

**Abstract:**

A descriptive–analytical methodology was adopted. The study relied on a purposive sample of 43 public-sector leaders selected for their administrative experience and leadership positions. Data were collected through a structured questionnaire and six semi-structured interviews with senior policymakers. The questionnaire demonstrated acceptable to high reliability, with Cronbach’s alpha coefficients ranging from 0.696 to 0.913. Quantitative data were analyzed using SPSS, employing descriptive statistics and one-sample t-tests, while qualitative data were examined through thematic content analysis.

Findings indicate that the highest level of acceptance was associated with the Anticipatory Government principle (M = 3.37; 67%), reflecting a relatively strong capacity for preventive planning and crisis response. Conversely, the lowest acceptance was observed for the Community-Owned Government principle (M = 2.93; 58%), suggesting limited citizen empowerment and participatory governance. The Mission-Driven and Customer-Driven Government principles showed moderate acceptance (M ≈ 3.4; 68%).

Based on these results, the study proposes strategic orientations aimed at enhancing community participation, strengthening crisis preparedness, improving service quality, promoting decentralization, and refining financial and motivational policies for public employees. The study is limited by its small sample size and focus on senior officials, suggesting the need for broader future research.

**Keywords:** Reinventing, government, Palestinian, Public sector

**Assessing the Applicability of  
the Reinventing Government  
Framework in the  
Palestinian Public  
Institutions in Northern  
Governates**

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## Introduction

Reinventing Government is an administrative approach that originated in the early 1990s in the United States through the work of David Osborne and Ted Gaebler in their book *Reinventing Government: How to Turn the Spirit of Entrepreneurship into the Public Sector*. It signifies a transformation of the state's role, shifting the focus from merely providing services to becoming the organizer and director of these services. The ultimate goal is to transition from a traditional, static government to a dynamic one that prioritizes renewal and innovation (Awfi, 2016).

In the current context, with Palestine deeply embroiled in conflict with the Israeli occupation, maintaining the status quo in the government sector is unsustainable. The continual rise in budgets contrasts sharply with the declining efficiency and quality of public sector services. This predicament underscores the urgency of change rather than viewing it as an optional course of action (Al-Jahli, 2015).

Since the establishment of the Palestinian National Authority in 1994, numerous challenges have emerged within Palestinian governmental institutions. These challenges are attributed to limited Palestinian experience in government administration, compounded by the exceptional circumstances imposed by the Israeli occupation. Additionally, internal Palestinian political conflicts have further exacerbated the issues faced by government agencies. Both the Israeli occupation and internal strife have negatively impacted government performance, diminishing service quality, financial resources, and operational capabilities. They have also hampered the government's ability to pay salaries and compensation to public servants (Halawa, 2015).

Furthermore, various studies have highlighted deficiencies in the management of Palestinian governmental institutions, including issues such as official job misconduct, mismanagement of financial and human resources (Kullab, 2004), nepotism in public servant recruitment, and a lack of emphasis on efficiency and professionalism. Palestinian government agencies also suffer from insufficient oversight and an imbalance of power, with executive authority and security apparatuses gaining prominence over judicial and legislative authorities (Al Ghazali & Al Habil, 2016).

The 2020 Annual Report on Integrity and Anti-Corruption published by the A'man Institution revealed a prevailing sense of psychological distress, loss of optimism, and erosion of trust among the Palestinian population toward public institutions. The COVID-19 pandemic exposed the inadequate preparedness of state institutions to manage and respond to disasters. Factors such as Judaization, settlement expansion, home demolitions, and economic hardships

resulting from irregular salary payments to public officials have further eroded government integrity and performance. The dissolution of the Legislative Council, executive interference in the judiciary, centralized decision-making, and a lack of governmental transparency have deepened the crisis (A'man Institution, 2020).

The same report highlighted ambiguities surrounding privatization and resource management, as the absence of competition laws and anti-monopoly regulations has hindered progress. Political interference by security apparatuses in government affairs continues to be a significant issue (A'man Institution, 2020).

As a result, the annual achievement report of governmental institutions issued by the Ministerial Cabinet in Gaza identified key obstacles and challenges adversely affecting government performance. These challenges include the ongoing Israeli siege on Gaza and the complex political situation, both of which impose significant constraints on governmental operations. In addition, the refusal of banking institutions to collaborate with the government has further exacerbated administrative and financial difficulties. Moreover, chronic shortages of financial resources, human and judicial staff, and medical supplies have undermined institutional capacity. These challenges are compounded by insufficient information systems and inadequate IT infrastructure, limiting the efficiency and effectiveness of public service delivery (Ministerial Cabinet, 2020).

Additionally, Palestinian public servants face numerous challenges, such as job instability, irregular or unpaid salaries, delayed financial dues, and unequal promotion practices. These challenges significantly impact their job satisfaction, organizational commitment, and overall performance (Al-Saied, 2017; Al Biary, 2018).

Given these pressing issues, the authors, who are public servants, conducted this study to assess the applicability of the Reinventing Government framework in Palestinian public institutions. Although the Reinventing Government model has been discussed in various international contexts, a review of the existing literature reveals a notable lack of empirical studies examining its relevance and implementation within the Palestinian context. This absence of context-specific research highlights a clear research gap, which this study seeks to address by exploring the suitability and practical implications of the framework in the unique political, administrative, and institutional environment of Palestine.

### **Literature review**

The concept of reinventing government emerged as a reform movement in the USA during the 1990s, aimed at addressing governmental challenges and preparing government for the future.

Public management reform involves deliberate structural and process changes in public sector organizations to enhance their functionality. These reforms aim to make public sector organizations more responsive and adaptable to contemporary political, economic, and citizen needs (Pollitt and Bouckaert, 2017; Wicaksono, 2018).

Numerous models and scholars have examined public sector reform, particularly the transition from old public administration to new public management during the 1980s and 1990s. Subsequently, the emergence of additional approaches—such as new public service, new public governance, and post-new public management—further expanded and diversified the public management reform landscape (Robinson, 2015).

Hence, Osborne and Gaebler's framework introduced the concept of reinventing government through ten principles, including government's role as a catalyst, community empowerment, promoting competition over monopoly, mission-oriented goal setting, a focus on output rather than input, entrepreneurial income generation, anticipatory problem-solving, decentralization, market orientation, and customer-centricity (Shojaei, Shirvani, and Etebarian, 2016).

In a related context, there are three strategic approaches to government reform. The first approach focuses on overarching, government-wide initiatives aimed at improving governance structures, management systems, and administrative processes. The second approach emphasizes government-wide mission-support reforms that enhance core functions such as financial management, human resources, information technology, and procurement through standardized practices and cross-agency coordination. The third approach concentrates on reforms that enable effective mission delivery by strengthening collaboration, risk management, customer service, innovation, and data-driven decision-making. Collectively, these approaches underscore that sustainable reform depends on institutional capacity and effective implementation, not solely on policy design (Chenok & Kamensky, 2021).

Furthermore, existing literature identifies several common challenges associated with public management reforms. According to Robinson (2015), these challenges include limited consideration of political dynamics, inappropriate transplantation of organizational structures across different contexts, excessive emphasis on cost-cutting measures, and failure to integrate reform initiatives within a broader policy and organizational framework (Robinson, 2015).

Thus, successful reform efforts require supportive institutional and political conditions, including high-level political support, technical capability, incremental reform strategies, and the creation of effective reform models (Robinson, 2015).

While these reform models and principles have largely been developed and tested in relatively stable political and administrative environments, their applicability in contexts characterized by prolonged conflict, political fragmentation, and structural constraints remains underexplored. This gap underscores the need to examine how such reform frameworks may function within exceptional governance settings such as the Palestinian one.

Hence, since its establishment in 1994, the Palestinian government, known as the Palestinian National Authority, has operated under exceptionally complex circumstances due to political, economic, and social challenges shaped by the Israeli occupation and internal political divisions. The 2022 annual report from the Coalition for Integrity and Accountability (AMAN) underscores these exceptional challenges and their impact on government operations.

The Palestinian government has repeatedly declared reform a central objective since the establishment of the Palestinian National Authority, particularly in response to chronic fiscal deficits, governance challenges, public sector inefficiencies, and declining public trust. Successive governments have introduced reform agendas focused on public financial management, institutional restructuring, anti-corruption measures, and service delivery improvement. These efforts were often framed within broader goals of strengthening the rule of law, enhancing transparency, and building accountable public institutions capable of responding to citizens' needs under conditions of occupation, political fragmentation, and limited sovereignty (A'man, 2025).

Consequently, the term "reinventing government" signifies a transformative process in the political system aimed at enhancing efficiency (Shojaei, Shirvani, and Etebarian, 2016). Opportunities for proposing and implementing reinvention models are evident within the strategic components of the government's 2022–2024 strategic framework, which emphasizes citizen resilience, service excellence, and sustainable development (Ministerial Cabinet, 2022). These components offer a suitable foundation for the analysis and implementation of reinvention strategies.

According to a report issued by the Government Communication Center, the Palestinian government launched the National Strategy for Enhancing Governance and Combating Corruption, which provides a comprehensive framework to strengthen transparency, accountability, and the rule of law within public institutions. It aims to improve institutional performance, promote integrity, and prevent corruption through legal reforms, effective oversight mechanisms, and enhanced public sector management. The strategy also emphasizes coordination among government bodies and engagement with civil society to ensure sustainable and inclusive governance outcomes (Government Communication Center, 2024).

Despite the recurrence of reform initiatives, their implementation has largely remained partial and uneven. Structural constraints—most notably the prolonged absence of an effective Legislative Council, limited civic participation in policymaking, political interference in institutional affairs, and severe external restrictions imposed by the Israeli occupation—have significantly weakened reform outcomes. As a result, many reform efforts have focused on short-term administrative adjustments and fiscal containment rather than deep institutional transformation. This pattern highlights the gap between reform rhetoric and practice and underscores the need for a genuine reinvention of the Palestinian government based on strategic planning, institutional independence, inclusive governance, and sustainable accountability mechanisms that move beyond crisis management toward long-term state-building (A'man, 2025).

**The obstacles that surround the operation of Palestinian government, include:**

1. **Disruption of Electoral Processes:** Following the completion of preparations for the legislative elections, the Palestinian Authority decided on 30 April 2021 to postpone the legislative, presidential, and National Council elections across Palestine. This decision limited citizens' opportunities to participate in the electoral process and exercise their right to elect representatives. As a result, planned efforts aimed at strengthening public accountability, enhancing transparency, and promoting ethical standards among senior officials were delayed or left unimplemented (AMAN, 2021).
2. **Administrative Deficiencies and Human Resource Constraints,** which include outdated bureaucratic structures, cumbersome procedures, and a shortage of qualified personnel (Smith, 2020). Additionally, the closure of crossings affects employee movement and hinders their ability to reach their workplaces.
3. **Financial Strain and Dependency on International Aid,** due to heavy reliance on international aid, which creates fiscal instability and impedes long-term planning and investment in capacity building (Palestinian Center for Human Rights, 2019).
4. **Impact of the Israeli Blockade on Infrastructure and Services:** The blockade imposed by the Israeli occupation on the Gaza Strip since 2007 has had a severe impact on Gaza's infrastructure and public services. Restrictions on importing essential materials have hindered the maintenance and development of critical infrastructure, such as roads and healthcare facilities (UNESCO, 2020).

In response to these challenges, the government introduced several reform initiatives. Among the most recent was the establishment of the National Committee for Administrative

Reform by a presidential decree issued on 18 October 2021. The committee was formed under the leadership of the Legal Counsel to the President and represented a formal attempt to advance administrative reform within the Palestinian government.

The committee's primary mandate was to conduct a comprehensive review of existing laws, regulations, and institutional structures governing state institutions. It was also tasked with assessing public employment systems and functional roles, with the aim of improving efficiency, controlling public expenditure, and enhancing overall institutional performance. In addition, the committee was responsible for proposing a framework to regulate functional and structural relationships between state institutions and bodies affiliated with the Palestinian Liberation Organization. However, the committee did not publicly disclose its work plan or issue a final report on its findings and outcomes (AMAN, 2021).

### **Methodological Approach**

In this study, the researchers adopted a mixed-methods approach, combining quantitative and qualitative data collection and analysis techniques to comprehensively address the research objectives.

1. **Quantitative component:** A commonly employed research strategy in the social sciences, used to elucidate events and their underlying causes, and characterized by its focus on narrating the sequence of events and providing a rationale for them (Kumar, 2008). A structured questionnaire was designed to collect data from participants. The responses were analyzed using SPSS, employing descriptive statistics (frequencies, means, and standard deviations) and inferential statistics (correlations, t-tests, or ANOVA, as applicable) to explore patterns, relationships, and trends within the data. Moreover, the study's hypotheses were tested at 95%, 99%, and 99.9% confidence levels, corresponding to significance levels of 0.05, 0.01, and 0.001, respectively. A relationship was considered statistically significant if the p-value was below the specified significance level; otherwise, it was regarded as not statistically significant. Descriptive statistics, such as frequencies, means, and standard deviations, were also calculated to summarize the data and identify general trends.
2. **Qualitative component:** Six semi-structured interviews were conducted with key informants to gain in-depth insights into the study topic. The interviews were conducted with public leaders and were open-ended, allowing participants to freely express their perspectives. Data from these interviews were analyzed using

thematic analysis, identifying key themes, patterns, and illustrative quotes that complement and contextualize the quantitative findings.

Hence, by integrating both quantitative and qualitative evidence, the study ensures a more comprehensive understanding of the research problem, capturing both measurable patterns and nuanced personal insights.

### Data Analysis

1. **Structural Validity Assessment:** To evaluate the questionnaire's structural validity, the researcher employed a statistical test focused on examining the correlation coefficients among individual questionnaire items and between each item and the questionnaire as a whole, which share the same level of measurement. Table (1) elucidates the correlation coefficients for each questionnaire item and the entire questionnaire. The obtained p-values (Sig.) were less than 0.05, indicating that all questionnaire items exhibited statistically significant correlations at  $\alpha = 0.05$ . Therefore, it can be inferred that these items are valid for measuring the constructs as intended to achieve the primary objectives of the study.

**Table (1): Correlation coefficient of each field and the whole of questionnaire**

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Catalytic Government (Steering rather than rowing)	.684*	0.000
2.	Community owned Government (Empowering rather than serving)	.616*	0.000
3.	Competitive government (injecting competition into service delivery)	.792*	0.000
4.	Mission-driven government (transforming rule-driven organizations)	.694*	0.000
5.	Results-oriented government (funding outputs, not inputs)	.744*	0.000
6.	Customer driven government (Meeting the needs of the customer not the bureaucracy)	.855*	0.000
7.	Enterprising government (earning rather than spending)	.737*	0.000
8.	Anticipatory government (prevention rather than cure)	.746*	0.000
9.	Decentralized government (from hierarchy to participation and teamwork)	.692*	0.000
10.	Market oriented government (leveraging change through the market)	.856*	0.000

\* Correlation is significant at the 0.05 level

## 2. Research Reliability Assessment

Cronbach's alpha, a commonly employed metric for evaluating internal consistency, serves to gauge whether all constituent items within an instrument measure a congruent construct. The Cronbach's coefficient alpha typically falls within the range of 0.0 to +1.0, with higher values indicative of a greater degree of internal consistency. To assess reliability, Cronbach's coefficient alpha was computed for each section of the questionnaire.

**Table (2): Cronbach's Alpha for each field of the questionnaire**

No.	Field	No. of items	Cronbach's Alpha
1.	Catalytic Government (Steering rather than rowing)	5	0.888
2.	Community owned Government (Empowering rather than serving)	5	0.765
3.	Competitive government (injecting competition into service delivery)	6	0.812
4.	mission-driven government (transforming rule-driven organizations)	5	0.776
5.	Results-oriented government (funding outputs, not inputs)	5	0.900
6.	Customer driven government (Meeting the needs of the customer not the bureaucracy)	5	0.848
7.	Enterprising government (earning rather than spending)	4	0.830
8.	Anticipatory government (prevention rather than cure)	4	0.913
9.	Decentralized government (from hierarchy to participation and teamwork)	4	0.696
10.	Market oriented government (leveraging change through the market)	5	0.897
	<b>All items of the questionnaire</b>		<b>0.953</b>

**Table 2: Cronbach's Alpha Values for Questionnaire Fields**

Table 2 presents the calculated values of Cronbach's Alpha for each individual section of the questionnaire as well as for the questionnaire in its entirety. Notably, the Cronbach's Alpha values for the individual fields range from 0.696 to 0.913. These values indicate a high degree of internal consistency within each respective field, affirming the reliability of the questionnaire's constituent sections. Moreover, the aggregate Cronbach's Alpha coefficient for the entire questionnaire stands at an impressive 0.953. This exceptional value attests to the overall excellent reliability of the questionnaire as a comprehensive instrument for data collection and analysis.

Although the overall Cronbach's Alpha coefficient for the entire questionnaire is very high ( $\alpha = 0.953$ ), which indicates excellent internal consistency, such high values may also suggest potential item redundancy. This can be attributed to the relatively large number of

items included in the questionnaire and the conceptual relatedness of the constructs measuring the principles of New Public Management. Since each dimension was theoretically grounded and designed to capture specific aspects of government performance, the high reliability is considered acceptable and does not undermine the validity of the instrument. The Cronbach’s Alpha value for the “Decentralized Government” dimension was 0.696, which is slightly below the commonly preferred threshold of 0.70. However, this value is still considered acceptable in social science research, particularly for constructs with a limited number of items or those measuring complex organizational practices. Therefore, the reliability of this dimension is deemed adequate for the purposes of the study.

**Personal Information**

**Table (3): Personal Information (N=43)**

Personal Information		Frequency	Percent
<b>Gender</b>	Male	42	97.7
	Female	1	2.3
<b>Age group</b>	45-35	3	7.0
	55-45	24	55.8
	65-55	16	37.2
	65 and above	-	-
<b>Employment Status</b>	On top of his work	43	100.0
	His government service is over	-	-
<b>Occupational position</b>	Head of government	1	2.3
	Minister	1	2.3
	Deputy	17	39.5
	Deputy Assistant	24	55.8
<b>Number of years of experience in supervisory governmental work</b>	Less than 5 years	1	2.3
	10-5years	-	-
	15-10years	6	14.0
	More than 15 years	36	83.7

The demographic profile of the respondents indicates a relatively homogeneous sample, particularly in terms of gender and professional experience. The majority of participants were male (97.7%) and possessed extensive supervisory experience, with 83.7% having more than 15 years of service. This homogeneity reflects the actual structure of senior governmental positions, which are predominantly occupied by male employees with long professional tenure.

The absence of respondents below the age of 35 is attributable to the study's focus on supervisory and senior governmental roles, which typically require substantial experience and are not commonly held by younger employees. Therefore, the sample was intentionally restricted to individuals occupying decision-making and supervisory positions to ensure informed, experience-based responses.

Although the limited sample size and demographic concentration may affect the generalizability of the findings, this limitation is inherent to the nature of the study population. The research does not aim to generalize the results to all government employees but rather to provide insights into the perspectives of senior and supervisory officials. Accordingly, the findings should be interpreted within this contextual scope.

### **Analysis for each field**

The data analysis encompassed the utilization of several statistical measures and tests to discern tendencies and establish rankings across all fields and items within the questionnaire. These analyses were conducted with the following objectives in mind:

1. **Mean (Average):** The mean was calculated for each field and item within the questionnaire. This statistical measure provides insight into the central tendency of the data, helping to identify the typical or average response.
2. **Standard Deviation:** The standard deviation was computed for each field and item in the questionnaire. It quantifies the degree of variation or dispersion within the data, elucidating how responses deviate from the mean. A higher standard deviation implies greater variability in the data.
3. **Proportional Mean:** The proportional mean, also known as the weighted mean, was calculated for each field and item. This measure considers the relative importance or weight assigned to each item and provides a weighted average based on these weights.
4. **T-Test Value:** The t-test was employed to assess the significance of differences between groups or conditions. In this context, it likely evaluated whether there were statistically significant differences between various items or fields in the questionnaire.

These analytical approaches were instrumental in determining the tendencies and rankings of the questionnaire's fields and items, shedding light on the distribution, central tendency, variability, and significance of the collected data.

## **1.1 Catalytic Government (Steering rather than rowing)**

Table 4 shows that the item “The government holds consultative, dialogue, and listening sessions with its stakeholders (e.g., traders, district representatives)” was ranked first, having the highest proportional mean value of 75.81%, whereas the item “The government listens and recognizes the opinions of its citizens, and discusses them in all fields without exception” was ranked fifth, having the lowest proportional mean value of 61.40%. This finding suggests a potential gap between formal consultation practices and actual participatory influence. It may also reflect the centralized nature of governmental decision-making and the absence of binding mechanisms that ensure citizen feedback is systematically considered. Therefore, the low score of this item does not contradict the overall field results but rather highlights an area requiring further institutional development. In general, the items of the “Catalytic Government (Steering rather than rowing)” field were statistically high, with a proportional mean value of 68.93%.

**Table (4): Catalytic Government (Steering rather than rowing)**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The government holds consultative, dialogue, and listening sessions with its stakeholders (eg, traders, district representatives)	3.79	1.10	75.81	4.70*	0.000	1
2.	The government listens and recognize the opinions of its citizens, and discusses them in all fields without exception	3.07	0.96	61.40	0.48	0.318	5
3.	The government cooperates adequately with workers' unions and employers' representatives	3.49	0.98	69.77	3.25*	0.001	3
4.	The claims of community representatives, unions, and workers' representatives can influence the governmental decision on a particular issue	3.51	0.94	70.23	3.59*	0.000	2
5.	The government cooperates with community representatives, trade unions, and workers' representatives in implementing its taken decisions	3.37	0.98	67.44	2.50*	0.008	4
	<b>All items of the field</b>	3.45	0.83	68.93	3.55*	0.000	

\* The mean is significantly different from 3

## 1.2 Community owned Government (Empowering rather than serving)

Table 5 shows that the item “The high levels of governmental management are able to anticipate problems before they occur” was ranked first, having the highest proportional mean value of 67.44%, whereas the item “The Palestinian individuals take the initiative to solve their current problems personally without resorting to the government and waiting for relief or receiving service directly from the state (such as initiatives to encourage green sustainability, entrepreneurial projects, and self-employment)” was ranked fifth, having the lowest proportional mean value of 49.30%. The results indicate a clear gap between the government’s capacity to anticipate problems and the weak level of individual and community preventive initiative. While high-level governmental management shows a significant anticipatory role (Item 2), society and individuals demonstrate limited proactive behavior (Items 3 and 4).

This gap can be interpreted through the lens of a dependency culture and centralized governance, where reliance on governmental intervention and centralized decision-making reduces incentives for individual and collective initiative. As a result, anticipation remains institutionally driven rather than socially embedded, highlighting the need for governance approaches that enhance decentralization, empowerment, and community-based preventive mechanisms.

In general, the items of the “Community-owned Government (Empowering rather than serving)” field were statistically medium, with a proportional mean value of 55.98%.

**Table (5): Community owned Government (Empowering rather than serving)**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	In general, the Palestinian society is able to anticipate problems before its occur	2.88	0.89	57.62	-0.87	0.195	2
2.	The high levels of governmental management are able to anticipate problems before they occur	3.37	0.72	67.44	3.37*	0.001	1
3.	The Palestinian society can respond individually or collectively to problems before they occur without waiting for government intervention (such as self-actions to avoid accidents	2.53	0.91	50.70	-3.36*	0.001	4

	and fires, dealing with and preventing natural disasters at the personal or institutional level)						
4.	The Palestinian individuals take the initiative to solve personally their current problems without resorting to the government and waiting for relief or receiving service directly from the state (such as initiatives to encourage green sustainability, entrepreneurial projects and self-employment).	2.47	0.85	49.30	-4.10*	0.000	5
5.	The government plays its role towards disseminating, honoring and demonstrating best practices, people or role models, and disseminating these models to become an example to follow, at all levels of individuals, whether children, students, employees, prominent leadership or administrative or political figures.	2.77	1.07	55.35	-1.43	0.080	3
	<b>All items of the field</b>	2.80	0.65	55.98	-2.04*	0.024	

\* The mean is significantly different from 3

### 1.3 Competitive government (injecting competition into service delivery)

Table 6 shows that the item “Privatization contributed to improving the quality level of the provided service to citizens” was ranked first, having the highest proportional mean value of 75.81%, whereas the item “There are adequate regulations and legislation governing both the privatization process and the management of government companies” was ranked fifth, having the lowest proportional mean value of 57.21%. In general, the items of the “Competitive Government (Injecting Competition into Service Delivery)” field were statistically high, with a proportional mean value of 64.09%

**Table (6): Competitive government (injecting competition into service delivery)**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The Previous privatization experiences in the Palestinian government had been succeeded	3.14	0.99	62.79	0.92	0.180	3

2.	The government does not monopolize any economic sector and prevents the private sector from entering it	3.10	1.14	61.90	0.54	0.296	4
3.	There is sufficient control over the performance of the companies that have been entrusted with privatization	3.28	0.83	65.58	2.22*	0.016	2
4.	Privatization contributed to improving the quality level of the provided service to citizens	3.79	0.89	75.81	5.84*	0.000	1
5.	The Bureau of Financial and Administrative Control exercises its controlling role over governmental companies	3.09	1.04	61.86	0.59	0.281	5
6.	There are adequate regulations and legislation governing both the privatization process and the management of government companies	2.86	0.97	57.21	-0.95	0.174	6
	<b>All items of the field</b>	<b>3.20</b>	<b>0.72</b>	<b>64.09</b>	<b>1.88*</b>	<b>0.034</b>	

\* The mean is significantly different from 3

#### **Mission-driven government (transforming rule-driven organizations)**

Table 7 shows that the item “Public servant is willing to be creative, pioneer, and present new ideas” was ranked first, having the highest proportional mean value of 68.37%, whereas the item “There is adequate attention toward developmental initiatives and ideas suggested by the employees, and most of those initiatives are implemented” was ranked fifth, having the lowest proportional mean value of 59.07%. While individual willingness for creativity appears high, the lack of institutional mechanisms to implement employees’ initiatives indicates a structural barrier to becoming a truly mission-driven government.

In general, the items of the “Mission-driven Government (Transforming Rule-driven Organizations)” field were statistically high, with a proportional mean value of 63.81%.

**Table (7): mission-driven government (transforming rule-driven organizations)**

	<b>Item</b>	<b>Mean</b>	<b>S.D</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
1.	Public servants are able to present creative ideas and deviate from the traditional style of work in order to	3.12	0.88	62.33	0.87	0.195	4

	achieve the goals of their governmental institution						
2.	Public servant is willing to be creative, pioneer and present new ideas	3.42	0.63	68.37	4.38*	0.000	1
3.	A government official is able to stimulate creativity among his employees and encourage them to bring up new ideas	3.28	0.73	65.58	2.49*	0.008	2
4.	Public servants have a sufficient sense of responsibility over their actions and its results	3.19	0.63	63.72	1.95*	0.029	3
5.	There is adequate attention toward developmental initiatives and ideas suggested by the employees, and most of those initiatives are implemented	2.95	0.82	59.07	-0.37	0.355	5
	<b>All items of the field</b>	3.19	0.54	63.81	2.32*	0.013	

\* The mean is significantly different from 3

#### 1.4 Results-oriented government (funding outputs, not inputs)

Table (8) shows item “There are governmental policies that oblige public institutions to follow certain procedures to rationalize expenditures” was ranked first by having the highest proportional mean value 72.56%. whereas the item “Public servant can understand the link between expenditure inputs and results” was ranked fifth by having the lowest proportional mean valued 58.57%. The findings suggest a top-down orientation toward results-based management, with limited diffusion of outcome-based thinking among frontline public servants.

Item (2), which examines public servants’ understanding of the link between expenditure inputs and results, recorded an insignificant result ( $p = 0.318$ ). This suggests that public servants may not be sufficiently involved in financial planning or results-based budgeting processes. Unlike governmental officials, who participate in policy formulation and expenditure rationalization (Items 1, 3, and 4), public servants often operate within predefined instructions, limiting their exposure to the relationship between inputs and outcomes. Consequently, perceptions regarding this item remain inconsistent, leading to statistical insignificance.

In general, the items of the “Results-oriented Government (Funding Outputs, Not Inputs), were statistically high with a proportional mean valued 67.47%.

**Table (8): Results-oriented government (funding outputs, not inputs)**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The governmental official can understand the link between expenditure inputs and results	3.40	1.00	67.91	2.58	0.007	4
2.	Public servant can understand the link between expenditure inputs and results	2.93	0.97	58.57	-0.48	0.318	5
3.	The governmental official is able to follow adequate policies to rationalize expenditures within his organization	3.51	0.94	70.23	3.59*	0.000	2
4.	There are governmental policies that oblige public institutions to follow certain procedures to rationalize expenditures	3.63	1.07	72.56	3.85*	0.000	1
5.	Public servant comply to the imposed instructions to rationalize expenditure in his workplace	3.42	0.93	68.37	2.95*	0.003	3
	<b>All items of the field</b>	<b>3.37</b>	<b>0.83</b>	<b>67.47</b>	<b>2.94*</b>	<b>0.003</b>	

\* The mean is significantly different from 3

### 1.5 Customer driven government (Meeting the needs of the customer not the bureaucracy)

Table 9 shows that the item “The process of providing government service is redesigned in the event of a noted shortcoming or receiving a complaint” was ranked first, having the highest proportional mean value of 69.77%, whereas the item “Citizens have sufficient information about the quality of each service option” was ranked fifth, having the lowest proportional mean value of 57.21%. In general, the items of the “Customer-driven Government (Meeting the Needs of the Customer, Not the Bureaucracy)” field were statistically medium, with a proportional mean value of 63.72%.

**Table (9): Customer driven government (Meeting the needs of the customer not the bureaucracy)**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The government provides the citizen with several options to obtain the same service (for example, several government centers to provide the same service)	3.07	0.99	61.40	0.46	0.322	4
2.	Citizens have sufficient information about the quality of each service option	2.86	0.97	57.21	-0.95	0.174	5
3.	The government seeks to provide new types of services to citizens based on the changes of their needs	3.35	0.90	66.98	2.55*	0.007	2
4.	The government takes into account citizen's social and psychological requirements that the hopes to achieve through the government services he receives	3.16	0.87	63.26	1.23	0.114	3
5.	The process of providing government service is redesigned in the event of a noted shortcoming or receiving a complaint	3.49	0.94	69.77	3.42*	0.001	1
	<b>All items of the field</b>	3.19	0.73	63.72	1.66	0.052	

\* The mean is significantly different from 3

### 1.6 Enterprising government (earning rather than spending)

Table 10 shows that the item “The government pays enough attention to developing its policies and procedures related to income collection and increasing revenues” was ranked first, having the highest proportional mean value of 76.74%, whereas the item “Most of governmental spending goes for capital items rather than operating items” was ranked fourth, having the lowest proportional mean value of 43.72%. In general, the items of the “Enterprising Government (Earning Rather Than Spending)” field were statistically medium, with a proportional mean value of 59.73%.

**Table (10): Enterprising government (earning rather than spending)**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The government pays enough attention to invest in capital projects and developments	2.55	0.89	50.95	-3.30*	0.001	3
2.	Most of governmental spending goes for capital items rather on operating items	2.19	1.14	43.72	-4.69*	0.000	4
3.	The government pays enough attention to developing its policies and procedures which is related to income collection and increasing revenues	3.84	1.02	76.74	5.37*	0.000	1
4.	The government balances its focus between revenues and expenditures	3.40	0.93	67.91	2.79*	0.004	2
	<b>All items of the field</b>	2.99	0.63	59.73	-0.14	0.444	

\* The mean is significantly different from 3

### 1.7 Anticipatory government (prevention rather than cure)

Table 11 shows that the item “The government pays sufficient attention to emergency and crisis management” was ranked first, having the highest proportional mean value of 78.14%, whereas the item “The government sufficiently plans for emergency and crisis management” was ranked fourth, having the lowest proportional mean value of 70.70%. In general, the items of the “Anticipatory Government (Prevention Rather Than Cure)” field were statistically high, with a proportional mean value of 73.95%.

**Table (11): Anticipatory government (prevention rather than cure)**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The government pays sufficient attention to emergency and crisis management	3.91	0.95	78.14	6.28*	0.000	1
2.	The government sufficiently plan for emergency and crisis management	3.53	0.91	70.70	3.86*	0.000	4

3.	Previous government experiences in managing emergencies had been succeeded	3.65	0.92	73.02	4.63*	0.000	3
4.	The government employee is able to adapt smoothly and quickly with emergency plans	3.70	0.80	73.95	5.70*	0.000	2
	<b>All items of the field</b>	3.70	0.80	73.95	5.73*	0.000	

\* The mean is significantly different from 3

### 1.8 decentralized government (from hierarchy to participation and teamwork)

Table 12 shows that the item “I have previously practiced decentralization within a public institution through delegating powers sufficiently to subordinates” was ranked first, having the highest proportional mean value of 79.52%, whereas the item “Public servant has sufficient and appropriate capabilities that stimulate his official to delegate to him” was ranked fourth, having the lowest proportional mean value of 65.71%. In general, the items of the “Decentralized Government (From Hierarchy to Participation and Teamwork)” field were statistically high, with a proportional mean value of 70.83%.

**Table (12): decentralized government (from hierarchy to participation and teamwork)**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	According to my knowledge and experience, decentralization experiences have succeeded in managing government institutions	3.31	0.81	66.19	2.47*	0.009	3
2.	I have previously practiced decentralization within public institution through delegating powers sufficiently to subordinates	3.98	1.00	79.52	6.33*	0.000	1
3.	Public servant has sufficient and appropriate capabilities that stimulate his official to delegate him	3.29	0.74	65.71	2.50*	0.008	4
4.	There are no governmental public institutions that cannot be decentralized	3.60	1.04	71.90	3.72*	0.000	2
	<b>All items of the field</b>	3.54	0.66	70.83	5.36*	0.000	

\* The mean is significantly different from 3

### 1.9 Market oriented government (leveraging change through the market)

Table 13 shows that the item “The government is interested in the logistic development of its service delivery centers in order to meet service quality requirements” was ranked first, having the highest proportional mean value of 73.49%, whereas the item “All dimensions of service quality are taken into account in the process of providing governmental services” was ranked fifth, having the lowest proportional mean value of 69.77%. In general, the items of the “Market-oriented Government (Leveraging Change Through the Market)” field were statistically high, with a proportional mean value of 71.91%.

**Table (13): Market oriented government (leveraging change through the market)**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	All dimensions of service quality are taken into account in the process of providing governmental services	3.49	0.98	69.77	3.25*	0.001	5
2.	The government focuses on achieving citizens' satisfaction and meeting their needs, and its interest is not limited to providing services without regard to citizen satisfaction	3.63	0.93	72.56	4.44*	0.000	3
3.	The government is interested in the logistic development of its service delivery centers in order to meet service quality requirements	3.67	0.89	73.49	4.96*	0.000	1
4.	There is an approved governmental guide or procedure for the quality of governmental service	3.67	1.02	73.49	4.35*	0.000	2
5.	The government is interested in developing the skills of service provision employees	3.51	0.94	70.23	3.59*	0.000	4
	<b>All items of the field</b>	<b>3.60</b>	<b>0.80</b>	<b>71.91</b>	<b>4.87*</b>	<b>0.000</b>	

\* The mean is significantly different from 3

**Table (14): All field**

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Catalytic Government (Steering rather than rowing)	3.45	0.83	68.93	3.55*	0.000	4
2.	Community owned Government (Empowering rather than serving)	2.80	0.65	55.98	-2.04*	0.024	10
3.	Competitive government (injecting competition into service delivery)	3.20	0.72	64.09	1.88*	0.034	6
4.	mission-driven government (transforming rule-driven organizations)	3.19	0.54	63.81	2.32*	0.013	7
5.	Results-oriented government (funding outputs, not inputs)	3.37	0.83	67.47	2.94*	0.003	5
6.	Customer driven government (Meeting the needs of the customer not the bureaucracy)	3.19	0.73	63.72	1.66	0.052	7
7.	Enterprising government (earning rather than spending)	2.99	0.63	59.73	-0.14	0.444	9
8.	Anticipatory government (prevention rather than cure)	3.70	0.80	73.95	5.73*	0.000	1
9.	Decentralized government (from hierarchy to participation and teamwork)	3.54	0.66	70.83	5.36*	0.000	3
10.	Market oriented government (leveraging change through the market)	3.60	0.80	71.91	4.87*	0.000	2
	<b>All field</b>	3.29	0.54	65.85	3.57*	0.000	

\* The mean is significantly different from 3

### Findings and Discussion

In light of the complicated circumstances surrounding the operation of governmental processes in Palestinian public institutions, radical change is seen as an urgent necessity rather than an optional course of action. The revealed data showed a high consensus among public decision-makers on the principle of “Anticipatory Government,” reflecting the government’s adoption of preventive strategies.

According to E. Al Dalies (Personal Communication, July 09, 2023), the unusually complex conditions affecting Palestinian society—including continuous wars and occupational violations, unstable economic conditions, and the lack of basic life requirements—have collectively shaped a strong governmental experience in emergency management. Consequently, the Palestinian government demonstrated one of the most effective worldwide responses in managing the spread of COVID-19.

The findings can be analytically interpreted in light of the government's response to the COVID-19 pandemic in Palestine. During this period, the government implemented a set of relief measures targeting both workers and employers directly affected by the crisis. These measures included mobilizing external financial support to aid affected workers, as well as granting fee and tax reductions to impacted business organizations.

Governmental efforts were particularly focused on the transportation and education sectors, which were among the most severely affected by the pandemic. Such interventions reflect the government's capacity to manage crisis-related expenditures and implement targeted relief policies, providing contextual support for the study's findings without relying solely on personal observations. These interpretations align with observed governmental practices during the pandemic period.

Overall, the researchers conclude that the Palestinian government performed relatively well in managing the COVID-19 pandemic, especially considering its limited capabilities and scarce financial and human resources.

Moreover, the annual governmental report for 2022 demonstrated a strong governmental focus on crisis management, including:

1. Updating the hierarchical structure of the Central Emergency Committee.
2. Updating the government crisis management plan.
3. Conducting two workshops on the fields of crisis and disaster management.
4. Preparing three studies on risks expected to occur within the county (General Secretariat of Ministerial Cabinet, 2023).

Hence, S. Mdoukh (Personal Communication, July 05, 2023) indicated his strong belief in the government's need to establish a specialized entity to enhance the formalization and systematization of crisis management. This entity would be responsible for conducting in-depth, specialized training for public servants who are directly involved in crisis functions.

On the other hand, the data analysis revealed that the principle of "Community-owned Government (Empowering rather than serving)" obtained the lowest mean. This result contrasts with the findings of Voorberg, Bekkers, & Tummers (2015) and Bovaird (2007), who noted that traditional public administration, with its service providers and channels, should be more responsive to the needs of citizens and communities. Greater enhancement can be achieved by making service users and their communities active participants in service planning and delivery.

In this way, co-production occurs, based on commitment and trust, which builds long-term relationships and forms a community-driven approach (Ngo, Edelenbos, & Gianoli, 2018).

Therefore, the low mean score of the “Community-owned Government” dimension reflects deeper structural and political constraints rather than merely limitations in service responsiveness. While the literature emphasizes co-production and citizen empowerment as key components of modern public administration (Bovaird, 2007; Voorberg et al., 2015), the Palestinian context is characterized by centralized governance structures, limited decentralization, and restricted civic participation in decision-making processes.

These structural conditions reduce opportunities for citizens and communities to move beyond the role of service recipients toward becoming active partners in planning and service delivery. As a result, community ownership remains weak—not due to a lack of willingness, but because of institutional and political barriers that constrain trust-building, shared responsibility, and long-term collaborative relationships. Consequently, the low score of this dimension highlights a governance challenge rather than a service capacity issue.

In this context, the researchers believe that the Palestinian government has recently made efforts to develop community participation in the labor sector. Over the past two years, the government formed The Wages Committee and The Tele-work Committee. Both committees include representatives of the three production parties and were established to support their participation in formulating strategies and policies regulating the labor sector, aligning with the government’s strategic goal of fostering a decent work environment.

Furthermore, Gh. Hamad (Personal Communication, June 24, 2023) noted that the government’s limited capacity to provide basic life necessities makes it difficult to enable citizens to rely on themselves, solve their problems, and take initiative to address their economic and social challenges. Additionally, the noticeable increase in poverty and unemployment often forces the government to prioritize urgent relief services. Consequently, opportunities to build entrepreneurial capabilities and enhance citizen participation are frequently missed.

More specifically, the Palestinian government should work toward developing a comprehensive plan to enhance the concept of citizenship and cultivate citizens who are committed to their country and protective of its resources, rather than focusing primarily on loyalty to political parties. Such plans should begin by fostering the spirit of citizenship at early educational stages, starting in primary schools (Y. Abu Al Reesh, Personal Communication, July 06, 2023). In the same context, Panday & Chowdhury (2020) highlighted the significance of citizenship within

democratic systems, as it serves as the fundamental component for rule by “the people.” Citizens, as the best judges of their own interests, are the primary drivers of the system.

Referring to the principle of “Competitive Government,” which introduces competition into service delivery and promotes privatization, E. Al Dalies (Personal Communication, July 09, 2023) pointed out the successful privatization experiences of the Palestinian government. Examples include surgeries and childbirth operations, which were privatized successfully, reducing the burden on the government while increasing citizen satisfaction and responsiveness.

Additionally, in 2022, the governmental committee of enhancing privatization and cooperation with private sector had developed four practical forms, including:

1. The form of "Service Priority Determination".
2. A preliminary list for services nominated for privatization and partnership with the private sector.
3. A Model for evaluating services that have been privatized during previous periods.
4. The initial detailed study for the service to be privatized (General Secretariat of Ministerial Cabinet, 2023).

On the other hand, the principle of Enterprising Government (earning rather than spending) received the second-lowest score, implicitly indicating a deep-rooted problem in developing, managing, and implementing public financial policies and funds. E. Al Dalies (Personal Communication, July 09, 2023) and S. Mdoukh (Personal Communication, July 05, 2023) attributed this to the following causes:

1. The heavy governmental reliance in both the northern and southern governorates, on external funding, particularly on the European Union and the Qatari Committee.
2. Complete linkage of the Palestinian economy with the Israeli economy
3. The weak economic situation within Palestinian society and among individuals, which hinders the implementation of effective financial collection procedures, such as taxes (Al-Dalies, 2023) (Mdoukh, 2023)

## **Conclusion and recommendations**

The findings of the study collectively indicate that the Palestinian governmental system operates under exceptional political and institutional constraints, largely shaped by the ongoing conditions imposed by the Israeli occupation. These constraints significantly affect governmental performance and limit the effectiveness of public sector operations.

Despite these challenges, the results reveal a strong tendency among respondents to support the adoption of remedial and reinvention-oriented governance approaches. In particular, the high evaluation of the Anticipatory Government principle suggests that preventive strategies and crisis-response mechanisms constitute a relative strength within the current governmental framework. This reflects an institutional capacity to respond to emergencies, even under constrained conditions.

In contrast, the low evaluation of the Community-owned Government principle highlights a structural weakness related to citizen empowerment and participatory governance. This finding underscores a persistent gap between governmental action and community engagement, indicating that reform efforts have not yet translated into meaningful power-sharing or co-production mechanisms.

Overall, the results suggest that while certain reinvention principles—such as Mission-driven and Customer-driven governance—are moderately present, governmental reform efforts remain fragmented and lack a comprehensive, systematic reinvention strategy. Therefore, the study emphasizes the need for an integrated reform model that balances anticipatory capacity with deeper institutional and participatory transformation.

In general, based on the descriptive statistical analysis, the following key patterns were observed:

1. The highest acceptance level was recorded for the principle of "Anticipatory Government," reflecting a strong governmental adoption of preventive strategies and a professional response to crises and disasters.
2. The lowest acceptance level was observed for the principle of "Community-owned Government (Empowering rather than serving)."
3. Respondents expressed similar agreement levels for both the Mission-driven Government (Transforming rule-driven organizations) and Customer-driven Government (Meeting the needs of the customer, not the bureaucracy) principles.

### **Recommendations**

Based on the study findings, the following strategic recommendations are proposed, aligned with the assessed governance principles:

1. Enhancing Community Participation (*Community-owned Government*): Encourage citizen and community engagement in planning and implementing public

initiatives, leveraging both international support and local projects to promote co-production and participatory governance.

2. **Strengthening Anticipatory and Crisis Management (Anticipatory Government):** Develop institutional mechanisms for disaster preparedness and proactive policy responses, including contingency planning, emergency drills, and staff training.
3. **Improving Government Performance and Quality (Mission-driven & Customer-driven Government):** Enhance service quality, operational efficiency, and performance assessment through structured quality management systems, staff capacity-building programs, and continuous monitoring.
4. **Advancing Decentralization and Governance Transparency (Decentralized Government):** Refine decentralization policies to maximize accountability, transparency, and citizen participation in decision-making processes.
5. **Optimizing Financial and Motivational Policies (Enterprising & Results-oriented Government):** Implement financial strategies to reduce waste, promote resource efficiency, and motivate public servants through non-financial incentives aligned with performance outcomes.

Based on the study findings, the government is recommended to implement the following practical steps:

1. **Direct international funding toward citizen-focused initiatives:** Allocate resources to projects that train citizens on concepts of initiative and community participation. Provide sufficient funding to support proposed initiatives, such as the establishment of small and medium enterprises, programs for early learning and reading enhancement, environmental awareness and sustainability projects, and entrepreneurial ideas, particularly in IT and mobile application development.
2. **Strengthen the role of civil society and community representatives:** Empower NGOs, worker and employer representatives, community committees, neighborhood representatives, and tribal committees to implement community initiatives and practical actions addressing local challenges.
3. **Conduct feasibility studies on privatization and public-private partnerships:** Evaluate government services to determine which can be privatized or delivered in collaboration with the private sector, ensuring efficiency and quality improvement.

4. Enhance government operations and service quality: Develop a comprehensive plan to improve both operational and service quality. This includes upgrading service centers to meet quality standards, preparing quality measurement tools, training public servants on quality concepts, and regularly assessing and updating quality improvement plans.
5. Establish a National Crisis and Disaster Management Corporation: Create a dedicated entity responsible for preparing and updating contingency plans, as well as training government staff on the technical skills required to manage crises effectively
6. Develop motivational and recognition plans for public servants: Focus on non-financial incentives to motivate staff, while also allocating a budget for rewarding employees who achieve notable accomplishments
7. Implement periodic citizen needs assessment: Regularly evaluate emerging needs and interests of citizens, taking into account technological and social changes, to ensure government services remain responsive and relevant.

The study is limited by its small sample size and its focus on senior governmental staff, which may affect the generalizability of the findings. Future research could expand the sample to include a broader range of government employees and explore the practical implementation of governance principles across different sectors in Palestine.

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