

The Reality of Adopting the Strategic Orientation in the Palestinian Industrial Companies

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Abstract: This study aims at identifying the reality of adopting the Strategic orientation in the Palestinian industrial companies in Gaza Strip. The study used the analytical descriptive method. The study population consists of (236) industrial companies in Gaza Strip. The size of the society is (95) companies which is (40%) of the size of population. The questionnaires were distributed manually. The retrieved and valid questionnaires reached 85 which is (89.5%).

The results of the study were: a high adoption of the Strategic Orientation in the Palestinian industrial companies, and the dimensions were as follows: creative orientation (85.4%), learning orientation (78.6%), and market orientation (76.4%). The study presented a number of recommendations, the most important of which are: The importance of the strategic management and the importance of the Strategic Orientation and work on linking it to the information systems. Its main objective is to meet the needs of the customers, so that it draws its real strength from all employees in the company, Competition and control of efforts in the market to develop policies capable of meeting the challenges of competitors and maintaining the company's market share and increase.

Keywords: Strategic orientation, Creative orientation, Market orientation, Learning orientation, Industrial Companies, Palestine.

1. INTRODUCTION

The strategic planning of companies represents an integrated future vision that includes the concept of initiative, focusing on efficiency, effectiveness and cooperation, employing diverse expertise through learning and helping all employees to understand the strategic planning objectives that are required to achieve and the market position that companies wish to reach. Designing a business vision that is focused on the future and commensurate with the Strategic Orientation of these companies and articulates a court of vision that helps companies achieve their objectives with distinct risk management and willingness to deal with business environment variables and anticipating future challenges (Al Shobaki et al., 2016), (Abu Naser et al., 2017), (Abu Amuna et al., 2017), (Al Shobaki et al., 2017), (El Talla et al., 2018), (Abu Naser et al., 2018), (Al Shobaki et al., 2018).

Today, the world is witnessing radical and accelerating changes that have affected various aspects of human life, especially in business. These changes have affected the future of organizations and imposed new challenges on them. The competitive advantage that distinguishes it from other organizations that perform the same work. These changes have also forced the organizations to adopt a strategic approach, so that these organizations are managed in a meaningful managerial manner based on Strategic orientation that help innovation and knowledge and enable them to overcome their current reality, which is burdened with many obstacles and problems and move them to an advanced stage to achieve their goals (Abu Naser et al.,

2016), (Abu Amuna et al., 2016), (Al Shobaki et al., 2016), (El Talla et al., 2017), (Abu Naser et al., 2017), (Abu Amuna et al., 2017), (Al Shobaki et al., 2017), (El Talla et al., 2018), (Abu Naser et al., 2018), (Abu Amuna et al., 2018), (Al Shobaki et al., 2018).

The concept of strategy means that the future is orientated, future ideas are presented, and the activities needed to achieve that idea including operational activities are created, the strategy guides the organization in an integrated manner towards the future. Strategically because they deal with the uncertain, precarious future that requires them to make strategic decisions to ensure the future of the organization by identifying strategic orientations (Macmillan & Tompoe, 2000).

Hitt et al. (2000) points out that the Strategic Orientation gives organizations guidance on the requirements for continuous improvement of performance. The Strategic Orientation reflects the level of awareness of the organizations' environment of their organizations and their reactions to environmental developments and changes. It also contributes to opening the windows of senior management thinking to future business prospects, working to restore a state of internal excellence and building a strong competitive position for the organization abroad (Wheelen & Hunger, 2008).

Despite the interest of many researchers in the study of Strategic orientation, but there is a relative scarcity, especially in the studies that interested in studying in industrial companies in particular, and is one of the topics worthy of research at length and with great care of

researchers, to consider the Strategic Orientation of business organizations represents The primary and primary task of senior management in those organizations. Based on the above, this study is one of the few studies aimed at answering the following main question:

What is the reality of adopting the Strategic orientation in the Palestinian industrial companies operating in the governorates of Gaza Strip?

And the following sub-questions arise from it:

Q1-: What is the reality of adopting the creative approach in the Palestinian industrial companies in the governorates of Gaza Strip?

Q2-: What is the reality of adopting the market orientation in the Palestinian industrial companies in Gaza Strip governorates?

Q3-: What is the reality of the adoption of the trend of learning in the Palestinian industrial companies in the governorates of Gaza Strip?

2. RESEARCH OBJECTIVES

In line with the study's questions, the current study seeks to achieve a set of objectives, namely:

1. Contribute to the recognition of the reality of adopting the creative approach in the Palestinian industrial companies.
2. Identify the level of adoption of market orientation in Palestinian industrial companies.
3. Disclosure of the degree of adoption of the orientation of learning in the Palestinian industrial companies.
4. Provide a set of recommendations that help industrial companies adopt Strategic Orientation.

3. RESEARCH IMPORTANCE

1. Working to provide the Palestinian General Federation of Industries with the degree of adopting the Strategic Orientation in the Palestinian industrial companies.
2. To provide recommendations and proposals documented and derived from the field study so that the senior management of the Palestinian industrial companies help to implement the Strategic Orientation.
3. This study may contribute to drawing the attention of researchers to undertake many studies and researches in modern administrative curricula and apply them to vital sectors such as the industrial sector.
4. The lack of adequate field studies focused on revealing the adoption of Strategic orientation in industrial companies in particular.

4. RESEARCH LIMITS AND SCOPE

For each study, scientific or theoretical objective limits, human limits, spatial limits, as well as temporal limits, can be clarified as follows:

- **Objective Limitation:** The study was limited to identifying the reality of adopting the Strategic orientation in the Palestinian industrial companies.
- **The spatial Limitation:** The application of the study was limited to the Palestinian industrial companies (wood, plastic, aluminum, metal) operating in the governorates of the Gaza Strip.
- **Human Limitation:** Data were collected from senior management representatives in companies.
- **Time Limitation:** Data for this study were collected during the year (2016/2017).

5. THEORETICAL FRAMEWORK

Strategic Orientation:

The Strategic Orientation reflects the long-term perspective that benefits the organization by distributing and shaping resources within a changing business environment and by meeting stakeholder expectations and satisfaction. The Strategic Orientation seeks to explore the extent of the change that will occur in the future and its impact on the organization. It aims to support the leaders to be aware of their objectives and means, to focus the organization on its priorities in responding to the changes in the environment around it and to ensure that the members of the organization are working towards the same goals (Al-Zureiqat, 2012). The Strategic Orientation is "the sum of the organization's direction to implement appropriate behaviors and achieve superior performance levels compared to competitors" (Menguc & Auh, 2005).

The Strategic Orientation is the cornerstone of the success of any organization. It represents the path that guides the organizations in their journey to their desired future. Through their approach, the organizations set their strategic goals. The Strategic Orientation makes the senior management in the organization fully aware of what its goals are and what they are. Beneficiaries of the services they provide, and helps them to identify their structure, structure and environment at home and policies, frameworks governing their decision-making methods, their human and material needs, and the overall requirements for development.

Strategic orientation dimensions:

The process of defining the Strategic Orientation of business organizations clearly and accurately represents the primary and primary task of the senior management in these organizations, because the effectiveness of the direction in an integrated manner depends on the various activities of other organizations in the business of setting goals for different departments, selecting strategies and developing practical plans and allocating resources for various other activities. The efficiency of departments, departments, groups and individuals is a logical and natural reflection of the accuracy and effectiveness of determining the strategic orientations of business organizations (Al-Ajami, 2011).

And reference to several previous studies on Strategic orientation (Al-Sharif, 2014), Qeshi (2015), Al-Qarati and Ibrahim (2014), Al-Obeidi (2013), Mia et al. (2013) and Campbell 2014), the study (Romero et al., 2014), the study of (Srivastava et al., 2013), the Altindag et al. (2011) and the study of Bing (2009), Zhosh & Li (2007), Kaya & Seyrek (2005) and Voss & Voss (2000). A list of Strategic orientation consists of three dimensions: creative orientation, market orientation, and orientation to learning.

First- Creative orientation:

The creative approach is defined as "the ideas and practices offered by managers and employees that lead to more efficient and effective management processes and methods in achieving the objectives of organizations and institutions" (Al-Qasimi, 2002). Al-Zahrani (2002) is "the ability to provide unique and distinctive answers to the problems that organizations may face as well as their ability to exploit the opportunities available to them." On the other hand, the creative approach is "the openness of the organization to new ideas and the tendency to change through the adoption of new technologies, resources, skills and administrative systems." The creative approach was divided into four sections through a two-dimensional matrix (creativity, technology) (Wickham, 2001). The creative orientation matrix shown in Figure 1 shows the four creative orientation sections:

High Effect of creativity	A new creative approach	Creative orientation of knowledge
	A specialized creative approach	Accumulated creative approach
Low	New technology	Existing technology

Figure 1: Types of creative orientation

Source: Wickham, Philip A, (2001). Strategic Entrepreneurship, 2nd Ed, Pearson Education, Harlow, England.

The cumulative creative approach is a creative approach that includes limited modifications in existing technology with a low market impact. If the modifications are limited in technology and the market is high, it is a creative and cognitive approach. The creative approach, based on a new technological base and its impact In the market is limited is a creative approach specialist, and finally, the creative approach, which is based on a new technological base in addition to the impact of high in the market is a new creative direction.

Second- Market orientation:

The trend towards the market represents a new era of marketing thought, which passed through a number of stages, the most important of which are: the production concept, the selling concept, the marketing concept and

finally the market orientation, which reflects the actual application of the concept of marketing concept on the ground (Al-Saadi, 2000). The marketing concept was criticized for its limited ability to provide practical value for the kind of activities that could be translated into practical reality (Saedani, 2009).

Market orientation is defined as "part of the organization's strategic thinking, built on the organizational approach of organizations in order to outperform competitors in achieving customer satisfaction, gaining better market share, increasing profits and achieving long-term sales" (Mia et al., 2013).

Al-Imam (2004) has divided the market into two main sections, one culturally oriented and the other behavioral among employees to make customers the focus of the organization's operations. The following is a simplified presentation of these types:

- A. **Cultural orientation in the market:** The culture of the organization is an important resource that must be invested to achieve an advanced competitive position. Market orientation is an organizational knowledge based on modern marketing thought and thus an organizational culture based on modern marketing thought and thus an organizational culture based on innovation and innovation to cope with rapid changes, and crises in the business world. Thus, the type and form of organizational culture prevailing in industrial organizations will judge the application of market orientation either with success or failure (Mia et al., 2013).
- B. **Market orientation:** Market orientation as a behavioral concept consists of three main dimensions: collecting market information, developing a market-oriented strategy and implementing a market-oriented strategy.

Third- Learning orientation:

The concepts of learning during the eight and nine decades of the twentieth century have tended to refer to the use of knowledge to reach future successes. It was noted that learning is the process of information acquisition and treatment by members of the organization, through their interactions with the environment in order to increase their ability to understand the reality and know the results of their actions (Argote, 2011). The orientation of learning has been defined as the flow of knowledge from individual cognition and action to the repository of knowledge embodied in organizational practices (Keskin, 2006). Zang et al. (2004) and Calantone et al. (2002) concur that learning orientation is all systems, mechanisms and processes used to continuously develop individuals' abilities to reach specific goals for individuals and the organization. Berghman (2006) points out that learning tends to increase the effectiveness of the organization's dynamic capabilities and thus increase its strategic innovation initiatives.

From the above, it can be said that the orientation of learning is the learning process used in the organization, that is, dealing with the question of how individuals learn within the organization and what happens as a result of continuous interaction of individuals with each other during the learning process, resulting in their long-term experience and skills.

Talon (2008) points out that the importance of strategic learning lies in the fact that it enhances the Organization's capacity to respond to changes in its working environment. (Thomas et al., 2001) considers it to be a ground that provides insights into how FAO can activate knowledge and generate a sustainable competitive advantage. The implementation of the strategic learning process will provide the organization with a series of mechanisms through which it achieves many advantages that competitors find difficult to imitate and generate superior performance that enables them to compete and maintain their competitive position (Morales & Montes, 2006).

6. METHODOLOGY OF THE STUDY:

Study Approach:

Based on the nature of the study and the objectives it sought to achieve, the study used the analytical descriptive method, which is based on the study of the phenomenon as it exists in reality and is concerned as a precise description and expressed in qualitative and quantitative terms. The qualitative expression describes the phenomenon and clarifies its characteristics. Quantitative expression gives a numerical description of the extent of these Phenomenon or size and degrees of association with other phenomena.

Study Society:

Table 2: Distributed and validated questionnaires valid for analysis

No.	Industrial Sector	Number of Distributed Questionnaires	Number of Valid Questionnaires For Analysis	Percentage %
1.	Wood Industries	29	27	93.1 %
2.	Plastic Industries	30	26	86.6 %
3.	Aluminum Industries	14	11	78.5 %
4.	Metal Industries	22	21	95.5 %
Total		95	85	89.5 %

Source: Prepared by researchers based on statistical analysis data

Study tool:

To achieve the objective of the study, the current study used questionnaire as a study tool in collecting data related to the subject of the study because it is characterized in collecting data from a large number of persons at a specific time. It gives enough space for the sample members to think without psychological pressure as in the interview. In order to arrive at the questionnaire in its final form, the following steps were followed: The objective of the questionnaire was to identify the reality of adopting the Strategic orientation in the Palestinian industrial companies (Al-Obeidi, 2013), which is composed of (6) paragraphs. The field of market orientation has been used (Mia et al. (2013), which consists

The study community means that all individuals, persons or objects that are the subject of the research problem. The study population consists of all Palestinian industrial companies (wood, plastic, aluminum, metal) operating in Gaza Strip and registered with the Federation of Palestinian Industries (236).

Table 1: Study Population (by Industry Sector)

No.	Industrial Sector	Number of Companies	Percentage %
1.	Wood Industries	72	30.5
2.	Plastic Industries	74	31.6 %
3.	Aluminum Industries	35	14.8 %
4.	Metal Industries	55	23.3 %
Total		236	100 %

Source: Prepared by researchers based on data from the Palestinian Industries Union

The study sample:

The sample of the study was selected using the stratified random sampling method as one of the statistical methods used to represent the study society in accordance with the rules of scientific research in the selection of samples. The sample size was (95) companies which is (40%) of the size of the society. The questionnaires were distributed manually, where the recovered and valid questionnaires for statistical analysis was (85) questionnaires (89.5%). A sample of 30 companies was selected from within the study sample. Statistical analysis was conducted to verify the validity and stability of the questionnaire.

of (6) paragraphs, while the field of learning orientation has been developed according to Ajilat (2013), which consists of (6) paragraphs with the necessary adjustments to suit the current study. The questionnaire was presented to a group of arbitrators who are specialized in Palestinian universities to guide their opinions on the appropriateness of the paragraphs of the questionnaire for their purpose, as well as to verify the correctness and clarity of the language.

Correction Tool Study: The five-point Likert scale was used to determine the importance of each paragraph of the questionnaire to measure respondents' responses to the questionnaire sections as follows:

Table 3: The degrees of the five-point Likert scale

Response	Strongly Agree	Agree	Neutral	Not Agree	Strongly Disagree
Degree	5	4	3	2	1

In addition, a numerical scale was used to give the mean of the arithmetical mean using the ordinal scale of importance, so that it can be used later when analyzing the results. The study adopted the criterion mentioned by Abdul Fattah (2008) to judge the trend when using the five-point Likert scale. The following table (4) illustrates this:

Table 4: Levels of approval of the study's sections, dimensions and axes

SMA	1 – 1.79	1.80 – 2.59	2.60 – 3.39	3.40 – 4.19	4.20 – 5
Degree of approval	Very Small	Small	Medium	Large	Very Large

7. STATISTICAL PROCESSES:

The researchers used the Statistical Package for Social Sciences (SPSS) to conduct the analysis and statistics required for the questionnaire data, using the five-digit estimate. The following statistical methods and tests were used: percentages, frequencies and arithmetic mean: This is mainly used for the purposes of knowing the frequency of variable categories. In the sample of the study, the Cronbach's Alpha test for the determination of the determinants of the resolution, the Kolmogorov-Smirnov Test (K-S). This test is used to determine whether the data follow the normal distribution, Pearson Correlation Coefficient: This test examines the relationship between two variables. It was used to calculate the internal consistency and structural honesty of the questionnaire. T-test in the case of one sample (T-Test): To determine whether the average

Table 5: Correlation coefficients and the level of significance of each paragraph of the "creative direction" field with the total score of the field

No.	Item	Pearson Correlation	Sig.
1.	The company is making radical changes in the use of computerized systems in its operations	0.936	0.00
2.	The company encourages employees to change their thinking	0.720	0.00
3.	The company encourages employees to take risks	0.805	0.00
4.	The company authorizes the employee's sufficient powers to enable them to make decisions for change	0.884	0.00
5.	The company provides help and assistance to new business owners	0.856	0.00
6.	The company conducts scientific researches characterized by originality	0.846	0.00

Table 6: correlation coefficients and the level of significance for each of the paragraphs of the "market orientation" field with the total score of the field

No.	Item	Pearson Correlation	Sig.
1.	Achieving customer satisfaction is one of the company's most important goals	0.832	0.00
2.	The company's products are updated and developed depending on customer's proposals	0.884	0.00
3.	The company is working to increase attention to after sales services	0.811	0.00
4.	Departments and departments in the company exchange information in response	0.871	0.00

response has reached (60%) or increased or decreased, and was used to ascertain the mean of each paragraph of the questionnaire.

Validity of the study tool: The questionnaire is intended to measure the questions of the questionnaire, and two methods were used to verify the veracity of the questionnaire:

First- The Judges:

To achieve this goal, the questionnaire was presented to a group of specialized arbitrators in the academic, administrative and statistical fields in the Palestinian universities to express their opinion regarding the veracity, validity and appropriateness of each paragraph of the questionnaire, in order to measure what was set to measure it, And the views of the arbitrators were satisfied with the necessary deletion and modification in the light of the proposals made.

Second- Validating the Scale:

- Internal consistency:** Honestly, the internal consistency is the strength of the correlation between the scores of each paragraph of the questionnaire and the overall score of the main field to which it belongs. This measures the veracity of the scales to measure the objectives. The internal consistency of the questionnaire paragraphs is calculated by calculating the correlation coefficients between each paragraph The total score of its field is as follows:

	to customer needs		
5.	The company monitors the marketing activities of its competitors in the market periodically	0.691	0.00
6.	The company makes an effort to know the needs of future customers continuously	0.705	0.00

Table 7: correlation coefficients and the level of significance for each of the paragraphs of the field of "learning orientation" with the total score of the field

No.	Item	Pearson Correlation	Sig.
1.	The company's ability to learn is the key to its competitive advantage	0.692	0.00
2.	Learning in the company is key to improving performance	0.782	0.00
3.	Learning in the company is seen as a key to ensuring growth	0.720	0.00
4.	The company's employees realize that the road to success is hard work	0.855	0.00
5.	Employees in the Company are considered as partners in their Strategic Orientation	0.641	0.00
6.	The company is interested in improving the thinking of its employees	0.725	0.00

It is clear from the previous tables that the first area of "adoption of creative approach" is directly correlated with all the paragraphs that measure it. The correlation coefficients ranged between (0.720 - 0.936). The second field "market orientation" is directly correlated with all the paragraphs that measure it. Correlation coefficients ranged between (0.91-0.85), while the third field, "learning orientation" is directly correlated with all the paragraphs that measure it. The correlation coefficients ranged from (0.641 - 0.855), all of which are statistically significant ($\alpha = 0.01$). This indicates the correlation of the paragraphs that measure the first domain in its field, which means that they are internally

consistent with the area you measure, which is essential in measuring it.

2. **Structural honesty:** Honesty is a measure of the validity of a tool that measures the extent to which the objectives achieved by the tool, and shows the extent to which each area of study is linked to the overall score of the questionnaire. Table (8) shows the extent to which each area of study is related to the overall score of the questionnaire and its strong relation to the general objective of the study. The correlation coefficients ranged from 0.614 to 0.699. The scale is thus very valid.

Table 8: correlation coefficients and level of significance for each field and the total score of the questionnaire

No.	Dimension	Pearson Correlation	Sig.
1.	Creative orientation	0.632	0.00
2.	Market orientation	0.614	0.00
3.	Orientation of learning	0.699	0.00

Stability of the Study Instrument:

The stability of the study questionnaire was verified by Cronbach's Alpha Coefficient to measure the stability of each of the domains of the scale separately, as well as the

calculation of the stability of the scale as a whole. Cronbach's Alpha Coefficient is between 0-1 and the nearest one showed a high stability and the closer it came to zero, the more unstable it was.

Table 9: Determination of Determination of Determination by Cronbach's Alpha

No.	Dimension	No. Of Items	Cronbach's Alpha
1.	Creative orientation	6	0.914
2.	Market orientation	6	0.885
3.	Orientation of learning	6	0.827
	Adopting Strategic orientation	18	0.831

The results shown in the previous table indicate that the value of Cronbach's Alpha coefficient was high for the fields of re-engineering requirements. The value ranged between (0.827 - 0.914) and Cronbach's Alpha coefficient for the whole sample (0.831), which means that the questionnaire is stable.

Natural Distribution Test (Kolmogorov–Smirnov Test)

The researchers used the Kolmogorov–Smirnov test determine whether the data follow normal distribution, a necessary test in the case of hypothesis testing, because most laboratory tests require that the data be distributed naturally. The following table (10) shows the results of the test where

the value of the significance level for each field is greater than 0.05 (sig.> 0.05). This indicates that the data follow the

normal distribution and the scientific tests should be used.

Table 10: Natural distribution test (1- Sample K-S) for all fields

No.	Dimension	Sig.
1.	Creative orientation	0.111
2.	Market orientation	0.457
3.	Orientation of learning	0.293
Adopting Strategic orientation		0.871

Answer The Study Questions:

In order to answer the study questions, researchers used several statistical methods, such as: arithmetical averages, standard deviations, as well as the use of a single sample T test for each of the domains. The answer of the paragraph is positive in the sense that the sample agrees with its content if the calculated t value is greater than the tabular t value of 1.99 or the probability value is less than 0.05 and the arithmetic mean of the paragraph is greater than (3) Do not agree with their content if the calculated t value is less than the t-value of the t-table, which is 1.99, the probability value is greater than 0.05, the arithmetic mean of the paragraph is smaller than (3) Probability is greater than (0.05).

1. The answer to the first question, which states: "What is the reality of adopting the creative approach in the Palestinian industrial companies in Gaza Strip governorates?"

In reviewing the responses of the sample of the study on the level of adoption of the creative approach in the Palestinian industrial companies, Table (11) indicates that the arithmetic averages for all the fields ranged from 4.16 to 4.38 according to the fifth scale (Likert)), which states: "The company is making radical changes in the use of computerized systems in its operations", with an average of (4.38), while ranked last paragraph (6), which states: "The company conducts scientific research characterized by originality" With an average of (4.16).

Table 11: Analysis of the paragraphs of the creative approach

No.	Item	Mean	S. D.	T – Test	Sig.	Rank
1.	The company is making radical changes in the use of computerized systems in its operations	4.38	0.71	17.96	0.00	1
2.	The company encourages employees to change their thinking	4.32	0.74	16.34	0.00	2
3.	The company encourages employees to take risks	4.27	0.76	15.37	0.00	4
4.	The company authorizes the employee’s sufficient powers to enable them to make decisions for change	4.28	0.75	15.77	0.00	3
5.	The company provides help and assistance to new business owners	4.21	0.73	15.40	0.00	5
6.	The company conducts scientific researches characterized by originality	4.16	0.75	14.25	0.00	6
The areas of adoption of the creative approach as a whole		4.27	0.61	19.07	0.00	

The results indicate that the responses of the members of the research sample exceeded the average approval level, which is 3 in all the paragraphs. The low dispersion is also evident, which indicates the convergence of their views. Given the probability value (.Sig), there are no differences in the views of the sample of the study on the paragraphs related to the field of "adoption of creative orientation", where all of the paragraphs were a statistical function at the level of significance ($\alpha \geq 0.01$).

The results show that there is a high level of creative approach in the Palestinian industrial companies. The researchers explain this result that the industrial companies and in order to face the fierce competition in the market either from local companies or through the process of importing from foreign companies on the one hand, The big one had to be a creative approach by opening the door to the

employees to provide new ideas and the use of modern technologies in the work and willingness to take risks.

2. Answer to the second question, which states: "What is the reality of the adoption of market orientation in the Palestinian industrial companies in Gaza Strip?"

Reviewed the sample responses of the study on the level of adoption of market orientation in the Palestinian industrial companies, Table (12) indicates that the mean averages for all areas of the field ranged between (3.64- 3.99) according to the five-scale scale (Likert). The first place was paragraph (1), which states that: The most important objectives of the company ", with an average of 3.99, while the last ranked paragraph (4), which states that:" exchange of departments and departments in the company information in response to the need of customers, "an average of (3.64). Market sentiment is based on an average (3.82).

Table 12: Analysis of the paragraphs of the field of adoption of market orientation

No.	Item	Mean	S. D.	T – Test	Sig.	Rank
1.	Achieving customer satisfaction is one of the company's most important goals	3.99	0.82	11.06	0.00	1
2.	The company's products are updated and developed depending on customer's proposals	3.80	0.99	7.48	0.00	3
3.	The company is working to increase attention to after sales services	3.78	0.98	7.30	0.00	4
4.	Departments and departments in the company exchange information in response to customer needs	3.64	0.91	6.43	0.00	6
5.	The company monitors the marketing activities of its competitors in the market periodically	3.96	0.76	11.66	0.00	2
6.	The company makes an effort to know the needs of future customers continuously	3.75	0.96	7.21	0.00	5
Paragraphs Market adoption as a whole		3.82	0.77	9.86	0.00	

The results also show that the responses of the members of the research sample exceeded the average approval level, which is 3 on all the paragraphs representing the second field. The low dispersion is also shown, which reflects the convergence of their views. Given the probability value (.Sig), there are no differences in the views of the sample of the study on the paragraphs related to the field of "adoption of market orientation", where all the paragraphs were statistically significant at the level of ($\alpha \geq 0.01$).

The results show that there is a large market orientation in the Palestinian industrial companies. The researchers explain that in light of the great openness and globalization and the existence of large alternatives to local goods compete in terms of quality and price and meet the tastes of consumers was necessary to industrial companies and to stay in the market and competition to be directed In the market in terms of studying the needs of customers and meet them in a way that satisfies customers and creates loyalty to the

commodity, especially with the existence of many alternatives to these goods.

3. The answer to the third question, which states: "What is the reality of the adoption of the trend of learning in the Palestinian industrial companies in the governorates of Gaza Strip?"

The results of the sample of the study on the level of adoption of the trend of learning in the Palestinian industrial companies indicate that the mathematical averages for all areas of the field ranged between (3.72- 4.18) according to the fifth scale (Likert) , Which states: "Employees in the company are considered as partners in the charting of its Strategic Orientation", with an average of 4.18, while the last ranked paragraph (3), which states: "Learning in the company is seen as a key element to ensure Growth ", with an average of (3.72) and in general the field of adoption of the orientation of learning has obtained an average arithmetic (3.93).

Table 13: Analysis of the areas of the field to adopt the orientation of learning

No.	Item	Mean	S. D.	T – Test	Sig.	Rank
1.	The company's ability to learn is the key to its competitive advantage	5	0.00	7.44	0.98	3.79
2.	Learning in the company is key to improving performance	4	0.00	8.11	0.95	3.84
3.	Learning in the company is seen as a key to ensuring growth	6	0.00	6.65	1.00	3.72
4.	The company's employees realize that the road to success is hard work	3	0.00	8.46	0.95	3.87
5.	Employees in the Company are considered as partners in their Strategic Orientation	1	0.00	12.20	0.89	4.18
6.	The company is interested in improving the thinking of its employees	2	0.00	14.25	0.75	4.16
The areas of the field adopt the orientation of learning as a whole		3.93	0.00	12.16	0.70	

These results indicate that the responses of the members of the research sample exceeded the average approval level, which is 3 for all the paragraphs representing the third field, and the low dispersion which reflects the convergence of their views. Given the probabilistic value (SIG), there are no differences in the views of the study sample members on the paragraphs of the "adoption of learning orientation", where

all the paragraphs were statistically significant at the level of ($\alpha \geq 0.01$).

The results show that there is a great trend in learning among the Palestinian industrial companies. The researchers explain this result that the large crises that faced the Palestinian industrial sector in the past years of siege and closure of crossings and the prevention of some raw materials from

entering and the power cuts significantly required the Palestinian industrial companies in the Gaza Strip To take advantage of the lessons and obstacles encountered to overcome them in a deliberate and strategic to be able to survive and grow in light of the great risks that threatened its existence, and therefore the mere steadfastness of these companies in these circumstances indicates a great ability to go to learn.

8. RESULTS

The results of the study indicated several results, the most important of which are:

- The existence of an agreement with the senior management staff in the Palestinian industrial companies and to a very large extent the importance of creative approach as one of the variables of the Strategic Orientation in the development of the performance of industrial companies, and this is evidenced by the company changing the work method and developing it through the use of computerized systems commensurate with the developments of the environment, From top management to conducting research and scientific studies to study the market, in order to study the market and achieve customer satisfaction.
- The existence of an agreement with the senior management staff of the Palestinian industrial companies greatly indicates the awareness and awareness of the management of the importance of market orientation as an appropriate and effective strategy to achieve competitive advantage and improve performance.
- The results of the study indicated the approval of the senior management staff in the Palestinian industrial companies and to a large extent the importance of the orientation of learning in the Palestinian industrial companies as one of the variables of Strategic Orientation in order to develop the company's operations and improve its performance in order to achieve the objectives of the company. In order to benefit from their expertise and professional and scientific capabilities in achieving the objectives of the company, as well as interest in human cadres and work to develop their abilities to be agents for follow-up and acquisition of knowledge and employment for the purposes of development and discrimination.

9. RECOMMENDATIONS

Based on the above results, the study recommended:

- The senior management should recognize the importance of the Strategic Orientation and work on linking it to the information systems, and its main focus should be to meet the needs of the customers so as to

derive its actual strength from all employees in the company and not from the marketing department only.

- The need to build a database of competition companies and monitor efforts in the market to develop policies capable of meeting the challenges of competitors and maintain the market share of the company and increase.

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