

The Impact of Strategic Planning on Improving Organizational Development in Algerian Sports Organizations

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Abstract

This study aimed to identify the impact of strategic planning on improving the organizational development process at the Directorate of Youth and Sports in the province of Biskra, and to identify differences in the opinions of the study sample regarding the impact of strategic planning on improving the organizational development process. The researcher employed a descriptive approach using an analytical method. The study sample consisted of 36 administrators. To achieve the study's objectives, a questionnaire was used comprising three domains: the first domain addressed the strategic vision's positive impact on improving the organizational development process; the second domain addressed the strategic mission's positive impact on improving the organizational development process; the third domain: the positive impact of strategic objectives on improving the organizational development process. Each domain consisted of seven items. The results indicated that strategic planning has a positive impact on improving the organizational development process in sports organizations, and that the use of strategic planning elements has a positive impact on creating an organizational environment. The results also demonstrate the contribution of strategic objectives to fostering freedom, creativity, and excellence among individuals working in sports organizations.

Keywords: strategic planning, organizational development, Algerian sports organizations.

1. Introduction

Organizations operate in a changing environment characterized by a high degree of complexity. They provide their services within a political, social, economic, and cultural environment that grows increasingly complex by the day, with available opportunities undergoing constant change. These changes span political, economic, social, cultural, and technological domains. These institutions are also affected by the tremendous and rapid development in the world we live in, which makes the task of management more difficult in achieving the organization's goals. It requires organizations to have the ability to adapt and adjust to their internal and external environments so that they can continue and survive; otherwise, their fate will be extinction (Ali, 2023, p. 1).

In this era of rapid change, strategic planning has become an absolute necessity because it enables leaders to steer the organization's environment by shifting from mere day-to-day administrative operations and crisis management to a different perspective on internal and external dynamics. The importance of strategic planning in organizations is heightened as one of the most essential management tools for resolving numerous issues related to business management. Failure to achieve the overarching goals for which the organization was established, a shortage of the financial, human,

and material resources necessary to carry out activities and implement projects, and difficulties in selecting appropriate alternatives and strategies, as well as determining work priorities among a range of critical issues for decision-makers and policymakers—all of this has led organizations to seek solutions to existing and anticipated problems through the principles, concepts, and tools of strategic planning. Discussing strategic planning leads us to discuss strategic management, which has become essential and inevitable if organizations wish to improve their competitiveness and enhance their performance and sustainability, especially in the wake of increasing openness and globalization (Ali, 2023, p. 2).

Given that organizations today operate in a dynamic environment with which they must engage and interact, management thinkers and researchers have adopted a new concept: organizational development. This concept has taken on significant importance in the field of study, as it is considered one of the most critical approaches to planning and implementing change. This is achieved by focusing on organizational culture, organizational behavior, organizational structure, procedures, and work methods to modernize organizational processes. The importance of organizational development lies in ensuring organizational continuity and effective, successful performance to keep pace with the constant and rapid changes in the fields of information, communications, and technology, as well as in advancing the organization and increasing its efficiency to align with internal data. It also involves adapting to external conditions, thereby ensuring the organization's survival and continuity to achieve its objectives (Younsi & Zouzou, 2019).

In light of the above, this study was applied to Algerian sports institutions active at the local level, represented by the Directorate of Youth and Sports of the Province of Biskra, as it focuses on the sports sector, promotes sports participation among community members, and meets the needs of sports practitioners. Consequently, it must adopt new management approaches and strategies aimed at improving and developing its performance by implementing and adopting key strategies that enable it to strengthen its capacity and standing as one of the public administrations responsible for managing the sports sector in society. Strategic planning is considered the best approach for organizational development, which is reflected in the organization's performance and, consequently, in the achievement and maintenance of its objectives as a sports organization.

Based on the foregoing, we pose the following general question:

Does strategic planning have a positive impact on improving the organizational development process in Algerian sports organizations?

Based on this general question, we have formulated the following specific questions:

- Does the strategic vision have a positive impact on improving the organizational development process in Algerian sports organizations?
- Does the strategic mission have a positive impact on improving the organizational development process in Algerian sports organizations?
- Do strategic objectives have a positive impact on improving the organizational development process in Algerian sports organizations?

2. Research Hypotheses:

2.1 General Hypothesis:

Strategic planning has a positive impact on improving the organizational development process in Algerian sports organizations.

2.2 Sub-hypotheses:

- The strategic vision has a positive impact on improving the organizational development process in Algerian sports organizations.
- The strategic mission has a positive impact on improving the organizational development process in Algerian sports organizations.
- Strategic objectives have a positive impact on improving the organizational development process in Algerian sports organizations.

3. Significance of the Research:

- This study can contribute to providing scientific knowledge to researchers and scholars in the field of strategic planning.
- The significance of this study lies in the fact that strategic planning is one of the modern management concepts that has garnered attention in recent years.
- Strategic planning is considered an absolute necessity for any organization seeking to succeed and achieve its goals.
- This study is a natural extension of the importance of strategic planning and the potential for it to serve as a key tool for building a competitive advantage in sports organizations.

4. Objectives of the Research:

- To introduce strategic planning.
- To review the role of strategic planning in improving managerial thinking in sports organizations.
- To alert managers of sports organizations to the role that planning can play in the development of the sports sector.
- To highlight the advantages and benefits of strategic planning.

5. Scope of the Research:

5.1 Population:

The study included administrative staff working at the Directorate of Youth and Sports in the province of Biskra.

5.2 Time Frame:

This study spanned from early December 2022 to late May 2023.

5.3 Spatial Scope:

The study was conducted at the Directorate of Youth and Sports of the Province of Biskra.

6. Research Terminology and Concepts:

6.1 Planning:

Terminologically: Planning means anticipating what the future will be like and preparing for that future (Al-Sabab et al., 2013, p. 67).

Procedurally: Defining the objectives the institution wishes to achieve while providing the means to achieve these objectives.

6.2 Strategy:

Linguistically: It is the art of leading armies and everything related to prospective studies (Maher, 1995).

Terminologically: Important and influential decisions made by an organization to leverage the opportunities presented by the environment and to establish the best means of protecting itself from the threats imposed by the environment (Awad, 2001, p. 11).

Procedurally: Plans developed within the organization in a manner that ensures alignment between the organization's mission and its objectives.

6.3 Strategic Planning:

Strategic planning: Envisioning the ideal future form of the organization and achieving that form, which involves:

- Identifying the specific future trajectory of the organization.
- Envisioning the future features of the organization.
- Visualizing the organization's future directions and trajectory.
- Envisioning the organization's future mission and objectives.
- Envisioning the scope of business and activities within the organization (Al-Aref, 2003, pp. 8–9).

6.4 Development:

Definition: It refers to renewal and modernization, and implies striving to improve a situation (Al-Fayrouzi, 1987, p. 345).

Terminologically: It is a strategy involving the limited use of internal and external forces to bring about change, and it provides opportunities for the development of individuals and groups, as well as for fostering a sense of belonging, teamwork, and cohesion (Zaki, 2010).

Procedurally: It is improvement leading to the achievement of desired goals in a more efficient manner.

6.5 Organization:

Linguistically: To organize means to put things in order; his life became organized after the chaos he had lived through; organizing the relationships between the parties that make up the group (Al-Sirafi, 2006, p. 104).

Terminologically: Organization means the distribution of responsibilities and coordination among all employees to achieve the greatest possible efficiency in attaining the specified goals (Al-Qaryouti, 2001, p. 220).

Procedurally: It refers to a group bound together by a formal relationship for the purpose of achieving the goals for which the organization was established.

6.6 Organizational Development:

Terminologically: It is the continuous planning of the organization through changing individual behaviors to meet of the organization, as well as changes in the organization's and the organizational structure using advanced technology to keep pace with and achieve the organization's the organization as a whole (Younsi and Zouzo, 2019).

Procedurally: It encompasses all planned efforts and activities aimed at bringing about a qualitative shift in management leadership across various organizational aspects.

6.7 Sports Organizations:

Terminologically: Muhammad Hafiz Hijazi defined them as entities or social structures intentionally established to achieve the shared goals of a group through a constructive framework and administrative practices (Hijazi, 2009, p. 15).

Procedurally: These are institutions established by the state to serve the sports sector, with an organizational structure commensurate with the institution's size and objectives, designed to benefit the community through sports in alignment with the institution's intended goals.

7. Previous Studies:

7.1 Juma (2019) conducted a study titled “Strategic Planning and Institutional Performance Effectiveness in National Sports Federations in Sudan,” in which the research aimed to examine strategic planning and institutional performance effectiveness in national sports federations in the Republic of Sudan. The researcher employed a descriptive approach, and prepared a questionnaire consisting of eight sections. The research population consisted of executive administrators in national sports federations in the Republic of Sudan, and the sample size was 45 individuals from the research population. The study’s results revealed the existence of strategic goals and objectives, though these were not well-known or understood by administrators in the sports federations, and that administrators possessed a clear understanding of the concept of strategic planning to a good degree. The research findings also indicated that sports federations practice strategic planning to a moderate extent, that sports federations have administrative personnel who believe in strategic planning and its importance, and that there are no plans aimed at securing funding sources for sports federations. The study also revealed weak participation by workers, employees, and technical staff in the strategic planning process within sports federations, a weak monitoring and evaluation system, and ambiguous performance indicators. Furthermore, national sports federations in the Republic of Sudan face numerous obstacles that affect strategic planning, the most significant of which are: a lack of financial resources and a reliance on volunteer work within sports federations.

7.2 Sabah (2018) conducted a study titled “The Impact of Organizational Power on Promoting Organizational Development in Palestinian Universities in the Gaza Strip.” The study aimed to identify the impact of organizational power on promoting organizational development from the perspective of administrative staff at Palestinian universities in the Gaza Strip. The researcher employed a descriptive approach using an analytical method. The study sample consisted of 174 administrative leaders holding the rank of department chair or higher at the university, selected using stratified random sampling. The research tool was a questionnaire designed to collect the data and information necessary for the study. The results of the study indicated that the level of organizational power is high and the level of organizational development is also high, There is a strong positive correlation between organizational power and the promotion of organizational development in Palestinian universities, and organizational power influences the promotion of organizational development in all its dimensions (formal power, information power, relationship power, expertise power, and referent power).

7.3 Zouaibi (2014) conducted a study titled “The Impact of Strategic Planning on the Performance of Algerian Higher Education Institutions.” The study aimed to identify administrative staff attitudes toward the impact of strategic planning on the performance level of the University of Biskra and to test differences in these attitudes based on variations in their personal and job characteristics. The researcher employed a descriptive approach using an analytical method. The study sample consisted of 180 administrative staff members at the university, selected randomly. The research instrument was a questionnaire used to collect the data and information necessary for the study. The results indicated that the two independent variables (strategic analysis and strategic choice) associated with strategic planning influence the dependent variable, which is university performance. The study also found statistically significant differences in the respondents’ attitudes toward the concept of strategic planning attributable to the variables of educational qualification and current job field, and that there

are statistically significant differences in the respondents' attitudes toward the concept of performance attributable to the variables of gender, academic qualifications, and current job field.

8. Research Methodology and Procedures:

8.1 Research Approach:

The researcher employed a descriptive approach with an analytical methodology, as it was deemed appropriate for the objectives and nature of the study.

8.2 Research Population:

The research population consisted of all (36) administrators at the Directorate of Youth and Sports in the province of Biskra.

8.3 Research Sample:

The study sample comprised 36 administrators at the Directorate of Youth and Sports in the province of Biskra, selected using a comprehensive survey method.

8.4 Research Tool:

The researcher used a questionnaire as a tool to collect the data and information necessary for the study.

8.4.1 Development of the Research Tool:

The researcher reviewed scientific books and previous studies related to the objective of constructing the study tool. The initial version of the study tool consisted of 21 items for strategic planning, distributed across three axes (see Appendix 1), namely: the strategic vision, comprising 7 items, the strategic mission, comprising 7 items; and strategic objectives, comprising 7 items. The final version of the tool consisted of two parts: the first included general information about the administrators regarding the study variables for the sample (gender, educational qualification, professional experience), and the second containing 21 items for strategic planning distributed across three themes: (vision, mission, and objectives). To answer the questionnaire items, the researcher used the three-point Likert scale.

8.4.2 Validity of the Research Tool:

To ensure the validity of the study Tool, it was presented to a number of expert reviewers—faculty members from the Institute of Physical Education and Sports at Mohamed Khider University in Biskra—who possess relevant experience, academic qualifications, and expertise, totaling five (5) reviewers, to express their opinions and suggestions regarding the clarity or lack thereof of the items, as well as their relevance or irrelevance to the field. They were also asked to make any amendments, additions, or deletions they deemed appropriate, in addition to providing other suggestions if necessary.

The reviewers' suggestions were adopted in terms of rephrasing certain paragraphs (see Appendix No. 2 / Names of the Reviewers).

The initial version of the tool consisted of three strategic planning themes containing 21 paragraphs, and after presenting it to the panel of arbitrators, some paragraphs in certain pillars were amended. As a result, the final version of the tool consists of 21 paragraphs distributed across three pillars (see Appendix No. 3), namely:

- Strategic Vision Pillar: contains 7 paragraphs.
- Strategic Mission: contains 7 paragraphs.
- Strategic Objectives: contains 7 paragraphs.

8.4.3 Reliability of the Research Tool:

To verify the reliability of the questionnaire, the researcher calculated the reliability coefficient using Cronbach's alpha. Reliability takes values ranging from zero to one; the closer the reliability value is to one, the higher it is, and the closer it is to zero, the lower it is. The following table illustrates this:

Table No. (6): Shows the reliability of the questionnaire using Cronbach's alpha.

Dimensions	Number of Items	Reliability Coefficient (Cronbach's Alpha)
Strategic Vision	07	0.759
Strategic Mission	07	0.831
Strategic Objectives	07	0.945
Total	21	0.845

Source: Author, 2023

We observe from the table above that the reliability coefficients for the study's dimensions ranged from 0.759 to 0.945, which are high and acceptable values for practical purposes, as most studies indicate that a reliability coefficient of 0.60 is considered acceptable (Amir & Sunderbandian, 2002).

8.4.4 Tool Scoring Method:

A three-point Likert scale (Strongly Agree, Agree, Neutral) was used, with the following point values assigned:

- Strongly Agree (3) points.
- Agree (2) points.
- Neutral (1) point.

To determine the extent to which strategic planning is reflected in improving the organizational development process in Algerian sports institutions, the researcher divided the scores into three levels (low, medium, high) based on the following formula:

Class width = (range ÷ number of classes).

Since the range equals the highest class minus the lowest class, the class width = $(3-1) \div 3 = 0.66$.

Accordingly, the following scale was adopted to evaluate the arithmetic means:

1–1.66: Low level.

1.67–2.33: Average grade.

2.34–3: High grade.

8.5 Research Variables:

- Independent variable:

This is strategic planning.

- Dependent variable:

This is organizational development.

8.6 Statistical Methods:

A range of statistical methods was employed using SPSS version 23 to address the study's research questions through statistical data analysis. The statistical analysis included the use of:

- Cronbach's alpha coefficient to assess reliability.

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum_{i=1}^k \sigma_{yi}^2}{\sigma_x^2} \right)$$

- The arithmetic mean used to calculate the average scores of the sample members on the attitude scale.

$$\bar{X} = \frac{\sum x}{n}$$

- Standard deviation for calculating the spread of scores.

$$S_x = \sqrt{\frac{\sum (x - \bar{X})^2}{n}}$$

9. Presentation, Analysis, and Discussion of Results:

Hypothesis 1: Strategic vision has a positive impact on improving the organizational development process in Algerian sports organizations.

Table 12: Means and Standard Deviations for the Strategic Vision Dimension

State ment	Strongly Agree		Agree		Neutral		Arithmetic mean	Standard Deviation	Rating
	Repe tition	%	Repe tition	%	Repe tition	%			
01	17	47.22	18	50	1	2.78	2.44	0.55	High
02	14	38.89	17	47.22	5	13.89	2.25	0.68	Medium
03	19	52.78	16	44.44	1	2.78	2.5	0.55	High
04	19	52.78	14	38.89	3	8.33	2.44	0.64	High
05	16	44.44	14	38.89	6	16.67	2.28	0.73	Medium
06	10	27.78	20	55.56	6	16.67	2.11	0.66	Medium
07	15	41.67	17	47.22	4	11.11	2.31	0.66	Medium
Axis 1							2.33	0.64	Medium

Source: The author, 2023

Table (12) shows that the arithmetic means of the sample participants' responses to the items in the first dimension ranged from (2.11–2.5), with the highest score for item (3) at a high rating level,

and the lowest for item (6) at a moderate rating level. The arithmetic mean for the axis as a whole was 2.33, representing a moderate rating level.

Based on the results in Table (12), we find that most sample members affirmed that the strategic vision has an impact on improving the organizational development process with an overall average rating. This is achieved by the sports organization establishing a clear and specific strategic vision that enables changes in its functions and work procedures, Furthermore, performance development and organizational structure development within the Directorate of Youth and Sports are achieved by training and developing staff on practical scientific grounds, Furthermore, anticipating developments and changes in the external environment is central to the sports organization's efforts to keep pace with progress, and relying on the organization's vision leads to implementing administrative change and developing employee performance toward the desired state. This finding aligns with what Al-Aref (2003) noted: that strategic planning involves envisioning the ideal future form of the organization and achieving this form by identifying the organization's specific future trajectory and developing a vision for its future directions and path.

Hypothesis 2: The strategic mission has a positive impact on improving the organizational development process in Algerian sports organizations.

Table 13: Means and standard deviations for the strategic mission dimension

State ment	Strongly Agree		Agree		Neutral		Arithmetic mean	Standard Deviation	Rating
	Repe tition	%	Repe tition	%	Repe tition	%			
08	18	50	17	47.22	1	2.78	2.47	0.55	High
09	5	13.89	21	58.33	10	27.78	1.86	0.63	Medium
10	3	8.33	24	66.67	9	25	1.83	0.55	Medium
11	9	25	22	61.11	5	13.89	2.11	0.61	Medium
12	11	30.56	23	63.89	2	5.56	2.25	0.55	Medium
13	8	22.22	18	50	10	27.78	1.94	0.7	Medium
14	7	19.44	20	55.55	9	25	1.94	0.66	Medium
Axis 2							2.03	0.61	Medium

Source: The author, 2023

Table (13) shows that the arithmetic means of the sample participants' responses to the items in the second dimension ranged from 1.83 to 2.47, with the highest score for item (08) at a high rating, and the lowest for item (10) at a moderate rating; the arithmetic mean for the axis as a whole was (2.03) at a moderate rating.

Based on the results in Table 13, we find that most sample members confirmed that the strategic mission has a positive impact on improving the organizational development process, with an overall average rating. This is because the sports organization's mission is developed according to academic

and practical standards to bring about effective change in functions and performance, They also affirmed that the broad mission allows the sports organization to capitalize on new opportunities to develop its field of work. Furthermore, most of the sample members emphasized that the sports organization's mission is characterized by frameworks and boundaries that align with the creativity and excellence exhibited by some of its employees. Furthermore, the sports organization's mission is formulated in accordance with available capabilities and resources, thereby ensuring smooth success, development, and change within the organization, and clarifying the mission to employees to boost morale and enhance their performance.

Hypothesis 3: Strategic objectives have a positive impact on improving the organizational development process in Algerian sports organizations.

Table 14: Means and standard deviations for the strategic objectives dimension.

State ment	Strongly Agree		Agree		Neutral		Arithmetic mean	Standard Deviation	Rating
	Repe tition	%	Repe tition	%	Repe tition	%			
15	1	2.78	30	83.33	5	13.89	1.89	0.39	Medium
16	6	16.67	19	52.78	11	30.56	1.86	0.67	Medium
17	10	27.78	24	66.67	2	5.56	2.22	0.53	Medium
18	13	36.11	21	58.33	2	5.56	2.31	0.57	Medium
19	11	30.56	24	66.67	1	2.78	2.28	0.51	Medium
20	17	47.22	16	44.44	3	8.33	2.39	0.64	High
21	16	44.44	13	36.11	7	19.44	2.25	0.76	Medium
Axis 3							2.17	0.58	Medium

Source: The author, 2023

Table (14) shows that the arithmetic means of the sample participants' responses to the items in the third dimension ranged from 1.86 to 2.39, with the highest score for item (20) at a high rating, and the lowest for item (16) at a moderate rating; the arithmetic mean for the axis as a whole was (2.17) at a moderate rating.

Table (14) shows that most sample members confirmed that the strategic objectives have a positive impact on improving the organizational development process at the Directorate of Youth and Sports, as the sports organization's objectives are clear and understood by all its employees, allowing them to propose new and innovative solutions. Furthermore, the sports organization has long-term goals it seeks to achieve, which are characterized by the ability to adapt to changes and thus bring about successful development. The sports organization's goals also stimulate employees' capabilities and skills for development and performance improvement, as well as encourage the advancement of work and sports practice. Furthermore, the sports organization's goals stem from the main objectives of the Ministry of Youth and Sports; they are precisely defined and measurable, enabling alignment with

internal and external changes. The organization also adheres to the timelines it sets to achieve its goals, which contributes to the effective implementation of organizational development. This is consistent with what Al-Aref (2003) noted, that strategic planning involves defining the organization's future vision, mission, and objectives.

General Hypothesis: Strategic planning has a positive impact on improving the organizational development process in Algerian sports organizations.

Based on the results of Tables (12), (13), and (14), we conclude that strategic planning has a positive impact on improving the organizational development process at the Directorate of Youth and Sports in the province of Biskra, which confirms the study's hypotheses, which state that the vision, mission, and strategic objectives have a positive impact on improving the organizational development process at the Directorate of Youth and Sports. The results of this study are consistent with those of Zaiibi's (2014) study, which confirmed that strategic planning has an impact on the performance of Algerian higher education institutions.

10. Conclusions:

- Strategic planning plays a major role in improving the organizational development process in sports institutions by enabling them to carry out their work in an organized and precise manner, saving time, effort, and money.
- The use of strategic planning elements has a positive impact on creating an organizational environment by carrying out administrative tasks that align with the nature of the duties and functions of employees in sports institutions.
- Strategic objectives contribute to fostering freedom, creativity, and excellence among individuals working in sports institutions by motivating them.

11. Recommendations:

- * Relying on strategic planning in sports organizations of all kinds helps them adapt to their internal and external environments.
- * Develop strategic management planning to support sports administration.
- * Ensure that financial resources are allocated to the strategic planning process to guarantee the development of strategic plans.
- * The need to adopt an advanced and sophisticated administrative policy that supports the strategic planning process.
- * Granting broad authority to employees to participate in decision-making regarding the strategic planning process.
- * The imperative to establish a dedicated office for the strategic planning process that is responsible for developing, monitoring, and overseeing plans.
- * Fostering a spirit of teamwork to support the strategic planning process.

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