

The Role of the Administrative Process Elements in the Development of the Administrative Reform in the Palestinian National Authority Institutions in the West Bank

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Abstract

This study aimed to identify the impact of the use of administrative elements on the development of administrative reform system in the Palestinian National Authority institutions in the West Bank, and to achieve this goal, use the systematic descriptive study, analytical and descriptive Correlative, and the researcher developed a questionnaire as a tool for data collection, distributed to a sample been selected Hssah randomly composed of "374" of the civilian workers in the public institutions employees.

After the restoration of questionnaires from respondents were processed statistically using the Statistical Package "spss" for the analysis and interpretation of data, where it was used repetition to clarify the distribution of respondents by personal variables to respondents, and calculate averages and standard deviation to answer questions about the study, and test the "T" to examine the hypothesis by sex , and testing of variance to examine the hypothesis of the study analysis by age and educational qualification and years of experience variables and job title. Pearson also used the test to detect the relationship between the independent variables (administrative and variable elements of the (administrative reform development). The study found the most important the following results:

1)The results of the study strongly the consent of the respondents in the use of administrative elements and using them in the development process of administrative reform in the Palestinian National Authority institutions in the West Bank, with a mean (4.256(

2) The results of the answers respondents a positive relationship between the elements of the employment administration (regulatory plans and programs, and implementation, and the structure of administrative reform device, and follow-up and performance monitoring during implementation of the administrative reform process), and the development of the administrative reform process.

3) The results of the study showed the presence of statistically significant differences in the answers of respondents about the importance of the employment elements of management in the development of administrative reform by sex, in favor of males.

4)The results of the study showed a lack of statistically significant differences in the answers of respondents about the importance of the employment elements of management in the development of administrative reform by variables (age, educational qualification, years of experience, and job title)(

The study recommends the Palestinian National Authority by using the administrative process and elements employed in the process of administrative reform development.

Background study

All nations of the world seek to develop the administrative reform in government organs, to improve the quality of services provided to citizens, and create equal opportunities to occupy public office, and to achieve social justice in the various areas of life. The need in developing countries to undertake these reforms, because of the spread of poverty and ignorance, and the spread of the phenomena of corruption, bribery and nepotism, in various state agencies. And despite the fact that these countries adopt various plans and programs for the development of administrative reform, but it failed in the success of their reform programs, where the low standard of living of the population, and the spread of corruption and chaos (Sadeghi 0.2006: 4.(

The return of administrative reform programs in developing countries fail, that those programs predominantly reproduced from programs developed countries, which has made great strides in the field of administrative development, where those countries do not have the managerial competencies qualified and experienced in the field of administrative development, like the developed countries. As the means necessary for the success of the reform processes and management development resources are not available to them, rather than lack of will to adopt reform programs, which are often in conflict with the interests of the ruling regimes (al-Bayati, 2008: 63.(

And a glance to the reform programs implemented by developing countries, including countries in the Arab region, we note that most of them imposed on systems presumably, to implement the terms of its nations and the World Bank, which require those bodies and States to implement the reform programs for granting loans or reschedule its debt in the event of failure to payment. Thus, the administrative reform process becomes an end in itself, not a means to achieve social justice and the eradication of rampant corruption in the ruling regimes institutions (Alian 0.2000: 167(

Despite all this, the adoption of administrative reform in those countries programs, complex and thorny process is not, as some believe, and the failure of those programs is not inevitable, every state possibilities available her if there is a will in the eradication of corruption, and a desire to improve the level of services provided to the population, and reduce the class differences, and achieve social justice and equal opportunities. In the case of the will and the d

The problem of the study

International bodies and international organizations sequence, and donor countries closely, administrative reform programs in the Palestinian National Authority devices. Even now the process of providing support and financial aid, subject to the extent of Authority's commitment to the elimination of administrative and financial corruption, and improve the management of funds provided to them, through the preparation of periodic reports on aspects of funds disbursed to it, including its commitment to match the standards set by these authorities. Although it has been successful in this area, but it still needs to be developed in the entire administrative reform programs in various areas of political, economic and social life. So this study was to reveal the shortcomings of the administration, which used the administrative reform in the system of the Palestinian National Authority institutions elements.

esire to develop the administrative reform, it is possible to exploit the resources and facilities, and the rehabilitation and training of the necessary human resources for the implementation of reform programs, it is also possible to set up an effective and independent regulatory structure to oversee the reform programs. This study was to discuss the role of the administrative process elements in the development of an effective administrative reform in the Palestinian National Authority institutions device.

The importance of studying

The importance of the study, including the following:

- 1) Important for decision-makers in the Palestinian National Authority, to benefit from the results of administrative reform in the development of efficient and effective device.
- 2) Task for those in charge of administrative reform device, to guide them in how to pursue reform programs, in line with the implementation of the plans and to achieve the goals set.
- 3) Task of monitoring and control devices, for enlightening in the detection of deviations that may occur during execution in a timely manner, and provide the necessary assistance in the process of evaluating reform programs standards.

Objectives of the study

This study seeks to achieve the following objectives :

- 1) Identify the plans and programs used to build and develop the administrative reform in the Palestinian National Authority institutions device efficient and effective.
- 2) Identify build an independent supervisor of the organizational structure of administrative reform and development in the Palestinian National Authority institutions device mechanisms.
- 3) Know the stages of the implementation of administrative reform programs and assess their compatibility with the plans and programs.
- 4) Determine the effectiveness of the control and follow-up through the stages of implementation of the administrative reform programs, in the detection of deviations that may occur and treatment.
- 5) Identify the relationship between the suitability of the elements of administration used to develop the administrative body of the Palestinian National Authority's institutions, and the process of administrative reform.
- 6) Identify the differences in the answers of respondents about the appropriateness of the relationship between the elements of administration used to develop the administrative body of the Palestinian National Authority's institutions, and the process of administrative reform.

The study questions

This study attempts to answer the following questions:

- 1) What plans and programs for the development of administrative reform in the Palestinian National Authority institutions device efficient and effective?
- 2) What mechanisms build an independent regulatory structure to oversee the administrative reform and development in the Palestinian National Authority institutions device?
- 3) What the extent to which the implementation of administrative reform programs with plans and programs?
- 4) What is the extent of control and follow-up phases through effective implementation of administrative reform programs in the institutions of the Palestinian National Authority, in the detection of deviations that may get addressed?
- 5) Are there differences in the answers of respondents about the relationship between the adequacy of

governance elements used to develop the administrative body of the Palestinian National Authority's institutions, and the process of administrative reform?

6) What is the relationship between the suitability of the elements of administration used to develop the administrative body of the Palestinian National Authority's institutions, and the process of administrative reform?

Hypotheses of the study

The first hypothesis: There is no consensus among the plans and programs of your administrative reform in the Palestinian National Authority institutions and the process of administrative reform.

The second hypothesis: The organizations of the administrative system reform in the Palestinian National Authority institutions mechanisms are not consistent with the administrative reform process.

The third hypothesis: There is no statistically significant relationship between the control and follow-up programs and the process of administrative reform in the Palestinian National Authority institutions.

Fourth hypothesis: There is no statistically significant relationship between the process of implementation of the reform programs and the process of administrative reform in the Palestinian National Authority institutions.

Hypothesis Five: No statistically significant differences at ($\alpha \leq 0.05$) in the answers of respondents on the development of administrative reform in the Palestinian National Authority institutions in the West Bank by variables (gender, age, educational qualification, years of experience, and job title))

The study model

The study model has been designed to measure the type of relationship and degrees between the independent variables (the elements of the administration used for the process of administrative reform) dependent variable (the development of administrative reform) as shown in Table (1)

Table (1)

The dependent variable	Independent variables
The development of administrative reform	Construction and development of administrative reform planning device
	Sound and independent regulatory structure
	Discipline in the implementation mechanisms
	Follow-up and supervision during implementation

Study Approach

To achieve the objectives of the study, it was used descriptive and analytical approach to the descriptive Correlative, where descriptive analytical method used to collect data from respondents, and categorized and then analyzed using appropriate statistical methods and techniques to answer questions about the study. And use descriptive method Correlative to measure the degree and type of relationship between the independent variables (administrative components used to implement the administrative reform process) dependent variable (the development of administrative reform

The study tool

The questionnaire was used as a tool to collect data from respondents, which is a form containing a set of paragraphs or sentences of news asks respondents to answer them in a manner determined by the researcher to take into account the purposes of research (Abrash, 2009.269). Where he worked as a researcher on the development of a questionnaire, consisting of three parts:

Part I: This explains the goal of the study, and the name of the researcher and the party that will provide the research, and instructions for how to fill respondents to the questionnaire.

Part II: includes the collection of demographic data on the respondents, the respondent in terms of sex, age, job nominee, and place of residence, educational qualification, and years of experience.

Part III: Contains paragraphs of research on the topic of research on four areas:

The first area: Contains (10) research paragraphs about planning for the development of administrative reform device.

The second area: Contains (9) paragraphs of research on the construction of an independent and effective device for administrative reform organizational structure mechanisms

The third area: Contains (10) paragraphs of research about the implementation of the administrative reform mechanisms device.

Domain IV: Contains (14) paragraph about follow-up research and monitoring the performance of the administrative reform device.

Believe tool

Honestly tool intended to measure what has been prepared to measure it, and nothing else (Kawasmeh et al.,

2008.249). To check the veracity of the tool has been presented to the jury of academics working in the field of social and educational sciences, so as to make sure that the tool measures what really wants to be measured, and the comprehensiveness of its clauses and sequencing, to serve the achievement of the goals, and then express their views have been taking their guidance from the reformulation and arrange and delete or In addition, to prepare final form in preparation for an experiment on the respondents.

The tool stability

The tool is considered stable if given the close results in the event of re-experience the same on the other members of the same characteristics in varying lengths (Kawasmeh et al., 2008.252). To investigate the stability of the tool has been the stability of Cronbach's alpha coefficient was calculated, totaled reliability coefficient (0.815), an acceptable ratio in the social sciences.

The study population

The study population is the group of all individuals or elements that are within the interest researcher in the study (Abu Saleh and Ahmed 0.2008 R: 45). The study includes a community study includes all civil servants working in the Palestinian National Authority institutions of society, in the northern provinces (the West Bank), totaling (62 450) male and female employees, spread over 20 different Ministry (Zakarneh 0.2014.)

The study sample

Here is a selection of the vocabulary of the community and study the characteristics of this group, and then disseminate the results obtained by a researcher for the overall community (veil, 2001.105). It was selected cluster random sample, and select the sample size through the use of tables (Sakaran), where the number of respondents (380) male and female employees from working in the Palestinian National Authority institutions, responded to them (374), and the sample was distributed according to variables as follows:

The distribution of respondents by variables

First, the distribution of respondents by sex: The table shows (2) the distribution of respondents by sex.

Table (2)

The distribution of respondents by sex

percentage	Repetition	Gender
66.6	249	Male
33.4	125	Female
100.0	374	Total

Table (2) shows the distribution of respondents by sex, where the vast majority of males, where numbered (249) representing a ratio of (66.6%). While the number of females in the sample amounted to (125) represented by (33.4%)

Second, the distribution of respondents by Qualification: table (3) shows the distribution of respondents by educational qualification.

Table (3)

The distribution of respondents by educational qualification

percentage	Repetition	Qualification
18.7	70	Diploma and below
63.1	236	B.Sc
18.2	68	Master degree or higher
100.0	374	Total

The table (3) shows the distribution of respondents by educational qualification, where the vast majority of campaign bachelor's degree, where numbered (236) representing a ratio of (63.1%)

Third, the distribution of respondents by age:

Table (4) shows Distribution of respondents by age

Table (4)

The distribution of respondents by age

Percentage	Repetition	Age
11.2	42	(30)and below
30.2	113	(31----40)
39.3	147	(41-----50)
19.3	72	(50 and above)
100.0	374	Total

The table(4) shows Distribution of respondents by age, where the majority of respondents of middle-aged, who

are between the ages of (31-50) years.

Fourth, the distribution of respondents by years of experience:
 Table (5) shows Distribution of respondents by years of experience

Table (5)

The distribution of respondents by years of experience

Percentage	Repetition	Years of Experience
16.0	60	(5)years and below
33.7	126	(6-----10) years
37.7	141	(11-----15) years
12.6	47	(15) years and above
100.0	374	Total

Table (5) shows Distribution of respondents by years of experience, where the majority of respondents from medium with experience ranging from 6-15 years old

Fifth: the distribution of respondents by Job Title: Table (6) shows the distribution of respondents by Job Title

Table (6)

The distribution of respondents by Job Title

Percentage	Repetition	Job Title
46.0	172	Employee
20.1	75	Director of the Department
18.2	68	Deputy Director
15.8	59	Director
100.0	374	Total

The table(6) shows the distribution of respondents by job title, where the majority of respondents from the staff, it numbered in the sample (172) by the representation (46%), while the lowest representation of managers, as numbered in the sample (59) by represent (15.8%).(

The study variables

Independent variables

- . 1)Gender: (Male, Female)
- .Age: (less than 30 years, 30-45 years, more than 45 years.2)
- .Qualifications: (Average Diploma, Bachelor, Master and higher.(3)
- .4) Years of Experience: (less than 5 years, Mn6-10 years, Mn11-15snh, more than 15 years)(
- .Job Title: (employee, head of department, deputy director, director.(5)
- .6) Administrative components (planning, organization, implementation, monitoring and evaluation(

The dependent variables

- .1)annasr management (planning, organization, implementation, monitoring and evaluation(
- .2) Administrative Reform

Statistical treatment

To process the data collected from respondents, was the use of a computer device, was used statistical software (SPSS), was extracted repetition to clarify the percentage distribution of respondents by personal variables to respondents, calculate measures of central tendency and measures of dispersion (mean and standard deviation) to answer questions study. And use the "T" test (T-test) to examine the hypothesis concerning the variable sex, and contrast mono (One-Way ANOVA) to test hypotheses variables by age, educational level and years of experience and job title.

Theoretical framework and previous studies

The concept of administrative reform Administrative reform and administrative development and management planning are all terms used in the research deals with a particular topic is to organize the state apparatus and solving its problems and increased efficiency to achieve the public policy of the State where it was (the believer, et al 1997) administrative reform as efforts specially designed to achieve fundamental changes in the public administration system through measures to improve one or more of the key components Kalheiakl administrative, personnel and procedures.

And he knew (Cooper1998) as a change for the better and not just a change occurs when the problem is referred to any scientific change that reform.

As defined by Kazem (1989.18) as the effort to reduce the gap between the degree of the current administrative system performance and what it should be according to the aspirations and hopes of the various aspects of development.

He knew he was on the comprehensive reform of the state system, which includes a political and

economic reform next administrative reform

Bresser, Pereira, 1999,73)(

Factors that call for administrative reform : (Rashid 119.1985

-Political factors: such as changes of government and constitutional amendments or radical changes in inflows and foreign policy.

-Economic factors: internal and external economic Kalozmat such as low inflation and exchange rate.

-Social factors: Kaltgar who gets in the social environment, such as the appearance of corruption, and the spread of crime, bribery and nepotism.

-Demographic factors (population): Kzayadh population and internal and external migration.

-Stages of administrative reform

Pass administrative reform stages a number of interrelated stages with each other (Gerald caiden994(Sense of the need for administrative reform (environmental analysis)(1)

As the poor performance of many of the public interests and the weakness of satisfaction of service users and the complexity of the procedures and career inflation and the weak levels of managers and the prevalence of negative phenomena and the lack of discipline and others. Gives a sense of the status quo is not desirable and the need to change to get what we want reform is not a goal but a means to access it

2) Formulation of strategies and setting goals

Where they are at this stage to identify what we hope to achieve from the administrative reform (see) why administrative reform (message) Why must achieve (goals) and how is that (the strategies.(

This stage is one of the more difficult phases Because there are several priorities by the beneficiaries and the varying and differing views on them and on the means of implementation, and can say that no matter how different and colorful strategies and concepts, the targets are either related to the achievement of more control or more decentralization or dealing with the human element or the laws or the means technical and others.

3) The application of administrative reform and the implementation phase

This also stage REO difficulty the fact that each party to the administrative body tries to resist the process of change if they affected the personal interests and a restricted and there are several methods that can be followed in order to alleviate these difficulties, Kalpde the creation and rehabilitation of the administrative system gradually to carry out the reform and proper boot him through the deployment of its objectives and objectives between the different operators in the levels of the administrative apparatus.

4) Control stage and calendar on administrative reform

Either be control after the completion of the reform process and called then subsequent control where they are measuring what has been achieved and comparing it with the target criteria for judging the success of the reform process, or be synchronized control with reform efforts based on the calendar warp in effect for the planned process based on feedback for information leading eventually to reach what is required.

Previous studies

-Susan Solomon study (2012) saw the Turkish public administration in times benevolent important reforms due to external and internal factors in favor of the change, and it can be classified into two administrative reforms Riassetin: administrative reform and governance reform, respectively. The study reviewed extensively and provided a preliminary assessment of recent reforms carried out in the first decade of the (2000)(

The content and the spirit of administrative reforms and governance reforms reflect the new understanding of the management, which is quite different from the traditional form of management, and thus have the ability to bring not only in the role of the Turkish public administration, but also in the nature of relations between the state and society major changes, and the study showed that the administrative and traditional culture as models in Turkey's administrative and political system critical factors pose difficulty in the effective implementation of reforms.

-Abu al-Rub and others study (2009) This study addressed two topics two: the first study of the stages of development of the Palestinian reform process, where the early stages saw the growing domestic and international pressure for the need for comprehensive reform, followed by steps to reform initial taken by the Palestinian National Authority, but they were not sufficient to meet the challenges. The second theme: A study of the most important fight administrative and financial corruption and economic mechanisms in the Palestinian National Authority from the point of view of the Palestinian citizen. The study concluded that some of the findings and recommendations, and the most important of which was the establishment of a special agency to fight corruption in the civil and public and private institutions, as well as the establishment of special courts to look at the files of corruption.

--Akash study (2003) the title of administrative reform in Jordan, which aimed to diagnose the causes of failure of the administrative apparatus and the suggested solutions, and from the point of working in government ministries and departments staff of view

To implement that has been developed for this purpose a questionnaire was distributed to a sample of ministries and government departments staff. The results of the data analysis has shown that the reasons for

failure of the administrative system back to a set of practices, most notably according to their importance from the point of the sample of view: nepotism, and not to put the right man in the right place and not be linked to the work of the administrative innovation leadership and the absence of an effective system of incentives, and weak managerial oversight bodies and the low level of salaries, and the neglect of the restructuring of the government apparatus. The proposed solutions Vtdment in order of importance from the point of view from within the sample comprised the Search: - creating new jobs, and Dharroh reduce favoritism and activating the role of the private sector, and the application of laws and regulations strictly. The proposed solutions Vtdment in order of importance from the point of view from within the sample comprised the Abajt: - creating new jobs, and the need to reduce favoritism, and activating the role of the private sector and the application of laws and regulations strictly.

- Study of the Greens, Ibrahim (2002) entitled "Proposed Model for administrative reform in Syria," to which he made a series of objectives and principles associated with the program of administrative reform, including: streamlining the general administrative structure of the State and the reduction of ministries and bodies, to achieve consistency and coherence between the formations of the public administrative system in the country, to optimize the investment of human resources, alleviate the degree of centralization in the government administration and development units of independent administration, coordination and streamlining of the ruling and orderly legislative framework for the work of the government apparatus, to build an effective system for the preparation and development and moving the administrative leaders also provided a mechanism for administrative reform is based on the creation of a special organizational structure, administrative reform consists of the the following: the Supreme Council for Administrative Reform and a supreme body for administrative reform and administrative reform units in the ministries and units in the provinces of administrative reform and administrative reform groups in public bodies.

To comment on the previous studies

Shows us through a review of a range of previous studies that it focused on the importance of administrative reform processes in public and private institutions, and the community's role in this process, the fact that society plays an important role in the change and reform and defended the repairs, however, that any of them did not address the perception for the construction of administrative reform effective device In Palestine. This study has been agreed with the majority of studies in the tool used to study (the questionnaire) and descriptive analytical method as a method suitable for such studies.

The current study has benefited from these studies to identify the method of study and the steps pursued by the access to the findings and recommendations of preparation, and in enriching the theoretical framework.

First, to answer the second question

Question text: What mechanisms to build an independent regulatory structure to oversee the reform and development of the administrative apparatus in the Palestinian National Authority's institutions?

To answer this question, use descriptive statistics, where the arithmetic mean and standard deviation for answers respondents account as shown in the table (9): information between the various organizational levels, as the primary form of nerve development process of administrative reform.

As it was a high degree of response to paragraph relating to the work of the administrative reform to clarify the device according to the laws of each organizational level with a mean (4.398) and standard deviation (0.749).

Explain this result which she received the degree of the respondents strongly OK, to be considered and adhere to the laws represent a compass that will guide the work of the administrative reform mechanisms, so that you are without bias that may result from perceptions and estimates based on the development of the reform process.

The lowest score was in response to paragraph relating to clarify the tasks entrusted to each organizational level, with a mean (4.165) and standard deviation (0.937)(

Researcher finds that illustrate the tasks for those in charge of the process of administrative reform development, while important, they represent the ABCs of work for them, so the degree of response OK, since they represent the ABCs of administrative work, so that no Administrative Officer to work without churning out the functions of work specific organizational level in which it operates.

Overall, the respondents contend that the structure of the independent regulatory apparatus of administrative reform is one of the main pillars for the success of the development of administrative reform device, being granted workers in the machine complete and independent of the various third-party authority, in other words, keep away from the possibility of the influence of others in the decisions of the device.

First, the answer to the third question

Question text: What is the extent to which the implementation of administrative reform programs with plans and programs?

To answer this question, use descriptive statistics, where the arithmetic mean and standard deviation for answers respondents account as shown in th table (7)

Table (7)
 The arithmetic mean and standard deviation for answers respondents in implementation

Result	standard deviation	Average	Article	nu
Deeply agreed	.771	4.323	Based on the device's commitment to the plans and programs	20
Deeply agreed	1.004	4.275	Implementation of appropriate tasks in line with plans and programs	21
Deeply agreed	.9186	4.315	Identify programs to be fixed in each stage	22
Deeply agreed	.7982	4.355	Setting goals to be achieved through implementation	23
Deeply agreed	.8259	4.299	Evaluation activity is accomplished through the process of reform	24
Deeply agreed	.8669	4.262	Make any amendment to the institutional performance of the work in line with the reform process	25
Deeply agreed	.8218	4.283	Lack of accumulation of distractions and postponed the case discovered	26
Deeply agreed	.0000	5.000	Distinguish between intentional and spontaneous errors committed by staff	27
Deeply agreed	.8748	4.329	Refer the case of the discovery of squatters overtaking him and make sure the competent authorities	28
Deeply agreed	.8002	4.302	Submit periodic reports during the stages of implementation to the competent authorities	29
Deeply agreed	.753	4.353	Total Domain	

The table(7) shows the results of the respondents answers concerning the compatibility of plans and programs for the implementation of administrative reform and development in the Palestinian National Authority institutions with the development of administrative reform, where the results were OK strongly answers to all the paragraphs of the total field area.

It has represented the highest degree paragraph relating to the distinction between intentional and spontaneous errors committed by employees during their work, with a mean response (5) and a standard deviation (000))

And explain the degree of response to that paragraph, as errors and deviations spontaneity is normal, and is located within the circle of corruption, while unintentional errors such as the receipt of bribes, mediation and nepotism represents the corruption that needs to be held accountable and the reform process.

Respondents also coincided response degree Strongly Disagree paragraph, regarding the objectives to be achieved through the implementation of the reform process, with a mean (4.355) and standard deviation (0.798))

The researcher in this area to achieve the desired goals from behind the administrative reform process represents the compass that guides the performance of those in charge of administrative reform and development process, and if the goals did not make clear in advance, the reform process marred by interference process may skew the entire process path.

First, to answer the fourth question

Question text: How effective monitoring and follow-up through the stages of implementation of the administrative reform programs in the institutions of the Palestinian National Authority, in the detection of deviations that may get addressed??

To answer this question, use descriptive statistics, where the arithmetic mean and standard deviation for answers respondents account as shown in the table (11))

Description all fields of study and the total area

The researcher believes that these results indicate the importance of using regulatory elements in the process of administrative reform development, which cannot be that the process of administrative reform development come to fruition, what did not take place in an orderly manner based on the laws, rules and regulatory foundations, in a manner independent of the work of other state agencies.

Hypothesis testing

To answer the fifth and sixth questions of the study, it has been through the test hypotheses:

The answer to the fifth question

Question text: Are there differences in the answers of respondents about the relationship between the adequacy of governance elements used for the development of administrative reform in the Palestinian National Authority's institutions, and the process of administrative reform device?

To answer this question is the following hypothesis test :

Hypothesis text: There are no differences in the answers of respondents at the level of significance (0.05) about the relationship between the adequacy of governance used elements for the development of administrative reform in the Palestinian National Authority's institutions, and the process of administrative reform device according to variables (gender, age, educational qualification, years of experience, and labeled Career)(

Table (8)

Average answers respondents by sex

Standard deviation	Average	Sex	Domain
0.822	4.366	Male	Plans and programs necessary to the process of reform
0.594	4.088	female	
0.866	4.334	Male	The organizational structure of the independent
0.907	3.987	Female	
0.772	4.324	Male	Implementation of the administrative reform process
0.935	4.112	Female	
0.687	4.441	Male	Monitor and follow up the process of administrative reform
0.881	4.137	female	
0.696	4.336	Male	Macro-study platform
0.938	4.081	Female	

The development of an administrative body in the Palestinian National Authority's institutions, and the process of administrative reform by variables (age, educational qualification, years of experience, and job title))(

Answer the question sixth

Question text: What is the relationship between the suitability of the elements of administration used for the development of administrative reform in the Palestinian National Authority's institutions, and the process of administrative reform device?

To answer this question is the following hypothesis test:

Text hypothesis: There is no statistically significant relationship at the level of significance (0.05) between the adequacy of governance elements used for the development of administrative reform in the Palestinian National Authority's institutions, and the process of administrative reform device.

Results of the study and its recommendations

The study aimed to identify the importance of the employment of regulatory elements to achieve administrative reform in the Palestinian National Authority institutions in the West Bank, after the efforts made by the researcher study found the following results:

- 1)The need to use the organizational elements and using them in the development process of administrative reform in the Palestinian National Authority institutions in the West Bank, where the results of the study showed the consent of the respondents strongly for this use, with a mean (4.256(
- 2) The results of the answers respondents a positive relationship between the elements of the employment administration (regulatory plans and programs, and implementation, and the structure of administrative reform device, and follow-up and performance monitoring during implementation of the administrative reform process), and the development of the administrative reform process.
- 3) The results of the study showed the presence of statistically significant differences in the answers of respondents about the importance of the employment elements of management in the development of administrative reform by sex, in favor of males.
- 4)The results of the study showed a lack of statistically significant differences in the answers of respondents about the importance of the employment elements of management in the development of administrative reform by variables (age, educational qualification, years of experience, and job title)(

Recommendations

The study recommends based on the answers of respondents employ elements of the administration in the development of administrative reform significantly,

-The formation of a national body in the Palestinian National Authority to follow up the administrative reform process and ensure that there is appropriate administrative elements of the process of administrative reform.

- Regarded as public opinion (citizens) Kngveh due to any administrative reform process in these institutions and that by addressing complaints from them and taking their suggestions
- The development of public awareness of the importance of administrative reform through awareness campaigns

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