

نموذج رقم (1)

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

The role of leadership in strategy implementation
in NGOs, in Gaza Strip

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"The role of leadership in strategy implementation in NGOs in Gaza Strip"

دور القيادة في تنفيذ الخطط الاستراتيجية- دراسة حالة المنظمات غير الحكومية 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 الباحثة/ منى يوسف مصطفى أبوشرخ لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

دور القيادة في تنفيذ الخطط الاستراتيجية في مؤسسات المجتمع المدني في قطاع غزة
The role of leadership in strategy implementation in NGOs in Gaza Strip

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

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا

د. فؤاد علي العاجز



Dedication

To my family for all the support and encouragement

To my friends for their support

To my Professors for their patients

To my supervisor for his effort with me

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List of Abbreviation

INGO	International non-government organization
GNGO	Gaza non-government organization
NGO	Non-government organization
PA	Palestinian Authority
PNGO	Palestinian non-government organization

Abstract

Strategy is one of the most important factors of non-governmental organizations (NGO) success, however, strategy plan doesn't necessarily mean that the NGOs reached its strategic goal. Strategy implementation is one of the biggest challenge that face NGOs. Leadership which helps exploiting resources (human and non-human) is regarded as a success factor of any Non-governmental Organizations. The main objective of this study is to identify the role of leadership in strategy implementation in Palestinian Non-governmental Organization (PNGOs) through studying the effect of leadership factors such as leadership style, communication, flexibility, analytic capability, Idealized influence, Inspirational motivation, Intellectual stimulation, Individualized consideration, and idealized attribute on strategy implementation.

The researcher designed a questionnaire composed of nine factors of leadership and its effect on strategy implementation, and have been distributed on 130 PNGOs. The Palestinian Non-governmental Organizations were selected according to the interior Palestinian Ministry report about the active PNGOs which have a budget more than 100000 US\$, 240 questionnaires were distributed and 230 were collected with respond rate of 95.8%.

Results of the study showed that there is a significant relationship between strategy implementation and leadership style, communication, flexibility, analytic capability, Idealized influence, Inspirational motivation, Intellectual stimulation, Individualized consideration, and idealized attribute.

The study recommended that managers of P.NGOs have to increase participation of employees in process of decision making regarding strategy implementation, and encouraging them to develop their skills to be more effective and sufficient to implement the strategy. In addition, the study recommended more effective communication especially raising and discussing questions about strategy activities

ملخص الدراسة

تشكل الخطط الاستراتيجية واحدة من أم دعائم نجاح مؤسسات المجتمع المدني، لكن وجود خطة استراتيجية لا يعني بالضرورة وصول المؤسسة لأهدافها الاستراتيجية، حيث أن تنفيذ الخطط الاستراتيجية يشكل تحدي بالنسبة للمنظمات غير الحكومية . تساعد القيادة المنظمات غير الحكومية في استغلال مواردها البشرية والغير بشرية وتعتبر عامل نجاح لأي منظمة غير حكومية . الهدف الرئيسي لهذه الدراسة هو التعرف على دور القيادة في تطبيق الخطط الاستراتيجية في المنظمات غير الحكومية في قطاع غزة و ذلك من خلال دراسة تأثير عناصر القيادة المختلفة مثل الأسلوب لقيادي، الاتصال و التواصل، المرونة ، التحفيز المعنوي و الفكري، القدرات التحليلية، التأثير المثالي، تقدير الاعتبارات الفردية، و الخصائص المثالية ، على تنفيذ الخطط الاستراتيجية.

قامت الباحثة بتصميم استبانة تتكون من تسعة محاور تتناول فيها تأثير عناصر القيادة سابقة الذكر على تنفيذ الخطط الاستراتيجية، و تم توزيعها على 130 منظمة من غير حكومية وذلك بناء على تقرير وزارة الداخلية للمنظمات الأنشط، وتقوم موازنتها 100000 دولار. وكانت نسبة الاستجابة 95,8% حيث تم استلام 230 استبانة من أصل 240.

أظهرت النتائج أن هناك علاقة ذات دلالة إحصائية بين تنفيذ الخطط الاستراتيجية والأسلوب القيادي، التواصل الفعال، المرونة، التحفيز الفكري و المعنوي، القدرات التحليلية، التأثير المثالي، تقدير الاعتبارات الشخصية و الخصائص المثالية للقائد.

وأوصت الدراسة مدراء المنظمات غير الحكومية بزيادة الاهتمام بمشاركة العاملين في عملية اتخاذ القرارات الخاصة بتنفيذ الخطط الاستراتيجية و تشجيعهم على تطوير مهاراتهم التي تساهم في تنفيذ الخطط الاستراتيجية، كما أوصت الدراسة بمزيد من الاتصال الفعال، خصوصا طرح أسئلة ومناقشات حول أنشطة الخطة الاستراتيجية والأفكار المبدعة.

CHAPTER ONE

General Framework

1.1 Introduction:

According to international bestseller *Bricks to Bridge*, nine out of 10 strategies fail. A prime reason for this is leaders are under intense pressure in current economic conditions to deliver on their strategy promises to shareholders (Speculand, 2009). It is important to have a strategy, however, translating strategy into actions is more important. The question is, when strategy murdered in any organization, who is blamed?

To implement a strategy plan means to mobilize human resources to reach the goals and objectives of the organization according to the plan. To make people perceive the strategy perfectly and absorb the vision, it means half of the road towards implementing it (Foster and Akdere, 2007).

A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives (Winston, 2003). One of the most important reasons for failure of strategy is that people who are working on implementation do not understand it and even they don't know the vision. It is the task of the leader to provide them with needed information and motivate them to adopt the vision as first step of implementation (Herbiniak, 2006).

As there are many approaches for strategy implementation, there are also many types of leadership. It can be imagined that strategy implementation is onion slices; everyone needs a certain type of leadership to reach the center which means the main goals of the organization. It can be very useful for organization when recruiting new staff to identify the position of the new staff in the process of implementation and then specify the kind of leadership should be adopted. In this way, every staff in the organization can be regarded as a forward step towards the main goal of the strategy.

1.2 Research Problem:

Strategy planning is the first step to achieve effectiveness in NGOs performance,(Okumus,2003), however, to implement the strategy plan is a challenging task in unstable environment like Gaza. According to Speculand (2009), one of ten strategy plan succeeded, although there are many approaches for strategy implementation. The answer for the question of failure of strategy plans can vary from one organization to another, since resources are different, however, the joint resource in all NGOs is human factor. Why an organization with less resources succeed while another fails? The purpose of this study is to investigate the role of leadership in strategy implementation in the sector of NGOs in Gaza Strip.

1.3 Research Questions:

- What are the types of leadership that are needed to implement the strategy plan effectively?
- How can the leader translate the written strategy plan into actions?
- How poor leadership cause strategy implementation to fail?
- Does the plan lead the leader or the leader lead the plan?

1.4 Research objectives:

Overall objective:

- To identify the relationship between leadership and strategy implementation Specific objectives.
- To explore the types of leadership which are more adequate to strategy implementation.
- To clarify how strategy implementation measure leadership importance
- To investigate the main problems facing strategy implementation

1.5 Research variables:

- **INDEPENDENT:**
 - o Leadership:
 - Styles of leadership

- Communication
 - Flexibility
 - Analytic capability
 - Idealized influence
 - Inspirational motivation
 - Intellectual stimulation
 - Individualized consideration
- **Dependent:**
- Strategy implementation :

1.6 Hypotheses:

- Types of leadership have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).
- Communication have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).
- Flexibility have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).
- Analytic capability have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).
- Idealized influence have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).
- Inspirational motivation have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).
- Intellectual stimulation have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).
- Individualized consideration have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).

- Idealized Attributes have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).
- There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to personal and associations traits.

1.7 Research Importance:

1- For NGOs:

Strategy plan means nothing without implementation, and strategy implementation depends on many factors, leadership is one of the most important of them. Investigating the relationship between leadership and strategy implantation can improve the way organizations deal with strategy management and avoid them sources lose and save time. (Herbiniak, 2006).

The main concern of any organization is to reach goals through exploiting less resources. Strategy plan provides the road and directions that lead them to the main goal. However, to translate words into actions, human resources is still the fundamental factor of implementation. A strategy plan in hands of a person hasn't leadership features can waste time and resources. (Speculand, 2009) As a result, such a study is important for NGOs to improve the methods and techniques they use in nominating persons in positions of supervising strategy implementation.

2- For the Researcher:

It is important for the researcher as she is working in project management that depends radically on translating plans into actions. To supervise a plan implemented on ground needs basically leadership and supervising competences. As a result, this study can provide the researcher with more knowledge to improve the approaches followed in project management.

3- For Academics and Researchers:

Reviewing literature to date shows that there is no study conducted at Master level on the relationship between successful strategy implementation and leadership.

However, many researches ensure the importance of leadership to achieve the strategic goals of the organization. This research adds new dimension to be considered besides strategy management approaches which have been set up for successful strategy management. Literature review, results and recommendations provided in this study will be useful for academic researchers.

4- For Community:

NGOs sector is one of the most important sectors in Gaza Strip since Alnakba that more than half of the Palestinians are dependents on it. Perusing the best approach for management in NGOs can be reflected on beneficiaries clearly and their social status. This research tries to link between leadership and successful strategy implementation in order to improve performance of NGOs in Gaza Strip and services offered to beneficiaries and community as a result.

1.8 Research Methodology:

The study follows the analytical descriptive approach as the most used in business and social studies, this research is categorized under applied researches that depend mainly on data collection from primary sources through a designed questionnaire distributed to the target sample for research purposes. The data was collected by distributing a questionnaire on the target population which was the workers in NGOs working in Gaza Strip, concentrating on positions which are directly supervised by the general managers.

The researcher used secondary sources such as Business journals, books, previous research papers and business thesis related to the research topic, then the questionnaire was designed in a simple form that can be understood quickly and a definition of the concepts was illustrated as needed to minimize the misunderstanding amongst the participants. Next, Statistical analysis was carried out on the recollected questionnaires. Frequencies and percentages were calculated with accuracy conditions, then results were examined and the final research conclusion and recommendation were formulated based upon, and finally the researcher suggested the further direction for next studies.

1.9 Research Structure:

The Study has six chapters. Chapter one is an introduction which represents the conceptual frame of the research where it includes the problem statement, objectives, importance, variables, hypotheses. Chapter two introduces the theoretical framework which consists of three sections; the first section introduces and defines the leadership types and elements; the second section, defines strategy implementation and its approaches; and the third section introduces NGOs in Gaza Strip and levels of strategy management that they achieved. Chapter three discuss the previous studies. Chapter four presents the research methodology and explained the research methods adopted in this study, research tool design, data collection procedures, statistical analysis procedures, and research tool tests. Chapter five introduces data analysis and discusses the descriptive and analytical statistics for the research questionnaire and discusses the findings of the study. Finally, Chapter six presents the conclusion and recommendations.

CHAPTER TWO

Literature Review

Section 1: Leadership

1. Introduction:

One of the most intriguing expressions of human behavior is the leadership phenomenon. Since the beginning of civilization, people have sought answers to the questions of who becomes a leader and why. Philosophers, political scientists, and psychologists have produced extensive literature on leaders and leadership, but despite this, there is still no consensus as to why and under what circumstances some become leaders and others remain followers. There is no universal theory of leadership and no precise formula for producing leaders, and the answers are elusive. Furthermore, the debate continues about whether effective leadership and successful management are synonymous. Perhaps one of the best ways to answer some of these questions is to describe some of the views about leadership. This section of the chapter provides a beginning for defining leadership, leadership styles, and discussing the various current theories of leadership.

2. Definition of Leadership:

It has been said that there are as many definitions of leadership as there are individuals studying leadership. Though there is no agreed-on definition of leadership, two themes consistently emerge. First, leaders influence the behavior of others. Second, this influence is intentional and directed toward some desired objective such as developing a new product, achieving a sales goal, building a home for orphans, or raising student exam scores. There is no single, universally accepted definition of leadership. Some researchers have gone so far as to say that it is impossible to define leadership in words, but people know it when they see it. Leadership can mean different things to different people depending on their experience, background, and developmental level. The best we can apparently do is to describe leadership as a process (not a position) that involves leaders, followers, and situations (Goethal et al,2001)

Generally, leadership is “that group member whose influence on group attitudes, performance, or decision making greatly exceeds that of the average member of the group”(Simonton 1994) .

3. Effective organizational leadership:

Effective organizational leadership is “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members” (House et al. 1997).

Gessner & Arnold, 1999 defined organizational leadership as “leadership involves people in business settings whose job or role is to influence the thoughts and actions of others to achieve some finite set of business goals...usually displayed in large, multicultural contexts; that is, not just from one nation’s perspective” .

Moreover, it has been defined as “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members” (House, et al. 1996).

The leader recognizes the impact and importance of audiences outside of the organization's system and presents the organization to the outside audiences in such a manner that the audiences have a clear impression of the organization's purpose and goals and can clearly see the purpose and goals lived out in the life of the leader. In so doing, the leader examines the fit of the organization relative to the outside environment and shapes both the organization and the environment to the extent of the leader's capability to insure the best fit between the organization and the outside environment(Hirokawa, 2003)

4. Leadership Styles :

Few leaders understand the full significance of how influential their leadership style is on the performance and satisfaction of their employees. Leaders control both interpersonal and material rewards and punishments that often shape employee behavior and influence an employee’s performance, motivation, and attitude. They can affect an employee’s self-image and resulting potential in either a positive or negative way by being supportive, fair, and encouraging, or unsupportive, inconsistent, and critical. In addition, they can even affect an employee’s health and energy level by creating a stimulating work climate or one filled with tension and fear. The influence of a leader’s style reaches greater

proportions as the effects on individuals begin to have a cumulative effect on group performance (Warrick, 1981)

High		
Emphasis on People	<p>Human Relations Leader Low emphasis on performance and a high emphasis on people. Assumes that “all” people are honest, trustworthy, self-motivated and want to be involved and that a participative, permissive, and supportive work environment will lead to happy workers that are productive workers, Relies on teamwork, human relations, participative decision-making, and good harmony and fellowship to get the job done!</p>	<p>Democratic Leader High emphasis on performance and people. Assumes that “most” people are honest, trustworthy, and will work hard to accomplish meaningful goals and challenging work. Strives for a well organized and challenging work environment with clear objectives and responsibilities and gets the job done by motivating and managing individuals and groups to use their full potential in reaching organizational as well as their own personal objectives.</p>
	<p>Laissez Faire Leader LOW emphasis on performance and people. Assumes that people are unpredictable and uncontrollable and that a leader’s</p>	<p>Autocratic Leader High emphasis on performance and a low emphasis on people. Assumes that people are lazy, irresponsible, and untrustworthy and that</p>

	<p>job is to do enough to get by, keep a low profile, stay out of trouble, and leave people alone as much as possible. Relies on abdicating to whomever will rise to the occasion to get the job done</p>	<p>planning, organizing, controlling, and decision making should be accomplished by the leader with minimal employee involvement.</p>
Low	Emphasis On Performance	

Table 1: Leadership Style (Source: Warrick D. D.(1981) Leadership Styles and Their Consequences, University of Colorado, Journal of Experiential Learning and Simulation 3-4: 155-172)

5. Leadership theories:

A review of the leadership literature reveals an evolving series of 'schools of thought' from “Great Man” and “Trait” theories to “Transformational” leadership. Whilst early theories tend to focus upon the characteristics and behaviors of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership (Bolden, et al, 2003). However, Warrick (1981) stated that Most authorities on organizational leadership agree that the major theories of leadership are the traits, leadership styles, and contingency (sometimes called situational) theories. The leadership styles and contingency theories now dominate the current literature on leadership while the traits theory has generally been dismissed because of the theoretical, methodological, and practical problems involved in trying to identify and support a consistent list of traits.

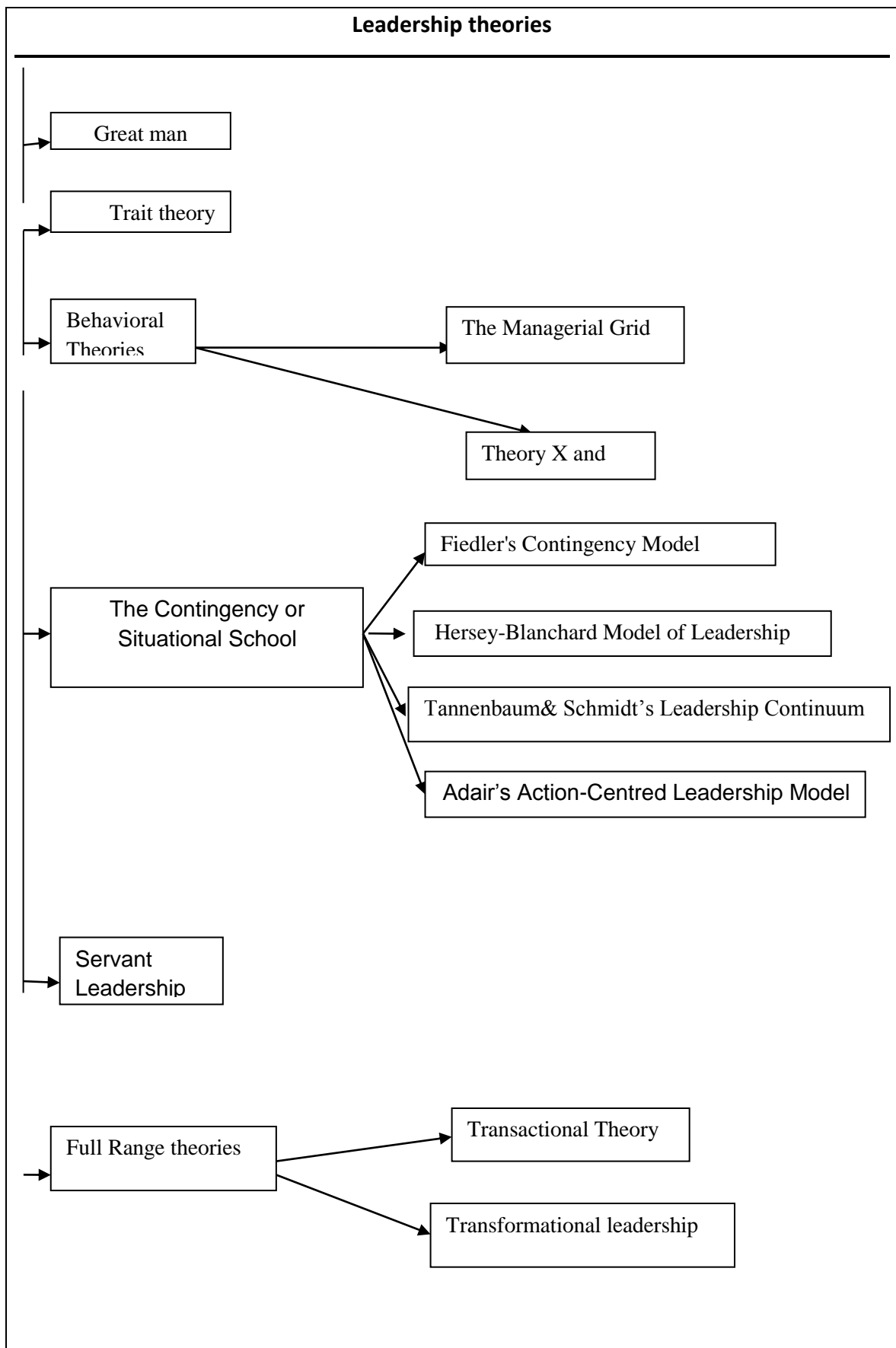


Figure1: Leadership Theories (Developed by the researcher)

5.1 Great man theory:

The investigation of attributes, such as verbal intelligence, that distinguish leaders from followers or effective leaders from ineffective ones has a long history in the scientific study of leadership. It is referred to as the *trait approach*, which was originally grounded in the assumption, that leaders are “born” not “made.” This assumption, called the “great man” theory of leadership, was once very popular and highly controversial (Goethal et al, 2010)

5.2 Trait theory:

Early social psychological theories of leadership identified a certain set of personality and physical characteristics that set leaders apart from non leaders. These person or trait theories suggested that the probability of emerging as a group leader is associated with the possession of certain distinguishable characteristics regardless of the situation. Although this perspective has lost favor over the last fifty years (primarily due to inconsistent findings across research studies), a number of characteristics have indeed been found to slightly or even moderately distinguish leaders from non-leaders (Goethal et al, 2001). From 1920 to 1950 researchers, perhaps feeling the influence of the early trait theorists, tried to pinpoint factors that contribute to effective leadership. They reasoned that if leaders possess superior qualities that differentiate them from followers, discovering these qualities should be possible (Hodgetts, 1993).

However, Trait theory was criticized for taking an atomistic approach, viewing each personality variable as something that acts independently to determine leadership. According to Stodgill, Trait approach is too narrow because it is too restricted in the sense that it recognizes the influence of the environment in the development of personality but does not specify the ways in which the environment operates to affect functioning (Ryckman, 1985).

5.3 Behavioral Theories:

The results of the trait studies were inconclusive. Traits, amongst other things, were hard to measure. How, for example, do we measure traits such as honesty, integrity, loyalty, or diligence? Another approach in the study of leadership had to be found. After the publication of the late Douglas McGregor's classic book *The Human Side of Enterprise* in 1960, attention shifted to 'behavioral theories'. McGregor was a teacher, researcher, and consultant whose work was considered to be "on the cutting edge" of managing people. He influenced all the behavioral theories, which emphasize focusing on human relationships, along with output and performance .(Bolden et. all, 2003).

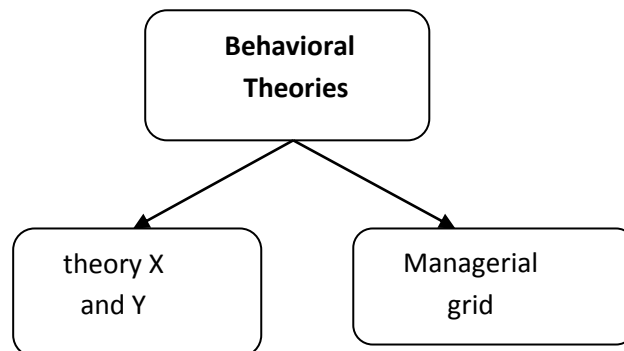


Figure2: Behavioral Theories (by the researcher)

5.3.1 The Managerial Grid:

A somewhat transitional theory between the leadership styles theories and the contingency theories is the Managerial Grid developed by Blake and Mouton . Blake and Mouton described the two basic dimensions of leadership as concern for production and concern for people. The term concern for, as used in the grid, is a theoretical variable reflecting basic attitudes or styles of control. It does not reflect actual production or effectiveness. The horizontal axis of the management grid represents concern for production and the vertical axis represents concern for mature and healthy relations among those engaged in production. Each axis is on a 1 to 9 point scale, with 1 representing a minimum interest or concern and 9 a maximum concern. The Managerial Grid results in five basic styles of leadership: A Production

Pusher (9,1),D o-Nothing Manager (1,1)O, organization Man [5,5), Country Club Manager (1,9), and Team Builder (9,9).(Warrick, 1981)

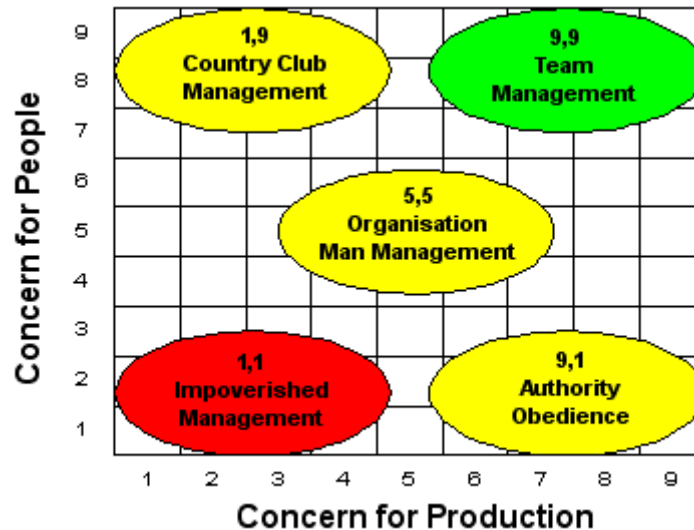


Figure 3: Managerial Grid (Source: Warrick D. D.(1981) Leadership Styles and Their Consequences, University of Colorado, Journal of Experiential Learning and Simulation 3-4: 155-172)

5.3.2 Theory X and Theory Y:

Although not strictly speaking a theory of leadership, the leadership strategy of effectively-used participative management proposed in Douglas McGregor's book has had a tremendous impact on managers. The most publicized concept is McGregor's thesis that leadership strategies are influenced by a leader's assumptions about human nature. As a result of his experience as a consultant, McGregor summarized two contrasting sets of assumptions made by managers in industry.

Theory X managers believe that:	Theory Y managers believe that:
<ul style="list-style-type: none"> · The average human being has an inherent dislike of work and will avoid it if possible. · Because of this human characteristic, most people must be coerced, 	<ul style="list-style-type: none"> · The expenditure of physical and mental effort in work is as natural as play or rest, and the average human being, under proper conditions, learns not only to accept but to seek responsibility. · People will exercise self-direction and self-

<p>controlled, directed, or threatened with punishment to get them to put forth adequate effort to achieve organizational objectives.</p> <p>· The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all else.</p>	<p>control</p> <p>to achieve objectives to which they are committed.</p> <p>· The capacity to exercise a relatively high level of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population, and the intellectual potentialities of the average human being are only partially utilized under the conditions of modern industrial life.</p>
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Table 2: Theory X and Theory Y (Source: Bolden, R., ET ALL, (2003) REVIEW OF LEADERSHIP THEORY AND COMPETENCY FRAMEWORKS, United Kingdom: Centre for Leadership Studies.)

5.4 . The Contingency or Situational School:

Whilst behavioral theories may help managers develop particular leadership behaviors they give little guidance as to what constitutes effective leadership in different situations. Indeed, most researchers today conclude that no one leadership style is right for every manager under all circumstances. Instead, contingency-situational theories were developed to indicate that the style to be used is contingent upon such factors as the situation, the people, the task, the organization, and other environmental variables (Bolden, 2003). According to this theory, no leadership style is best in all situations. Success depends upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation (Winston, 2003).

5.4.1 Fiedler's Contingency Model:

Fiedler (1997) developed a contingency theory of leadership in which he argued that there is no ideal leader nor one perfect situation in which a leader will emerge. Instead, the emergence of a leader depends on an interaction between a person's leadership style and the degree of situational control. Fiedler defined leadership style as a set of observable behaviors that describes how a leader interacts with the other members of the group when pursuing goals. Leadership styles can be either task focused, which describes leaders who minimize socio-emotional goals and emphasize goals related to task completion, or relationship focused, which describes

leaders who focus on maintaining a positive, supportive environment in which the emotional needs of group members are emphasized. Fiedler defined situational control as the degree to which leaders can direct the group's actions, and he argued that the direction is largely determined by the quality of the relationship between leader and followers, by the quality of understanding with regard to task structure, and by the degree to which the leader has power over positive or negative group outcomes (e.g., rewards or punishments). (Robbins, 1997)

5.4.2 The Hersey-Blanchard Model of Leadership:

This model posits that the developmental levels of a leader's subordinates play the greatest role in determining which leadership styles (leader behaviors) are most appropriate. Their theory is based on the amount of direction (task behavior) and socio-emotional support (relationship behavior) a leader must provide given the situation and the "level of maturity" of the followers.

- *Task behavior* is the extent to which the leader engages in spelling out the duties and responsibilities to an individual or group. This behavior includes telling people what to do, how to do it, when to do it, where to do it, and who's to do it. In task behavior the leader engages in one way communication.
- *Relationship behavior* is the extent to which the leader engages in two-way or multi-way communications. This includes listening, facilitating, and supportive behaviors. In relationship behavior the leader engages in two-way communication by providing socio-emotional support.
- *Maturity* is the willingness and ability of a person to take responsibility for directing his or her own behavior. People tend to have varying degrees of maturity, depending on the specific task, function, or objective that a leader is attempting to accomplish through their efforts. (Bolden et. all, 2003)

5.4.3 Tannenbaum & Schmidt's Leadership Continuum

One criticism of early work on leadership styles is that they looked at styles too much in black and white terms. The autocratic and democratic styles or task-oriented and relationship-oriented styles which they described are extremes, whereas

in practice the behavior of many, perhaps most, leaders in business will be somewhere between the two. Contingency theorists Tannenbaum and Schmidt suggested the idea that leadership behavior varies along a continuum and that as one moves away from the autocratic extreme the amount of subordinate participation and involvement in decision taking increases (Ferry, 1993). They also suggested that the kind of leadership represented by the democratic extreme of the continuum will be rarely encountered in formal organizations. Four main leadership styles can be located at points along such a continuum:

- *Autocratic*: The leader takes the decisions and announces them, expecting subordinates to carry them out without question (the Telling style).
- *Persuasive*: At this point on the scale the leader also takes all the decisions for the group without discussion or consultation but believes that people will be better motivated if they are persuaded that the decisions are good ones. He or she does a lot of explaining and 'selling' in order to overcome any possible resistance to what he or she wants to do. The leader also puts a lot of energy into creating enthusiasm for the goals he or she has set for the group (the Selling style).
- *Consultative*: In this style the leader confers with the group members before taking decisions and, in fact, considers their advice and their feelings when framing decisions. He or she may, of course, not always accept the subordinates' advice but they are likely to feel that they can have some influence. Under this leadership style the decision and the full responsibility for it remain with the leader but the degree of involvement by subordinates in decision taking is very much greater than telling or selling styles (the Consulting style).
- *Democratic*: Using this style the leader would characteristically lay the problem before his or her subordinates and invite discussion. The leader's role is that of conference leader, or chair, rather than that of decision taker. He or she will allow the decision to emerge out of the process of group discussion, instead of imposing it on the group as its boss (the Joining style) (Bolden, et al, 2003)

5.4.4 Adair's Action-Centred Leadership Model

John Adair has a long pedigree in the world of leadership. The Adair model is that the action-centred leader gets the job done through the work team and relationships with fellow managers and staff. According to Adair's explanation an action-centred leader must:

- direct the job to be done (task structuring)
- support and review the individual people doing it
- co-ordinate and foster the work team as a whole (Bolden, et al, 2003)



Figure 4: Adair's Action-Centred Leadership Model, (source :Bolden, R., ET ALL, (2003) REVIEW OF LEADERSHIP THEORY AND COMPETENCY FRAMEWORKS, United Kingdom: Centre for Leadership Studies.)

His famous three circle diagram is a simplification of the variability of human interaction, but is a useful tool for thinking about what constitutes an effective leader/manager in relation to the job he/she has to do. The effective leader/manager carries out the functions and exhibits the behaviours depicted by the three circles. Situational and contingent elements call for different responses by the leader. Hence

imagine that the various circles may be bigger or smaller as the situation varies i.e. the leader will give more or less emphasis to the functionally-oriented behaviours according to what the actual situation involves. (White, 2011)

5.5 Servant Leadership

The model of servant leadership begins with Agapao love, which is a moral love where the leader does the right things for the right reasons at the right times. Through the seven beatitudes the leader increases his/her humility and altruism toward the follower. This increase in humility and altruism then results in an increased focus by the leader on a vision for the followers as well as trust in the followers that, together, causes the leader to increase the level of empowerment to the followers that results in a greater level of service to the follower (Winston,2003).

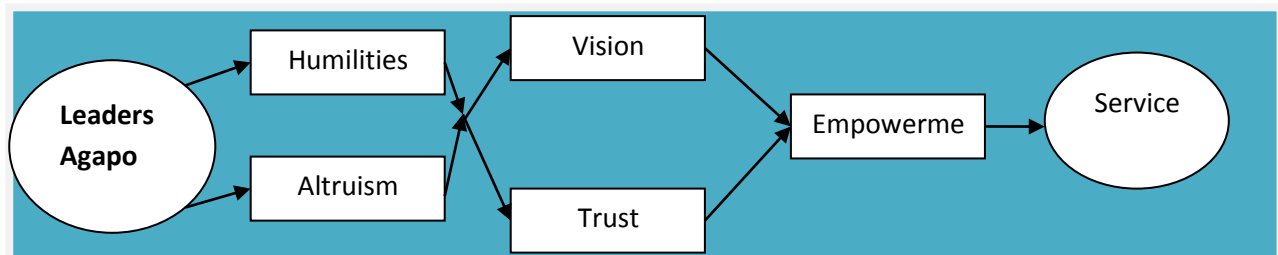


Figure 4: Servant Leadership (Developed by the researcher)

According to Patterson (2002) Servant leadership has been compared and contrasted to transformational leadership. Transformational leaders think first about the organization and second about the followers while servant leaders think first about the followers and second about the organization. This distinction implies then that organizational performance is secondary to the leader-follower interaction. How then can servant-led organizations do well?

5.6 Full Range theories:

More recent studies are focusing on a full range of leadership styles such as transformational, transactional and passive/avoidant leadership styles (Nawaz 2010) Transformational leadership theory has been the most frequently researched leadership theory over the last two decades. Transformational and

transactional leadership theory was introduced by James MacGregor Burns (1978) in his seminal book, *Leadership*. Burns stated that transformational leadership occurs when “one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality” . Several modifications to Burns conceptualizations of transformational and transactional theory were made by Bass in 1985 (Rose, 2010).

5.6.1 Transactional Theory:

It arose in the early 1970s in reaction to the dominant behavioral and contingency models of leadership. These traditional models implicitly assumed that leaders adopt the same leadership style with all group members (the so-called average leadership style approach). In contrast, researchers believed that leaders adopt different leadership styles with different subordinates. More precisely, leaders develop different dynamic exchange relationships with different specific subordinates. These relationships can either be ones that treat the subordinate as a close and valued “in group” member with the leader, or ones that treat the subordinate in a more remote manner as an “out group” member who is separate from the leader (Goethal et al, 2001).

The three dimensions of transactional leadership are (a) Contingent reward refers to the exchange process between leaders and followers. The leader comes to an agreement with the follower over what needs to be done and what rewards will be exchanged for the follower doing it; (b) Management by exception – active refers to the active role a leader plays in watching followers closely so that they can quickly take corrective action when the followers make mistakes or violate rules; and, (c) Management by exception – passive refers to the passive role a leader takes in penalizing followers after standards have not been made. Each of the management by exception dimensions uses more negative reinforcement patterns (Rose, 2010)

5.6.2 Transformational leadership:

Burns (1978) in his book ‘*Leadership*’ was the first to put forward the concept of “transforming leadership”. To Burns transforming leadership “is a

relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents”. Burns went on to also further define it by suggesting that: “[Transforming leadership] occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality...” Burns draws upon the humanistic psychology movement in his writing upon ‘transforming leadership’ by proposing that the transforming leader shapes, alters, and elevates the motives, values and goals of followers achieving significant change in the process. He proposed that there is a special power entailed in transforming leadership with leaders “armed with principles [that] may ultimately transform both leaders and followers into persons who jointly adhere to modal values and end-values”. Burns sees the power of transforming leadership as more noble and different from charismatic leadership, which he terms ‘heroic’ leadership, and executive or business leadership. Despite this it is surprising that most of the application of Burns’ work has been in these two types of leadership. John Nicholls (1988) pointed out, however, that ‘transforming’ in this context tends to be used in two distinct ways - either transforming organisations , or transforming people. (Farey, 1993)

Bass (1994) developed Burns’ concept of transforming leadership in ‘Leadership and Performance Beyond Expectations’ into ‘transformational leadership’ where the leader transforms followers – the direction of influence to Bass is thus one-way, unlike Burns’ who sees it as potentially a two-way process. Bass, however, deals with the transformational style of executive leadership that incorporates social change, a facet missing from Burns’ work. For Bass ‘transformational leaders’ may:

- expand a follower’s portfolio of needs.
- transform a follower’s self-interest.
- increase the confidence of followers.
- elevate followers’ expectations.
- heighten the value of the leader’s intended outcomes for the follower.
- encourage behavioral change.

- motivate others to higher levels of personal achievement (Maslow's 'self-actualization').

Tichy and Devanna (1997) in their book 'Transformational Leadership' built further on the work of Burns and Bass in organizational and work contexts. They described the hybrid nature of transformational as "... not due to charisma. It is a behavioral process capable of being learned".

Bass and Avolio (1994) ensure that "Transformational leadership is closer to the prototype of leadership that people have in mind when they describe their ideal leader, and it is more likely to provide a role model with which subordinates want to identify".

According to Bass and Avolio, transformational leaders display behaviors associated with five transformational styles:

Transformational Style.

1) Idealized Behaviors:

Living one's ideals:

- Talk about their most important values and beliefs.
- Specify the importance of having a strong sense of purpose.
- Consider the moral and ethical consequences of decisions.
- Champion exciting new possibilities.
- Talk about the importance of trusting each other.

2) Inspirational Motivation:

Inspiring others:

- Talk optimistically about the future.
- Talk enthusiastically about what needs to be accomplished.
- Articulate a compelling vision of the future.

- Express confidence that goals will be achieved.
- Provide an exciting image of what is essential to consider.
- Take a stand on controversial issues.

3) Intellectual Stimulation:

Stimulating others:

- Re-examine critical assumptions to question whether they are appropriate.
- Seek differing perspectives when solving problems.
- Get others to look at problems from many different angles.
- Suggest new ways of looking at how to complete assignments.
- Encourage non-traditional thinking to deal with traditional problems.
- Encourage rethinking those ideas which have never been questioned before.

4) Individualized Consideration: coaching and development:

- Spend time teaching and coaching.
- Treat others as individuals rather than just as members of the group.
- Consider individuals as having different needs, abilities, and aspirations from others.
- Help others to develop their strengths.
- Listen attentively to others' concerns.
- Promote self development.

5) Idealized Attributes: Respect, trust, and faith:

- Instill pride in others for being associated with them.
- Go beyond their self-interests for the good of the group.
- Act in ways that build others' respect.
- Display a sense of power and competence.
- Make personal sacrifices for others' benefit.
- Reassure others that obstacles will be overcome.

Hooper and Potter (1997) extend the notion of transformational leadership to identify seven key competences of “transcendent leaders”, which are able to engage the emotional support of their followers and thus effectively transcend change:

- 1) Setting direction.
- 2) Setting an example.
- 3) Communication.
- 4) Alignment.
- 5) Bringing out the best in people.
- 6) The leader as a change agent.
- 7) Providing decision in a crisis and on the ambiguous.

5.6.3 Difference between Transformational and Transactional:

Transactional leadership differs from transformational leadership in the fact that transactional leaders do not concern themselves with the individual needs of followers or their personal development. Transformational leadership produces greater effects than transactional leadership. While transactional leadership results in expected outcomes, transformational leadership results in performance that goes well beyond what is expected (Bass, 1985; Northouse, 2004; Yukl, 2006). This *going beyond what is expected* is related to the collaborative, collective action generated by transformational leadership which empowers those who participate in the process (Rose, 2010).

Transformational Leadership

Idealized + Inspirational + Intellectual + Individualized + Influence Motivation Stimulation Consideration

Transactional Leadership

Contingent

Reward

+

Management-

by-Exception



Figure 5: Difference between Transformational and Transactional (Source Northouse, S., (2004). Leadership: Theory and Practice. Thousand Oaks, CA: Sage Publications)

Section 2: Strategy implementation

1. Introduction:

Successful Strategy implementation is not a purpose for any organization for itself, but it is a tool to reach the final goal and objectives. This section of the chapter will start with definition of strategy management as strategy implementation is one circle of its chain, then a full definition of strategy implementation will be discussed from different points of views, in addition to important issues related to strategy implementation such as obstacles and factors of strategy implementation. And the relationship between strategy implementation and vision and leadership will be investigated in previous studies.

2- Strategy Management:

Strategic management is a set of managerial decisions and actions that determines the long run performance of a corporation. It includes environmental scanning (both external and internal), strategy formulation (strategic or long-range planning), strategy implementation, and evaluation and control. The study of strategic management, therefore, emphasizes the monitoring and evaluating of external opportunities and threats in light of a corporation's strengths and weaknesses. Originally called business policy, strategic management incorporates such topics as strategic planning, environmental scanning, and industry analysis.(Wheelen& David, 2012).

According to Gregory, 2005 strategy management consist of the analysis, decisions, and actions an organization undertakes in order to create and sustain competitive advantages. This definition captures two main elements that go to the heart of the field of strategic management.

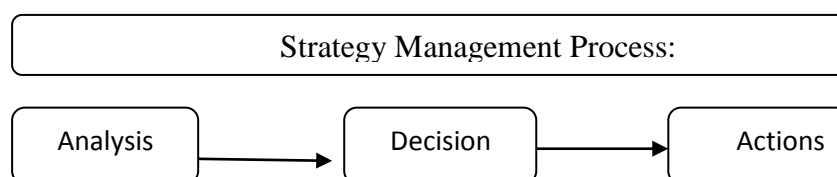


Figure 6: Strategy Management process (Developed by the researcher)

3- Strategy Management process:

To be able to identify strategy implementation phase, it is important to understand the entire process of strategic management. According to Wheelen and Davud (2012), firm strategy passes four stages: environmental scanning, strategy formulation, strategy implementation and strategy evaluation. Investigating why even the best designed strategies are questionable opens a doubt about inconsistencies between formulation and implementation at first and later inconsistencies between strategy implementation and performance measurement. Formulation phase includes mission, goals and business policy determination while implementation includes activities, budgeting and procedures. Between these phases emerge several confusions: who carry out the strategic plan, what must be done and how to work.

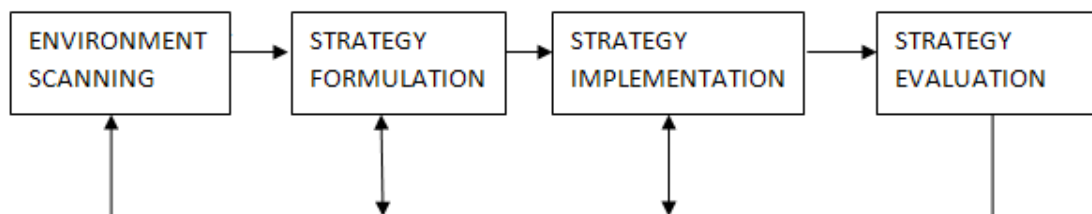


Figure 7: Components of Strategic Management Process (Source: Hunger, J., and Wheelen, T. 2003. Essentials of Strategic Management, 3rd ed. USA, Prentice-Hall.

4- Definition of Strategy implementation

There is no universally accepted definition of “strategy implementation”. According to Topping & Hernandez (1991), strategy implementation focuses on how decisions are put into action and evaluated, including the characteristics of the strategy, environmental characteristics, and organizational factors’. Yang Li (2008) have been able to identify three distinct conceptions of the term: The first approach concentrates on a process perspective and takes strategy implementation as a sequence of carefully planned consecutive steps. The second approach treats strategy

implementation as a series of more or less concerted (but often parallel) actions and examines these actions from a behavior perspective. Some authors combine the process perspective and behavior or action perspective and form a third approach, which is labeled as a hybrid perspective:

Process perspective:

- 1- Implementation is the *process* that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives (Kotler,1984 cited in Noble,1999).
- 2- Implementation was found to be a highly complex and interactive process with many variables impinging upon it – more of a „spring“ than a simple cascade. Many factors influence the flow and content of the „spring“ (Wernham, 1985).
- 3- Strategy implementation is also portrayed as a lively process by which companies identify future opportunities (Schaap 2006).
- 4- Strategy implementation may be viewed as a process inducing various forms of organizational learning, because both environmental threats and strategic responses are a prime trigger for organizational learning processes (Lehner, 2004).
- 5- Implementation is a process that takes longer than formulation (Hrebiniak, 2006).
- 6- Strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 2006).

Behavior perspective:

- 1- It is a series of decisions and resultant actions which commit resources to achieving intended outcomes (Wernham,1985).
- 2- Implementation is a series of interventions concerning organizational structures, key personnel *actions*, and control systems designed to control performance with respect to desired ends (Hrebiniak& Joyce 1984)

- 3- Implementation designates the managerial interventions that align organizational action with strategic intention (Floyd & Wooldridge, 2003)
- 4- Implementation is the actions initiated within the organization and its relationships with external constituencies to realize the strategy (Homburg & Krohmer & Workman, 2004).
- 5- Implementation is a hands-on operation and action-oriented human behavioral activity that calls for executive leadership and key managerial skills (Schaap, 2006).
- 6- Implementation is operationally defined as those senior-level leadership behaviors and activities that will transform a working plan into a concrete reality (Schaap, 2006).

Hybrid perspective:

- 1- Implementation is defined as "...the sum total of the *activities* and choices required for the execution of a strategic plan...the *process* by which strategies and policies are put into action (Wheelen & Hunger, 1992)
- 2- In the instances where plans, strategies, technologies, or programs are markedly new to the firm, implementation appears to involve organizational design reconfiguration - i.e., a redesign of structure, systems, process, people, and rewards (Galbraith & Kazanjian, 1988)
- 3- In other instances, implementation is viewed as an *action-oriented process* that requires administration and control (Sashittal & Wilemon, 1996).
- 4- Strategy execution is defined as the step-by-step implementation of the various activities that make up a formulated decision-making strategy. Strategy execution also can be treated as a cognitive process (Singh, 1998).

According to Wheelen and David (2012) strategy implementation is a process by which strategies and policies are put into action through the development of programs, budgets, and procedures. This process might involve changes within the overall culture, structure, and/or management system of the entire organization. Except when such drastic corporatewide changes are needed, however, the implementation of strategy is typically conducted by middle- and lower-level managers, with review by top management. Sometimes referred to as operational

planning, strategy implementation often involves day-to-day decisions in resource allocation.

5- Strategy implementation and vision:

An important part of implementing strategy is building consensus. People throughout the organization have to believe in the new strategy and have a strong commitment to achieve vision and goals (Miler and Cardinal 1994)

Trinka (2008) in his research on leadership concured that commonly referenced competencies for successful Strategy Implementation include; integrity/honesty, communication, technical competence, diversity consciousness, developing others, results orientation, change management, interpersonal skills, problem-solving, decision making, political savvy, strategic/visionary thinking, customer focus, business skills, team leadership, influence skills, conflict management, emotional intelligence, social and environmental responsibility.

Irianto (2005) concluded that the successful implementation of strategic decisions and operational directives rested in strategic action and decision in creating awareness through well-crafted vision.

Mapetere&Mavhiki and (2012) stated that most strategies implemented were not backed by well-crafted visions to guide them. Thus for the purpose of strategy implementation leaders should be able to craft a vision that create a fit between intended strategy and the specific personality profile of the implementation's key players in the different departments of the organization.

Executive leadership is the directing of activities toward the accomplishment of corporate objectives. Executive leadership is important because it sets the tone for the entire corporation. A strategic vision is a description of what the company is capable of becoming. It is often communicated in the company's mission and vision statements. People in an organization want to have a sense of mission, but only top management is in the position to specify and communicate this strategic

vision to the general workforce. Top management's enthusiasm (or lack of it) about the corporation tends to be contagious. (Wheelen and Hunger, 2012)

6- Barriers of strategy implementation:

Unfortunately, most managers know more about developing strategy than they know about executing it. Formulating strategy is difficult. Making strategy work, executing or implementing throughout the organization, is even more difficult. Without effective implementation, no business strategy can succeed (Hrebiniak, 2006).

Ivančić (2012) in her study about the biggest failures in managing strategy implementation, she chronicled the studies which mentioned the problems sources through in different surveys on strategy implementation from 1980s to nowadays.

Authors and work (chronological order)	Time	Organization structure	Organization culture	Resources	Leadership	Uncontrollable external factors
Waterman RH, Peters TJ, Phillips JR (1980): Structure Is not organization		•		•	•	
Wernham R (1984): Bridging the Awful Gap between Strategy and Action		•		•		
Alexander L. (1985): Successfully implementing strategic decision	•	•		•	•	•
Eisenstat R. (1993): Implementing strategy: developing a partnership for change		•		•	•	
Wessel J. (1993): The strategic human resource management process in practice		•		•	•	
Schmidt J. (1994): The case of the sales-driven company		•				
Sandelands E. (1994): All talk and no action? Perish the thought	•					
Miller S (1997): Implementing Strategic Decisions: Four key Success Factors		•	•	•		
Al-Ghamdi, S. (1998): Obstacles to successful	•	•		•		•

implementation of strategic decisions						
Beer, M., Eisenstat R.A. (2000): The silent killers of strategy implementation and learning		•		•	•	
Allio M.K. (2005): A short, practical guide to implementing strategy		•		•		
Hrebiniak L.G. (2006): Obstacles to effective strategy implementation	•	•	•	•		
Kalali, N.S., et al. (2011): Why does strategic plans implementation fail? A study in the health service sector of Iran		•	•	•		•

Table (3): Chronological order for source of problems of strategy implementation, Source: Ivančić, V., (2012) "The biggest failures in managing strategy implementation", Faculty of Economics (University of Rijeka) Ivana Filipovića "

According to Davenport (2010) creating a brilliant strategy is nothing compared to executing it successfully

There is an increasing acknowledgment that the most important problems in the field of strategic management are not related to strategy formulation, but rather to strategy implementation (Flood et al. 2000), and that the high failure rate of organizational initiatives in a dynamic business environment is first and foremost due to poor implementation of new strategies.

This is also confirmed by Dobni (2010) who notes that it is not the formulation of strategies but the implementation of strategies that forms the biggest challenge.

According to Hrebiniak (2006) ‘Formulating strategy is difficult. Making strategy work – executing or implementing it throughout the organization – is even more difficult’. Thompson & Strickland (1992) have stressed that implementing a strategy is the most complicated and time-consuming part of strategic management.

There are formidable roadblocks or hurdles that get in the way of the execution process and seriously injure the implementation of strategy. The road to successful execution is full of potholes that must be negotiated for execution success.

Noble (1999) thinks that a myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic. It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented.

According to Blahová & Knápková (2011) Isolation from the workforce and Difficulties while connecting strategic choices are behind failure in strategy implementation.

Giles (1991) demonstrated that strategy implementation fails when “implementers do not own the strategy”

More recently, Guffey and Nienhaus (2002) found a strong link between organizational commitment (e.g. strong belief in the organization’s goals and values, willingness to exert effort on behalf of the organization, and strong desire to maintain membership in the organization) and employees’ support of the organization’s strategic plan.

Allison and Kaye (2005) cited in Samour claim that there are two main obstacles face an effective implementation of the strategy:

- 1) The difficulty of transformation big ideas into particular steps
- 2) The difficulty of protecting the focus that was accomplished through the planning process.

According to Beer (2000) there are six killers for strategy

- 1- Top management or laissez-faire senior management style
- 2- Unclear strategy and conflicting priorities
- 3- An ineffective senior management team
- 4- Poor vertical communication
- 5- Poor coordination across functions, business or boarders
- 6- Inadequate down-the line leadership skills and development.

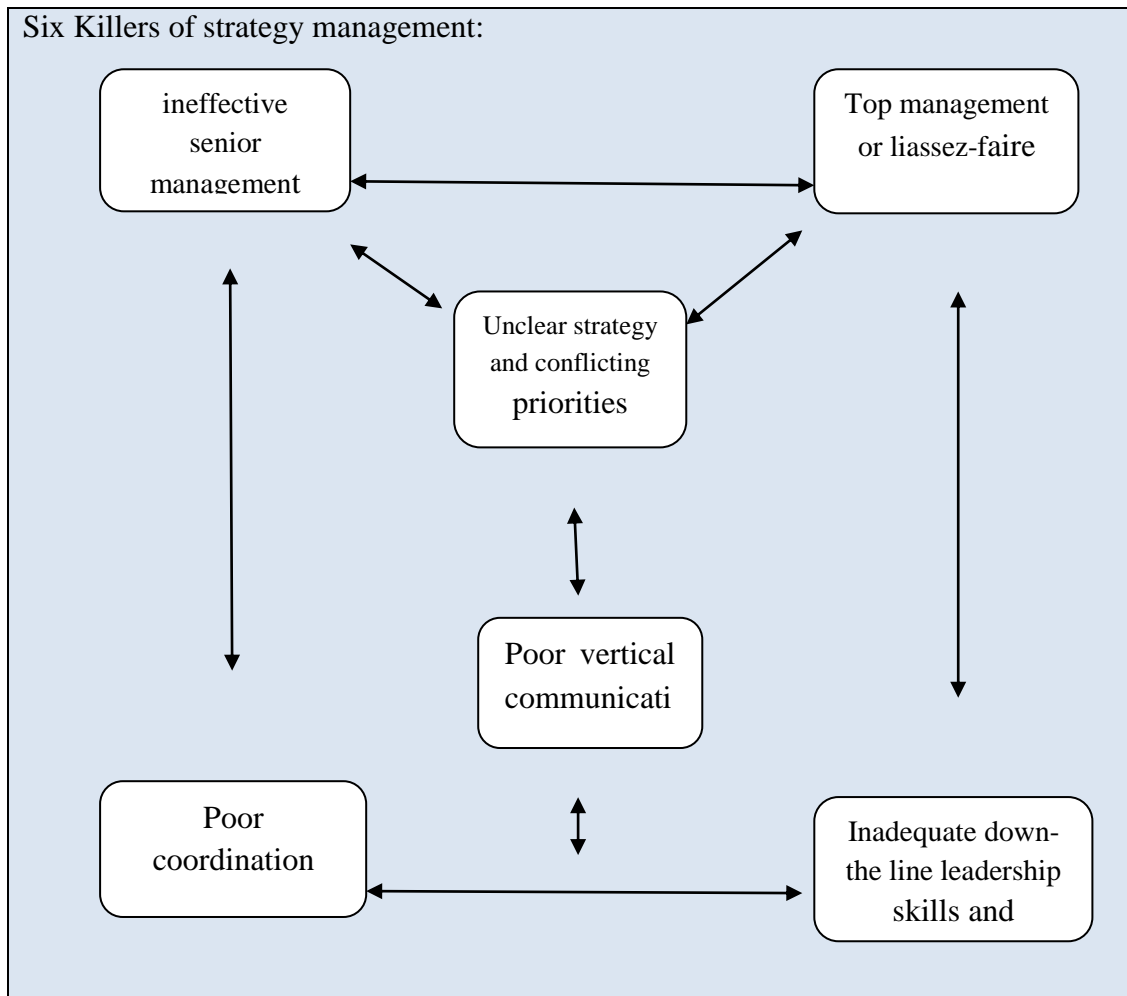


Figure 8: Six Killers of strategy management, (source: Beer, M. & Eisenstat, R. A. (2000): The silent killers of strategy implementation and learning. Sloan Management Review 41 (4) 29-40.)

7- Factors affecting implementation

According to Zaribaf & Hamid (2008) there are many factors listed by different authors related to affecting factors on implementation. We categorize and listed them as follows:

- 1- Implementing was run slower than foreseen time
- 2- Occurring unexpected problems
- 3- Activities' coordination was not rightly performed
- 4- Some competitive jobs and crisis, diverted managers attention from implementation of strategies

- 5- Implementing staff were not capable enough
- 6- Subordinates were not trained effectively
- 7- Uncontrollable external environment factors
- 8- Managers could not be able to do leading and directing properly
- 9- Activities and key tasks of implementation process were poorly defined
- 10- There was no information system for sufficient control of activities

Beer and Eisenstat have (2000) catalogued a group of relevant, inhibiting factors to strategy implementation and learning. The factors are: either a top-down or laissez-faire management style, unclear strategy and conflicting priorities, an ineffective senior management team, poor vertical communication, poor coordination across functions, plus inadequate down-the-line leadership skills and development. The authors seem to clearly acknowledge the need for large-scale communication as well as at least partial participation and on the other hand leadership and organizational integrity.

8- Strategy and leadership:

Failure strategy implementation efforts causes enormous costs in the organization. Besides wasting a considerable amount of time and money, failure strategy implementation efforts cause lower employee morale, a diminished trust and faith in senior management. Moreover they result in making yet more inflexible organization, because when an organization fails to change it will encounter more employee cynicism in its next attempt(Heracleous,200).

Emphatically, the main issue here is how organizers should carry out strategy implementation effectively. Among various organizational factors, leadership, structure and human resource play a significant part in strategy implementation (Karim, 2005).

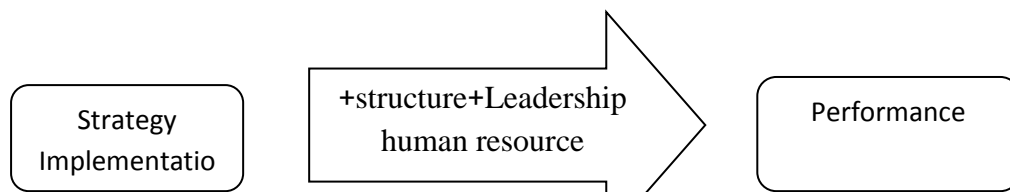


Figure 9: Strategy and Leadership (Source: developed by the researcher)

Section 3: Palestinian Non- Governmental Organization (P.NGO)

1- Introduction:

Since 1948, the year of Nakba, the PNGO sector has special importance as it filled the gap caused by absence of the state organization. Many studies were done to discuss its history and role in society development and struggling occupation. In addition, reports of the international organizations were pursuing the development of this sector and its history. Many important studies and reports were used in this section of the chapter to accomplish a vital background about PNGOs in Gaza Strip.

2- Definition of non-Governmental Organization (NGOs):

The non-governmental sector is the sum of private, voluntary, and nonprofit organizations and associations.

It describes a set of organizations and activities next to the institutional complexes of government, state, or public sector on the one hand, and the for-profit or business sector on the other. Sometimes referred to as the “third sector,” with government and its agencies of public administration being the first, and the world of business or commerce being the second, it is a sector that has gained more prominence in recent years—in the fields of welfare provision, education, community development, international relations, the environment, or arts and culture.(Anheier 2005).

3- Role of NGOs:

- *Service-provider role:* since government programs are typically large scale and uniform, nonprofits can perform various important functions in the delivery of collective goods and services, particularly for minority preferences. They can also be the primary service providers, where neither government nor business is either willing or able to act. They can provide services that complement the service

delivery of other sectors, but differ qualitatively from it. Or they can supplement essentially similar services, where the provision by government or the market is insufficient in scope or not easily affordable.

- *Vanguard role*: nonprofits innovate by experimenting with and pioneering new approaches, processes, or programs in service delivery. Less beholden than business firms to the expectations of stakeholders demanding some return on their investment, and not subject to the electoral process as are government entities, nonprofit organizations can, in their fields, serve as change agents. If innovations prove successful after being developed and tested by nonprofits, other service providers, particularly government agencies with a broader reach, may adopt them, or businesses might turn them into marketable products.

- *Value-guardian role*: governmental agencies are frequently constrained—either on constitutional grounds or by majority will—to foster and help express diverse values that various parts of the electorate may hold. Businesses similarly do not pursue the expression of values, since this is rarely profitable. Nonprofits are thus the primary mechanism to promote and guard particularistic values and allow societal groups to express and promulgate religious, ideological, political, cultural, social, and other views and preferences. The resulting expressive diversity in society in turn contributes to pluralism and democratization.

- *Advocacy role*: in the political process that determines the design and contours of policies, the needs of under-represented or discriminated groups are not always taken into account. Nonprofits thus fill in to give voice to the minority and particularistic interests and values they represent and serve in turn as critics and watchdogs of government with the aim of effecting change or improvements in social and other policies. (Anheier 2005).

4- Historical background of the world NGOs:

The non-profit sector in industrial countries has become a major economic force. In the 22 countries studied by the Johns Hopkins Comparative Non-profit Sector Project, which includes the US, the UK, France, Germany and Japan, the non-

profit sector employed on average five per cent of total employment (Salamon et al, 1999). In addition to paid employment, moreover, non-profit organizations in the 22 countries have the equivalent of 10.4 million full time employees as Volunteers. Adding these to the total would increase non-profit employment to 7.1 per cent of total employment in these 22 countries. What is more, much of the non-profit sector, while rooted in age old principles of charity, voluntarism, philanthropy or sociability is of fairly recent origin in terms of its economic weight. In fact, in most countries, the non-profit sector is a product of the last three decades, fuelled by expanding social welfare legislation, demographic and cultural shifts, increased prosperity, and a changing role of the state Salamon et al (1999) found that relative to its size, the non-profit sector has contributed significantly to employment growth during the 1980s and 1990s).

5- Historical Background of the Palestinian NGOs:

According to Addori (1984) the establishment of the NGOs in Sria and Palestine is back to the latest of the Othmain age. The Palestinian people shared in establishing associations on basis of the Arab Nationality to encounter the Turkish Nationality and to respond to the Turkish disregard of the Arab world. As a result, these associations turned to be foundations of struggle for independence.

However, most reviews refer to the uniqueness of Palestinian NGOs as a result of its historical background which is different from that of the Arab NGOs. Most of the Arab NGOs established and developed under statement sovereignty, while the P.NGOs were established and worked with absence of the state. The beginning of the history of P.NGOs is back to 20s of the last century including religious, women, youth clubs.... ect.

Since 1948, the P.NGO continued their activities but some of them change their activities and concentrated on preserving identity as a result of the change in the governing power and Israel occupation, while others preferred to work outside Palestine and focusing on idea of liberating Palestine and Arab Nationalism. (EU Report 2011).

After the Israel occupation to Gaza and West Bank in 1967 many new NGOs were established to fill the gap in social services which were neglected by the occupation, in addition to other activities like struggling occupation and circumventing its cruel decisions against Palestinian (Salem 1999).

Abu Elba adding that the period after 1967 occupation witnessed a miserable social situation in Gaza Strip and West Bank as a result of draining the natural and raw sources of the land by the occupation through systemic policy to weaken the Palestinian economy. Therefore, the number of employment, poor families and orphans riskily increased. As a result, the establishment of P.NGOs was the resistive respond to face the occupation policies against the Palestinian people.

The rise of 1987 Intifada manifested new period of the development of P. NGOs. New agendas were stated to focus on creating policies for development visions in long term struggle against occupation and giving priorities to defend human rights of Palestinians which were aggressively violated by occupation.

The 90s period was the most important in development history of P.NGOs. The political factors increasingly lost their role in representing the Palestinian people, and the NGOs sector witnessed significant expansion through depending on agendas which were focusing on internal social circumstances in the occupied areas in addition to offering services. However, the establishment of Palestinian Authority in 1994 and taking the responsibility of providing people with services compelled P.NGOs to change their visions and focusing on other issues such as: democracy enhancement, capacity building, human rights, campaigning, peace projects, and women and people with disability empowerment. (EU Report 2011)

6- Law of P.NGOs:

According to the EU Report of 2011, the number of P.NGOs in 1994 were 1400, but 80% of them disappeared after the establishment of the PA to give a space to a new generation of P.NGOs to be activated. About 40% of the recent working P.NGOs were established in 1996.

The P.A called the P.NGOs to be involved within the organization of it, but most of the P.NGO refused, therefore, a new phenomena appeared to dominate the relationship between the P.NGOs and P.A which is competition on fund. Tension between the two parties give the stronger, which is the P.A, reasons to impose its control over P.NGOs through law. In 1997, the P.A presented a draft for Palestinian Legislative Council (P.L.C.) for a new law compel the P.NGOs to obtain a certificate of registration approved by Interior Ministry instead of a notice which was the procedure before 2000. Abdelahai concluded that Law of P.NGO is the induct of a new era of the relationship between PA and P.NGOs especially after the second Intifada.

Reviving the armed struggle against occupation in second intifada compelled the P.NGOs to change activities and concentrate on relief, and the foreign fund increased during the five years of Intifada, as a result, the PA and P.NGOs depended greatly on outside fund which present 50% of the general fund in 2001 and 80% in 2008.

Part of the fund was supporting democracy and governance, human rights, in addition to peace making and normalization with Israel. However, the result was unexpected, that decreasing participating P.NGOs in policy formulation and weakening their roles in society. Another reason behind failure of these projects which is reducing fund of Islamic P.NGOs which were regarded as threatening peace process.

7- P.NGOs and Palestinian Authority :

The main trait of the Palestinian scene after 2006 election was separation between Gaza and West bank that results in two main changes; first, more pressure on P.NGOs to be adherent to the ruler power in each part of Palestine, as a result, the government in each Gaza and West Bank aggressively interfered in affairs of the P.NGOs and prevent some of them from practicing their activities, and in some cases appointing the Board of Directors; second, most activities of P.NGOs focused on relief services without participating in local government.

Worthily mentioned, despite the critical situation, there is a improvement occurred on the local level as some local entities were established to combine a number of local committees and representative of P.NGOs. In addition, the Palestinian ministries raised the level of participation of the P.NGOs in local conversation, especially the specialized ones. (EU Report, 2011).

With the increasing professionalization among the Palestinian NGOs in 1990s, most of them became more dependent on financial support of foreign donors and other international institutions (MAS 2007). In that context throughout the state building process there was severe competition between the PA institutions and the P.NGOs. When the international community directed financial aid funds directly to the PA for the sake of sustaining the peace, Palestinian civil society structure was further weakened. Several INGOs preferred the PA to Palestinian NGOs, because along with their traditional role as the agents of development, Palestinian NGOs always had a political standing. Despite the increasing professionalism in accordance with the demands of the foreign donors in support of the peace process, many NGOs did not lose their political character (Hammami 2000)..

8- Factors Affect the P-NGOs:

growing negative impact of aid which has apparently made NGOs an extension of donors is one of the most obvious weakness of P.NGO. It is felt that NGOs have become inefficient because the funds they receive are not commensurate to the services they provide and that they duplicate government services. There is also concern about competition among NGOs, lack of transparency and accountability and a lack of (inability to articulate) strategic vision. There are numerous concerns about NGOs being disconnected from the community and of becoming too political (engaging in electoral politics). More strategically, there were concerns about leadership where bigger NGOs are becoming personality oriented and that there are no deliberate leadership succession programs. There are fears that there are hardly any efforts to address the issue of sustainability of NGO work even as donor funds continue to dwindle and as the demands for greater NGO role in development intensifies(Fara 2006)

9- Traits of G.NGOs:

- G.NGOs are responsive to the relief needs in comparison to the local authorities that results in increasing demands on relief services and food.
- Absence of trust between G.NGOs and depending on personal relationship and political identity on funding.
- I.NGOs prefer to work directly with the final beneficiaries and avoiding involvement with P.NGOs.
- Repetition of similar activities and competition on fun as a result of the increasing number of registered P.NGOs.
- Political separation is an obstacle to obtain fund and cooperate with other P.NGOs in west bank.

10- Main Activities of the P.NGOs:

- Relief services
- Women empowerment
- Psychological support
- Private education
- Rehabilitation services
- Orphans sponsorship
- Motherhood and children protection
- Aging services
- Training and education
- Human rights
- Environment protection

11- Fund of P.NGO:

According to the EU Report 2011 most of the PNGOs depending on external aids which weaken the sustainable competency. Devoir and Tartir in their research

(2009), between 1999 and 2008 external aid to Palestinian Nongovernmental Organizations (PNGOs) increased by over 500% from 48 million US Dollars in 1999 to 257 million in 2008. Education and Health remain the most important sectors of interest for NGOs, Agriculture sector remains at the end of the list.

CHAPTER THREE

Previous Studies

1. Introduction:

Leadership and strategy implementation have been separately discussed in most of the literature reviews, However, failure of strategy implementation is connected in first place with absence of leadership, and success giant organization is connected with leaders of these organizations. According to the researcher knowledge, there is no one study that investigate the relationship of leadership with strategy implementation and how exactly its absence leads to failure of strategy.

Zaribaf (2010) attempts to explain some factors, like leadership, organizational structure, human resources, information systems and technology, that affect strategy implementation. Lawal. and Chukwuebuka (2007) suggest that leadership is the main aspect of organizational performance. According to Buul (2010), a job of internal editor to drive strategy implementation to success is necessary. Abbas, and Asghar (2010) assume that organizational change is the demand of this time, for sustainable success and leader/leadership can play a key role in bringing and implementing these changes, by deciding the desired form of an organization and taking the practical steps which are needed for the process. Samour (2010) recommends to apply leadership style that, motivate employees and volunteers to be positive and to make the strategy happened.

2. International Studies:

- **Zaribaf. (2010) "An Effective Factors Pattern Affecting Implementation of Strategic Plans"**

The main concern of the study is to identify effective factors, like: leadership, organizational structure, human resources, information systems and technology, on successful implementation of strategies in service sector. For this purpose, statistical population were random selected from Pasargad Bank branches in Tehran and include the branch presidents, their deputies and executives working in the bank branches as well as managers of Central Office of Pasargad Bank. Sampling was based on the simple random sampling Results.

After analyzing data relating to each factor, results suggest that successful implementation of strategies in Pasargad Bank are influenced by all sextet factors of leadership, organizational structure, human resource, culture of organization, information systems and technology. These results were achieved after testing hypotheses by Signe one sample test.

Recommendation:

For implementation of strategies, it is important to plan a program in which job descriptions of all occupational titles are defined and appropriate implementation tools such as technology and information are accessible for staff. In such a condition, with a proper structure of organization along with a strong leadership who has a predefined vision and explicit organizational culture, a successful implementing can be set going.

- **Lawal. and Chukwuebuka. (2007): "Evaluation of leadership and Organizational Performance in Small Scale industries in Nigeria; A Case of Selected Small Scale industries in Aba, Abia State, Nigeria"**

The study evaluated the leadership and organizational performance in small scale industries in Aba, Abia state, Nigeria. The evaluation was done through use of questionnaires with questions tailored towards determining: the relationship between leadership and organizational performance, pattern of leadership and the extent it has affected organizational performance, the factors responsible for worker's low performance and how leadership style has affected labor management relations and productivity in three selected small scale industries in the study area.

Results:

- 1- Leadership function and pattern in small-scale industries in Aba, Abia state Nigeria significantly affect the overall performance of the business outfit.
- 2- Existence of a conducive working environment enhances employees' high input to their organizations in the selected small-scale industries in Aba, Abia State, Nigeria.

- 3- Positive responses of the leaders to highperformance variable promote maximization of the objectives of the organization in the selected area of study in Aba, AbiaState,Nigeria.
- 4- Staff promotion based on merit and skillwill motivate staff to higher organizational performance in thisarea of study.

Recommendations:

- 1- Due to cultural diversity and peculiar history of the major tribes in Nigeria, it would be necessary to focus on the level of motivation of employees by employers in the other ethnic or cultural groups in Nigeria.
- 2- Focusing into the future of small scale industries in Aba, Abia state, Nigeria, it is important to aspire for leaders who are ready to accommodate and respect their subordinates. The leaders of tomorrow in this area of study need to compensate all staff according to their contributions to the organization.
- 3- Lastly, championing a course to assist employees meet their personal needs and aspiration by the leader will enhance commitment of the employees to the organization. In effect, this will bring about improved performance, satisfaction of all parties and increase in bottom line of the organization.

- **Buul. (2010): "Successful Strategy Implementation: A job for the Internal Auditor?"**

The study discusses the role of auditor as expert has deep knowledge of the industry, the company, its processes, its culture, internal control, the risks the company is facing and much more to lead the strategy plan to successful implementation. This thesis is based on literature search of the standards for, guidelines of, and developments in the internal audit profession, and the approaches and structures for strategy implementation. Derived from the literature from both areas, a framework is developed, describing the activities an internal auditor can be involved in as part of a strategy implementation.

The research answers the following question: how can the internal audit be useful in implementing strateg? Considering that the implementation is key to the success

of the newly defined strategy, management will be interested in getting assurance on the implementation. Internal audit will then be the natural function for management to turn to. Internal audit can, during the course of the strategy implementation, provide assurance on, for example, content, process planning, and process execution. The internal auditor as an individual can also take precautions to maintain his objectivity. Objectivity is a state of mind, and relies heavily on professionalism, good moral values, and integrity. The internal auditor should possess these personal traits, and have the ability to judge whether his objectivity may be impaired.

- **Abbas. and Asghar. (2010)"The Role of Leadership in Organizational Change Relating the Successful Organizational change to Visionary and Innovative Leadership"**

The thesis discuss the role of leadership in changing organization. Knowing the importance and implication of organizational change and admitting the fact that organizational change is the demand of a time, for sustainable success and leader/leadership can play a key role in bringing and implementing these changes, by deciding the desired form of an organization and taking the practical steps which are needed for the process. The next obvious question which one can have, that what kind of leadership is needed for successful organizational change?

Results:

- 1- Visionary persons come into scene can take their companies towards breakthrough success by their innovative approach and decisions.
- 2- There are different competences which are very effective for leaders and which also have connection with the successful organizational change.
- 3- The different types of leadership qualities are required at different level of change. There are basically four types of leadership styles, Commanding leadership style, Logical leadership style, inspirational leadership style and supportive leadership style. These all leadership styles have strong relation with the development of change.

- 4- The role of leader/leadership is also very important for developing and managing change in any organization by creating the suitable atmosphere within the organization to adopt change. Organizational culture has also role in development of changes in any organization, and it is the leader who brings new strategies for developing or managing culture

Recommendations:

- 1- The demand and the expectations of consumers are not only very high towards companies but also changeful. So is better for companies to not only meet the current demands of consumers, but also perceive the future trends and to make them prepare well before time. For the purpose the companies and organizations need to adopt and implement the change in their business model. Organizational change is process which is referred to the intentional effort of a leader who takes an initiative to take the h/her organization towards betterment.
- 2- The process of organizational change is very demanding and challenging. The strategic leadership is eagerly needed for organizations, which is well capable to predict the essential alterations and changes, in advance and create required commitment and highly suitable atmosphere for worker and teams to understand and adopt these changes successfully.

- **Samour. (2010)"STRATEGIC MANAGEMENT The case of NGOs in Palestine"**

The study is principally concerned with thinking strategically and practicing strategic management and its impact on the performance particularly on NGOs in Gaza Strip. It questions reasons behind duplication in NGOs activities, poor performance, lack of sustainability, lack of effectiveness and lack of development, suggesting that there is a lack of strategic thinking on the part of the management.

Results:

- 1- More than half of the NGOs have strategic management system, therefore significant proportions of NGOs view strategic management as crucial.

- 2- Managers believed that, employing strategic management technique in NGOs significantly helps in sorting out organizational problems, reducing organizational conflicts, and organizational development.
- 3- Managers of the NGO perceive environmental scanning as significant factor in strategic management process and it impacts upon the performance.
- 4- Managers of NGOs perceive HR as a core competency with weight mean. But it is clear that they emphasized low weight on it as it was ranked the least factor among other variables.
- 5- Managers of the NGOs perceive “the value of leadership presented by managers” as the first priority in the factors which are significant for the NGO future success. Which emphasis the significance of leadership as a crucial factor for success in all organizations in general and in NGOs in particular.

Recommendations:

- 1- Generally the successful NGOs managers perceived employing strategic management technique as essential managerial tool to success and achieve their goals.
- 2- To the NGOs in Palestine, and other NGOs around the world, strategic management should be reality not just on paper, not just prestige, and not just to be provided to the donors.
- 3- Apply leadership style that, motivate your employees and volunteers to be positive and to make the strategy happened.
- 4- Develop your evaluation system, which is appropriate to the NGOs.
- 5- Consider the quality of the service as strategic asset
- 6- Develop you HR parallel with formulating and implementing your strategy.
- 7- Effective communication system is important for strategy formulation and strategy implementation.
- 8- Determine your employees and volunteers training needs and provide them with suitable and regular training programs which provide correct

understanding of strategic management process, skilful staff and valuable inputs in strategy formulation and strategy implementation.

3. Arabic Thesis:

- **Mhgari (2009) "Leadership style dominating Educational Directorates in Gaza Strip and its relationship with decision making from employees ' point of view"**

This Study aimed at studying : The dominant leadership style for education directors in Gaza governorates from the point of view of employees in the directorates of education , and the way to make decisions according to the scientific method . More , over it aimed at deciding the effect of the following variables " gender , qualification ,years of experience , job , and place " .

Results:

The democratic style is the dominant style for leadership of education directors , followed by Laissez-Faire style , and the last one is autocratic style.

- 2-The practice level of decision making according to the scientific method is good.
- 3-There is appositive link between the democratic style and decision making.
- 4-There is a positive link between the laissez–Faire style and decision Making.
- 5- There is a negative link between the autocratic style and decision making
- 6-There are not statistical differences for leadership style and decision making according to the variables "Gender – years of experience – and job "
- 7-There are not statistical differences for leader ship style according to qualification variable .
- 8-There are statistical differences for decision making according to qualification variable "for university qualification " .
- 9-There are not statistical differences for democratic style according to the place variable .
- 10- There are statistical differences for Laissez – Faire style and autocratic style according to The place variable .
- 11-There are statistical differences for decision making according to the place variable

Recommendation:

- Decreasing the practice of autocratic and laissez – faire styles leadership in the education directorates through ensuring practice of democratic style.
- Ensuring the importance of decision making in context of scientific methods through effective communication, and participating employees in the process of decision making.
- Raising the competences of directors through training in leadership and decision making.
- Giving directors more authorities through practicing decentralization, and democratic leadership.

- **Dirawi, 2012: "Role of personal traits of project officers in success of projects in Palestinian Non-Governmental Organization NGO's"**

The study aims to explore the role of personal traits for project managers in the successes of Non-Governmental Organization NGO'S projects in the major 100 NGO'S in Gaza strip according to their budget for 2010 which was 500,000\$ and more.

The study targeted the chairman of Board of director, member of Board of directors, executive directors and deputy of the executive directors for each NGO's.

The descriptive analytical method used and utilized both primary and secondary sources in the process of data collection where structured questionnaire were specially designed for this study as 300 questionnaires were distributed, 3 for each NGO'S and the researcher collect 246 questionnaires, with a response rate 82%.

Results:

The main finding of the study was that there is an essential role for the personal traits of project managers in the success of NGO's project in Gaza strip, which includes (intelligence, leadership, self-understand, productivity efficiency, the ability of project manager in training projects team and work ethics.

Recommendation:

According to the study ,NGO's should enhance and take care of the training processes from the planning stage, followed by training need assessment and training evaluation for achieving the best result with low cost, In addition to that the necessary of development different types of Intelligence like emotional intelligence, mathematical intelligence and social intelligence of project managers, and the enhancement of the concepts related to NGO'S work ethics, and its roles in serving the society.

- **Nasser, (2010): "Dominant leadership styles in the Palestinian Non Profit Organizations in the Gaza Strip (NGOs)"**

The study aims to identify the dominant leadership styles in the Palestinian Non Profit Organizations in the Gaza Strip (NGOs), and to assess the levels and patterns of the staff performance at these NGOs. The study also aims to identify the relationship between the leadership styles and the staff performance at the Palestinian NGOs. The final objective of the study is to assess the effect of the personal variables (job title, academic qualifications, years of experience, age, and sex), and the effect of the organizational variables (expenditures, organizational age, and number of employees) on the responses of the employees regarding the dominant leadership style and its influence on the staff performance. The researcher used the analytical descriptive methodology, and to

Results:

- The study concludes that the democratic leadership pattern is the most dominantly used in the Palestinian Non Governmental Organizations in the Gaza Strip, followed with the autocratic and laissez patterns respectively. The study also concluded that the overall level of job performance is good.
- The study concluded the existence of a positive statistical relationship between the both the democratic and laissez leadership patterns and the level of job performance. It also revealed that there is a negative statistical relationship

between the autocratic leadership pattern used in the Palestinian Non Governmental Organizations and the level of job performance.

Recommendations:

The study recommends to working on raising the spiritual traits of employees and giving them feelings of their importance and their vital roles in the organization, and encouraging them to be creative , and participating in decision making. This can lead to create new leaders and increasing the opportunities of developing the organization. Therefore, the leader needs to believe in abilities of employees and provide them with new styles of leadership and administration.

- **Astal, (2009) "The Effectiveness of Time Management & its Relationship with Leadership Styles of Secondary Schools principals in Gaza Governorates According to Their Points of View"**

This study aims to identifying the effectiveness of Time Management & it relationship with styles of Leadership at Secondary Schools in Gaza Governorates according to their points of view. This was fulfilled through answering the main question of the study which is "What is the relationship between the effectiveness of time management and styles of leadership at Secondary Schools in Gaza Governorates according to their points of view?"

Results:

The study showed that the overall average for the effectiveness of time management of secondary schools principals in Gaza Governorates in the first questionnaire reached 3.98 (%79.67). This means a great degree of effectiveness and the researcher tracks this result to the awareness of schools principals of the importance of time management as an effective elements in executed their technical, administrative or personal tasks. This is obvious through distributing time of their tasks in addition to good utilization of time by authorization, time allocation of goals and visit schedules.

Recommendation:

Decision makers should give leadership styles and time management the priority when they choose headmasters/ headmistresses, since this study represents a sample of schools managers.

2. Training of schools managers should be adapted during the service by conducting a training project. This project includes holding workshops about the effectiveness of time management and its relationship with styles of leadership of schools headmasters/headmistresses in all

levels.

3. The democratic style should be supported by schools managers. This is fulfilled by activating the role of teachers in taking decisions, avoiding of centralism by managers and stimulating teachers.

4. This abstract should be circulated on secondary schools headmasters/headmistresses in Gaza governorates. It spotlights on the importance of a leadership style in time management.

5. Schools managers should be encouraged to organize a timetable for activities and priorities.

6. Rest breaks should be assigned to avoid any mistakes during working hours.

7. Electronic administration should be activated to carry out administrative tasks in order to save time.

- **Regeb, (2010) "Transformational Leadership And Its Relationship With Employee Empowerment In The Palestinian Universities In Gaza Strip"**

The aim of this study is to explore the relationship between transformational leadership with its four dimensions (Idealized influence, inspirational motivation, Intellectual simulation, individualized consideration) and empowerment in the Palestinian universities in Gaza. A descriptive analytical approach was used where stratified random sample was selected from the study population of the employees of the Palestinian universities in Gaza

Results:

Empowerment elements do exist in the universities under investigation at either high or moderate level. The study also found that the dimensions of the transformational leadership (Idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) do exist in the universities under investigation. The study found a positive relation between dimensions of the transformational leadership and empowerment and significant statistical differences in the responses of the study sample concerning the relationship of the transformational leadership of empowerment due to (Gender, nature of work, name of university, and years of experience).

Recommendation:

The study offered many recommendations such as increasing the attention to the personal and job needs, encouraging the managers to practice delegation and empowerment in reaching a competitive environment, developing a culture that encourage offering ideas, increasing the training courses for the transformational leader, and concentrating on the behaviors of the dimensions of the transformational leadership to increase staff empowerment.

- **Sabah, (2013) "Obstacles To Strategic Plans Implementation In Gaza Strip Municipalities From the Perspective Of Top and Executive Management"**

This study aims to indentify obstacles of strategic plans implementation in Gaza municipalities from the point of view of their top and executive management. The study population consists of 580 employees, from top management (Mayors and Municipality council members), from top executive management (General managers, managers, managers assistant, Head of departments and sections) , in the largest municipalities (Jabaliaanazlah, Gaza, Deiralbalah, Khan younis, and Rafah).

Results:

The study concluded number of results and the most important are :

- Attitudes of top management towards strategic plans statistically affecting obstacles of implementing them in Gaza municipalities.
- Participation of executives in preparation strategic plans statistically affect obstacles of implementing them in Gaza municipalities.
- Human and financial resources and capabilities statistically affect obstacles of implementing them in Gaza municipalities.
- Mechanisms of execution (administrative systems, programs, budgets, and procedures) statistically affect obstacles of implementing strategic plans in Gaza municipalities.

Recommendations :

- Supporting and promoting Top management to prepare and implement strategic plans, and encourage employees to achieve this task.
- Participation of management levels in the process of preparing strategic plans, through participating in meetings of strategic management or delegate some tasks to them.
- preparing a proper plan for developing performance of human resources and the staff, developing their skills and experiences which serve the strategic management process, by providing them with adequate training of strategic management.

4. Conclusion:

Strategy implementation has been studied widely around the world as the most controversial stage in strategy management, many researchers connect it with failure or success of the organization, big or small. In addition, the success of strategy implementation was linked to many factors, leadership was regarded as one of the most important factors as most successful strategies are connected to leaders' names. However, most of these studies mention leadership as a broad term without describing which style or theory of leadership can be more efficient in the stage of implementing strategy. The same for leadership, there are many studies discuss the most used leadership styles in successful organizations or link it to performance of employees or other elements, however, there is no- to the knowledge of the

researcher- one study that investigates the relationship between strategy implementation and leadership.

These studies helped the researcher in specifying ideas and setting objectives of the research. Results of Nasser (2010) thesis introduce the dominant leadership style in PNGOs in Gaza while Sbbah (2013) was about obstacle of strategy implementation, these two studies give the researcher an idea about dimension of the study and the specific point to start. Dissertation of Samour (2009) have summarized the status of strategy implementation in PNGOs that helped the researcher to specify the population of the study. Other studies, especially Lawal (2007) and Buul (2010) helped the researcher in set the hypothesis. In addition, canning these studies gave the researcher a good standpoint to add new perspectives to the previous studies without repeating ideas.

This study will elaborate the details the relationship between leadership styles and theories and strategy implementation to identify the most important factors or leadership traits that are required to implement a strategy in Non-governmental sector in Gaza Strip.

CHAPTER FOUR

Research Methodology

4.1 Introduction:

This chapter illustrates the framework of the study and the steps performed in conducting it, it also defines the population and the sample, followed by a detailed explanation of the methodologies adopted.

The research method is also described to illustrate the importance of selecting the most suitable approach for research. The study used the analytical descriptive method. Each step in the questionnaire; beginning with questionnaire design, then, conducting pilot study, distribution to the study sample, response rate, the validity and reliability of questionnaire, data gathering procedures, and the procedure of statistical analysis are mentioned in this chapter. The detailed approaches, methods, and techniques used in this research are also explained in this chapter.

4.2 Research Framework:

This section is about the procedures followed to answer questions of the research and finding out the effect of leadership traits effect on implementing strategies. Most resources ensures importance of leadership to implement strategies, but there is not a solo study specifies to what to extent the effect of leadership goes, and if absent of leadership can cause the strategy to fail, and the most important leadership trait for implementing strategies.

4.3 Research Methodology:

The study follows the analytical descriptive approach as the most used in business and social studies, this research is categorized under applied researches that depend mainly on data collection from primary sources through a designed questionnaire distributed to the target sample for research purposes. The data was collected by distributing a questionnaire on the target population which was the workers in NGOs working in Gaza Strip, concentrating on positions which are directly supervised by the general managers.

The researcher used secondary sources such as Business journals, books, previous research papers and business thesis related to the research topic, then the questionnaire was designed in a simple form that can be understood quickly and a

definition of the concepts was illustrated as needed to minimize the misunderstanding amongst the participants. Next, Statistical analysis was carried out on the recollected questionnaires. Frequencies and percentages were calculated with accuracy conditions, then results were examined and the final research conclusion and recommendation were formulated based upon, and finally the researcher suggested the further direction for next studies.

4.4 Questionnaire Design:

According to Bird (2009), a questionnaire consists of a set of questions prepared and distributed by the researcher to obtain information from relevant respondents. In this study, questions were designed simply and easily to help the respondents to choose the best answer fit their situation and practices.

4.4.1 Components of the questionnaire:

This questionnaire consists of (11) main sections, as illustrated in Table(4.1):

No.	Section	No. of questions
1.	Personal Data	6
2.	Organization Information	5
3.	Leadership style	15
4.	Communication & strategy implementation	6
5.	Flexibility and strategy implementation	6
6.	Analytic capability & strategy implementation	5
7.	Idealized influence & strategy implementation	5
8.	Inspirational motivation & strategy implementation	5
9.	Intellectual stimulation & strategy implementation	5
10.	Individualized consideration	6
11.	Idealized Attributes	5

4.4.2 Factors considered in designing the questionnaire

The questions were being 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. The main sections of the questionnaire were formulated depending on research objectives and the study variables conceptualized by the researcher, then a set of appropriate questions were formulated in each section to cover the area being researched. To achieve this target, a wide range of previous literature have been revised and the most related ones were studied in depth and learn from its research approaches and any questionnaires they depend on to collect data according to the target group of population. Drafts and ideas were prepared to be discussed with the supervisor for his advice.

4.5 Data Collection:

4.5.1 Introduction:

The questionnaire was developed and distributed to (130) PNGOs, which can be classified into two agriculture and environment, culture and sport, social development, women and child, health and rehabilitation, economic development, social services and relief, democracy and human rights, and education and training.. All participants in the survey have been established since more than ten years and have more than 5 projects in the last two years that indicates achievement of the strategy objectives. 240 questionnaire were distributed and 230 questionnaires were returned (95.8% response rate). Most questionnaires were distributed via personal interview and some of them by internet (e-mail).The majority were distributed by actually visiting the PNGOs location in Gaza Strip. These PNGOs were selected according to the Interior ministry report about active PNGOs in Gaza Strip which have a budget more than 1000,000 NIS.

4.5.2 Secondary Data:

The researcher uses different types of secondary data resources. These resources are to introduce the theoretical literature of the study topic. These resources are as the following:

- Data bases such as Emerald.
- Books and references in English about (NGOs) and strategic Implementation.
- Periodicals, articles, published papers and referred previous studies in different countries which have been conducted on the same subject.
- The published reports and magazines.
- Articles, internet sites and the available electronic versions.
- Business journals and academic magazines
- Interviews with some key participants.

4.5.3 Primary Data:

Primary data are to analyze the qualitative and quantitative traits of leadership and strategy implementation concepts.. Gathering data is represented by the questionnaire as a main tool for the study. This questionnaire focused on the workers who are directly supervised by the general manager such as program managers, project managers and coordinators, and accountants

4.6 Population:

This study questions the effect of leadership on implementing the strategy successfully, as a result, the researcher was searching for PNGOs which are almost have some achievement on strategic level. It was very difficult to depend on opinions of managers of the PNGOs, so the researcher depends on reports of the Interior Ministry about the active PNGOs which have budget of 1000,000 NIS at least and regard it as the community study.

According to report of Interior Ministry, the number of PNGOs who are active and have more than 5 projects are (173) . The 240 questionnaires were distributed to 130 PNGOs. The main target population of the questionnaire were workers who are

directly supervised by the general managers, such as program managers, project managers and coordinators, and accountants. However, there were other positions responded to the questionnaire such as social workers, information officers, therapist and trainers.

4.7 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, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1,2,3,4,5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Item	<i>Very Strongly agree</i>	<i>Strongly agree</i>	<i>moderately agree</i>	<i>Strongly Disagree</i>	<i>Very Strongly Disagree</i>
Scale	5	4	3	2	1

4.7.1 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
Leadership style	0.531	0.940
Communication & strategy implementation	0.860	0.451
Flexibility and strategy implementation	0.910	0.379

Analytic capability & strategy implementation	1.316	0.063
Idealized influence & strategy implementation	1.187	0.119
Inspirational motivation& strategy implementation	0.904	0.387
Intellectual stimulation& strategy implementation	0.966	0.308
Individualized consideration	0.991	0.280
Idealized Attributes	1.072	0.200
All paragraphs of the questionnaire	0.477	0.977

4.7.2 Validity of Questionnaire:

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. 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.

4.7.3 Statistical Validity of the Questionnaire:

Validity refers to the degree to which an instrument measures what it is supposed to be measuring (Pilot and Hungler,1985). Validity has a number of different aspects and assessment approaches.

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

4.7.4 Criterion Related Validity:

Internal consistency of the questionnaire is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

4.7.5 Internal Validity:

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 30 questionnaires through 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 "Leadership style" 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 "Leadership style" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Director controls all procedures of the work	.327	0.029*
2.	Director confirms the need for creativity in the implementation of strategic plans with serious consideration for morale of workers	.560	0.000*
3.	Director discusses the vision and mission with workers constantly	.564	0.000*
4.	Director plans to implement the strategic plan in collaboration with workers	.599	0.000*
5.	Director recognizes the views of workers about methods of implementing the strategic	.550	0.000*

	plan		
6.	Director uses variety of methods of reward and punishment as required by the situation and circumstances	.324	0.031*
7.	Director encourages workers to be creative and bring new ideas	.573	0.000*
8.	Director does not ignore workers in the decision-making process in regard of implementation Strategy.	.660	0.000*
9.	Director gives freedom to workers to choose tasks they see fit them	.414	0.007*
10.	Director supervises workers when they are late believing that strict supervision make them feel the importance of their work.	.474	0.002*
11.	Director minds the working procedures and gives workers freedom to choose tasks because he trusts their opinions and decisions.	.770	0.000*
12.	Director informs workers about updates of implementing strategy with partners	.663	0.000*
13.	Director delegates some of his power to all workers	.504	0.001*
14.	Director gives opportunity to some workers to take decision in difficult situations	.314	0.035*
15.	Director faces barriers of strategy implementation positively	.631	0.000*

*** Correlation is significant at the 0.05 level**

Table (4.4) clarifies the correlation coefficient for each paragraph of the "Communication & strategy implementation" 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 "Communication & strategy implementation" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Director communicates constantly with workers about their problems at work and the obstacles they face in implementing strategic plans	.868	0.000*
2.	Director can deliver clear messages to workers regarding activities related to the strategic plan	.722	0.000*
3.	Director uses several methods of communication to clarify his own ideas about strategy.	.770	0.000*
4.	Director hold regular meetings to discuss the achievements in the strategic plan	.827	0.000*
5.	Director interacts with the new ideas proposed by workers about the activities of the Strategic Plan	.777	0.000*
6.	Director presents success stories have been accomplished through the implementation of the strategy.	.854	0.000*
7.	Effective communication within the organization is taken into account when developing strategic plans	.788	0.000*

*** Correlation is significant at the 0.05 level.**

Table (4.5) clarifies the correlation coefficient for each paragraph of the "Flexibility and strategy implementation" 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 "Flexibility and strategy implementation" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Director has flexibility to create creative ideas fit vision and message of the Organization	.650	0.000*
2.	Director can exploit the new ideas proposed by workers and make them fit the strategic plan	.819	0.000*
3.	Director can direct abilities of workers to reach vision of the Organization	.772	0.000*
4.	Director can use non-human resources to implement strategy plan effectively	.879	0.000*
5.	Director can exploit external opportunities to implement the strategic plan	.811	0.000*
6.	Director reviews SWOT of the strategy plan constantly	.806	0.000*

*** Correlation is significant at the 0.05 level.**

Table (4.6) clarifies the correlation coefficient for each paragraph of the "Analytic capability & strategy implementation" 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 "Analytic capability & strategy implementation" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Director collects information that will help the organization to implement its strategic plan and inform workers with results.	.897	0.000*
2.	Director can predict the obstacles facing the strategy implementation and inform workers them	.938	0.000*
No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
3.	Director can define all elements related to the problems facing the strategy implementation	.786	0.000*
4.	Director segments problem concerning the strategy implementation to smallest problems to be dealt by workers	.895	0.000*
5.	Director can connect available external opportunities with the objectives of the strategic plan and update workers with results	.870	0.000*

*** Correlation is significant at the 0.05 level.**

Table (4.7) clarifies the correlation coefficient for each paragraph of the "Idealized influence & strategy implementation" 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 "Idealized influence & strategy implementation" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Director recognizes the personal interests of workers and links it to the strategy plan	.855	0.000*
2.	Director can motivate workers interests in relation with strategy plan	.841	0.000*
3.	Director discusses ethics and values related to the strategy implementation with workers	.747	0.000*
4.	Director creates confidence among workers in order to implement the strategic plan	.927	0.000*
5.	Director accepts workers' proposals concerning his behavior regarding strategy implementation	.899	0.000*

*** Correlation is significant at the 0.05 level.**

Table (4.8) clarifies the correlation coefficient for each paragraph of the "Inspirational motivation& strategy implementation" 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 "Inspirational motivation& strategy implementation" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Director creates an atmosphere of optimism at	.885	0.000*

	work		
2.	Workers feel the passion of director in implementing strategy plan	.749	0.000*
3.	Director can connect between personal future of workers and strategy implementation	.497	0.001*
4.	Director create trust in workers' ability to implement strategy plan	.900	0.000*
5.	Director is the initiator in difficult situations	.856	0.000*

*** Correlation is significant at the 0.05 level.**

Table (4.9) clarifies the correlation coefficient for each paragraph of the "Intellectual stimulation& strategy implementation" 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 "Intellectual stimulation& strategy implementation" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Director assign tasks among workers in accordance to their competences and abilities	.659	0.000*
2.	Director investigates different points of view when discussing the obstacles of strategy implementation	.904	0.000*
No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
3.	Director proposes new methods to implement	.907	0.000*

	strategy plan		
4.	Director encourages workers to make constant search for new activities which contribute in achieving goals of the Strategic Plan	.867	0.000*
5.	Director encourages workers to raise questions that had been not raised before about activities of strategy plan	.912	0.000*

*** Correlation is significant at the 0.05 level.**

Table (4.10) clarifies the correlation coefficient for each paragraph of the "Individualized consideration" 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 "Individualized consideration" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Director encourages workers to get training needed to carry out activities of the Strategic Plan	.866	0.000*
2.	Director treats workers as individuals not only a team	.748	0.000*
3.	Director can deal with the different needs of workers	.875	0.000*
4.	Director helps workers to develop their skills in accordance with strategy plan	.900	0.000*
5.	Director meets workers individually to listen their comments regarding strategy implementation	.836	0.000*
6.	Director spends times with workers talking about	.759	0.000*

	their personal development and connect them with strategy implementation		
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*** Correlation is significant at the 0.05 level**

Table (4.11) clarifies the correlation coefficient for each paragraph of the "Idealized Attributes" 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 (4.11): Correlation coefficient of each paragraph of "Idealized Attributes" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Director expresses pride regarding working with his\her staff to implement strategy	.778	0.000*
2.	Director creates an atmosphere of respect between him and workers	.895	0.000*
3.	Workers believe that director is efficient and competent to lead strategy implementation	.778	0.000*
4.	Director sacrifices his\her personal interests in sake of achieving strategy implementation	.648	0.000*
5.	Director creates confidence among workers believing that they are they have abilities and competences to overcome obstacles of strategy implementation	.874	0.000*

*** Correlation is significant at the 0.05 level.**

4.7.6 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 (4.12) 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 study.

Table (4.12): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Leadership style	.809	0.000*
2.	Communication & strategy implementation	.758	0.000*
No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
3.	Flexibility and strategy implementation	.911	0.000*
4.	Analytic capability & strategy implementation	.676	0.000*
5.	Idealized influence & strategy implementation	.856	0.000*
6.	Inspirational motivation & strategy implementation	.872	0.000*
7.	Intellectual stimulation & strategy implementation	.911	0.000*
8.	Individualized consideration	.864	0.000*
9.	Idealized Attributes	.898	0.000*

* Correlation is significant at the 0.05 level.

4.7.7 Reliability of the Research:

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit & Hunger, 1985). 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 & Hunger, 1985).

4.7.8 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 (4.13) 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 0.821 and 0.925. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.971 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table (4.13): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Leadership style	0.843
2.	Communication & strategy implementation	0.907
3.	Flexibility and strategy implementation	0.876
4.	Analytic capability & strategy implementation	0.925
5.	Idealized influence & strategy implementation	0.907
6.	Inspirational motivation & strategy implementation	0.821

7.	Intellectual stimulation& strategy implementation	0.892
8.	Individualized consideration	0.907
9.	Idealized Attributes	0.851
All paragraphs of the questionnaire		0.971

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

4.8 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).

T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 3.

CHAPTER FIVE

Data Analysis and Discussion

Introduction:

The study was designed to answer the main question, to achieve objectives and to test the hypotheses stated in the first chapter. This chapter presents the results, interpretations, and discussions of the study outcomes. The analysis was based on the data collected through the participant's survey. The researcher defines the leadership factors that may influence strategy implementation in NGOs in Gaza Strip. Then the following sections present the data, analysis, findings, and discussions, and then the researcher results were compared to the findings of other researchers in the previous studies.

5.1 Personal data:

5.1.1 Job Title:

Table No.(5.1) shows that the Project officer represents 15.8%, Project coordinator 22.2%, Program manager 27.8%, and other job title represents 34.2% of the study sample.

Table (5.1): Job Title

Job Title	Frequency	Percent
Project officer	37	15.8
Project coordinator	52	22.2
Program manager	65	27.8
other	80	34.2
Total	234	100.0

The questionnaire targets all workers of the PNGOs with concentration on job positions which are directly supervised by the general managers in order to test the effect of leadership behaviors on strategy implementation.

Generally speaking, program managers and project officers in coordination with the general managers are the responsible for generating ideas to achieve strategic objectives. However, other workers such as information officers, financial officers, social workers... ect can influence the strategy implementation when they

are involved in decision making. Their effective involvement is significantly defined by the leadership traits of the general managers.

5.1.2 Years of Experience:

Table No.(5.2) shows that 5.1% of the respondents have experience "Less than 3 year", 23.9% have experience "3 – Less than 5 year", 71.0% have experience "5 years and more".

This result matches with El Khateeb study (2010), Ajjour (2012), and Shorafa (2012), which indicates that respondents possess the experience required to perform their duties and responsibilities at the senior and middle management level and that would be reflected in the research results.

Table (5.2): Years of Experience

Years of Experience	Frequency	Percent
Less than 3 year	12	5.1
3 – Less than 5 year	56	23.9
5- less than 10 years	145	62.0
10 years and more	21	9.0
Total	234	100.0

5.1.3 Gender:

Table No. (5.3) shows that 45.3% of the respondents are Males and 54.7% of the respondents are Females. It indicates that NGOs are positively responding to donors requirement of equalizing the average of working power between women and men, in addition, it indicated the success of women struggle to obtain high positions in the P.NGOs. The result is very close to previous studies such as matches with El Khateeb (2010), Ajjour (2012), and Shorafa (2012).

Table (3.5): Gender

Gender	Frequency	Percent
Male	106	45.3
Female	128	54.7
Total	234	100.0

5.1.4 Educational qualification:

Table No.(5.4) shows that 2.6% of the respondents hold "Secondary", 85.9% "Bachelor's degree", 10.3% "Master degree" and 1.3% of the sample hold "PHD".

The result indicates that most of the P.NGOs in Gaza Strip are running out by qualified staff. The result matches Bseiso (2011) which shows that 74.3% are bachelor degree holders, Ghalayini study (2007) which showed that 91.8% of the research population has a bachelor degree or higher, and with the results of Wady, and El-Ashqer study (2006) which showed that 81.6% of the research population has a bachelor degree or higher. Jarbou (2013) which showed that 88%, and Ajjour (2012) which showed that 71% of bachelor degree.

Table (5.4): Educational qualification

Educational qualification	Frequency	Percent
Secondary	6	2.6
Bachelor	201	85.9
Master	24	10.3
PHD	3	1.3
Total	234	100.0

5.1.5 Age in years:

Table No.(5.5) shows that 91% of the respondents have ages "Less than 40 years and 9.0% of respondents have ages "Older than 40 years". Most of the respondents are young which indicates the youth dominance over P.NGOs that most of donors in the last three years ensures the participation of young. These results matches with Jarbou study (2013) which shows that 66.4% of the workers are less than 40%.

Table (5.5): Age in years

Age in years	Frequency	Percent
Less than 25 years	7	3.0
25 – less than 30 years	67	28.6
30 – Less than 40 years	139	59.4
Older than 40 years	21	9.0
Total	234	100.0

5.1.6 Major Specialization:

The results in table (5.6) disagrees with El-Aff study (2007) which showed that 65% of project managers have degrees other than Business Administration and Engineering, and agrees with Bseiso study (2011) which shows that 34.7% are commerce. It indicates a development in the PNGOs employment attitudes towards more specialization in managerial majors to ensure proficiently. In addition, the high number of youth and managerial majors in the same time indicate that here is a satisfying number of commerce graduates in Gaza Strip.

Table (5.6): Major Specialization

Major Specialization	Frequency	Percent
IT	7	3.0
Science	13	5.6
Business administration	75	32.1
Accountancy	38	16.2
Art	27	11.5
Economy	24	10.3
other	50	21.4
Total	234	100.0

5.2 NGO Organizational Traits:

5.2.1 Age of organization form the date of establishment:

Results in table (5.7) match with the results of Ghalayini study (2007) which showed that 80.3% of the NGOs have more than 10 year of existence , and with the results of Wady, and El- Ashqer study (2006) which showed that 57.8% of the NGOs have more than 10 years of existence.

Table (5.7): Age of organization form the date of establishment

Age of organization form the date of establishment	Frequency	Percent
Less than 5 years	-	-
Less than 10 year	11	4.7
10 – Less than 15 years	158	67.5
15 years and higher	65	27.8
Total	234	100.0

5.2.2 Number of staff:

Results in table (5.8) show that the number of staff of 95.7% of the respondents PNGO are more than 10 employees. These results consistent with most of the last two years thesis about PNGOs which shows that more than 95% of the PNGOs have more than 10 employees, including Shorafa (2012), Ajjour (2012), jarbou (2013), Bseiso (2011). These results consistent with the selection criteria that were set up by this research.

Table (5.8): Number of staff

Number of staff	Frequency	Percent
1-5	-	-
6-10	10	4.3
11- 20	128	54.7
21- 30	62	26.5
31 and higher	34	14.5
Total	234	100.0

5.2.3 Work sector:

Results in table (5.9) indicate that most of responsive population are working in multiple sectors. The percent of social services and relief (21.3%) disagrees with Ajour study (2012) which shows 62.2%. the deference is related to the selection criterion; that the researcher depends on the Interior Ministry report about active PNGOs, and the results shows that most of their projects are not in the context of relief. It proves the donor attitudes to fund more development projects rather than relief projects. The other results are consistent with Bseiso study (2011).

Worthily mentioned, the percent of women organization (25.2%) and social development (27.4%) indicate their active role in society in the last two years.

Table (5.9): Work sector

Work sector	Frequency	Percent
agriculture and environment	36	15.7
culture and sport	33	14.3
social development	63	27.4
women and child	58	25.2
health and rehabilitation	44	19.1
economic development	31	13.5
social services and relief	49	21.3
Work sector	Frequency	Percent
democracy and human rights	41	17.8
education and training	62	27.0

5.2.4 How many projects was implemented by the organization during the 2 years.

Results in table (5.10) disagrees with results of Bseiso study (2011) which shows that 61.2% of the research population implemented 10 projects and more for 2009 and 2010. The differences between 2013 , 2012 results and 2009, 2010 results reflects the decreasing fund that most responsive population suffers of. results match

with the selection criteria that were set up by the researcher who selected the active PNGOs according to Interior Ministry annual report, as the number of the project is an evidence of the size and the level of the experience of these NGOs.

Table (5.10): How many projects was implemented by the organization during the 2 years

How many projects was implemented by the organization during the 2 years	Frequency	Percent
Less than 5	12	5.1
5 – Less than 10	157	67.1
10 – Less than 15	59	25.2
higher And 15	6	2.6
Total	234	100.0

5.3 Research Hypothesis:

1. Types of leadership have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$)

Table (5.11) shows the following results:

- The mean of paragraph #1 “Director controls all procedures of the work” equals 4.20 (83.93%), Test-value = 22.16, 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #9 “Director gives freedom to workers to choose tasks they see fit them” equals 2.82 (56.41%), Test-value = -2.75, and P-value = 0.003 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3. It can be concluded that the respondents disagree to this paragraph.

- The mean of the field “Leadership style” equals 3.64 (72.72%), Test-value = 15.97, 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 field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of “Leadership style ”.

This means that respondents are very sensitive to the leadership style that the manager adopts. The leadership style indicates to the type of leadership which is adopted by the manager. Results shows that 83.9% of managers are controlling all procedures of the work, and 56.4% are not giving freedom to workers to choose tasks fit to them. It reflects the dominance of autocratic pattern of leadership and the acceptance of workers for this pattern.

It agrees with Allio (2009) study, which noted that Leaders must exercise power, but tyranny, autocracy, and coercion in today’s egalitarian society will only alienate their followers. Good leaders must collaborate with employees, customers, suppliers, and all the other stakeholders, and at the same time manage their conflicting interests so that no one set of stakeholders has been paid more than enough to secure their willing and active participation.

It agrees also with a study titled (Successful Strategy Implementation A job for the Internal Auditor? Buul 2010). According to the study, Strategic control can be accomplished through personal control, output control and behavior control. Personal control relates to the influence managers can have on employees through personal contact. Output control is the system of motivating employees by setting targets and evaluating the employees through comparing their actual performance to the targets. Finally, behavioral control is based on setting rules and procedures to which employees have to comply and with that influence, the way employees behave (Hill et al, 2009).

Merchant et al (2007) define three other types of control, namely result controls, which are similar to output control, action controls, which are comparable to behavior control, and personnel or cultural controls. Personnel or cultural controls

are related to personal controls but they entail more than influencing behavior through personal contact. They also involve control through cultural aspects such as values and norms, and are therefore created through organizational culture as described in paragraph 3.2.3.

Table (5.11): Means and Test values for "Leadership style"

No.	Item	Mean	Proportional Mean (%)	Test value	P-value (Sig.)	Rank
1.	Director controls all procedures of the work	4.20	83.93	22.16	0.000*	1
2.	Director confirms the need for creativity in the implementation of strategic plans with serious consideration for morale of workers	4.15	82.91	22.05	0.000*	2
3.	Director discusses the vision and mission with workers constantly	3.81	76.24	14.22	0.000*	6
4.	Director plans to implement the strategic plan in collaboration with workers	3.80	75.97	13.85	0.000*	8
5.	Director recognizes the views of workers about methods of implementing the strategic plan	3.76	75.13	12.98	0.000*	9
6.	Director uses variety of methods of reward and punishment as required by the situation and circumstances	3.97	79.40	17.33	0.000*	3
7.	Director encourages workers to be creative and bring new ideas	3.97	79.40	17.23	0.000*	3
8.	Director does not ignore workers in the decision-making process in regard of implementation Strategy.	2.98	59.66	-0.24	0.405	13
9.	Director gives freedom to workers to choose tasks they see fit them	2.82	56.41	-2.75	0.003*	15
10.	Director supervises workers when they are late believing that strict supervision make them feel the importance of their work.	3.81	76.22	11.32	0.000*	7
11.	Director minds the working procedures and gives	3.68	73.68	9.78	0.000*	11

	workers freedom to choose tasks because he trusts their opinions and decisions.					
12.	Director informs workers about updates of implementing strategy with partners	3.75	75.04	9.95	0.000*	10
13.	Director delegates some of his power to all workers	3.01	60.17	0.13	0.447	12
14.	Director gives opportunity to some workers to take decision in difficult situations	2.93	58.55	-1.08	0.140	14
15.	Director faces barriers of strategy implementation positively	3.91	78.12	15.35	0.000*	5
All paragraphs of the field		3.64	72.72	15.97	0.000*	

* The mean is significantly different from 3.

2. Communication have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).

Table (5.12) shows the following results:

- The mean of paragraph #2 “Director can deliver clear messages to workers regarding activities related to the strategic plan” equals 3.84 (76.84%), Test-value = 15.20 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #1 “Director communicates constantly with workers about their problems at work and the obstacles they face in implementing strategic plans” equals 3.76 (75.30%), Test-value = 12.82, 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of the field "Communication & strategy implementation" equals 3.80 (76.09%), 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 field is significantly greater than the hypothesized value 3. It can be concluded

that the respondents agreed to field of "Communication & strategy implementation".

It means that the respondents agree that the managers are communicating effectively with workers who are clearly receiving his\her messages regarding strategy implementation.

Results agree with Buul (2010) study which mentions that Poor or ineffective communication, could negatively affect the strategy implementation. The study emphasizes that once the strategy has been formulated, communication is one of the most important vehicles for successful implementation. First of all, management should inform all employees about the content, meaning of, and reasons for the new strategy. However, they should not only inform the employees, they should also leave room for questions and discussion with the affected employees.

According to Okumus (2003), communication and clarification of vision and mission of the strategy are very important factors to successfully implement strategy.

Results also agree with Speculand (2009) study which noted that before staff members can adopt any new strategy, they must first understand it. Successful implementation goes beyond ensuring staff members understand the strategy; they must also know exactly what to do and be motivated to do it. Much communication about a new strategy focuses on its launch, which is usually marked with electronic presentations, briefings and t-shirts.

**Table (5.12): Means and Test values for
"Communication & strategy implementation"**

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Director communicates constantly with workers about their problems at work and the obstacles they face in implementing strategic plans	3.76	75.30	12.82	0.000*	7
2.	Director can deliver clear messages to workers regarding activities related to the strategic plan	3.84	76.84	15.20	0.000*	1
3.	Director uses several methods of communication to clarify his own ideas about strategy.	3.82	76.32	14.57	0.000*	2
4.	Director hold regular meetings to discuss the achievements in the strategic plan	3.81	76.24	13.35	0.000*	4
5.	Director interacts with the new ideas proposed by workers about the activities of the Strategic Plan	3.82	76.32	14.09	0.000*	2
6.	Director presents success stories have been accomplished through the implementation of the strategy	3.79	75.73	13.21	0.000*	6
7.	Effective communication within the organization is taken into account when developing strategic plans	3.79	75.90	13.39	0.000*	5
All paragraphs of the field		3.80	76.09	14.79	0.000*	

* The mean is significantly different from 3.

3. Flexibility have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).

Table (5.13) shows the following results:

- The mean of paragraph #6 "Director reviews SWOT of the strategy plan constantly" equals 3.89 (77.78%), Test-value= 14.64, 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 3. It can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #3 “Director can direct abilities of workers to reach vision of the Organization” equals 3.63 (72.56%), Test-value = 10.11, 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of the field “Flexibility and strategy implementation” equals 3.77 (75.33%), Test-value = 14.47, 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 field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of "Flexibility and strategy implementation".

Results shows that respondents agree that managers are flexible in managing organizations resources to achieve successfully strategy implementation. These results agrees with Okumus study (2003) which ensures the importance of leader's ability to allocate all human and non-human resources properly and flexibly.

Table (5.13): Means and Test values for "Flexibility and strategy implementation"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Director has flexibility to create creative ideas fit vision and message of the Organization	3.75	75.04	13.41	0.000*	4
2.	Director can exploit the new ideas proposed by workers and make them fit the strategic plan	3.82	76.41	14.03	0.000*	2
3.	Director can direct abilities of workers to	3.63	72.56	10.11	0.000*	6

	reach vision of the Organization					
4.	Director can use non-human resources to implement strategy plan effectively	3.70	73.93	11.69	0.000*	5
5.	Director can exploit external opportunities to implement the strategic plan	3.81	76.24	13.09	0.000*	3
6.	Director reviews SWOT of the strategy plan constantly	3.89	77.78	14.64	0.000*	1
All paragraphs of the field		3.77	75.33	14.47	0.000*	

* The mean is significantly different from 3.

4. Analytic capability have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$)

Table (5.14) shows the following results:

- The mean of paragraph #1 "Director collects information that will help the organization to implement its strategic plan and inform workers with results" equals 4.02 (80.43%), Test-value = 17.00, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #5 "Director can connect available external opportunities with the objectives of the strategic plan and update workers with results" equals 3.76 (75.13%), Test-value = 12.45, 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of the field "Analytic capability & strategy implementation" equals 3.85 (77.06%), Test-value = 15.21, 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 field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of "Analytic capability & strategy implementation".

The results indicate that respondents agree that managers have analytic capabilities which enable them to analyze opportunities and obstacles and sharing workers with the update to reach the strategic goals of the organizations. Results agree with study titled How to turn data into a strategic asset by Harris (2010) who explained in details the role of analytical leader and his\her role in push for more data and analysis.

**Table (5.14): Means and Test values for
"Analytic capability & strategy implementation"**

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Director collects information that will help the organization to implement its strategic plan and inform workers with results.	4.02	80.43	17.00	0.000*	1
2.	Director can predict the obstacles facing the strategy implementation and inform workers them	3.96	79.15	15.74	0.000*	2
3.	Director can define all elements related to the problems facing the strategy implementation	3.77	75.38	12.91	0.000*	3
4.	Director segments problem concerning the strategy implementation to smallest problems to be dealt by workers	3.76	75.21	12.54	0.000*	4
5.	Director can connect available external opportunities with the objectives of the strategic plan and update workers with results	3.76	75.13	12.45	0.000*	5
All paragraphs of the field		3.85	77.06	15.21	0.000*	

* The mean is significantly different from 3.

5. Idealized influence have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$)

Table (5.15) shows the following results:

- The mean of paragraph #5 "Director accepts workers' proposals concerning his behavior regarding strategy implementation" equals 3.55 (70.94%), Test-value = 8.46, and P-value= 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #2 "Director can motivate workers interests in relation with strategy plan" equals 3.26 (65.21%), Test-value = 3.94, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of the field "Idealized influence & strategy implementation" equals 3.43 (68.67%), Test-value = 7.46, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of "Idealized influence & strategy implementation".

Respondents agree that managers have positive idealized influence on workers which drive the organization towards its strategic goals.

It agrees also with a study titled (Successful Strategy Implementation A job for the Internal Auditor? By Buul (2010) which explains the substitute scenario when managers are not discussing ethics with workers and personal. In addition, the study explains the impact of connecting between workers interests and strategy.

Also, it agrees with study for Ikävalko and Aaltonen (200). According to the study, the most significant difficulty in strategy implementation seemed to be to get

the strategies become a part of everyday life. The middle managers saw the problems of strategy implementation from more concrete level of organizations' activities than the managers. Middle managers are the ones who face the problems of resources but also the problem of really understanding strategies and adapting them to the daily actions. These problem statements were the ones that differed most between management and middle management.

**Table (5.15): Means and Test values for
"Idealized influence & strategy implementation"**

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Director recognizes the personal interests of workers and links it to the strategy plan	3.32	66.50	5.10	0.000*	4
2.	Director can motivate workers interests in relation with strategy plan	3.26	65.21	3.94	0.000*	5
3.	Director discusses ethics and values related to the strategy implementation with workers	3.54	70.85	8.79	0.000*	2
4.	Director creates confidence among workers in order to implement the strategic plan	3.49	69.83	7.49	0.000*	3
5.	Director accepts workers' proposals concerning his behavior regarding strategy implementation	3.55	70.94	8.46	0.000*	1
All paragraphs of the field		3.43	68.67	7.46	0.000*	

* The mean is significantly different from 3.

6. Inspirational motivation have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$)

Table (5.16) shows the following results:

- The mean of paragraph #2 "Workers feel the passion of director in implementing strategy plan" equals 3.67 (73.48%), Test-value = 10.58, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #3 "Director can connect between personal future of workers and strategy implementation" equals 3.24 (64.70%), Test-value = 3.36, 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of the field "Inspirational motivation& strategy implementation" equals 3.52 (70.41%), Test-value = 8.86, 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 3. It can be concluded that the respondents agreed to field of "Inspirational motivation& strategy implementation".

Respondents agree that managers can motivate them spiritually through trust. The passion of the manager in implementing strategy inspires respondents to be more creative.

It agrees with study titled (Strategy & Leadership Leadership - the five big ideas) by Allio (2009) which discussing the best way to lead a strategy through driving many samples from history:

"History shows us that influence is more effective than coercion. Perhaps the original spokesman for the importance of a gentle style was Lao Tzu, the great Taoist sage. In his Tao TeChing, we find the image of a self-effacing leader who

is effective despite his (or because of!) his low profile. German novelist Hermann Hesse repeats this point in his story of Leo, a self-effacing factotum who guides a group of travelers.(Hesse's hero is the model for the 20th century embrace of servant leadership.)"

Livingston (1988) identified empathy as critical to management success, and Daniel Goleman's broader concept of the need for emotional intelligence has influenced many prescriptions for how to be an effective leader.

**Table (5.16): Means and Test values for
"Inspirational motivation& strategy implementation"**

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Director creates an atmosphere of optimism at work	3.55	71.07	8.05	0.000*	3
2.	Workers feel the passion of director in implementing strategy plan	3.67	73.48	10.58	0.000*	1
3.	Director can connect between personal future of workers and strategy implementation	3.24	64.70	3.36	0.000*	5
4.	Director creates trust in workers' ability to implement strategy plan	3.54	70.85	8.47	0.000*	4
5.	Director is the initiator in difficult situations	3.60	71.97	9.59	0.000*	2
All paragraphs of the field		3.52	70.41	8.86	0.000*	

* The mean is significantly different from 3.

7. Intellectual stimulation have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$)

Table (5.17) shows the following results:

- The mean of paragraph #4 “Director encourages workers to make constant search for new activities which contribute in achieving goals of the Strategic Plan” equals 3.61 (72.22%), Test-value = 9.76, 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #1 "Director assign tasks among workers in accordance to their competences and abilities" equals 3.45 (68.97%), Test-value = 7.16, 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of the field “Intellectual stimulation& strategy implementation” equals 3.56 (71.20%), Test-value = 9.58, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of “Intellectual stimulation& strategy implementation”.

Respondents agree that managers can stimulate them intellectually. Managers assign tasks in accordance to respondents capabilities, also, they encourage them to propose new activities, raise new questions, and discuss obstacles facing strategy implementation.

Intellectual stimulation is strongly connected to innovation which is discussed in Dobni (2010) research about the relationship between innovation and strategy implementation. The importance of new idea and a system to raise questions and ideas is ensured to guarantee the success of strategy. This research suggests that

there is a distinct relationship between innovation and strategy, and as a result provides food for thought that managers should consider. This takes on even greater relevance for managers in competitive contexts where innovation is the basis of a competitive advantage.

The role of innovation is becoming increasingly important as managers realize that it creates long-lasting advantages and produces dramatic shifts in competitive positioning. Organizations that want to innovate have to first understand that they do not innovate through strategy. Rather, innovation supports strategy, and strategy supports innovation. They are complementary.

Table (5.17): Means and Test values for "Intellectual stimulation& strategy implementation"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Director assign tasks among workers in accordance to their competences and abilities	3.45	68.97	7.16	0.000*	5
2.	Director investigates different points of view when discussing the obstacles of strategy implementation	3.55	71.03	8.49	0.000*	4
No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
3.	Director proposes new methods to implement strategy plan	3.59	71.85	9.54	0.000*	3
4.	Director encourages workers to make constant search for new activities which contribute in achieving goals of the Strategic Plan	3.61	72.22	9.76	0.000*	1

5.	Director encourages workers to raise questions that had been not raised before about activities of strategy plan	3.60	71.98	9.23	0.000*	2
All paragraphs of the field		3.56	71.20	9.58	0.000*	

* The mean is significantly different from 3.

8. Individualized consideration have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).

Table (5.18) shows the following results:

- The mean of paragraph #5 "Director meets workers individually to listen their comments regarding strategy implementation" equals 3.49 (69.83%), Test-value = 7.47, 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #1 "Director encourages workers to get training needed to carry out activities of the Strategic Plan" equals 3.38 (67.50%), Test-value = 5.44, 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of the field "Individualized consideration" equals 3.41 (68.25%), Test-value = 6.68, 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 3. It can be concluded that the respondents agreed to field of "Individualized consideration".

Respondents agree that managers able to consider them individually in context of strategy implementation through encouraging them to get training, developing their skills, and listening to their problems.

A study called Strategy & Leadership: Leadership - the five big ideas Allio (2009) ensures that alumni graduate from universities with a fragile experience need to be trained and it is the task of the organization to discover the potentials of them and send them to proper training program.

In addition, Harris, in (How to turn data into a strategic asset) study (2010), mentioned that smart people have to be credited for being smart and make use of their new ideas

Table (5.18): Means and Test values for "Individualized consideration"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Director encourages workers to get training needed to carry out activities of the Strategic Plan	3.38	67.50	5.44	0.000*	6
2.	Director treats workers as individuals not only a team	3.41	68.10	6.19	0.000*	3
3.	Director can deal with the different needs of workers	3.40	67.93	6.17	0.000*	4
4.	Director helps workers to develop their skills in accordance with strategy plan	3.39	67.84	5.94	0.000*	5
5.	Director meets workers individually to listen their comments regarding strategy implementation	3.49	69.83	7.47	0.000*	1
6.	Director spends times with workers talking about their personal development and connect them with	3.41	68.28	6.18	0.000*	2

	strategy implementation					
	All paragraphs of the field	3.41	68.25	6.68	0.000*	

* The mean is significantly different from 3.

9. Idealized Attributes have significance effect on the level of Strategy implementation (at the level of significance $\alpha = 0.05$).

Table (5.19) shows the following results:

- The mean of paragraph #1 “Director expresses pride regarding working with his\her staff to implement strategy” equals 3.66 (73.19%), Test-value = 9.69, 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 3. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #4 “Director sacrifices his\her personal interests in sake of achieving strategy implementation” equals 3.06 (61.21%), Test-value = 0.77, and P-value = 0.220 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 3. It can be concluded that the respondents (Do not know, neutral) to this paragraph.
- The mean of the field “Idealized Attributes” equals 3.46 (69.16%), Test-value = 7.25, and P-value=0.000 which is smaller than the level of significance . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. It can be concluded that the respondents agreed to field of “Idealized Attributes”.

Respondents agree that managers have Idealized Attributes which are important to built accepted leadership image of the manager. Managers, according to respondents, expresses pride of employees, creates atmosphere to trust and confidence, sacrifice their interests for sake of goals of the organization.

Results agree with Allio (2010) in his study: Strategy & Leadership: Leadership - the five big ideas. He discussed the behavior of many successful leaders in big companies and scenario of failing after great success. He concluded that competences alone is not enough. According to the stud, from news reports we can conclude that sometimes would-be visionaries, seduced by power and a growing sense of certitude, first become isolated and then lose their way. When plans fail to deliver wins, they grow tyrannical, wield power wrongly, and devolve into fallen stars and self-serving deciders, surrounded by fawning acolytes. And such leaders and their followers often share a collective coltishness that allows each side to accept inappropriate and flawed common goals and behavior.

Table (5.19): Means and Test values for "Idealized Attributes"

No.	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Director expresses pride regarding working with his\her staff to implement strategy	3.66	73.19	9.69	0.000*	1
2.	Director creates an atmosphere of respect between him and workers	3.57	71.38	8.38	0.000*	2
3.	Workers believe that director is efficient and competent to lead strategy implementation	3.50	69.91	7.57	0.000*	4
4.	Director sacrifices his\her personal interests in sake of achieving strategy implementation	3.06	61.21	0.77	0.220	5
5.	Director creates confidence among workers believing that they are they have abilities and competences to	3.50	70.09	7.57	0.000*	3

	overcome obstacles of strategy implementation					
	All paragraphs of the field	3.46	69.16	7.25	0.000*	

* The mean is significantly different from 3.

9- There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to personal traits.

- There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to Job Title.

Table (5.20) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then this is significant difference among the respondents answers due to Job Title. It can be concluded conclude that the respondents' Job Title has significant effect on all paragraphs. Program manager respondents have the higher than other Job Title group.

It means that respondents agree that leadership effect the strategy implementation. Program managers agree more than other respondents, may be because they are the closer among respondents to the manager, as a result, they can give more realistic brief about their leadership behavior. This study is inconsistent with the study of Jarbou (2013), Dirawi (2012) which stated that there is no difference attributed to job title.

Table (5.20): ANOVA test and their p-values for Job Title

	Test Value	Sig.	Means			
			Project officer	Project coordinator	Program manager	other
All paragraphs of the questionnaire	11.263	0.000*	3.90	3.43	3.91	3.36

* Means differences are significant at $\alpha = 0.05$

- **There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to Years of Experience.**

Table (5.21) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then this is significant difference among the respondents answers due to Years of Experience. It is concluded that the respondents' Years of Experience has significant effect on all paragraphs. "Less than 3 year" respondents have the higher than other Years of Experience group.

It means that there is no difference among respondents due to the years of experience. These results agree with Dirawi (2012) which stated that most of the respondents are less than 5 years old.

Table (5.21): ANOVA test and their p-values for Years of Experience

	Test Value	Sig.	Means			
			Less than 3 year	3 – Less than 5 year	5- less than 10 years	10 years and more
All paragraphs of the questionnaire	12.619	0.000*	4.17	3.17	3.70	3.88

* Means differences are significant at $\alpha = 0.05$

- **There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to Gender**

Table (5.22) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference in respondents' answers due to Gender. We conclude that the characteristic of the respondents Gender has no effect on all paragraphs. These results are consistent with Jarbou (2013), Dirawi (2012), and Nasser (2010)

Table (5.22):Independent Samples T-Test and their p-values for Gender

Field	Test Value	Sig.	Means	
			Male	Female
All paragraphs of the questionnaire	-0.157	0.875	3.61	3.62

- **There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to Educational qualification**

Table (5.23) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference in respondents' answers due to Educational qualification. It is concluded that the characteristic of the respondents Educational qualification has no effect on all paragraphs. These results agree with Jarbou (2013), Dirawi (2012), Nasser (2010).

Table (5.23):Independent Samples T-Test and their p-values for Educational qualification

Field	Test Value	Sig.	Means	
			Bachelor and less	High study
All paragraphs of the questionnaire	1.356	0.245	3.77	3.60

- **There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to Age**

Table (5.24) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then this is significant difference among the respondents answers due to Age. It is concluded that the respondents' Age has significant effect on all paragraphs. Older than 40 years respondents have the higher than other Age group.

These results disagree with Jarbou (2013) which indicate that there is no significant difference among respondents due to age. It means that different respondents older than 40 years old have different point of view about role of leadership in strategy implementation in PNGOs.

Table (5.24): ANOVA test and their p-values for Age

	Test Value	Sig.	Means		
			less than 30 years	30 – Less than 40 years	Older than 40 years
All paragraphs of the questionnaire	4.574	0.011*	3.42	3.69	3.82

* Means differences are significant at $\alpha = 0.05$

- **There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to Major Specialization**

Table (5.25) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference in respondents' answers due to Major Specialization. It is concluded that the characteristic of the respondents Major Specialization has no effect on all paragraphs. These results agree with Dirawi (2012) and Nasser (2010).

Table (5.25): ANOVA test and their p-values for Major Specialization

	Test Value	Sig.	Means						
			IT	Science	Business administration	Accountancy	Art	Economy	other
All paragraphs of the questionnaire	1.796	0.101	3.97	3.84	3.52	3.85	3.57	3.69	3.47

There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to associations traits.

- **There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to Age of organization**

Table (5.26) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then this is significant difference among the respondents answers due to Age of organization. It is concluded that the respondents' Age of organization has significant effect on all paragraphs. Less than 10 year respondents have the higher than other Age of organization group. This result disagrees with Jarbou (2013), and agree Nasser (2012). It can be justified that this study targets organizations which have budget higher than 1000,000 US\$ according to Internal Ministry reports, and organizations less than 10 years old with such budget indicates effective leadership behavior.

Table (5.26): ANOVA test and their p-values for Age of organization

	Test Value	Sig.	Means		
			Less than 10 year	10 – Less than 15 years	15 years and higher
All paragraphs of the questionnaire	5.719	0.004*	4.28	3.55	3.67

* Means differences are significant at $\alpha = 0.05$

- **There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to Number of staff.**

Table (5.27) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then this is significant difference among the respondents answers due to Number of staff. It is concluded that the respondents' Number of staff has significant effect on all paragraphs. 6-10 employees respondents have the higher than other Number of staff group. This results disagree with Jarbou (2013) and Nasser (2010). It can be justified that organizations with less than 10 employees and implement strategy have effective leadership style.

Table (5.27): ANOVA test and their p-values for Number of staff

	Test Value	Sig.	Means			
			6-10	11- 20	21- 30	31 and higher
All paragraphs of the questionnaire	7.623	0.000*	4.45	3.47	3.70	3.77

* Means differences are significant at $\alpha = 0.05$

- **There is a significant differences of $\alpha = 0.05$ among the respondents towards the role of leadership in strategy implementation in NGOs in Gaza due to Number of projects**

Table (5.28) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then this is significant difference among the respondents answers due to Number of projects. It is concluded that the respondents' Number of projects has significant effect on all paragraphs. "10 and higher" respondents have the higher than other Number of projects group. The result is expected because number of projects is effective indicator for leadership practice in organizations.

Table (5.28): ANOVA test and their p-values for Number of projects

	Test Value	Sig.	Means		
			Less than 5	5 – Less than 10	10 and higher
All paragraphs of the questionnaire	4.333	0.014*	3.37	3.55	3.83

* Means differences are significant at $\alpha = 0.05$

CHAPTER SIX

Conclusion and Recommendation

6.1 Introduction:

The main purpose of this study is to investigate the role of leadership in strategy implementation in the sector of NGOs in Gaza Strip. To achieve this purpose, the researcher focused on specific traits of leadership which can be used to identify the type of leadership used in PNGOs to implement strategies. According to (Robert J. Allio 2009) there is no best way to lead. Although most references as mentioned in the literature review ensured the role of leadership to implement strategies. The question which the researcher tried to answer is how leadership affect the strategy implementation and to what extent.

The researcher depends on the report of Interior Ministry about the best acting NGOs in Gaza strip using the budget and achievement of strategic objectives. Then a questionnaire about the relationship between leadership and strategy implementation was distributed on these PNGOs.

6.2 Conclusion:

- The current situation of PNGOs:

- The questionnaire targets all workers of the PNGOs with concentration on job positions which are directly supervised by the general managers in order to test the effect of leadership behaviors on decision making and strategy implementation. Generally speaking, program managers and project officers in coordination with the general managers are the responsible for generating ideas to achieve strategic objectives. However, other workers such as information officers, financial officers, social workers... ect can influence the strategy implementation when they are involved in decision making. Their effective involvement is significantly defined by the leadership traits of the general managers.
- 62% of the respondents have experience more than 10 years. It means that most managers give high positions to experienced employees.
- 45% of the respondents are Males and 54.7% of the respondents are Females. It indicates that NGOs are positively responding to donors requirement of equalizing the average of working power between women and men, in addition, it indicated the success of women struggle to obtain high positions in the P.NGOs.
- 97.5% of the respondents are holders of bachelor degree and post graduate levels. The result indicates that most of the PNGOs in Gaza Strip are running out by qualified staff.
- 88% of the respondents are (25-40) years old which indicates the youth dominance over PNGOs that most of donors in the last three years ensures the participation of young.
- 58.7% of the respondents are specialized in commerce (business administration, Accountability, Economy). It means that That indicates a development in the PNGOs employment attitudes towards more specialization in managerial majors to ensure

proficiently. In addition, the high number of youth and managerial majors in the same time indicate that here is a satisfying number of commerce graduates in Gaza Strip.

- 95.3% of the respondent PNGOs have more than 10 years profile. This results completely agree with the history of PNGOs which indicate to the early appearance of PNGOs.
- Results shows that the number of staff of 95.7% of the respondents PNGO are more than 10 employees.
- Results indicates that most of responsive population are working in multiple sectors. The percent of social services and relief (21.3%), the percent of women organizations is (25.2%) and social development (27.4%), which indicate their active role in society in the last two years.
- 72.2% of the respondents have less than 10 projects which reflects the decreasing fund that most responsive population suffers of.

- **Leadership style:**

- Respondents are very sensitive to the leadership style that the manager adopts. The leadership style indicates to the type of leadership which is adopted by the manager. Results shows that 83.9% of managers are controlling all procedures of the work, and 56.4% are not giving freedom to workers to choose tasks fit them. It reflects the dominance of autocratic pattern of leadership and the acceptance of workers for this pattern.
- Respondents are very sensitive to the leadership style that the manager adopts. The leadership style indicates to the type of leadership which is adopted by the manager. Results shows that 83.9% of managers are controlling all procedures of the work, and 56.4% are not giving freedom to workers to choose tasks fit them. It reflects the dominance of autocratic pattern of leadership.

- **Communication and strategy implementation:**

- 76.09% of the respondents agree that the managers are communicating effectively with workers who are clearly receiving his\her messages regarding strategy implementation.
- 76.84% of the respondents agree that directors can deliver clear messages to workers regarding activities related to the strategic plan.
- 75.30% of the respondents agree that director communicates constantly with workers and discussing their problems and obstacles they face during implementing strategic plans.

- **Flexibility and strategy implementation:**

- 75.33% of the respondents agree that managers are flexible in managing org resources to achieve successfully strategy implementation.
- 77.78% of the respondents agree that directors review SWOT of the strategy plan constantly.

- 72.56% of the respondents agree that directors can direct abilities of the workers to reach vision of org.

- **Analytic capabilities and strategy implementation:**

- 77.06% of the respondents agree that managers have analytic capabilities which enable them to analyze opportunities and obstacles and sharing workers with the update to reach the strategic goals of the org.
- 80.43% of the respondents agree that director collect information which help the Org. to implement its strategic plan, and s/he informs workers with updates.
- 75.13% of respondents agree that director can connect available and external opportunities with the objectives of the strategic plan ad updates workers with results.

- **Idealized influence and strategy implementation:**

- 68.67% of the respondents agree that managers have positive idealized influence on workers
- 70.94% agree that director accepts workers' proposals concerning his/her behavior regarding strategy implementation.
- 65.21% of the respondents agree that director can motivates workers interests in relation with strategy implementation.

- **Inspirational motivation and strategy implementation:**

- 70.41% of respondents agree that managers can motivate them spiritually through trust. The passion of the manager in implementing strategy inspires respondents to be more creative.
- 73.48% of respondents agree that they are positively influences by the enthusiasm of the director in implementing strategy.
- 64.70% of the respondents agree that director connect between personal future of the workers and strategy implementation.

- **Intellectual stimulation and strategy implementation:**

- 71.20% of the respondents agree that directors are stimulate workers intellectually to reach the strategic objectives.
- 72.22% of the respondents agree that directors encourage workers to make constant search for new activities which contribute in achieving goals of strategy plan.
- 68.97% of the respondents agree that directors assign tasks in accordance to the workers' competencies and abilities.

- **Individualized consideration and strategy implementation:**

- 68.25% of the respondents agree that directors consider all workers individually to achieve strategic goals.
- 69.83% of the respondents agree that directors meet workers individually to listen to their comments regarding strategy implementation.

- 67.50 of the respondents agree that directors encourage workers to get training needed to carry out activities of the strategic plan.

- **Idealized attributes:**

- 69.16% of the respondents agree that directors are managing PNGOs ideally.
- 73.19% of respondents agree that directors express pride to work with the staff.
- 61.21% of the respondents agree that directors sacrifice his/her personal interests in sake of achieving strategy implementation.

6.3 Recommendation:

1. Manager should give more freedom to workers to choose tasks they see fit them.
2. Manager should share the process of taking decision with employees in difficult situations.
3. Manager should discuss deliberately the vision and mission with workers constantly
4. Managers should recognize the views of workers about methods of implementing the strategic plan.
5. Managers should communicate constantly with workers about their problems at work and the obstacles they face in implementing strategic plans.
6. Managers should present more success stories which have been accomplished through the implementation of the strategy.
7. Managers should connect available external opportunities with the objectives of the strategic plan and update workers with results through continuous research and meetings.
8. Managers should improve their abilities of problem solving and decision making.
9. Managers should improve their skills of influencing employees through creating discussing their interests and motivate them to improve them.
10. Managers should create an atmosphere of optimism at work.
11. Managers should connect between personal future of workers and strategy implementation.
12. Managers should create trust in workers' ability to implement strategy plan.
13. Managers should assign tasks among workers in accordance to their competences and abilities
14. Managers should investigate different points of view when discussing the obstacles of strategy implementation.
15. Managers should encourage workers to make constant search for new activities which contribute in achieving goals of the Strategic Plan and raising questions that had been not raised before about activities of strategy plan.

16. Managers should encourage workers to get training needed to carry out activities of the Strategic Plan
17. Managers should spend times with workers talking about their personal development and connect them with strategy implementation.

6.4 Future studies:

- Role of communication in strategy implementation
- Creativity in strategy implantation
- Leadership and organizational performance

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Appendices

- **Appendix A: English Questionnaire**
- **Appendix B: Arabic Questionnaire**
- **Appendix C: Referees**

Appendix A
English Questionnaire

**Islamic University – Gaza
Deans of Graduate Studies
Faculty of Commerce
Department of Business
Administration**



**الجامعة الإسلامية - غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال**

General instructions:

The researcher is conducting an academic research about " **The role of leadership in strategy implementation in NGOs in Gaza Strip**". The research is a requirement for the fulfillment of the Master of Business Administration degree.

Data collected with this questionnaire will be treated confidentially and presented only in summary form without disclosing the name or any personal information of the respondent. It will be only used for the purpose of academic research.

Thanks a lot for your cooperation,,,

Researcher :Mona AbuSharekh

Supervisor : Dr. : AkramSamour

First: Personal data: (Please put (X) on the appropriate answer)

1- Job Title				
<input type="checkbox"/> <input type="checkbox"/> general director	<input type="checkbox"/> <input type="checkbox"/> Project officer	<input type="checkbox"/> <input type="checkbox"/> Project coordinator	<input type="checkbox"/> <input type="checkbox"/> Program manager	<input type="checkbox"/> If other please specify
5 Years of Experience:				
<input type="checkbox"/> Less than 3 year	<input type="checkbox"/> 3 – Less than 5 year	<input type="checkbox"/> 5 – Less than 10 year	<input type="checkbox"/> 10 years and higher	
2 Sex:				
<input type="checkbox"/> Male			<input type="checkbox"/> female	
3 Educational qualification :				
<input type="checkbox"/> Secondary	<input type="checkbox"/> Bachelor	<input type="checkbox"/> Master	<input type="checkbox"/> PHD	
4 Age in years:				
<input type="checkbox"/> Less than 25 years	<input type="checkbox"/> 25 – less than 30 years	<input type="checkbox"/> 30 – Less than 40 years	<input type="checkbox"/> Older than 40 years	
6 Major Specialization:				
<input type="checkbox"/> IT	<input type="checkbox"/> Science	<input type="checkbox"/> Business administration	<input type="checkbox"/> Accountancy	<input type="checkbox"/> Art
<input type="checkbox"/> Economy	<input type="checkbox"/> If other please specify			

Second: NGO Organizational Traits:

1 Age of organization form the date of establishment :				
<input type="checkbox"/> 1 – Less than 5 years	<input type="checkbox"/> Less than 10 year	<input type="checkbox"/> 10 – Less than 15 years	<input type="checkbox"/> 15 years and higher	
2 Number of staff:				
<input type="checkbox"/> 1 – Less than 5	<input type="checkbox"/> 5 - Less than 10	<input type="checkbox"/> 10– Less than 20	<input type="checkbox"/> 20 – Less than 30	<input type="checkbox"/> 30 and higher
3 Work sector :				
<input type="checkbox"/> agriculture and environment	<input type="checkbox"/> culture and sport	<input type="checkbox"/> social development	<input type="checkbox"/> women and child	<input type="checkbox"/> health and rehabilitation
<input type="checkbox"/> economic development	<input type="checkbox"/> social services and relief	<input type="checkbox"/> democracy and human rights	<input type="checkbox"/> education and training	
5 How many projects was implemented by the organization during the 2 years				
<input type="checkbox"/> Less than 5	<input type="checkbox"/> 5 – Less than 10	<input type="checkbox"/> 10 – Less than 15	<input type="checkbox"/> higher And 15	

Third: please sign (x) on the answer your agree with:

#	Details	Very Stronly agree	Strongly agree	moderately agree	Strongly Disagree	Very Strongly Disagree
1- Leadership style						
2	Director controls all procedures of the work					
3	Director confirms the need for creativity in the implementation of strategic plans with serious consideration for morale of workers					
4	Director discusses the vision and					

	mission with workers constantly					
5	Director plans to implement the strategic plan in collaboration with workers					
6	Director recognizes the views of workers about methods of implementing the strategic plan					
7	Director uses variety of methods of reward and punishment as required by the situation and circumstances					
8	Director encourages workers to be creative and bring new ideas					
10	Director does not ignore workers in the decision-making process in regard of implementation Strategy.					
11	Director gives freedom to workers to choose tasks they see fit them					
12	Director supervises workers when they are late believing that strict supervision make them feel the importance of their work.					
13	Director minds the working procedures and gives workers freedom to choose tasks because he trusts their opinions and decisions.					
14	Director informs workers about updates of implementing strategy with partners					
15	Director delegates some of his power to all workers					
16	Director gives opportunity to some workers to take decision in difficult situations					
17	Director faces barriers of strategy implementation positively					
1- Communication & strategy implementation						
1	Director communicates constantly with workers about their problems at work and the obstacles they face in implementing strategic plans					
2	Director can deliver clear messages to workers regarding activities related to the strategic plan					
3	Director uses several methods of communication to clarify his own ideas about strategy.					
4	Director hold regular meetings to discuss the achievements in the strategic plan					
5	Director interacts with the new ideas proposed by workers about the activities of the Strategic Plan					
6	Director present success stories have been accomplished through the implementation of the strategy.					
	Effective communication within the organization is taken into account when developing strategic plans					
2- Flexibility and strategy implementation						
1	Director has flexibility to create					

	creative ideas fit vision and message of the Organization					
2	Director can exploit the new ideas proposed by workers and make them fit the strategic plan					
3	Director can direct abilities of workers to reach vision of the Organization					
4	Director can use non-human resources to implement strategy plan effectively					
5	Director can exploit external opportunities to implement the strategic plan					
6	Director reviews SWOT of the strategy plan constantly					
3- Analytic capability & strategy implementation						
1	Director collects information that will help the organization to implement its strategic plan and inform workers with results.					
2	Director can predict the obstacles facing the strategy implementation and inform workers them					
3	Director can define all elements related to the problems facing the strategy implementation					
4	Director segments problem concerning the strategy implementation to smallest problems to be dealt by workers					
5	Director can connect available external opportunities with the objectives of the strategic plan and update workers with results					
4- Idealized influence & strategy implementation						
1	Director recognizes the personal interests of workers and links it to the strategy plan					
2	Director can motivate workers interests in relation with strategy plan					
3	Director discusses ethics and values related to the strategy implementation with workers					
4	Director creates confidence among workers in order to implement the strategic plan					
5	Director accepts workers' proposals concerning his behavior regarding strategy implementation					
5- Inspirational motivation & strategy implementation						
1	Director creates an atmosphere of optimism at work					
2	Workers feel the passion of director in implementing strategy plan					
3	Director can connect between personal future of workers and strategy implementation					
4	Director create trust in workers'					

	ability to implement strategy plan					
5	Director is the initiator in difficult situations					
6- Intellectual stimulation & strategy implementation						
1	Director assign tasks among workers in accordance to their competences and abilities					
2	Director investigates different points of view when discussing the obstacles of strategy implementation					
3	Director proposes new methods to implement strategy plan					
4	Director encourages workers to make constant search for new activities which contribute in achieving goals of the Strategic Plan					
5	Director encourages workers to raise questions that had been not raised before about activities of strategy plan					
7- Individualized consideration						
1	Director encourages workers to get training needed to carry out activities of the Strategic Plan					
2	Director treats workers as individuals not only a team					
3	Director can deal with the different needs of workers					
4	Director helps workers to develop their skills in accordance with strategy plan					
5	Director meets workers individually to listen their comments regarding strategy implementation					
6	Director spends times with workers talking about their personal development and connect them with strategy implementation					
8- Idealized Attributes						
1	Director expresses pride regarding working with his\her staff to implement strategy					
2	Director creates an atmosphere of respect between him and workers					
3	Workers believe that director is efficient and competent to lead strategy implementation					
4	Director sacrifices his\her personal interests in sake of achieving strategy implementation					
5	Director creates confidence among workers believing that they are they have abilities and competences to overcome obstacles of strategy implementation					

Appendix B

Arabic Questionnaire

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الجامعة الإسلامية - غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

التاريخ: 2014/1/8م

السلام عليكم ورحمة الله وبركاته،،،

تقوم الباحثة بإعداد بحث لنيل درجة الماجستير في إدارة الأعمال بالجامعة الإسلامية - غزة، تحت عنوان "
دور القيادة في تنفيذ الخطط الإستراتيجية في مؤسسات المجتمع المدني الأهلية (NGOs) في
قطاع غزة"

لذا نأمل من حضرتكم قراءة ما ورد في هذه الاستبانة من فقرات بدقة وموضوعية، ووضع علامة (X) أمام الإجابة التي تعبر عن وجهة نظركم.
إن تعاونكم سيساهم في نجاح هذا البحث وتطوير المؤسسات الأهلية في قطاع غزة، علما بأن المعلومات الواردة في هذه الاستبانة هي لأغراض البحث العلمي فقط.

ولكم خالص تحياتي وجزيل شكري،،،

الباحثة

منى أبو شرح

الجزء الأول: (بيانات شخصية) يرجى وضع إشارة (x) أمام العبارة المناسبة:

1- المسمى الوظيفي			
<input type="checkbox"/>	مدير المشاريع	<input type="checkbox"/>	منسق مشاريع
<input type="checkbox"/>	مدير برنامج	<input type="checkbox"/>	أخرى (حدد منفضلك حدد)
2- سنوات الخبرة في المسمى الوظيفي الحالي :			
<input type="checkbox"/>	أقل من 3 سنوات	<input type="checkbox"/>	3 سنوات - أقل من 5 سنوات
<input type="checkbox"/>	أقل من 5 سنوات	<input type="checkbox"/>	5 سنوات - أقل من 10 سنوات
<input type="checkbox"/>	أقل من 10 سنوات	<input type="checkbox"/>	10 سنوات فأكثر
3- الجنس			
<input type="checkbox"/>	أنثى	<input type="checkbox"/>	أذكر
4- الدرجة العلمية			
<input type="checkbox"/>	دكتورة	<input type="checkbox"/>	ماجستير
<input type="checkbox"/>	بكالوريوس	<input type="checkbox"/>	ثانوية عامة
5- العمر			
<input type="checkbox"/>	أقل من 25 سنة	<input type="checkbox"/>	25- أقل من 30 سنة
<input type="checkbox"/>	30 - أقل من 40 سنة	<input type="checkbox"/>	40 سنة فأكثر
6- التخصص العلمي			
<input type="checkbox"/>	تكنولوجيا	<input type="checkbox"/>	علوم
<input type="checkbox"/>	آداب	<input type="checkbox"/>	اقتصاد
<input type="checkbox"/>	إدارة أعمال	<input type="checkbox"/>	أخرى (حدد من فضلك):
<input type="checkbox"/>	محاسبة	<input type="checkbox"/>	

الجزء الثاني: بيانات خاصة بالمؤسسة:

1- عمر المؤسسة من تاريخ التسجيل:			
<input type="checkbox"/>	أقل من 5 سنوات	<input type="checkbox"/>	5 - أقل من 10 سنوات
<input type="checkbox"/>	10 - أقل من 15 سنة	<input type="checkbox"/>	15 سنة فأكثر
2- عدد الموظفين			
<input type="checkbox"/>	1 أقل من 5	<input type="checkbox"/>	5 أقل من 10
<input type="checkbox"/>	10 أقل من 20 موظف	<input type="checkbox"/>	20 أقل من 30
<input type="checkbox"/>	30 موظف فأكثر	<input type="checkbox"/>	
3- مجال العمل			
<input type="checkbox"/>	زراعة وبيئة	<input type="checkbox"/>	ثقافة ورياضة
<input type="checkbox"/>	ديمقراطية وحقوق إنسان	<input type="checkbox"/>	صحة وإعادة تأهيل
<input type="checkbox"/>	تنمية اجتماعية	<input type="checkbox"/>	تنمية اقتصادية
<input type="checkbox"/>	تعليم وتدريب	<input type="checkbox"/>	خدمات اجتماعية وإغاثة
<input type="checkbox"/>	امرأة وطفل	<input type="checkbox"/>	
كم يبلغ عدد المشاريع المنفذة من قبل المؤسسة خلال السنتين الأخيرتين			
<input type="checkbox"/>	أقل من 5	<input type="checkbox"/>	من 5-10
<input type="checkbox"/>	من 10-15	<input type="checkbox"/>	أكثر من 15

الجزء الثالث: الرجاء وضع علامة × أمام ما تراه مناسباً من وجهة نظركم:

#	البند	أوافق بدرجة كبيرة جداً	أوافق بدرجة كبيرة	أوافق بدرجة متوسطة	أوافق بدرجة قليلة	أوافق بدرجة قليلة جداً
المحور الأول : نوع القيادة الأنسب لتطبيق الخطط الاستراتيجية						
1.	يتحكم المدير في الطريقة التي يُؤدى بها العمل					
2.	يؤكد المدير على ضرورة الإبداع في تنفيذ الخطط الاستراتيجية مع المراعاة الجادة لمعنويات المرؤوسين					
3.	يناقش المدير رؤية و رسالة الجمعية مع المرؤوسين باستمرار					
4.	يخطط المدير لتنفيذ الخطة الاستراتيجية بالتعاون مع المرؤوسين					
5.	يتعرف المدير على آراء مرؤوسيه بطريقة تنفيذ الخطة الاستراتيجية					
6.	يستخدم المدير أساليب متنوعة للثواب و العقاب حسب ما يقتضيه الوضع و الظروف					
7.	يشجع المدير المرؤوسين على الإبداع في عملهم و طرح أفكار جديدة					
8.	لا ينفرد المدير بنفسه في عملية صنع القرارات الخاصة بتنفيذ الخطة الاستراتيجية					
9.	يترك المدير للمرؤوسين حرية اختيار بعض الأعمال التي يرونها مناسبة لهم في الخطة الاستراتيجية					
10.	يتابع المدير المرؤوسين عند تأخرهم عن العمل أو غيابهم إيماناً منه أن المتابعة الدقيقة تشعرهم بأهمية عملهم					
11.	يهتم المدير كثيراً بسير العمل و يمنح المرؤوسين الحرية في أداء العمل ثقةً منه بأرائهم و قراراتهم					
12.	يُطلع المدير مرؤوسيه على ما يدور مع المؤسسات الشريكة بخصوص ما تم تنفيذه في الخطة الاستراتيجية					
13.	يفوض المدير بعض سلطاته الإدارية لجميع المرؤوسين العاملين معه					
14.	يعطي المدير فرصة لبعض مرؤوسيه للتفرد بأرائهم الشخصية لمواجهة المواقف المختلفة					

					الضعف والقوة
المحور الرابع: القدرات التحليلية و تنفيذ الخطط الإستراتيجية					
					1- يقوم المدير بجمع المعلومات التي تساعد المؤسسة على تنفيذ خطتها الإستراتيجية وإخبار المرؤوسين بها
					2- يستطيع المدير التنبؤ بالعقبات التي ستواجه تنفيذ الخطة الإستراتيجية و مصارحة المرؤوسين بها
					3- يستطيع المدير تعريف جميع العناصر المتعلقة بالمشاكل التي تواجه تنفيذ الخطة الإستراتيجية
					4- يقوم المدير بتجزئة المشكلة المتعلقة بتنفيذ الخطة الإستراتيجية إلى مشاكل أصغر حتى يتمكن المرؤوسين من التعامل معها
					5- يستطيع المدير ربط الفرص الخارجية المتاحة بأهداف الخطة الإستراتيجية و مشاركة المرؤوسين بالنتائج التي يتوصل لها
المحور الخامس: التأثير المثالي للمدير على المرؤوسين					
					1- يتعرف المدير عن اهتمامات المرؤوسين الشخصية و يربطها بالخطة الإستراتيجية
					2- يستطيع المدير أن يخلق لدى المرؤوسين اهتمامات لها علاقة بالخطة الإستراتيجية
					3- يناقش المدير مع المرؤوسين أخلاقيات وقيم لها علاقة بتنفيذ الخطة الإستراتيجية
					4- يعمل المدير على خلق الثقة بين الموظفين في سبيل تنفيذ الخطة الإستراتيجية
					5- يتقبل المدير اقتراحات مرؤوسيه بخصوص سلوكه في تنفيذ الخطة الإستراتيجية
المحور السادس : التحفيز المعنوي					
					1- يخلق المدير أجواء من التفاؤل في العمل
					2- يشعر المرؤوسين بحماس المدير في تنفيذ الخطة الإستراتيجية
					3- يستطيع المدير أن يربط بين المستقبل الشخصي للمرؤوسين و تنفيذ الخطة الإستراتيجية
					4- يبث المدير الثقة بقدرة المرؤوسين على تنفيذ الخطة الإستراتيجية

					5- يكون المدير هو الشخص المبادر في المواقف الصعبة
المحور السابع: التحفيز الفكري					
					1- يستطيع المدير توزيع المهام على المرؤوسين بما يتناسب مع قدراتهم في اتجاه الخطة الإستراتيجية
					2- يبحث المدير عن وجهات النظر المختلفة عند مناقشة عوائق تنفيذ الخطة الإستراتيجية
					3- يقترح المدير أساليب جديدة في تنفيذ الخطة الإستراتيجية
					4- يشجع المدير مرؤوسيه على البحث المستمر عن أنشطة جديدة تساهم في الوصول لأهداف الخطة الإستراتيجية
					5- يشجع المدير المرؤوسين على طرح أسئلة لم يتم طرحها من قبل بخصوص تنفيذ أنشطة الخطة الإستراتيجية
المحور الثامن: الاعتبارات الفردية					
					1- يشجع المدير المرؤوسين على الحصول على تدريبات لازمة لتنفيذ أنشطة الخطة الإستراتيجية
					2- يعامل المدير المرؤوسين كأفراد و ليس فقط كفريق
					3- يستطيع المدير التعامل مع الاحتياجات المختلفة للمرؤوسين
					4- يساعد المدير المرؤوسين على تطوير أنفسهم بما يتناسب و الخطة الإستراتيجية
					5- يقوم المدير بعمل اجتماعات فردية مع مرؤوسيه للاستماع لملاحظاتهم بما يخص تنفيذ الخطة الإستراتيجية
					6- يقضي المدير وقتا مع المرؤوسين في الحديث معهم عن تطوراتهم الشخصية و العملية و يربطها بتنفيذ الخطة الإستراتيجية
المحور التاسع: الخصائص المثالية					
					1- يعبر المدير عن فخره بالعمل مع مرؤوسيه في تنفيذ الخطة الإستراتيجية
					2- يخلق المدير أجواء من الاحترام بينه و بين المرؤوسين
					3- يعتقد المرؤوسين أن المدير ذو كفاءة و قوة لتنفيذ الخطة الإستراتيجية
					4- يقوم المدير بالتضحية بمصالحه الشخصية في سبيل تنفيذ الخطة الإستراتيجية
					5- يبث المدير الثقة في نفوس المرؤوسين و قدرتهم على تخطي عقبات تنفيذ الخطة الإستراتيجية

Appendix D

Referees

Islamic University –Gaza
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الجامعة الإسلامية- غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

تحكيم استبانة

الدكتور...../المحترم.

السلام عليكم ورحمة الله وبركاته،،،،

تقوم الباحثة بدراسة حول " دور القيادة في تنفيذ الخطط الاستراتيجية في مؤسسات المجتمع المدني في قطاع غزة" ، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال بالجامعة الإسلامية بغزة.

ولقد أعدت الباحثة استبانة أولية كأداة رئيسية للدراسة، ولإيماننا العميق بأنكم الأكثر معرفة في هذا المجال ،كونكم أهل خبرة واختصاص ،يسر الباحثة أن تضع بين أيديكم هذه الاستبانة لإبداء آرائكم وتضمنين ملاحظاتكم ومقترحاتكم حولها.

وتقبلوا فائق الاحترام والتقدير،،،

إشراف

د.أكرم سمور

الباحثة

منى أبو شرخ

ملاحظة:

مرفق بآخر الاستبانة ملخص الدراسة والمتغيرات والفرضيات و الأهداف .

شاكرين حسن تعاونكم

List of Referees

Name	Sector
Sameer Safi	Islamic University
WaseemAlHabil	Islamic University
Sami AbuRous	Islamic University
WaelDayia	Islamic University
RoshdiWadi	Islamic University
YaserShorafa	Islamic University
YousedBahar	Islamic University
Jalal Shabat	Al-Aqsa Open University

