

Strategic Management and Its Relationship to Improving Institutional Performance from the Point of View of Employees of the Palestinian Islamic Bank in the Central Governorate.

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Abstract: This study aimed to identify the strategic management and its relationship for improving institutional performance from the viewpoint of the employees of the Palestinian Islamic Bank in the central governorate. male and female employees, i.e. (22%) of the total community, and the questionnaire was used as a tool for data collection and distributed to a sample of (31) employees of the Palestinian Islamic Bank in the central governorate, a percentage of (23.21%) of the real community, and it was selected in a simple random way and using the comprehensive survey method, where the number of recovered questionnaires reached (27), i.e., a response rate of (87.09%). The study came out with a number of results, the most important of which are: There is a direct relationship between strategic management and institutional performance, where the correlation coefficient is (0.826), which is a strong direct relationship. The results also showed that the reality of strategic management in the Palestinian Islamic Bank in the central governorate was high, with the relative weight of the total score reaching (83.16%). And the reality of institutional performance in the Palestinian Islamic Bank in the central governorate was high, with the relative weight of the total score reaching (83.04%). The study also demonstrated that there were no statistically significant differences between the average responses of the respondents about strategic management and its relationship to institutional performance due to their demographic variables (gender, age, and years of service), while there were differences on institutional performance due to the variable years of service in favor of the category (6-10) years. **Among the most important recommendations that came out of the study:** boost mode the bank Goals The strategy what Correspond with the available capabilities and favorable conditions, by involving the senior management of employees in setting strategic goals in proportion to the available circumstances and capabilities. **And** paying attention to incentives that encourage employees to implement the bank's strategy, by rewarding outstanding performance, and raising the level of appreciation for the efforts made by employees by supporting them morally by praising their work, or materially by increasing the salary or granting them an allowance. And study the internal and external environment and develop alternatives that can be relied upon in the event of changes that occurs, through the assistance of consultants specialized in analyzing and evaluating the variables in the internal and external environment. As well relying on all the requirements of strategic management in banks because of their impact on improving the performance of employees, through training and developing human cadres on the skills of applying strategic management, and increasing their awareness of strategic management through holding seminars and workshops.

Keywords: "Strategic Management - Institutional Performance"

The introduction:

In front of the state of professional and technological development in business organizations, we find many organizations are working with all their capabilities to develop and improve their performance in light of the market and stage requirements, and accordingly they had to follow the best administrative systems based on scientific methodological studies, looking towards building work strategies that are in harmony with the needs of the beneficiaries of The organization's current and expected work, and therefore the banking banks, as an integral part of building the general economy of the state, need a management aware of the importance of strategic direction, and the application of strategic management in it in a way that enhances the position of the bank and makes it more able to achieve its goals, which was confirmed by (Al-Dammour, Al-Qatamin,2019: 7) Where we showed that strategic management represents a recent topic of business administration characterized by rapid development over the past twenty years, where strategic management considers the institution as a total unit, and seeks to know the reasons for the prosperity of some institutions while others falter and heading (AllahJabo, 2021:117) in his opinion, considering strategic management as the way through which goals can be set and strategic decisions are made to achieve the mission of the organization for which it was established, that is, it is an integrated system that includes both the mission of the organization, its objectives, the policies necessary to achieve them, and the necessary methods for implementation and follow-up The strategy is in line with changes in the environment surrounding the organization based on the organization's internal capabilities.

It is obvious that distinguished performance results are achieved when practicing administrative systems that meet the requirements of achieving work goals in the organization, and that the main objective of using these systems is to improve performance to reach the desired goal. This is confirmed by both (Hamaleh and darwish 270: 2019), where they consider institutional performance as one

of the basic administrative processes through which institutions can be developed and upgraded, in addition to what it includes in terms of planning, implementation, leadership, human and material resources, and organizational culture for institutions, as it appears very important through what it provides information and data about the institution's performance, the extent to which its set goals are achieved, and the necessary means to achieve them.

Research problem.

Through the researchers' repeated visit to the Palestine Islamic Bank - Al-Wusta Branch, and the completion of some of their transactions, they noticed a state of discontent among a number of beneficiaries resulting from mistreatment with them and delaying their transactions related to a rigid administrative routine, which prompted the researchers to identify the reality of institutional performance in the bank, where one of the employees was asked about the reason for the complaints of those customers, he indicated that he applies a specific administrative system and directions approved by the senior management of the bank, noting that he referred to the recurrence of these complaints by the reviewing customers, which linked researchers to the idea of the impact of the orientations of the senior management of the bank to improving the level of performance employees and provide better customer service. In light of the requirements of the stage and the local and international environmental changes, it has become one of the requirements of effective corporate management to apply the concept of strategic management, as a push towards improving institutional performance on a continuous basis to meet the needs of customers. And to test that relationship he went researchers in defining the study problem in the following main question: What is the relationship of strategic management to improving institutional performance from the point of view of employees of the Palestinian Islamic Bank in the central governorate? In order to answer the main study question, it was necessary to answer the following sub-questions:

1. What is the degree of strategic management practice from the point of view of the employees of the Palestinian Islamic Bank in the central governorate?
2. What is the level of institutional performance from the point of view of the employees of the Palestinian Islamic Bank in the central governorate?
3. Is there a relationship between strategic management and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate?
4. Are there differences in the average responses of the respondents towards the degree of strategic management practice, and the level of institutional performance from the point of view of workers in the Palestinian Islamic Bank in the middle governorate due to their demographic variables (sex, age, and years of service)?

Research assumes.

- **The first main premise:** There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between strategic management and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate. In order to verify the main hypothesis, it was necessary to verify the following sub-hypotheses:
 1. There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between strategy formulation and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate.
 2. There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between strategy implementation and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate.
 3. There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the evaluation of strategy and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate.
- **The second hypothesis:** There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents about strategic management and its relationship to institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate due to their demographic variables (sex, age, years of service).

Research Objectives: The research aims to achieve the following:

1. Identifying the degree of strategic management practice from the point of view of the employees of the Palestinian Islamic Bank in the central governorate.
2. Identifying the level of institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate.
3. Revealing the reality of the relationship between strategic management and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate.
4. To identify the differences between the averages of the respondents' responses about strategic management and its relationship to institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate according to their demographic variables (sex, age, years of service).

Research importance.

Scientific significance: The importance of the scientific study is that it deals with the definition of the contents of contemporary concepts such as: (strategic management, and institutional performance), which are considered among the important concepts in managerial thought. It also adds to the library, which enhances the dissemination of the contents of the concepts of strategic management and improving institutional performance. This study also opens new intellectual horizons for other scientific research. The practical importance of the study is that it provides accurate information to the bank's management that can be relied upon when making future decisions. It also enhances the importance of the concept of strategic management for managers to increase the response to various influences. And that the study will come out with a true description of the reality of the practice of strategic management, as well as the level of improving institutional performance in the bank, which will enable the bank's management to formulate better strategies and work programs.

Search limits: The objective of the study was to identify strategic management and its relationship to improving institutional performance from the point of view of all employees of the Palestinian Islamic Bank in the central governorate of the Gaza Strip. Where it is not possible to reach the bank's branches in the northern governorates due to the siege on the southern governorates in the Gaza Strip, and the study vocabulary was applied during the summer semester of the academic year (2020/2021 AD).

Search terms.

Strategic management: defined by (Khaira, Abdul Qadir, 2021: 262) as a set of decisions that determine the long-term performance of institutions, as you know it is the set of decisions and actions related to the formation and implementation of strategies designed to achieve the objectives of the institution. As for procedurally, **the researchers know it** as a distinct management style that the bank manager looks at, and directs the employees towards the bank's goal and mission, in light of the available capabilities and joint relations with the external community, to reach excellence in performance.

institutional performance:(Salim and others, 2021: 215) defined it as a broad and evolving dynamic concept in which individual performance is integrated with the overall performance of the organization in order to achieve the strategic goals of the institution, within the framework of its dealing with the variables of its internal and external environment alike. As for procedurally, Researchers defined it as asset is the efforts made by all the bank's employees to achieve its objectives and invest its resources efficiently and effectively in light of their interaction with the internal and external environment elements.

Palestine Islamic Bank: Referring to (the annual report of the Palestinian Islamic Bank for the year 2020, p. 12), it was found that the Palestine Islamic Bank Public Shareholding Company was established in 1995 and the bank started its banking activities in early 1997, and its authorized capital is (100) million shares with a nominal value of one US dollar per share. During the year 2017, its paid-up capital increased to become (69) million US dollars. It was raised again in 2018 to become (74) million US dollars, then rise to (77) million US dollars in 2019 and then to (80) million dollars in 2020.

Previous studies:

First: Studies related to the independent variable "strategic management".

The concept of strategic work is associated with large, influential, rare and costly future works, which requires actual practice of accurate planning processes, which are based on studying the current reality and collecting accurate information about it in preparation for drawing future plans, scenarios and strategies that will improve future institutional performance in order to achieve excellence in work and the required goals. The trends and areas in which strategic management is practiced may vary. A study was conducted (Khaira and Abdelkader, 2021) aimed at clarifying the role of strategic management in achieving competitive advantage in small and medium enterprises. The questionnaire as a data collection tool for employees. The study concluded that there is a statistically significant effect at the level of **significance ($\alpha \leq 0.05$)** for the strategic analysis on the competitive advantage, and also found an effect of the dimensions of strategic direction and strategic choice and its evaluation on the competitive advantage, that is, there is a statistically significant effect at the level of morale level of **$\alpha \leq 0.05$** between strategic management processes and competitive advantage. This was confirmed in the results of the study (Qafah, 2018), which aimed to demonstrate the role of strategic management in improving the level of institutional performance as an applied study on government university colleges in the southern Palestinian governorates. The questionnaire as a tool to achieve the objectives of the study, the researcher also used the stratified random sampling method, the results of which showed the existence of a role for strategic management in improving the level of institutional performance, and the respondents agreed to a large extent on the paragraphs of the strategy formulation and strategy implementation area with a relative weight (71.94%), (65.93%) respectively. One of its most important recommendations was to provide the opportunity for workers to participate in the process of environmental analysis, and to increase their awareness of strategic management through seminars and workshops. In the same direction, (Al-Ghareeb, 2021) conducted a study aimed at reaching recommendations and solutions through which to encourage all banks operating in the Omani banking sector to apply strategic management by clarifying the role of strategic management in increasing the competitiveness of banks operating in the Omani banking sector, as well as the extent The impact of demographic characteristics on the level of application of strategic

management. The research reached a set of results and recommendations, the most important of which are: Working to provide sufficient information and data to Omani banks on the importance of applying strategic management to increase their competitive and financing capabilities and the extent of the importance of this process to increase market share. Providing laws, legislation and the appropriate environment that contribute to the successful implementation of the strategic management process in banks operating in the Omani banking sector. And launching several stimulus measures and packages to support the economy and improve competitiveness among banks, under the auspices and supervision of the Central Bank of Oman. Likewise, the study (AllahJabo, 2021), which aimed to identify the role of strategic management in sustainable development, came as a case study of King Khalid University in the Kingdom of Saudi Arabia, where random samples of the questionnaire were distributed to (60) faculty members. Fifty-one questionnaires were accepted and nine were rejected. The results showed that stability indicates a relationship between strategic management and continuous development at the university. This study provides a precise opportunity to clarify the importance of strategic management in administrative work to show the idea of continuous work by raising the level of awareness of interest to achieve the continuous development approach through which the desired goals of the organization can be achieved and the culture of sustainable development spread. Establishing a management structure that helps find solutions for sustainable development. and in framework Emphasizing the importance of practicing strategic management and its positive repercussions on many areas and operations of the required tasks go run (Al-Akhras, 2016) A study aimed at identifying the reality of strategic management according to the European model of excellence EFQM study aimed at knowing the impact of strategic management on the productivity of companies, specifically plastic manufacturing companies in southern Nigeria. The researcher used the exploratory approach to achieve the objectives of the study. A questionnaire was designed as a tool for the study. Partial scanning method where the results of the study proved the existence of a statistically significant relationship between the formulation and implementation of strategy and productivity in the plastics manufacturing sector in Nigeria.

Second: Studies related to the dependent variable "institutional performance".

The amount of (220) items from the community vocabulary were selected using the proportional stratified random method. The study proved the existence of a positive correlation between the application of the McKinsey model with its dimensions and the development of institutional performance. Where Implementation of institutional performance came to a large extent and with a relative weight (75.22%). In the same context and focusing on the importance of improving institutional performance, (Ismail, 2021) conducted a study aimed at conducting a field assessment of the direct and indirect impact of cognitive methods on the relationship between developing an electronic banking strategy and improving the performance of banking banks, in addition to knowing the types of knowledge patterns prevailing for all banks. The researcher used the descriptive approach and quantitative analysis to achieve the objectives of the study, and the study population consisted of the upper management layer in the Egyptian banks that have websites on the Internet and numbered (34) banks, where the data were collected through a survey list of a sample of (136) managers in Egyptian banks. The study proved that there is a significant statistical effect at the level of significance ($\alpha \leq 0.05$) between the strategy of electronic banks and the improvement of the performance of Egyptian banks. Focusing on strategic work and its relationship to institutional performance, (Taghipour et al, 2020) a study aimed to know the relationship between competitive strategies and corporate performance in Parsian Bank in Tehran, and the researcher used the descriptive exploratory approach to achieve the objectives of the study, and a questionnaire was designed as a tool for the study. Employees the study sample consisted of (210) employees who were chosen randomly. The study has proven that strategic management is a powerful tool for improving the business performance of a company or organization in a competitive world. By linking planning processes and improving institutional performance, he conducted (Jacob, 2020) a study aimed at knowing the impact of the organizational environment on the relationship between strategic planning and improving institutional performance at the International University of Africa. (Middle management), and the study sample consisted of middle management (faculties deans, heads of departments, directors of departments and administrative units) and it was selected by a comprehensive inventory method. In analyzing the results, the questionnaire was distributed to (142) and (135) were retrieved, of which (130) are valid for analysis with a percentage of (91.5%). The results proved that the application of strategic planning in its various stages improves the performance of institutions. And the existence of a positive relationship with statistical significance between the study variables in achieving the strategic goals of the university.

Theoretical framework

First: The concept of strategic management: Strategic management has been defined by several definitions, including what was mentioned by (Khaira and Abdel Qader, 2021:262) as a set of decisions that determine the long-term performance of institutions, as you know It is the set of decisions and actions related to the formation and implementation of strategies designed to achieve the objectives of the institution. And (Buanini, 2021: 326) considers that it is a connected series of decisions and actions that lead to the development and formation of effective strategies that help achieve the objectives of the enterprise. And evaluation of decisions with long-term impact, which aim to increase the value of the organization from the point of view of customers, shareholders and society as a whole. And he defined it (Bayo, 2021: 3) as a process by which managers set the organization's long-term direction, define performance objectives, develop strategies to achieve these objectives in the light of all relevant internal and external conditions,

and undertake to carry out the action chosen for the plans. As for (Ahmed, 2020: 8) He mentioned another concept of strategic management, which is the process of setting the goals of the organization in the long term, in addition to defining the means to achieve these goals. Therefore, strategic management is a dynamic process that seeks to achieve the mission of the organization by efficiently managing the available resources. In light of what was stated in the previous definitions, strategic management can be defined as a distinct administrative method that is foreseen by the independent director of the institution, and directs the workers towards the purpose and mission of the institution, in light of the available capabilities and joint relations with the external community, to reach the degree of excellence in performance.

Dimensions of strategic management: According to what was reported (Muhammad, 2004: 16); L was represented in the following:

Strategy formulation: It is called the design or strategic planning stage, and this stage includes a set of activities represented in: (determining the mission of the institution - determining long-term goals and objectives - studying the external and internal environment and determining the strategic gap).

Implementation stage: This stage aims to implement strategies, and it includes setting short-term goals, drawing policies, allocating material and human resources and distributing them among spending alternatives.

Evaluation stage: All strategies are subject to an evaluation process to see their suitability with the variables that occur in the internal and external environment, and this requires comparing the actual results with the expected goals, and discovering deviations that may be in the design or implementation phase of the strategy.

Second: the concept of institutional performance: (Fatima and Aisha, 2019:111) believes that performance is an essential concept for business organizations and has many meanings. From a linguistic point of view, it is derived from the Latin word (**Performer** it means to give the totality of the form to something, from which the English word was later derived (**Performance** it means carrying out a task or performing a work. As for (Al-Barbari and Saber,2020:142), they consider that there are many definitions that presented the concept of institutional performance, whether at the micro level, i.e., at the level of the institution, or at the macro level, i.e., at the level of the administrative apparatus as a whole. The integrated system for the production of the institution's business in light of its interaction with the elements of its internal and external environment in terms of the performance of individuals in their organizational units and the performance of organizational units within the framework of the general policies of the institution. As for (Al-Sharif,2021:169), institutional performance is defined as those activities practiced by employees within the organization to transform inputs into outputs that achieve the goals of the institution. On a related level, (Al-Shahrabali and Al-Ezzi,2020:34) Institutional performance that it is the result of the effort and behavior of all individuals working in the organization in all its departments and divisions, which determines the extent to which the institution is able to achieve the outputs and objectives of its business through excellence in its performance. This is confirmed by (Maharmah,2020:143), where he referred to institutional performance as a reflection of how the organization uses its various resources and invests them in a way that makes it able to achieve its goals efficiently and effectively. The opinions of researchers differed in understanding institutional performance and finding a unified definition for it, due to their different vision of the concept and the extent to which they were aware of its subtleties and reasons. Deng et al, (2020: 1641) define it as: a continuous and flexible process that includes goals and achievement for a particular organization. Based on the above, institutional performance can be defined as: the results that the institution seeks to achieve in light of its interaction with the elements of its internal and external environment in accordance with the objectives and policy of the institution to reach excellence in performance.

Factors affecting institutional performance: (Al-Nisr and Muftah,2019:16) indicate that there are many factors that affect institutional performance, including:

1. **Political factor** This is in terms of the climate, the system of politicians, the suitability of the policy to the institution's work, and the existence of a policy governing the institution's work.
2. **Economic factor** It represents the economic resources, employment, unemployment, the local, regional and global economy, and the impact of all this on the institution and the extent of the repercussions of the practice of production, work, activity and services.
3. **Social worker** it represents the general behavior of society, the lifestyle of individuals, and human and societal relations.
4. **Environmental factor** Such as the climate, the field of work of the institution, the geographical location of the institution, pollution and the behavior of the local community towards the environment.

In light of the above, the factors affecting institutional performance can be limited to the political factor in terms of the climate and the system of politicians, the economic factor, which represents employment and unemployment, the social factor, which represents the general behavior of the community, and the environmental factor, such as the climate and geographical location of the institution.

Steps to improve organizational performance :(Al-Abadla, 2019: 49-50) indicates that the main steps for improving performance pass through five consecutive basic stages, which are:

The first step Performance analysis: It is done by defining and analyzing the current and expected situation of the organization, and the performance analysis process is linked to two concepts related to the analysis of the work environment, namely: the desired situation and the actual situation, and these two concepts result from the realization of the performance gap. Therefore, the objective of the analysis process is to close the gap or reduce it to the minimum possible. And the desired performance is derived from the main policy of the institution and the rules of work in it.

The second step Searching for the root causes: Here the causes related to the gap between the desired and actual performance are analyzed, and the gap is often failed to address, because the solutions aim to address the external symptoms and not the real causes, so the analysis of the causes is an important link between the performance gap and the appropriate measures to improve performance.

The third step: Choosing the method of intervention or treatment: One or several methods can be chosen to address the performance gap, bearing in mind that no more than one method can be applied at the same time, there we choose in order of priority. For example, one method is chosen and focused on and chosen, then the next, and so on.

Fourth Step: Application: After choosing the appropriate method, we put it into practice, and we establish a follow-up system; to ensure the achievement of the effectiveness of the institution and the achievement of its objectives efficiently and effectively.

Step Five: Monitoring and Evaluating Performance: The monitoring process must be continuous; because some solutions have direct effects in improving and developing performance and the organization must have monitoring and follow-up means that focus on measuring the resulting change and providing early feedback on the result of those means.

And we realize from the foregoing, there are four roles in the organization that must be identified before starting the improvement process in order to ensure the efficiency and effectiveness of performance, and they are: those who sponsor the project, those who target performance improvement, project advocates, and performance improvement experts. The performance improvement steps must go through five stages, starting with an analysis Performance and ending with monitoring and evaluating performance and the steps in between, which are to search for the roots of the causes, choose the means of intervention or treatment, and apply, and all of them must be applied without skipping any step, because of the importance of these steps in improving performance and reaching the desired goals efficiently and effectively.

Study procedures:

First: Study Methodology: The study relied on the descriptive analytical approach, which is one of the scientific approaches that is based on the accurate description and interpretation of the phenomenon under study.

Second: the study community: The total population of the study was represented by all the workers in the branches of the Palestinian Islamic Bank in the Gaza Strip and the West Bank, who numbered (664) male and female employees. As for the real community of the study, it was represented by all the workers in the branches of the Palestinian Islamic Bank in the Gaza Strip, who numbered (146) male and female employees, or (22%) of the total community.

Third: The study sample: The study relied on selecting the sample in a simple random way using the comprehensive survey method for all employees of the Palestinian Islamic Bank in the central governorate of the Gaza Strip. The sample of the study amounted to (31) male and female employees, meaning that the study sample amounted to (21.23%) of the real community. Table (2) the personal characteristics of the study sample:

Table (1)Distribution of the study sample according to the variables of gender, age and years of service.

PERCENTAGE	THE NUMBER	STATEMENT	
66.70	18	MALE	SEX
33.30	9	FEMININE	
22.20	6	25 OR LESS	AGE
59.30	16	26 – 35	
7.40	2	36 – 45	
11.10	3	46 AND OVER	YEARS OF SERVICE
33.30	9	5 YEARS OR LESS	
33.30	9	6 – 10	
18.50	5	11 – 15	
14.80	4	16 AND OVER	
100.0	27	TOTAL	

Table (2) shows that the study sample is mostly male with a percentage of (66.70%), and the percentage of females is (33.30%). Researchers refer this to the male tendency towards the administrative, financial and economic disciplines that banks need. And it is clear that most of them are from the category (26 - 35) years, with a percentage of (59.30%), which is the youth group, which is a

logical result compared to the highest number of service years estimated above (9) years, where the age of the new graduates is approximately 24 years, and with an increase of (9) years, the current age is approximately (33).

Fourth: Study Tool: The study adopted the questionnaire as a tool for data collection, as (31) questionnaires were distributed to all members of the sample and (27) questionnaires were retrieved, with a response rate of (87.09%). The questionnaire was built according to the five-point Likert model by building the two scales. The number of paragraphs of the strategic management scale was (19) and the institutional performance scale (10) items. The degrees of approval were calculated according to a five-graded scale as follows:

very opposition	opposed	neutral	OK	very ok	the paragraph	the number
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Scale validity: did researchers to verify the validity of the scale in two ways:

1- **Arbitrators' veracity:** The scale was presented in its initial form to a group of specialized professors, where they expressed their opinions and observations about the appropriateness of the paragraphs of the scale, and the extent to which the paragraphs belong to the scale, as well as the clarity of its linguistic formulations, and in light of those opinions, some items were excluded and others were modified.

2- **The validity of the internal consistency:** The internal consistency of the scale was verified by calculating the Pearson correlation coefficient between each item of the scale and the total degree of the dimension, and the Pearson correlation coefficient was calculated, using the statistical program (SPSS).

a-Strategic management scale:

Table number (2) the results of the internal consistency validity of the paragraphs of the independent variable (strategic management).

VALUES (SIG.)	correlation coefficient	The dimension	NS	VALUES (SIG.)	correlation coefficient	The dimension	NS	VALUES (SIG.)	correlation coefficient	The dimension	NS
0.000	**0.761	THE THIRD DIMENSION: EVALUATION OF THE STRATEGY	1	0.000	**0.835	THE SECOND DIMENSION: IMPLEMENTING THE STRATEGY	1	0.000	**0.781	THE FIRST DIMENSION: FORMULATING THE STRATEGY	1
0.000	**0.704		2	0.000	**0.685		2	0.000	**0.873		2
0.000	**0.744		3	0.000	**0.817		3	0.008	**0.499		3
0.000	**0.798		4	0.000	**0.653		4	0.000	**0.773		4
0.000	**0.838		5	0.000	**0.856		5	0.000	**0.735		5
0.000	**0.857		6	0.000	**0.913		6	0.000	**0.716		6
							0.000	**0.858	7		

** T tabular function at the significance level (0.01) *t tabular function at the level of significance (0.05)

Table No. (4) shows that all probability values (Sig.) were less than the significance level (0.05), and this indicates that all correlation coefficients are significant, that is, the paragraphs of the strategic management variable are statistically significant, and have an appropriate internal consistency.

b-Institutional Performance Scale:

Table (3) the results of the validity of the internal consistency of the paragraphs of the dependent variable (institutional performance).

VALUES (SIG.)	CORRELATION COEFFICIENT	THE DEPENDENT VARIABLE IS INSTITUTIONAL PERFORMANCE	NS.
0.000	**0.815	THE BANK SHALL PROVIDE THE APPROPRIATE EQUIPMENT AND TECHNICAL MEANS FOR ITS BANKING SERVICES.	1
0.000	**0.834	THE IT INFRASTRUCTURE IS CONSTANTLY UPDATED (EQUIPMENT, NETWORKS, SERVERS, ETC.)	2

0.000	**0.831	THE BANK INVESTS IN MODERN COMPUTERIZED PROGRAMS IN ALL ITS ACTIVITIES (SUCH AS ACCOUNTING PROGRAMS, PERSONNEL MANAGEMENT, MAINTENANCE OPERATIONS MANAGEMENT, AND OTHERS).	3
0.000	**0.744	THE BANK'S DEVICES ARE SUBJECT TO PERIODIC INSPECTION ON AN ONGOING BASIS IN ORDER TO MAINTAIN A HIGH QUALITY OF ITS SERVICES.	4
0.000	**0.875	SENIOR MANAGEMENT MOTIVATES EMPLOYEES TO INNOVATE AND DEVELOP.	5
0.000	**0.847	THE BANK IS CONCERNED WITH THE CONTINUOUS TRAINING OF ITS EMPLOYEES.	6
0.000	**0.753	SUFFICIENT POWERS ARE GRANTED TO ENABLE WORKERS TO CARRY OUT THEIR TASKS.	7
0.000	**0.801	THE BANK HAS ENCOURAGING POLICIES AND INCENTIVES TO MOTIVATE AND ENCOURAGE DISTINGUISHED HUMAN CADRES.	8
0.000	**0.785	ADMINISTRATIVE PROCESSES BETWEEN DIFFERENT UNITS, DEPARTMENTS AND DIVISIONS ARE DONE QUICKLY.	9
0.000	**0.807	APPROPRIATE STANDARDS AND MEASURES ARE AVAILABLE TO MONITOR THE BUSINESS TO DETECT DEVIATIONS AND WORK TO CORRECT THEM.	10

** T tabular function at the significance level (0.01) *t tabular function at the level of significance (0.05)

Table (5) shows that all probability values (Sig.) was less than the significance level (0.05), and this indicates that all correlation coefficients are significant, that is, the paragraphs of the institutional performance variable are statistically significant, and have an appropriate internal consistency.

Construction veracity: **It means the ability of the dimensions to measure what was set for its measurement, and to be affiliated with the total degree, and the structural validity of the dimensions of the independent variable was calculated, especially since the dependent variable was one dimension, and the following is an explanation of the results:**

Table (4): correlation coefficients between the dimensions of the independent variable and the total score of its paragraphs.

Total marks	Strategy evaluation	Strategy Implementation	Strategy formulation	Dimensions	NS.
			1	Strategy formulation	1
		1	**0.614	Strategy Implementation	2
	1	**0.864	**0.638	Strategy evaluation	3
1	**0.933	**0.929	**0.827	Total marks	

** T tabular function at the significance level (0.01) *t tabular function at the level of significance (0.05)

Table (6) shows that all probability values (Sig.) was less than the significance level (0.05), and this indicates that all correlation coefficients are significant, and this indicates that the dimensions of the strategic management variable are related to the overall degree, are interrelated, and have structural validity.

Resolution stability: **Stability means the stability of the results and not changing them substantially if they are re-applied. The stability of the questionnaire was verified through the following methods:**

Cranach's alpha method: **Cranach's alpha coefficients were calculated for the total score for each of the axes of the questionnaire, and the following table shows the results:**

Table (5): Cranach's alpha coefficients for the resolution axes.

Alpha Cranach	number of paragraphs	Resolution axes	NS.
0.938	19	The first axis: strategic management	1
0.941	10	The second axis: institutional performance	2

Through Table No. (7), it appears that all Cronbach's alpha coefficients were greater than (0.9), and Cronbach's alpha coefficient was for all items of the independent variable (0.938), and for items of the dependent variable (0.941). It is clear that all coefficients were high and indicate the stability of items and resolution.

half-segmentation method (Split Half Coefficient): This method is based on dividing the scale into odd-ranked and even-ranked items, calculating the correlation coefficient between them, and then using the Spearman-Brown equation to correct the coefficient (Spearman- Brown Coefficient) In the event that the two parties to the link are equal, or the Gettman equation in the event that the two sides of the link are not equal. The results were as in the following table:

Table (6) the stability of the resolution by the split-half method.

dependent variable	independent variable	Statement
10	19	number of paragraphs
0.898	0.878	The correlation coefficient of single-ranked items with the total score
0.879	0.913	The correlation coefficient of the even-ranked items with the total score
0.886	0.790	Correlation coefficient between odd and even items
0.939	0.883	Spearman-Brown corrected correlation coefficient
0.938	0.879	Corrected correlation coefficient after length adjustment using Getman

From Table No. (8) shown by All the correlations coefficients are statistically significant and strong, and it is clear that the correlation coefficient between the odd-ranked and even-ranked items for the total degree of the independent variable (0.790), after correction using Spearman Brown (0.883), and after correction by the Getman method to adjust the length was (0.879), and the coefficient reached For the dependent variable (0.886), and after correction by Spearman-Brown method, it reached (0.939), which is a high rate that indicates the stability of the resolution.

DEBUGGING AND CODING. The data was encoded into the Statistical Analysis Package for Social Sciences, and the study followed the following coding and correction: -

Table (7): a method for entering and encoding data.

VEHEMENTLY OPPOSED	OPPOSED	NEUTRAL	OK	STRONGLY AGREE	RESPONSE
1	2	3	4	5	CODING FOR COMPUTER
1 -1.8	1.8-2.6	2.6-3.4	3.4-4.2	4.2-5.0	PERIOD
36%	36%-52%	52%-68%	68%-84%	84%	CORRESPONDING RELATIVE WEIGHT
A LITTLE BIT	LITTLE	MIDDLE	HIGH	VERY HIGH	THE DESCRIPTION

Results:

Results related to the first question: What is the degree of strategic management practice from the point of view of the employees of the Palestinian Islamic Bank in the central governorate? **To answer the first question, descriptive statistics were used: arithmetic mean, standard deviation, relative weight, and rank for the items and dimensions of the independent variable. The following is a presentation of the results:**

Descriptive statistics for the dimensions of strategic management:

Table (8) Descriptive statistics for the dimensions of strategic management and its overall degree.

Rank	relative weight	standard deviation	SMA	Dimensions	NS.
1	84.68	0.486	4.234	The first dimension: formulating the strategy	1
2	82.96	0.644	4.148	The second dimension: implementing the strategy	2
3	81.60	0.599	4.080	The third dimension: evaluation of the strategy	3
	83.16	0.514	4.158	Strategic management	

From Table (11) it is shown that strategy formulation came first with a too high percentage (84.68%), This is due to the bank's managers possessing the skills of formulating a vision and the bank's mission, and their conviction of its feasibility, and their awareness of the importance of their role and the greatness of their responsibility towards this role. High (82.96%), due To the Bank's keenness to implement the objectives efficiently and effectively, and that it sets strategic plans including fit with the Bank's mission and strategic objectives; As the formulation of the strategy does not necessarily guarantee the success of the implementation of the strategy, since the process of implementing the strategy is more difficult than the formulation process, and finally, the evaluation of the strategy came with a relative weight. high (81.60%), This is due to the Bank's interest in evaluating the progress of the implementation of plans and controlling them, because of the importance of this process in detecting errors and improving and developing the plan in a manner that suits reality, developments and implementation capabilities, in addition to its interest in tight control over its various activities, and to evaluate the various performance aspects of strategic management, and that it seeks to ensure Strategic plans are implemented as planned. came Relative weight of the field of Strategic Management (83.16%), which is a percentage of High ,This is due to paying Attention to strategic management ,Because it is a balanced administration that achieves goals, and provides opportunities for growth and continuity, and this may be due to the conviction of senior management NS Implementation of strategic management and availability of expertise at the workers, And they get in many workshops, courses and educational bulletins, and their belief that they contribute to raising the level of banking services by determining the future vision of the bank, identifying the surrounding opportunities and risks, strengths and weaknesses, with the aim of making strategic decisions in the long term, and working on reviewing and evaluating them.

Descriptive statistics for the first dimension "Strategy formulation":

Table (9): Statistics Descriptive paragraphs of the first dimension "Strategy formulation" and its overall degree.

Rank	relative weight	standard deviation	SMA	vertebrae	NS.
3	85.92	0.724	4.296	The bank defines its vision in line with its orientations and what it should be like in the future.	1
2	86.00	0.609	4.300	The bank defines its mission in proportion to its reason for being.	2
6	81.48	0.675	4.074	The Bank sets feasible strategic objectives in light of the available capabilities.	3
5	85.18	0.594	4.259	The Bank sets general strategies (comprehensive plans) in which it defines how to achieve the mission, vision and objectives.	4
4	85.20	0.656	4.260	The Bank establishes general policies to assist in decision making.	5
7	80.94	0.675	4.047	The bank depends on developing strategic alternatives in preparation for selecting the most appropriate ones.	6
1	87.40	0.629	4.370	The Bank's vision is consistent with its mission, objectives, strategies and policies.	7
	84.68	0.486	4.234	The first dimension: formulating the strategy	

From table (12) it turns out: Paragraph No. (7) ranked first with relative weight very high (87.40%), attributed that until the bank uses experts NS do NS by formulating the bank's vision, mission and objectives, and the bank's awareness of the importance of the vision and properly formulating it so as to achieve integration with the mission and objectives. While paragraph no. (6) ranked last with a relative weight of (80.94%), which is a high percentage. attributed This is due to the bank's managers' belief in the importance and necessity of identifying strategic alternatives, as they believe that achieving strategic goals requires developing alternatives that help in achieving them efficiently and effectively, and that identifying alternatives contributes to solving the problems that the bank may face. And expresses the interest in confronting problems accurately and objectively, and that a sufficient number of strategic alternatives appropriate to the bank's circumstances must be identified, so that they take into account its objectives, enhance its strengths, address weaknesses, invest opportunities and avoid threats.

In general, it can be said that the relative weight of the "strategy formulation" field is (84.68%), which is a high percentage very, this is due to the interest of the bank and its management in formulating the strategy, and its awareness of the importance of the strategy formulation stage and considering it the most important stages of the success of the strategic management; Because its formulation in a well-studied manner contributes to achieving the goals, and also contributes to setting performance standards and plans through which it is possible to know the extent to which the goals have been achieved.

Descriptive statistics for the second dimension "strategy implementation":

Table (10) Descriptive statistics of the paragraphs of the second dimension "strategy implementation" and its overall degree.

Rank	relative weight	standard deviation	SMA	vertebrae	NS.
1	85.18	0.712	4.259	The Bank sets work programs that contain the activities required to achieve the strategic plan.	1
4	82.96	0.907	4.148	The Bank allocates sufficient budgets to implement the necessary programs	2
2	84.44	0.751	4.222	The bank adopts detailed work procedures to carry out the required activities.	3
5	81.48	0.781	4.074	The Bank works to provide qualified persons who are responsible for implementing the strategic plan.	4
6	80.00	1.00	4.000	The Bank's management provides appropriate incentives to encourage employees to implement the strategy.	5
3	83.80	0736	4.190	The Bank conducts continuous training of employees to improve their capabilities in implementing the strategy	6
	82.96	0.644	4.148	The second dimension: implementing the strategy	

From table (13) turns out that Paragraph (1) got First in relative weight very high (85.18%), attributed that to clarity Programs, activities and tasks that achieve the strategic plan, and develop these programs in a correct and flexible manner, in line with the objectives of the Bank and the capabilities of the employees. Paragraph No. (5) ranked last with relative weight high (80%), This is

due to the extent that the bank's management is aware of the importance of incentives and their positive impact in implementing the strategy, which serves the banks Banking and achieves the strategic goals are efficient and effective, in addition to the managers' belief in the effective impact of incentives on the performance of employees. In general, it can be said that the relative weight for far "Strategy Execution" equals (82.96%), which is a high percentage. attributed this is the administration's interest in moving towards goals and implementing programs and policies accurately and objectively. Without this attention, the strategy becomes mere slogans and ink on paper; As there is no importance for strategic planning without putting it into practice on the ground, and that the administration sets plans and activities that achieve the strategy and make it a reality, in addition to the awareness of the employees of the Islamic Bank of the role of proper implementation in the success of the strategic plan, and the existence of clear and specific regulations and systems for work and implementation that help in the success of the plan strategy.

Descriptive statistics for the third dimension "strategy evaluation":

Table (11) Descriptive statistics for the third-dimension items "strategy evaluation" and its overall degree.

Rank	relative weight	standard deviation	SMA	vertebrae	NS.
5	78.52	0.729	3.926	Top management evaluates performance objectively.	1
6	77.78	0.751	3.889	The Bank develops flexible and publicized performance evaluation indicators.	2
4	79.26	0.854	3.963	The Bank exercises an integrated mechanism in following up the progress and achievement of the strategic plan.	3
2	84.44	0.751	4.222	The Bank determines appropriate corrective actions in the event of a negative deviation from the actual performance from the planned.	4
3	80.74	0.759	4.037	The Bank achieves feedback on the results of performance evaluations.	5
1	88.88	0.751	4.444	The results of the evaluation are used in building the future plans of the bank.	6
	81.60	0.599	4.080	The third dimension: evaluation of the strategy	

From table (14) turns out that Paragraph No. (6) ranked first with a relative weight very high (88%), attributed This is due to the importance of feedback, through which deficiencies can be remedied and strengths enhanced by building more realistic and objective future plans, and the Bank's keenness to improve and develop its institutional performance. Paragraph No. (2) ranked last with relative weight high (77.78%), attributed This is because the work of banks is characterized by changes, and therefore the performance standards are constantly changing, and this requires flexible standards that can be changed and changed according to circumstances .generally came relative weight for far "Strategy evaluation" equals (81,60%), which is a high percentage, and this is due to the fact that evaluation processes are useful in discovering deviation, treating deficiencies, identifying factors and opportunities for success, excellence, growth and continuity, understanding and analyzing performance deviations and the extent to which the objectives of strategic plans are achieved. In addition to the bank's awareness of the importance of follow-up and evaluation for the development of the bank, and to raise the level of quality of its outputs, and that the bank is fully aware that this stage is the starting point towards improvement and renewed creativity.

Results related to the second question: " What is the level of institutional performance from the point of view of the employees of the Palestinian Islamic Bank in the central governorate? To answer the second question, descriptive statistics were used: arithmetic mean, standard deviation, relative weight and rank of the items of the dependent variable and its total degree, and the following are a presentation of the results:

Table (12e Descriptive statistics for the paragraphs of the institutional performance axis and its total degree.

Rank	relative weight	standard deviation	SMA	vertebrae	NS.
1	88.88	0.751	4.444	The Bank shall provide the appropriate equipment and technical means for its banking services.	1
2	87.40	0.742	4.370	The IT infrastructure is constantly updated (equipment, networks, servers, etc.)	2
3	85.18	0.764	4.259	The Bank invests in modern computerized programs in all its activities (such as accounting programs, personnel management, maintenance operations management, and others).	3
6	82.22	0.751	4.111	The bank's devices are subject to periodic inspection on an ongoing basis in order to maintain a high quality of its services.	4

7	81.48	0.781	4.074	Senior management motivates employees to innovate and develop.	5
5	83.70	0.681	4.185	The Bank is concerned with the continuous training of its employees.	6
9	78.52	0.781	3.926	Sufficient powers are granted to enable workers to carry out their tasks.	7
10	77.04	0.662	3.852	The Bank has encouraging policies and incentives to motivate and encourage distinguished human cadres.	8
8*	81.48	0.781	4.074	Administrative processes between different units, departments and divisions are done quickly.	9
4	84.44	0.751	4.222	Appropriate standards and measures are available to monitor the business to detect deviations and work to correct them.	10
	83.04	0.602	4.152	institutional performance	

From Table (15) turns out that Paragraph No. (1) I got First in relative weight very high (88.88%), and this is due to the employees' need for equipment, devices and techniques to carry out tasks and abide by responsibilities. Also, these equipment and means are among the material factors that achieve the bank's competitive advantage and reduce costs, and the bank's keenness to provide such equipment to facilitate work and pursue development. While paragraph (8) get the last with a relative weight (77.04%), which is a high percentage, and this is due to the fact that the bank has policies and means necessary to improve performance, and performance is one of the most important work outcomes, and it is the product of organizational interaction, and there is interest in performance because of its It has an impact on achieving goals, carrying out tasks, and committing to responsibilities. It also provides incentives, whether material or moral, for employees to realize the extent of their impact on the performance of employees and improve the quality of performance and its outputs. This indicates the bank's management's interest in human cadres and employees.

In general, it can be said that the relative weight for far "Institutional performance" equals (83.04%), which is a high percentage, and this is due to the fact that banks set clear standards in the processes of attracting and appointing employees, so that they have the skills and abilities that contribute to improving performance, in addition to the full conviction of the bank's employees of the importance of developing, improving and improving institutional performance through the bank's keenness on the application of its indicators and components.

The results for the third question: Is there a relationship between strategic management and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate? To answer the third question, the first main hypothesis and its sub-hypotheses were tested by calculating the correlation coefficients between the independent variable and its dimensions and the dependent variable, and the following is an explanation of the results:

Main premise First: There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between strategic management and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate.

Table (13): correlation coefficient and probability value between strategic management and institutional performance.

probability value	correlation coefficient	Variables	NS.
0.000	**0.826	Strategic management	1
		institutional performance	2

Table (16) shows that the probability value was less than the significance level (0.05), and this indicates the existence of a relationship between strategic management and institutional performance, and therefore The null hypothesis are rejected however Acceptance of the following hypothesis: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between strategic management and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate. The correlation coefficient was (0.826), which is a direct relationship High .This is due to the fact that the bank's management is interested in setting objective goals in line with the bank's general mission and policies, and sets strategic plans in line with the capabilities and potentials of employees, taking into account the conditions of employees in particular and the sector in general, and this in turn motivates employees to make the necessary efforts to achieve the goals and implement the plan. Strategy efficiently, thus achieving optimal performance; as the strategic management achieves the efficiency of the bank in exploiting its resources and capabilities in developing the quality of its performance and its ability to adapt to the changing circumstances around it and its surroundings. Which it needs strategic management and this is getting worse Improvement with increased strategic management.

It stems from the hypothesis the main previous hypotheses Sub next:

1. There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between strategy formulation and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate.

Table (14): correlation coefficient and probability value between strategy formulation and institutional performance.

probability value	correlation coefficient	Variables	NS.
0.000	**0.694	Strategy formulation	1
		institutional performance	2

Table (17) shows that the probability value was less than the significance level (0.05), and this indicates the existence of a relationship between strategy formulation and performance. Institutional, and therefore the null hypothesis, was rejected but, the Acceptance of the following hypothesis: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between strategy formulation and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate. The correlation coefficient was (0.694), which is a direct relationship High. This is due to the fact that strategic management is concerned with an integrated framework for action within a strategy that is formulated in the light of the data, circumstances, reality and capabilities, and this increases the accuracy of information and data and the application of tasks and activities, which contributes to improving performance, in addition to the fact that the formulation of the strategy in a correct and clear manner and according to specific criteria leads to a better understanding of it. Clear by the workers and thus increases the quality of performance.

2. There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between strategy implementation and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate.

Table (15): correlation coefficient and probability value between strategy implementation and institutional performance.

probability value	correlation coefficient	Variables	NS.
0.000	**0.787	Strategy Implementation	1
		institutional performance	2

Table (18) shows that the probability value was less than the significance level (0.05), and this indicates the existence of a relationship between strategy implementation and institutional performance. The null hypothesis were rejected however Acceptance of the following hypothesis: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between strategy implementation and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate. The correlation coefficient was (0.787), which is a strong positive correlation. This is due to the fact that the implementation of the strategy is determined within the framework of the capabilities and energies of the employees, and what they can accomplish of activities, programs and tasks, and this is reflected in the actual performance of the employee, and the development of programs and activities in light of the capabilities and capabilities of the employees leads to motivating and encouraging them to work efficiently and thus improving their performance.

3. There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the evaluation of strategy and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate.

Table (16): correlation coefficient and probability value between the evaluation of strategy and institutional performance.

probability value	correlation coefficient	Variables	NS.
0.000	**0.826	Strategy evaluation	1
		institutional performance	2

Table (19) shows that the probability value was less than the significance level (0.05), and this indicates the existence of a relationship between strategy evaluation and institutional performance. The null hypothesis and. was rejected Acceptance of the following hypothesis: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the evaluation of strategy and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate. The correlation coefficient was (0.826), which is a strong positive correlation. This is due to the fact that the strategy evaluation process includes feedback related to strengths, ways to strengthen them, weaknesses, and ways to treat them, and the feedback includes aspects related to employee performance, and therefore strategic management seeks through performance appraisal to develop solutions and alternatives to improve it, meaning that the strategy evaluation includes an evaluation of actual performance. And comparing it with the expected performance, and through these procedures, management and decision-makers discover deficiencies in performance and work to improve it and improve the performance of employees.

The results for the fourth question: To answer the fourth question, a t-test for differences between two independent groups was used. Independent Samples T test), and the one-way analysis of variance test for differences between three groups or more (One Way ANOVAs), and that Second hypothesis test:

main premise the second: There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents about strategic management and its relationship to institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate due to their demographic variables (sex, age, years of service). It emerges from:

1. There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents about strategic management and its relationship to institutional performance from the point of view of workers in the Palestinian Islamic Bank in the middle governorate due to the gender variable.

Table (17) T-test for differences in the scores of the sample members according to the gender variable.

Values (Sig.)	Values (T)	standard deviation	SMA	the number	sex	Statement
0.232	1.225	0.545	4.243	18	Male	Strategic management
		0.422	3.988	9	feminine	
0.982	0.022	0.644	4.150	18	Male	institutional performance
		0.546	4.156	9	feminine	

** Tabular T at degrees of freedom (26) and significance level (0.01) equal to (3.01)

* Tabular T at (26) degrees of freedom and (0.05) level of significance equal (2.04)

Table (20) shows that the probability value on the study variables, strategic management and institutional performance, was greater than the significance level (0.05), and therefore there are no differences between the respondents' responses due to the gender variable, and the following hypothesis can be accepted through the table: There are no statistically significant differences when significance level ($\alpha \leq 0.05$) between the average responses of the respondents about strategic management and its relationship to institutional performance from the point of view of workers in the Palestinian Islamic Bank in the middle governorate due to the gender variable. This is due to the fact that all sample members are subject to the same level of management, leadership and training systems, as they work within the framework of the Palestine Islamic Bank, and that there is a clear strategy for the Islamic Bank that is formulated in participatory ways, and implemented through decisions, laws and work regulations known to all employees, and with regard to the axis of institutional performance Both genders are subject to the same standards and regulations for recruitment, recruitment and training, and they have the same instructions regarding the tasks they perform.

2. There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents about strategic management and its relationship to institutional performance from the point of view of workers in the Palestinian Islamic Bank in the middle governorate due to the variable of age.

Table (18): Test (f) for the differences between age variable groups.

Values (Sig.)	Test value	mean squares	degrees of freedom	sum of averages	Contrast source	variable
0.940	0.132	0.039	3	0.116	between groups	Strategic management
		0.293	23	6.742	within groups	
			26	6.859	Total	
0.706	0.470	0.182	3	0.545	between groups	institutional performance
		0.386	23	8.883	within groups	
			26	9.427	Total	

The table shows that the probability value on the study variables, strategic management and institutional performance, was greater than the significance level (0.05), and therefore there are no differences between the respondents' responses due to the variable of age, and it is possible through the table to accept the following hypothesis: There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents about strategic management and its relationship to institutional performance from the point of view of workers in the Palestinian Islamic Bank in the middle governorate due to the variable of age. This is due to the fact that the strategy of the Palestine Islamic Bank is applied by all employees of all ages, and because the achievement of the employees of the Palestine Islamic Bank is not related to the age of individuals, but rather to the extent of their understanding of the tasks they perform and their ability to accomplish them, and that the employees of the Bank live in the same working conditions and receive the same administrative instructions The same workshops and exercises regardless of their age.

3. There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents about strategic management and its relationship to institutional performance from the point of view of workers in the Palestinian Islamic Bank in the middle governorate due to the variable years of service.

Table (19): Test (f) for differences between groups of years of service variable.

Values (Sig.)	Test value	mean squares	degrees of freedom	sum of averages	Contrast source	variable
0.186	1.742	0.423	3	1.270	between groups	

		0.243	23	5.589	within groups	Strategic management
			26	6.859	Total	
0.047	3.102	0.905	3	2.715	between groups	institutional performance
		0.292	23	6.712	within groups	
			26	9.427	Total	

The table shows that the probability value on the strategic management variable was greater than the significance level (0.05), and therefore there are no differences between the respondents' responses to the strategic management due to the variable years of service. While the probability value on the institutional performance variable was less than the significance level (0.05), and the following hypothesis can be accepted through the table: There are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the average responses of the respondents about strategic management from the point of view of workers in the Palestinian Islamic Bank in the middle governorate due to the variable years of service, while there are differences between their responses on institutional performance. The LSD test was used for dimensional comparisons:

Table (20): Test (LSD) for dimensional comparisons with the variable years of service on institutional performance.

15 and over	11 – 15	6 – 10	5 years or less	groups	variable
4.400	1.14	4.467	3.733	SMA	institutional performance
			--	5 years or less	
		--	*0.733	6 – 10	
	--	//0.327	//0.407	11 – 15	
--	//0.260	//0.067	//0.667	15 and over	

As for the existence of differences about institutional performance in favor of the category (6-10) years and at the expense of the category (5 years and less) due to the variable years of service, this is due to the fact that the employee with service (6-10) years is more familiar with the aspects of work and its merits than the employee with Service (5 years or less) by virtue of his practice of work, and the experience he gained from engaging in the labor market, and he has attended workshops and training courses that enhanced his capabilities and improved his performance in his field of work more than the employee with little experience, as good performance results from work experience resulting from the years of service spent by the employee in his work, and thus the increase in gaining experience is reflected greatly on performance; Because experience gives the employee a deep understanding of ways to enhance his level of performance, and that the greater the experience and knowledge of the individual about his work, his performance for the better and increased productivity, and this is reflected positively on his work.

Results summary:

The results of the study proved that there is Positive relationship High between strategic management and institutional performance from the point of view of workers in the Palestinian Islamic Bank in the central governorate, and the correlation coefficient was (0.826), It was found that the degree of strategic management practice in the bank was high the relative weight of the total score is she has (83.16%). It also shows the degree of practicing its dimensions as follows: It came after "Strategy formulation" relative weight very high (84.68%). After the "strategy implementation" came relative weight high (82.96%). And after the "strategy evaluation" came relative weight high (81.60%). The level of institutional performance in the bank was high where the relative weight of the total score was (83.04%). It was found that there is a positive direct relationship between all dimensions of strategic management and the level of institutional performance in the bank, where the correlation coefficient between the dimension of "strategy formulation" and institutional performance was (0.694), the sale correlation coefficient was after the "strategy implementation" and between institutional performance (0.787) The correlation rate between the "strategy evaluation" dimension and institutional performance (0.826). The results also showed that there were no statistically significant differences in the respondents' responses to the practice of strategic management and its relationship to institutional performance. For their demographic variables (gender, age, years of service), only differences appeared towards Institutional performance attributed to the variable years of service in favor of the category (6-10 years).

Recommendations In light of the obtained results, the study came out with the following recommendations:

Boost mode the bank Goals the strategy what correspond with the available capabilities and favorable conditions, by involving the senior management of employees in setting strategic goals in proportion to the available circumstances and capabilities.

Paying attention to incentives that encourage employees to implement the bank's strategy, by rewarding outstanding performance, and raising the level of appreciation for the efforts made by employees by supporting them morally by praising their work, or materially by increasing the salary or granting them an allowance.

Study the internal and external environment and develop alternatives that can be relied upon in the event of changes that occurs, through the assistance of consultants specialized in analyzing and evaluating the variables in the internal and external environment.

Relying on all the requirements of strategic management in banks because of their impact on improving the performance of employees, through training and developing human cadres on the skills of applying strategic management, and increasing their awareness of strategic management through holding seminars and workshops.

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