results also agreed with Wang who claimed that managerial philosophy provides direction for employees, enhance their motivations, and helps managers to make high performance.

Results in terms of the importance of the organizational justice are consistent with the results of Rana et al. (2011) who argued that all the dimensions of organizational justice (distributive, procedural, and interactional) are significant predictors of managerial effectiveness, and considered to be are the three key elements for improving manager’s effectiveness at workplace.

9. There is significant differences among respondent towards managerial effectiveness due to personal characteristics (position, rank, age, experience, and qualifications)

Table 5.14 shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each personal characteristics, then there is insignificant difference in respondents' answers toward managerial effectiveness. It can be concluded that the personal characteristics have no effect on managerial effectiveness. This means that managerial effectiveness of senior managers of Police is not affected by managers' **position, rank, age, experience, and qualifications.**

Table 5.14:Analysis of Variance for personal characteristics

No	personal characteristics	Test Name	Test Value	P-value(Sig.)
1.	Position	Analysis of Variance	0.734	0.482
2.	Rank	Analysis of Variance	0.914	0.403
3.	Age	Analysis of Variance	0.794	0.499
4.	Work experience	Analysis of Variance	0.851	0.429
5.	Qualification	Analysis of Variance	0.087	0.917

It is clear that managerial effectiveness of senior managers of Police is not affected by managers' position, this is logical because the researcher selected only three position which are close to each other, moreover, all respondents are senior managers and working in the same conditions.

The managerial effectiveness of senior managers of Police in Gaza Strip is not affected by managers' rank, that can be referred to the fact that all of the respondents are senior managers and hold similar ranks i.e. department manager may hold the ranks of Captain, Major, or Lieutenant Colonel.

The managerial effectiveness of senior managers of Police is not affected by managers' age, that can be attributed to the fact that the majority of the respondents are young, and most of them (83.5%) have ages less than 45 years.

The managerial effectiveness of senior managers of Police is not affected by managers' experience, that is because most of the respondents have similar years of service, since they joined the Police Force after 2007.

The managerial effectiveness of senior managers of Police is not affected by managers' qualification that can be attributed to the fact that the majority of the respondent have similar qualification, more than 90% of them are holding bachelor's degree or above.

The results agreed with Abu-Sharikh (2009), Abu-Haseera (2008), Houriah (2013) who claimed that the managerial effectiveness of managers is not affected by personal characteristics such as position, age, experience, and qualifications.

The results disagreed with Sarhan and Alshanti (2007) who found that managerial effectiveness of the managers differs due to years of experience and qualification, Alkahtany (2006) who argued that there are insignificant differences in respondents' answers toward research variables attributed to personal data such as place of work, qualification, and Al-Ropaiq (2004) who claimed that there are positive correlations exist between the effectiveness of the job performance and military rank, qualifications, and experience.

CHAPTER 6:

CONCLUSION AND RECOMMENDATIONS

6.1. Introduction.

After presenting and discussing the findings of the research, this chapter reviews the key finding and recommendations that the researcher suggests depending on the obtained results. The research aimed to study and to explore the managerial effectiveness of senior managers of Police, to determine the factors of managerial effectiveness, to determine the needed skills for managers to be effective, to explore what motivate managers toward effectiveness, to study the obstacles that managers face, to determine the opportunities for managers to increase their effectiveness, and to study the effect of the dominant managerial philosophy on managerial effectiveness.

6.2. Conclusion:

The overall conclusions that can be drawn out of this research are that the Senior managers of Police in Gaza Strip are aware of their own effectiveness and are aware of what is expected from them. And Analoui's model of eight parameter of managerial effectiveness is applicable to the Police context in Gaza Strip.

The following is a summary of the conclusions that can be drawn from this research:

6.2.1. Conclusion about the perception senior managers' of their own effectiveness

The researcher assumed that there is a statically significant effect of senior managers' perception of their effectiveness on the managerial effectiveness of senior managers. The results proved that a positive relationship exists, and clearly indicates that the hypothesis is statically valid and the data compiled from respondents through the questionnaire revealed that: the main characteristics of an effective managers as perceived by senior managers of police are: Being responsible, conscientious and focused, the ability to lead others towards achieving organization's goals, Being a good listener to others and gives feedback, the ability to organize and achieve tasks within time limit, and the ability to solve problems and make decision.

6.2.2. Conclusion about the managerial skills needed by managers.

The researcher assumed that there is a statically significant effect of managerial skills on the managerial effectiveness of senior managers. The results proved that a positive relationship exists, and clearly indicates that the

hypothesis is statically valid and the data compiled from respondents through the questionnaire revealed that the most important skills needed by managers to perform their task effectively are: leadership skills, supervisory skills, communication skills, time management, and planning skills.

6.2.3. Conclusion about the organizational criteria for effectiveness

The researcher assumed that there is a statically significant effect of organizational criteria for effectiveness on the managerial effectiveness of senior managers. The results proved that a positive relationship exists, and clearly indicates that the hypothesis is statically valid and the data compiled from respondents through the questionnaire revealed that: the most used criteria for effectiveness within Police context are respect for staff, self-discipline, meeting targets and goals, good achievement, and time management.

6.2.4. Conclusion about the motivation at work

The researcher assumed that there is a statically significant effect of motivations on the managerial effectiveness of senior managers. The results proved that a positive relationship exists, and clearly indicates that the hypothesis is statically valid and the data compiled from respondents through the questionnaire revealed that: the main motivating factors for senior managers towards managerial effectiveness are recognition from superiors, achieving set goals, job satisfaction, contribution to the development of the community, promotion, good teamwork, training, and provision of resources.

6.2.5. Conclusion about the degree of demands and constraints

The researcher assumed that there is a statically significant effect of demands and constraints on the managerial effectiveness of senior managers. The results proved that a positive relationship exists, and clearly indicates that the hypothesis is statically valid and the data compiled from respondents through the questionnaire revealed that: main constraints facing senior managers within Police context are: shortage of appropriate staff, lack of resources, ineffective leadership, lack of funding, and poor remuneration.

6.2.6. Conclusion about "choices" and "opportunities" for effectiveness

The researcher assumed that there is a statically significant effect of choices and opportunities on the managerial effectiveness of senior managers. The results proved that a positive relationship exists, and clearly indicates that the hypothesis

is statically valid and the data compiled from respondents through the questionnaire revealed that: the most important opportunities to increase managers' effectiveness are more appropriate staff, provision of necessary resources, teamwork, training, and better remuneration.

6.2.7. Conclusion about the nature of inter- and intra-organizational relationships

The researcher assumed that there is a statically significant effect of the nature of inter- and intra-organizational relationships on the managerial effectiveness of senior managers. The results proved that a positive relationship exists, and clearly indicates that the hypothesis is statically valid and the data compiled from respondents through the questionnaire revealed that: the senior managers of Police perceive that their effectiveness is significantly affected by the degree of intra-connection with other administrations and departments of Police, the overall effectiveness of the Police Force, their relationship with others outside the Police Force, and the connection with other organizations nationally and internationally.

6.2.8. Conclusion about the dominant managerial philosophy

The researcher assumed that there is a statically significant effect of the dominant managerial philosophy on the managerial effectiveness of senior managers. The results proved that a positive relationship exists, and clearly indicates that the hypothesis is statically valid and the data compiled from respondents through the questionnaire revealed that: the senior managers of Police perceive that their effectiveness is influenced by commitment to the principles of integrity, transparency, justice, and equity, belief in the importance of training, adoption of the principle of quality management, promotion on the basis of merit and qualification, prevailing of trust between the subordinate and the superior, absence of favoritism and victimization, centralization, delegation, and leadership style.

6.2.9. Conclusion about the personal characteristics

The researcher assumed that there is significant differences among respondent towards managerial effectiveness due to personal characteristics (position, rank, age, experience, and qualifications). The results proved that there is insignificant difference in respondents' answers toward managerial effectiveness. Therefore, the personal characteristics have no effect on managerial effectiveness. This

means that managerial effectiveness of senior managers of Police is not affected by managers' position, rank, age, experience, and qualifications.

6.3. Recommendations

Based on the findings and results of the research, the researcher recommends the following:

6.3.1. Recommendations concerning the perception senior managers' of their own effectiveness.

- More attention should be paid to develop the managerial effectiveness of senior managers of Police through lectures, workshops, seminars, conferences etc.

6.3.2. Recommendations concerning the the managerial skills needed by managers.

- Provide the senior managers of Police with regular training to develop their skills in the fields of leadership, supervisory, communication, time management, and planning skills. And to increase managers' abilities in solving problems, decision making, human resources management.

6.3.3. Recommendations concerning the organizational criteria for effectiveness

- Paying attention to the factors of managerial effectiveness when evaluating the performance of the police managers.
- Developing written criteria for managerial effectiveness, and emphasizing on these criteria: respect for staff, self-discipline, meeting targets and goals, good achievement, and time management.

6.3.4. Recommendations concerning the motivation at work

- Developing written reward and motivation system.
- Enhancing the working conditions.

6.3.5. Recommendations concerning the demands and constraints

- Increasing number of employees with good skills and qualification.
- More attention should be given to the provision of the necessary resources.

6.3.6. Recommendations concerning "choices" and "opportunities" for effectiveness.

- Emphasis on the importance of teamwork and cooperation.
- Training should be given to the managers regularly.

6.3.7. Recommendations concerning the nature of inter- and intra-organizational relationships.

- Special attention should be devoted for the intra-connection among administrations and departments within Police context.
- More attention should be given to the connection with other organizations nationally and internationally such as: Red Cross, NGOs, mass media, local community groups etc.

6.3.8. Recommendations concerning the dominant managerial philosophy.

- Commitment to the principles of integrity, transparency, and equity.
- More attention should be given to the appointment and promotion on the basis of merit and qualification.
- Adherence to the principle of quality management.
- Pursuing the delegation policy.
- It is important to strengthen the trust between the subordinate and the superior, and to fight favoritism and victimization.

6.4. Future direction in the research:

1. Assessing the managerial effectiveness of Police managers in Gaza Strip.
2. Studying the organizational effectiveness of Police context in Gaza Strip.
3. Investigating the role organization's culture on the managerial effectiveness of the Police managers in Gaza Strip.
4. Suggestion a suitable reward system/incentives for the Police in Gaza Strip.
5. Studying the managerial effectiveness of the managers in other sectors, i.e. NGOs, private sector.

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Appendices

- **Appendix A: Organizational Structure of The Police Force.**

Appendix B: Arabic Questionnaire

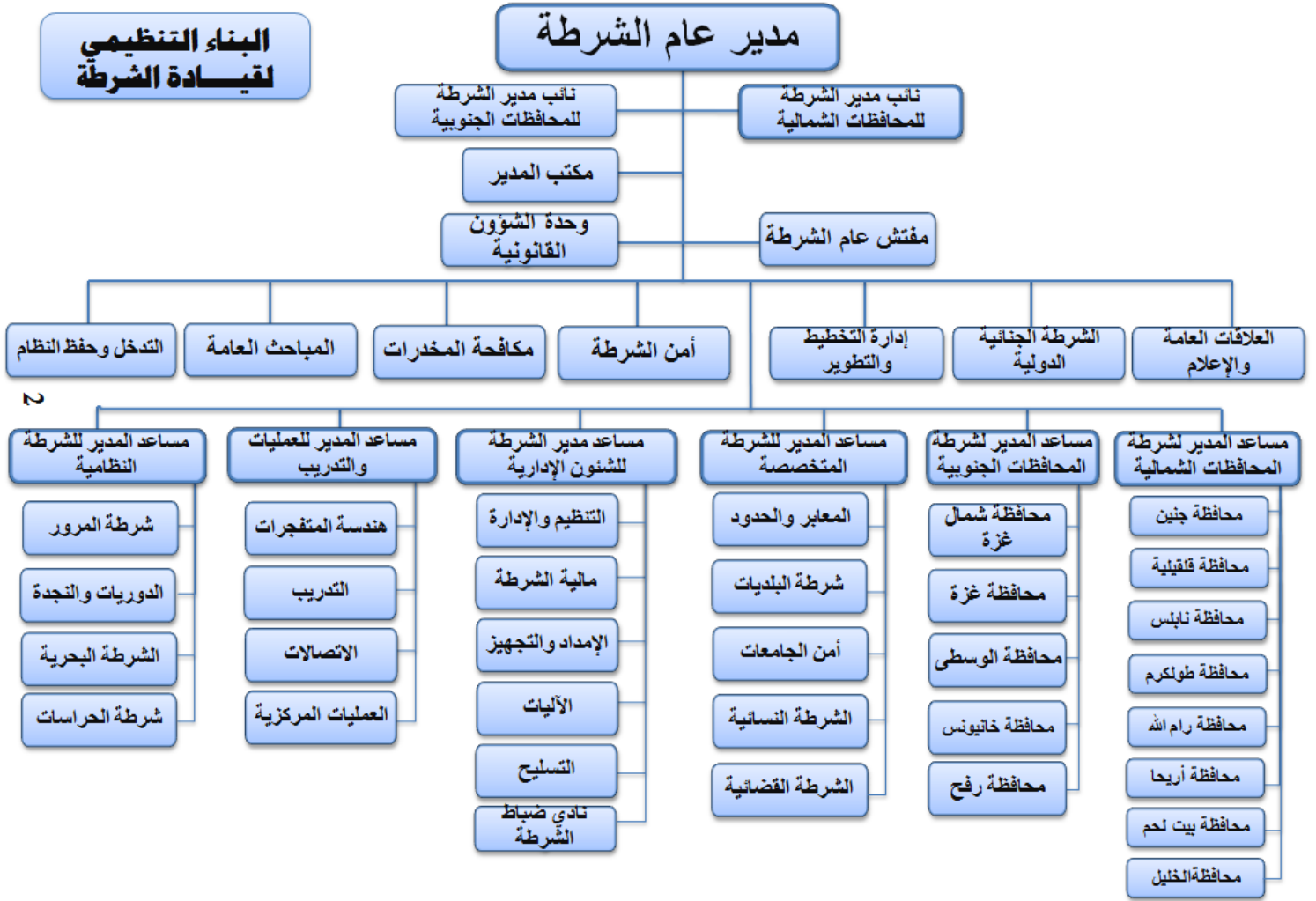
- **Appendix C: English Questionnaire**

- **Appendix D: Referees**

Appendix A

Organizational Structure of

The Police Force



المصدر: (هيئة التنظيم والإدارة في المديرية العامة للشرطة، 2013)

Appendix B

Arabic Questionnaire

الجامعة الإسلامية - غزة

كلية الدراسات العليا

قسم إدارة الأعمال



أخي الكريم:

يهدف هذا البحث إلى التعرف على واقع ممارسة الفاعلية الإدارية لمدراء الإدارة العليا في جهاز الشرطة الفلسطينية باستخدام نموذج أنالوي (Eight parameters of managerial effectiveness)، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال من الجامعة الإسلامية بغزة.

لذا نرجو تعاونكم معنا لإنجاز هذا البحث وذلك بالإجابة عن أسئلة هذه الاستبانة بكل دقة ومصداقية، علماً بأن المعلومات التي سيتم جمعها هي لأغراض الدراسة والبحث العلمي فقط، ولن يتم استخدامها لأي أغراض أخرى.

شاكرين لكم حسن تعاونكم معنا

الباحث:

تامر تيسير معروف

جوال: 7500443

أولاً: بيانات عامة:

ضع علامة (√) أمام الاختيار الذي تراه مناسباً.

المسمى الوظيفي	<input type="checkbox"/> مدير إدارة	<input type="checkbox"/> نائب مدير إدارة	<input type="checkbox"/> مدير دائرة	
الرتبة العسكرية	<input type="checkbox"/> عميد	<input type="checkbox"/> عقيد	<input type="checkbox"/> مقدم	<input type="checkbox"/> راند
العمر	<input type="checkbox"/> 30- أقل من 35	<input type="checkbox"/> 35- أقل من 40	<input type="checkbox"/> 40- أقل من 45	<input type="checkbox"/> 45- أقل من 50
عدد سنوات الخدمة في جهاز الشرطة	<input type="checkbox"/> أقل من 5 سنوات	<input type="checkbox"/> 5- أقل من 10 سنوات	<input type="checkbox"/> 10- أقل من سنة	<input type="checkbox"/> أكثر من 15 سنة
المؤهل العلمي	<input type="checkbox"/> ثانوية عامة	<input type="checkbox"/> دبلوم	<input type="checkbox"/> بكالوريوس	<input type="checkbox"/> ماجستير
			<input type="checkbox"/> دكتوراه	

ثانياً: الاستبانة:

1. إدراك المدراء وتصورهم لمفهوم الفاعلية الإدارية:

من وجهة نظرك كمدير؛ إلى أي مدى يجب أن تتوفر الخصائص التالية في المدير الفعال؟

ضع رقماً من 1 إلى 10 في المربع مقابل كل عبارة، بحيث يشير الرقم (10) إلى أعلى درجة، ويشير الرقم (1) إلى أدنى درجة.

م	العبارة	التقييم (من 1 إلى 10)
1.	الاستماع إلى الآخرين بشكل جيد.	
2.	الولاء والإخلاص للعمل.	
3.	القدرة على حل المشكلات واتخاذ القرارات.	
4.	القدرة على وضع أهداف عالية وتحسيس الآخرين لتحقيقها	
5.	القدرة على تحفيز الآخرين.	
6.	القدرة على قيادة الآخرين والإشراف على أعمالهم.	
7.	توزيع الموارد داخل المؤسسة بشكل جيد.	
8.	القدرة على تنظيم الأعمال وإنجازها في الوقت المطلوب.	
9.	تشجيع المشاركة والعمل الجماعي.	
10.	القدرة على تخطيط العمل وجدولته زمنياً.	

2. المهارات الإدارية:

ما أهمية المهارات الإدارية التالية بالنسبة للمدير ليتمكن من ممارسة عمله بفاعلية؟

ضع رقماً من 1 إلى 10 في المربع مقابل كل عبارة، بحيث يشير الرقم (10) إلى أعلى درجة، ويشير الرقم (1) إلى أدنى درجة.

م	العبارة	التقييم (من 1 إلى 10)
1.	القدرة على التخطيط الجيد وصياغة الأهداف.	
2.	التواصل مع الآخرين بشكل فعال.	
3.	اتقان فنون التعامل مع الآخرين.	
4.	امتلاك مهارات الإشراف الفعال.	
5.	الاتجاه نحو تفويض بعض الصلاحيات إلى المساعدين والنواب.	
6.	السعي لاستغلال وتنظيم الوقت لإنجاز المهام في الوقت المحدد.	
7.	تشجيع المشاركة والعمل الجماعي.	
8.	ابتكار أساليب جديدة لتحفيز الآخرين نحو الأداء المرتفع.	
9.	القدرة على التحليل والاستنتاج من المواقف والمعلومات المتاحة.	
10.	القدرة على التأثير على الآخرين وتوجيههم نحو تحقيق أهداف العمل.	

3. معايير الفاعلية الإدارية داخل المنظمة:

ما مدى اعتماد البنود التالية كمعايير للأداء الفعال في جهاز الشرطة؟

ضع رقماً من 1 إلى 10 في المربع مقابل كل عبارة، بحيث يشير الرقم (10) إلى أعلى درجة، ويشير الرقم (1) إلى أدنى درجة.

م	العبارة	التقييم (من 1 إلى 10)
1.	زيادة الإنتاجية.	
2.	القدرة على تحقيق أهداف العمل.	
3.	الدافعية للعمل.	
4.	إدارة وتنظيم الوقت.	
5.	تحقيق رضا الموظفين	
6.	إنجاز المهام بشكل صحيح.	
7.	الانضباط الذاتي.	
8.	احترام طاقم العمل وتعزيزهم والعناية بهم.	

4. الحوافز:

إلى أي درجة تساهم البنود التالية في تحفيزك لأداء عملك بفاعلية أكبر؟

ضع رقماً من 1 إلى 10 في المربع مقابل كل عبارة، بحيث يشير الرقم (10) إلى أعلى درجة، ويشير الرقم (1) إلى أدنى درجة.

م	العبارة	التقييم (من 1 إلى 10)
1.	التقدير من قبل المسؤولين.	
2.	تحقيق الرضا الوظيفي.	
3.	الالتحاق بالدورات والبرامج التدريبية.	
4.	توفر الموارد اللازمة.	
5.	الرغبة في الحصول على الترقية.	
6.	العمل الجماعي.	
7.	الرغبة في المساهمة في خدمة وتطوير المجتمع.	
8.	الرغبة في تحقيق أهداف المؤسسة.	

5. عوائق العمل:

إلى أي مدى تساهم البنود التالية في إعاقة ممارسة عملك بطريقة فعالة؟

ضع رقماً من 1 إلى 10 في المربع مقابل كل عبارة، بحيث يشير الرقم (10) إلى أعلى درجة، ويشير الرقم (1) إلى أدنى درجة.

م	العبارة	التقييم (من 1 إلى 10)
1.	ضعف الاتصال والتواصل.	
2.	نقص في الكادر اللازم للعمل.	
3.	وضع أهداف غير واقعية.	
4.	قلة الحوافز.	
5.	غياب العمل الجماعي.	
6.	قلة توفر الموارد اللازمة.	
7.	عدم توفر التمويل اللازم.	
8.	عدم ملائمة الدورات والبرامج التدريبية للاحتياج الفعلي.	
9.	عدم كفاية العوائد المالية (رواتب، مكافآت، تعويضات ... الخ).	
10.	ضعف القيادة.	
11.	تدفق غير فعال للمعلومات والبيانات.	

6. الفرص لزيادة الفاعلية:

إلى أي مدى يمكن أن تساهم الفرص التالية في زيادة وتطوير فاعليتك الإدارية؟

ضع رقماً من 1 إلى 10 في المربع مقابل كل عبارة، بحيث يشير الرقم (10) إلى أعلى درجة، ويشير الرقم (1) إلى أدنى درجة.

م	العبارة	التقييم (من 1 إلى 10)
1.	التدريب (الدورات والبرامج التدريبية).	
2.	الاتصال الفعال والمنتظم.	
3.	العمل الجماعي والتعاون.	
4.	توفر الموارد والأجهزة اللازمة.	
5.	توفر طاقم العمل المناسب.	
6.	العوائد والحوافز المالية.	
7.	زيارة مؤسسات مشابهة للاستفادة من تجربتها.	

7. طبيعة العلاقات داخل وخارج جهاز الشرطة:

ما مدى صحة العبارات التالية؟

ضع رقماً من 1 إلى 10 في المربع مقابل كل عبارة، بحيث يشير الرقم (10) إلى أعلى درجة، ويشير الرقم (1) إلى أدنى درجة.

م	العبارة	التقييم (من 1 إلى 10)
1.	أعتقد أن فاعليتي الإدارية كمدير- تتأثر بالفاعلية الإدارية الكلية لجهاز الشرطة.	
2.	أعتقد أن فاعليتي الإدارية كمدير- تتأثر بقوة الاتصال والتواصل مع الإدارات والدوائر الأخرى داخل جهاز الشرطة.	
3.	أعتقد أن فاعليتي الإدارية كمدير- تتأثر بقوة الاتصال والتواصل مع المنظمات الأخرى داخل وخارج الوطن.	
4.	أعتقد أن فاعليتي الإدارية كمدير- تتأثر بقوة علاقتي مع الآخرين خارج جهاز الشرطة.	

8. الفلسفة الإدارية:

إلى أي مدى تؤثر الفلسفات الإدارية التالية على فاعليتك الإدارية؟

ضع رقماً من 1 إلى 10 في المربع مقابل كل عبارة، بحيث يشير الرقم (10) إلى أعلى درجة، ويشير الرقم (1) إلى أدنى درجة.

م	العبارة	التقييم (من 1 إلى 10)
1.	مركزية السلطة واتخاذ القرارات.	
2.	نمط القيادة المتبع من قبل قيادة الجهاز.	
3.	اعتماد سياسة التفويض.	
4.	الترقية على أساس الكفاءة والجدارة.	
5.	اعتماد الثقة بين الرؤساء والمرؤوسين.	
6.	غياب المحاباة والتحيز.	
7.	الإيمان بأهمية التدريب.	
8.	التزام مبادئ النزاهة والشفافية والمساواة.	
9.	التزام مبدأ إدارة الجودة.	

شاكرين لكم حسن تعاونكم معنا

Appendix C:

English Questionnaire

The Islamic University Gaza
 Deanery of Postgraduate studies
 Faculty of Commerce
 Master of Business Administration



Managerial Effectiveness of Senior Managers of Police

A Study of Police Managers in Gaza

Dear sir,

This research aims to explore the managerial effectiveness of senior managers of Police in Gaza by applying Analoui's model of "Eight Parameters of Managerial Effectiveness" .

We hope to cooperate with us to accomplish this research by answering the questionnaire's questions accurately and credibly. We promise to keep the data we get and not to be used except for research purposes.

Thanks for your time

Best wishes
 Tamer T. Marouf

Part One: Tick () in the box that reflects your answer

Position:	<input type="checkbox"/> Administration manager	<input type="checkbox"/> Administration vice manager	<input type="checkbox"/> Department manager		
Rank	<input type="checkbox"/> Colonel	<input type="checkbox"/> Lieutenant colonel	<input type="checkbox"/> Major	<input type="checkbox"/> Captain	
Age	<input type="checkbox"/> 30-< 35	<input type="checkbox"/> 35- < 40	<input type="checkbox"/> 40- < 45	<input type="checkbox"/> 45- < 50	<input type="checkbox"/> 50 years and more
Work experience	<input type="checkbox"/> <5 years	<input type="checkbox"/> 5- <10	<input type="checkbox"/> 10- <15	<input type="checkbox"/> 15 years and more	
Qualification	<input type="checkbox"/> General Secondary School Certificate	<input type="checkbox"/> Diploma	<input type="checkbox"/> Bachelor	<input type="checkbox"/> Master	<input type="checkbox"/> PhD

Part Two : On a scale of 1 to 10, with 10 being very high and 1 being very low, rate the following areas.

1. Perception senior managers' of their own effectiveness	
What characteristics and qualities do they think an effective manager should possess?	
1.	Being a good listener
2.	Being responsible, conscientious and focused
3.	Being able to solve problems and make decision.
4.	Inspire people to perform beyond their contractual responsibilities.
5.	Being a good motivator.
6.	Have the ability to supervise/lead others.
7.	Allocate resources efficiently.
8.	Have the ability to organize and achieve tasks within time limit
9.	Encouraging teamwork/participation at work.
10.	Plan work, schedule, organize, execute to perfection.
2. Managerial skills	
What is the importance of the following managerial skills for Police managers to ensure effectiveness?	
1.	Good planning skills
2.	Effective communication
3.	Good human relations skills
4.	Supervisory skills
5.	Delegation
6.	Time management
7.	Teamwork/participation.
8.	Ability to motivate others.
9.	Analytical skills
10.	Leadership skills
3. Organizational criteria for effectiveness	
To what extent do the following items are adopted of as criteria for effectiveness in the police context?	
1.	Increased productivity
2.	Meeting targets and goals
3.	Being self-motivated
4.	Time management
5.	Employee satisfaction.
6.	Good achievement
7.	Self-discipline
8.	Respect for staff, appreciate, promote, and look after the staff.
4. Motivation at work	
To what extent do the following items motivate you to perform your job more effectively?	
1.	Recognition from superiors
2.	Job satisfaction
3.	Training
4.	Provision of resources
5.	Promotion

6.	Good teamwork
7.	Contribution to the development of the community.
8.	Achieving set goals
5. The degree of demands and constraints	
To what extent do the following constraints contribute to hinder your performance in an effective way?	
1.	Lack of communication
2.	Shortage of appropriate staff
3.	Unrealistic targets
4.	Lack of motivation
5.	Lack of teamwork
6.	Lack of resources
7.	Lack of funding
8.	Inappropriate training
9.	Poor remuneration
10.	Ineffective leadership
11.	Inadequate data/information flow
6. Presence of "choices" and "opportunities" for effectiveness	
To what extent can the following items develop your effectiveness?	
1.	Training
2.	Effective communication
3.	Teamwork /co-operation
4.	Necessary resources/equipments.
5.	More appropriate staff
6.	Better remuneration
7.	Visit other establishments to
7. Nature of inter- and intra-organizational relationships	
Please, rate the following items.	
1.	I believe that my effectiveness is influenced by the overall effectiveness of my organization.
2.	I believe that my effectiveness influenced by the degree of intra-connection with other administrations and departments in my organization.
3.	I believe that my effectiveness influenced by my organization's degree of connection with other organizations nationally and internationally.
4.	I believe that my effectiveness is influenced by my relationship with others outside my organization.
8. Dominant managerial philosophy	
To what extent do the following philosophies affect your managerial effectiveness?	
1.	Centralization of authority and decision making.
2.	The adopted leadership style.
3.	Adherence to delegation.
4.	Promotion on the basis of merit and qualification.
5.	Prevailing of trust between the subordinate and the superior.
6.	Absence of favoritism and victimization.
7.	Belief in the importance of training
8.	Commitment to the principles of integrity, transparency, justice, and equity.
9.	Adoption of the principle of quality management.

Thank You

Appendix D:

Referees

List of referees names and place of work

No.	Name	Work
1.	Prof. Farhard Analoui	University of Bradford, UK.
2.	Prof. Maged Al-Farra	The Islamic University of Gaza.
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. Nafez Barakat	The Islamic University of Gaza.
9.	Dr. Yaser El-Shorafa	The Islamic University of Gaza.
10.	Dr. Colonel. Emad Lubbad.	General Administration of Training, MOI.
11.	Dr. Lieutenant colonel. Ibrahim Habib	Police College, MOI.
12.	Colonel. Ayed Hamada.	General Administration of Police, Gaza.
13.	Dr. Radwan Baroud.	Al-Quds University.
14.	Dr. Ahmed Al Mashharawi	Management and Politics Academy.