



**Administrative Reform in the
Palestinian Authority's Institutions and
its Relationship to Good Governance**

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ABSTRACT:

The main objectives of the study are to recognize the reality of the administrative reform in the Palestinian Authority's institutions, and to identify the extent of the application of the principles of good governance in the Palestinian Authority's institutions (transparency, accountability, integrity, justice, participation, responsiveness, effectiveness). The study's population consisted of administrative staff in the Palestinian Authority institutions in the suburbs of Jerusalem, totaling 450 employees, a random sample was taken from the study population consisting of (90) employees who had received the questionnaire. 84 of them were returned at the percentage of 93%; the ratio was suitable for conducting the study. The questionnaire was used to collect data from the study's sample. The questionnaire was divided into two parts: the first section included general information about the respondents, the second section included items which measured respondents' opinions about administrative reform in the Palestinian Authority's Institutions and its relationship to good governance. The questionnaire answered the questions and the hypothesis of the study. The study found several results: The results of the study showed that the institution instructions are clear and known, with large degree of consent of the respondents. The study showed that the institutions set clear mechanisms to fight corruption with medium degree of approval of the respondents. It also indicated that the employees have full powers to accomplish the tasks of citizens without reference to officials, and the institution addresses cases of abuse of power with medium degree of approval by the respondents. The results of the study showed that Pursuing any violations in the senior management is not slogans but measures, and administrative decisions are applied to all employees fairly, with medium degree of approval of the respondents, there is an effective administrative and financial audit in the organization's policies, and there is discrimination between employees on the basis of geographical area to which the employee belongs, with medium degree of approval of the respondents.

The study recommended that the employees should be given full authority in order to complete the transactions of the citizens without reference to officials. The first official administrator at the organization addresses the **abuse of authority** by officials. The first official administrator in the ministry should be responsible for negligence of staff in the senior management in their work and carrying out their duties, and that administrative decisions are applied to all employees fairly. There is a need for equal treatment between employees by their superiors, and non-discrimination on the basis of political affiliation or **gender**.

Keywords: Administrative Reform, Good Governance

ملخص الدراسة:

هدفت الدراسة إلى التعرف إلى واقع الإصلاح الإداري في مؤسسات السلطة الفلسطينية، وتحديد مدى تطبيق مبادئ الحكم الصالح في مؤسسات السلطة الفلسطينية (الشفافية والمساءلة والنزاهة والعدالة والمشاركة، الاستجابة، والفعالية). وقد طبقت الدراسة على موظفي مؤسسات السلطة الفلسطينية في ضواحي القدس والبالغ عددهم (450) موظفاً وتم أخذ عينة عشوائية من مجتمع الدراسة بلغت (90) موظفاً وزعت عليهم الاستبانة وتم أستعادة 84 استبانة أي بنسبة (93%)، وهذه النسبة تعتبر مناسبة لإجراء الدراسة. وقد تم استخدام الاستبانة كأسلوب لجمع البيانات من عينة الدراسة، وتم تقسيم الاستبانة إلى قسمين، تضمن القسم الأول معلومات عامة عن المستجيبين. أما القسم الثاني فقد تضمن البنود التي تقيس آراء المبحوثين حول الإصلاح الإداري في مؤسسات السلطة الفلسطينية وعلاقتها بالحكم الرشيد والتي تجيب على أسئلة وفرضيات الدراسة. **وقد توصلت الدراسة إلى نتائج عدة أهمها:** أظهرت نتائج الدراسة أن تعليمات المؤسسة واضحة ومعلنة، وبدرجة كبيرة من موافقة المبحوثين، وتضع المؤسسة أيضاً آليات واضحة لمكافحة الفساد، مع درجة متوسطة من موافقة المبحوثين. ومن نتائج الدراسة فإن الموظفين يتمتعون بالصلاحيات الكاملة لإنجاز مهام المواطنين دون الرجوع إلى المسؤولين، وتتناول المؤسسة حالات إساءة استخدام السلطة وبدرجة متوسطة من موافقة المستطلعين. وأظهرت نتائج الدراسة أن المحاسبة عن الإهمال في الإدارة العليا ليست شعارات وإنما تدابير وقرارات إدارية تنطبق على جميع الموظفين بإنصاف وبدرجة متوسطة من موافقة المستجيبين، وهناك تدقيق إداري ومالي فعال في سياسات المنظمة، وهناك تمييز بين الموظفين على أساس المنطقة الجغرافية التي ينتمي إليها الموظف، بدرجة متوسطة من موافقة المبحوثين.

وأوصت الدراسة بعدة توصيات أهمها: يجب أن تعطى السلطة الكاملة للموظفين من أجل استكمال معاملات المواطنين دون الرجوع إلى المسؤولين، ويجب أن يتناول المسؤول الأول في المنظمة إساءة استخدام السلطة من قبل المسؤولين، وينبغي أن يكون المسؤول الأول في الوزارة مسؤولاً عن إهمال موظفي الإدارة العليا في عملهم وأداء واجباتهم، وأن تطبق القرارات الإدارية على جميع الموظفين بإنصاف. وهناك حاجة إلى المساواة في المعاملة بين الموظفين من قبل رؤسائهم، وعدم التمييز على أساس الانتماء السياسي أو نوع الجنس. الكلمات المفتاحية: الإصلاح الإداري، الحكم الرشيد.

Introduction:

Administrative reform is one of the issues that concern the leadership of institutions of all kinds, due to its close association with the concepts of modern management such as development and good governance, in order to seek improving the efficiency and effectiveness of services provided by the community, and updating work methods and procedures. Therefore institutions adopt the concepts and principles of good governance to fight corruption, to adopt transparency, accountability and employee involvement in decision-making and disclosure of information and publicity as an inevitable necessity which accompanies all administrative reform processes in institutions.

The concept of good governance:

The concept of good governance refers to the exercise of political, economic and administrative authority to manage a country's affairs at all levels. Good governance includes: the state, civil society, the private sector. It also means the effects of long-term development and multiple generations (1). Good governance is the role played by political leaders elected, administrative cadres committed to the development and progress of society's resources and citizens to improve their quality of life and well-being through their participation and their consent and support.(2)

The concept of administrative reform:

Administrative reform is an essential feature which characterizes the administration and its various applications in all fields of science and dynamic kinetic life and speed of response to the evolution of scientific and technical progress, in line with development variables in the political, social and cultural environments, etc. (3) ((And the concept of administrative reform means, it is to remove the obstacles and errors and re-evaluation, rectifying and imposing change that leads to better results and achieve the goals set but did not materialize. (4)))

Attributes Of Good Governance And The Nexus Between Good Governance And Public Administration:

The World Bank (1989) identified the following as the features of good governance.(5)

1. An efficient public service.
2. An independent judicial system and legal framework to enforce contract;
3. The accountable administration of public funds;
4. An independent public auditor, responsible to a representative legislature;
5. Respect for the law and human rights at all levels of government;
6. A pluralistic institutional structure and;
7. A free press.

In the same vein, Sir Kenneth Stove identified the following as features of good governance. (6)

1. Political freedom including free speech and a freely elected parliament;
2. Constitutional and judicial protection for the rights of the individual;
3. Maintenance of the rule of law by an independent judiciary;
4. Maintenance of stable currency;
5. Development of a society as a whole by education and health care and;
6. Executive accountability to a freely elected legislature.

Undoubtedly, the scope, direction and impact of public service reform vary from one country to the other. However, many of the reform programmers have the following elements in common.(7)

- Resuscitation of the basic ethos of public service – with an emphasis on professionalism, integrity, competence, accountability, and responsiveness of the service;
- Review of personnel policy and practices (with emphasis on the review of performance appraisal instruments and mechanisms, revision of personnel rules, and computerization of personnel processes;

- Rationalization of pay and grading structures and the introduction of performance- and productivity-related pay;
- labour redeployment and redundancy management;
- Introduction of “customer-care” initiatives;
- Improvement of records and information management systems;
- Revitalization of local government and decentralized agencies;
- Implementation of anti-corruption measures (including the establishment of watchdog bodies).

Eight Elements of Good Governance

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. Good governance is responsive to the present and future needs of the organization, exercises prudence in policy-setting and decision-making, and that the best interests of all stakeholders are taken into account.(8)

1. Rule of Law Good

governance requires fair legal frameworks that are enforced by an impartial regulatory body, for the full protection of stakeholders.

2. Transparency

Transparency means that information should be provided in easily understandable forms and media; that it should be freely available and directly accessible to those who will be affected by governance policies and practices, as well as the outcomes resulting there from; and that any decisions taken and their enforcement are in compliance with established rules and regulations.

3. Responsiveness

Good governance requires that organizations and their processes are designed to serve the best interests of stakeholders within a reasonable timeframe.

4. Consensus Oriented

Good governance requires consultation to understand the different interests of stakeholders in order to reach a broad consensus of what is in the best interest of the entire stakeholder group and how this can be achieved in a sustainable and prudent manner.

5. Equity and Inclusiveness

The organization provides the opportunity for its stakeholders to maintain, enhance, or generally improve their well-being provides the most compelling message regarding its reason for existence and value to society.

6. Effectiveness and Efficiency

Good governance means that the processes implemented by the organization to produce favorable results meet the needs of its stakeholders, while making the best use of resources – human, technological, financial, natural and environmental – at its disposal.

7. Accountability

Accountability is a key tenet of good governance. Who is accountable for what should be documented in policy statements. In general, an organization is accountable to those who will be affected by its decisions or actions as well as the applicable rules of law.

8. Participation

Participation by both men and women, either directly or through legitimate representatives, is a key cornerstone of good governance. Participation needs to be informed and organized, including freedom of expression and assiduous concern for the best interests of the organization and society in general.

Good governance leads to a number of positive consequences, including:

- People trust your organization;
- You know where you are going;
- Your board is connected to your membership and stakeholders;
- You get good decisions; people value your work;
- You have the ability to weather crises and;
- Financial stability.

Conditions for good governance (9)

1. Create and adapt basic legislation and institutions that guarantee political and economic freedoms as well as strive to meet a broader range of basic human needs (food, housing, health and Medicare, Education, etc.).
2. Relax regulations in order to remove obstacles to economic participation.
3. Improve financial management.
4. Build infrastructure to ensure that organizational capacity is available to handle the growing needs for services, increasing demands for better and more responsive services, and creating conditions for economic progress and social cohesion.
5. Train public officers, business people and entrepreneurs. The improvements in access to education bring the challenge of rapid changes in many knowledge areas. Therefore the government must institute an ongoing development programme for its human resources to ensure that they are equipped with the necessary skills.
6. Reform public management practices to address issues such as budget deficits, external pressures on competitiveness (globalization), antiquated work procedures, excessive centralization, inflexibility, lack of efficiency and perceived lack of public confidence in the government.
7. Freedom from distortionary incentives – through corruption, nepotism, patronage or capture by narrow private interest groups.
8. Accountability of politicians and civil servants to ensure that the power given to them through the laws and regulations they implement, resources they control and the organizations they manage is used appropriately and in accordance with the public interest.

What is the importance of governance models?(10)

- Defines the division of power through the allocation of authorities and responsibilities.
- Includes processes and structures used to direct and manage an organization's operations and activities.

- Establishes mechanisms to achieve accountability between members and the board of directors and management.

The problem of the study:

Public institutions seek to contribute to the development and progress of society, and play a leading role in the construction of scientific development through their policies and their approach, sound decisions built on the foundations and principles of good governance, and seek to achieve these principles through application and practice on the ground and on sound foundations. From here, the problem of the study is centered on the main answer to the following question: What is the reality of administrative reform in the Palestinian Authority's institutions and its relationship to the principles of good governance?.

Objectives of the study:

1. Recognize the reality of the administrative reform in the Palestinian Authority's institutions.
2. Identify the extent of the application of the principles of good governance in the Palestinian Authority's institutions (transparency, accountability, integrity, justice, participation, responsiveness, effectiveness).
3. Propose recommendations and mechanisms to promote the principles of good governance in the Palestinian Authority's institutions.

The study hypothesis:

There is no statistically significant difference in the views of respondents between administrative reform in the Palestinian Authority's institutions and the application of the principles of good governance, due to the variables of the study (gender, educational qualification, job title, Number Of Training Courses).

The Importance of the Study:

The importance of the study comes from the importance of the theme and it's being the first study to researcher's knowledge that it is applied in this topic. It is expected to provide the Palestinian Authority institutions management to provide more information and data that will

help in administrative reform processes, and look at the reality of the administrative reform and the reality of the application of the principles of good governance in it.

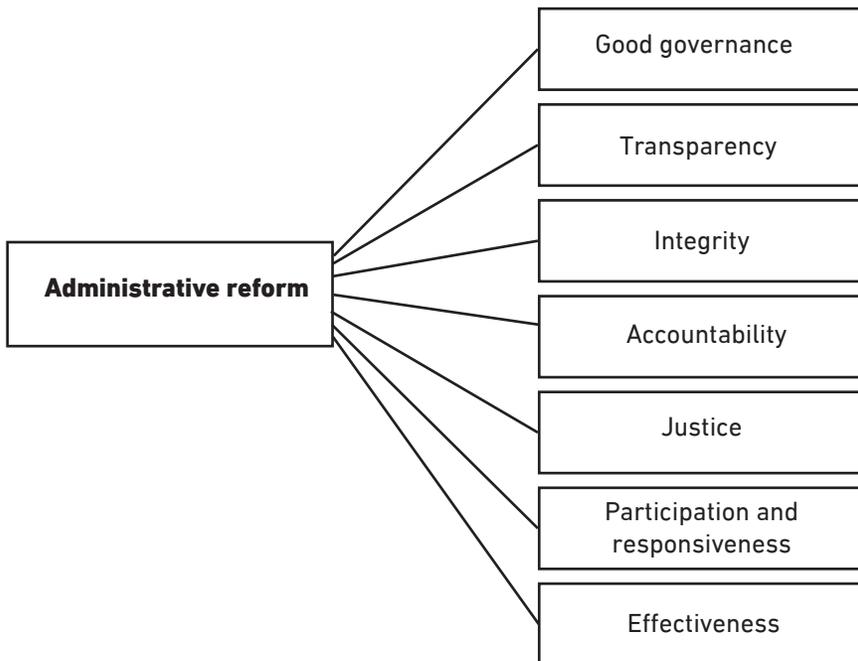
The limits of the study:

Temporal Limit: February, March 2016

Place Limit : Palestinian Authority institutions in Jerusalem.

The Human Limit: Employees In Palestinian Institutions- Jerusalem.

The study model:



METHODOLOGY OF THE STUDY:

Population and Sample: The study population consisted of administrative staff in the Palestinian Authority institutions in the outskirts of Jerusalem, totaling 450 employees, taken from a random sample of the study population which were (90) employees who had received the questionnaire and 84 of them returned questionnaire by 93%, the ratio was suitable for conducting of the study.

Data collection tools: The questionnaire method was used to collect data and study examined the opinions of the study sample, The questionnaire was divided into two parts, The first section included general information about the respondents. The second section included items which measured respondents' opinions about administrative reform in the Palestinian Authority's Institutions and its relationship to good governance, which answers the questions and hypothesis of the study.

Methodology: Based on the vision of the researcher, and according to the study variables, the most appropriate methodology to conduct this study is the descriptive approach. The researcher used the questionnaire as tool to collect multiple data, and used the "Likert style-type Scale" five-chances as the most appropriate method to collect and analyze data, because this measure consists of several items which the investigator asked the respondent to show the extent of agreeing or disagreeing with them through an alternative choice of five alternatives are which "strongly OK, OK, Neutral, Non-OK, Strongly Disagree.

Validity: The researcher checked the veracity of the tool of the study on "administrative reform in the Palestinian Authority's institutions tool and its relationship to good governance", the researcher showed it to a group of referees specialists and experts who have expressed their opinions about, and it was put in its current form, to answer them within the quintet Likert scale.

Stability study tool: The reliability of study tool has been verified using a formula for the stability of the (Cronbach Alfa), as the total value of persistence (0.95), which is considered a high value on consistency.

Table (1) Results Cronbach's alpha coefficient of reliability of study tool

Overall Consistency Of The Questionnaire	Number Of Cases	Number Of Paragraphs	Alfa Value
	84	59	0.95

Demographic characteristics of the sample: Table (2)

Variable	Level	Frequencies	% Percentage
Gender	Male	41	48.80
	Female	43	51.20
Qualification	Secondary And Less	10	11.90
	Diploma	14	16.70
	Bachelor And More	60	71.40
Years Of Experience	Less Than 5 Years	11	31.10
	Less Than 10 Years - 5	19	22.60
	Years And More 10	54	64.30
Job Title	Employee	24	40.50
	Head Of The Department	20	23.80
	Director	16	19.00
	General Director	14	16.70
Number Of Training Courses	One	18	21.40
	5-From 2	30	35.70
	and More 6	36	42.90
Total		84	100%

Answering the questions of the study and discussion:

To answer the study questions in this section the researcher displays the results of respondents' answers on the questionnaire and items are analyzed and discussed in the following table: Table (3)

Arithmetic means and standard deviations for the first paragraphs of the resolution axis. The extent of the application of the principles of good governance in the Palestinian Authority's

institutions (transparency, accountability, integrity, justice, participation, responsiveness, efficiency).

Transparency				
.No	Paragraph	Standard Deviation	Arithmetic Mean	Level
1	.Business processes are simple and far from routine	1.04	3.11	Medium
2	.Institution instructions are clear and declared	0.84	3.61	Large
3	I have full powers to accomplish the tasks of citizens .without reference to officials	1.02	2.82	Medium
4	Be held accountable for negligence, without any . (considerations (political, personal	0.89	3.26	Medium
5	Administrative decisions of the institution are prudent .and rational	0.70	3.21	Medium
6	The media and citizens are allowed to monitor the work .of the institution	0.92	3.18	Medium
7	There is announcement of job vacancies in the .organization	0.93	3.40	Large
8	.I convey the viewpoint to officials without any obstacles	0.87	3.33	Medium
Total		0.90	3.24	Medium
Integrity				
.No	Paragraph	Standard Deviation	Arithmetic Mean	Level
1	Institution establishes clear mechanisms to fight .corruption	0.91	3.36	Medium
2	Staff are committed to work values that meet the mission .of the institution	0.90	3.35	Medium
3	.Institution addresses cases of abuse of power	0.76	3.00	Medium
4	Institution work mechanisms contribute to prevent the exploitation of public money	0.91	3.18	Medium
5	There are the institution training programs to enhance .the professional ethics of its staff	0.98	3.11	Medium

6	Institution requires of employees to disclose any private .interests which conflict with the interest of work	0.95	3.10	Medium
Total		0.90	3.18	Medium
Accountability				
.No	Paragraph	Standard Deviation	Arithmetic Mean	Level
1	Administration allows citizens to hold the staff .accountable in the organization departments	0.99	3.19	Medium
2	Accountability for negligence in senior management is .not slogans but measures	1.06	3.05	Medium
3	There is a failure in accountability for negligence in the .performance of their work	0.87	3.21	Medium
4	There is an effective administrative and financial audit in .the organization's policies	0.86	3.39	Medium
5	.Institution makes sure to use public funds properly	0.96	3.23	Medium
6	Monitoring staff hold all employees accountable without .bias	1.04	3.25	Medium
Total		0.96	3.22	Medium
Justice				
.No	Paragraph	Standard Deviation	Arithmetic Mean	Level
1	The administration deals with employees fairly, without .discrimination between the gender	1.24	2.94	Medium
2	There is discrimination between employees on the basis .of political affiliation	0.88	2.89	Medium
3	There is discrimination between employees on the basis .of geographical area to which the employee belongs	1.01	3.18	Medium
4	The same opportunities are given for employees to .upgrade if equal conditions for these opportunities	1.12	3.20	Medium
5	.There is injustice in the treatment of my superiors for me	1.07	2.87	Medium
6	.Administrative decisions apply to all employees fairly	1.06	2.85	Medium

Total		1.06	2.99	Medium
Participation and responsiveness				
.No	Paragraph	Standard Deviation	Arithmetic Mean	Level
1	.I participate in the administrative decision-making	0.96	2.85	Medium
2	.Staff were polled about the quality of services provided	0.99	2.89	Medium
3	There is evaluation of the level of services provided by .the institution offend to citizens	1.03	3.13	Medium
4	Institution deals positively with the proposals of citizens .to improve service	0.88	3.17	Medium
5	Institution responds quickly to problems and suggestions .of citizens	0.85	3.26	Medium
6	The administration is responsive to the wishes and .requests of citizens in a short time	0.92	3.19	Medium
Total		0.94	3.08	Medium
Efficiency				
.No	Paragraph	Standard Deviation	Arithmetic Mean	Level
1	I am Interested in achieving the goals of the institution .efficiently and effectively	0.69	3.76	Large
2	The management emphasizes improving the efficiency of .their employees within the plan drawn	0.78	3.39	Medium
3	Management focuses on improving decision-making .processes	0.84	3.02	Medium
4	The management simplifies the business processes in .the public interest	0.81	3.18	Medium
5	Institution contributes to the achievement of sustainable .comprehensive development of the state	0.67	3.20	Medium
6	The monitoring body in the organization has high .competence and effectiveness	0.85	3.05	Medium
Total		0.77	3.27	Medium

Transparency: The results of the table (3) show that the focus Transparency has obtained Arithmetic Mean (3.24), and Standard deviation (0.90) that is a medium degree of response of the respondents. And it got paragraph (2) which states that "Institution instructions are clear and declared" The highest Arithmetic Mean Amount (3.61), and Standard deviation (0.84) that is a large degree. And it got paragraph (3) which states that "I have full powers to accomplish the tasks of citizens without reference to officials", the less Arithmetic Mean Amount (2.82), and Standard Deviation (1.02) that is a medium degree.

Integrity: It has obtained Arithmetic Mean (3.18), and Standard Deviation (0.90) that is a medium degree of response of the respondents. And it got paragraph (1) which states that "Institution establishes clear mechanisms to fight corruption" The highest Arithmetic Mean Amount (3.36), and Standard Deviation (0.91) that is a medium degree. And it got paragraph (3) which states that "Institution addresses cases of abuse of power", the less Arithmetic Mean Amount (3.00), and Standard Deviation (0.76) that is a medium degree.

Accountability: It has obtained Arithmetic Mean (3.22), and Standard Deviation (0.96) that is a medium degree of response of the respondents. And it got paragraph (4) which states that "There is an effective administrative and financial audit in the organization's policies" The highest Arithmetic Mean Amount (3.39), and Standard Deviation (0.86) that is a medium degree. And it got paragraph (2) which states that "Accountability for negligence in senior management is not slogans but measures", the Less Arithmetic Mean Amount (3.05), and Standard Deviation (1.06) that is a medium degree.

Justice: It has obtained Arithmetic Mean (2.99), and Standard Deviation (1.06) that is a medium degree of response of the respondents. And it got paragraph (3) which states that "There is discrimination between employees on the basis of geographical area to which the employee belongs" The highest Arithmetic Mean Amount (3.18), and Standard Deviation (1.01) that is a medium degree. And it got paragraph (2) which states that "Administrative decisions apply to all employees fairly", the less Arithmetic Mean Amount (2.85), and Standard deviation (1.06) that is a medium degree.

Participation and responsiveness: It has obtained Arithmetic Mean (3.08), and Standard Deviation (0.94) that is a medium degree of response of the respondents. And it got paragraph

(3) which states that "Institution responds quickly to problems and suggestions of citizens" The highest Arithmetic Mean Amount (3.26), and Standard Deviation (0.85) that is a medium degree. And it got paragraph (2) which states that "I participate in the administrative decision-making", the less Arithmetic Mean Amount (2.85), and Standard Deviation (0.96) that is a medium degree.

Efficiency: It has obtained Arithmetic Mean (3.27), and Standard Deviation (0.77) that is a medium degree of response of the respondents. And it got paragraph (1) which states that "I am Interested in achieving the goals of the institution efficiently and effectively" The highest Arithmetic Mean Amount (3.76), and Standard Deviation (0.69) that is a Large degree. And it got paragraph (2) which states that "Management focuses on improving decision-making processes", the less Arithmetic Mean Amount (3.02), and Standard deviation (0.84) that is a medium degree.

Table (4): Arithmetic means and standard deviations of the items of the questionnaire second axis, The reality of the administrative reform in the Palestinian Authority's institutions.

.No	Paragraph	Standard Deviation	Arithmetic Mean	Level
1	The announcement of the job is based on the need of the .institution	0.84	3.24	Medium
2	There are description and characterization of functions for .each job in the organization	0.80	3.23	Medium
3	.Institution attracts outstanding employees	0.74	3.02	Medium
4	.The selection of personnel is on the basis of merit	0.83	3.06	Medium
5	.Staff upgrades are implemented according to its maturity	0.89	3.14	Medium
6	Training programs focus on the development of employee .performance	0.77	3.17	Medium
7	.There is a clear message to the Institution staff	0.80	3.30	Medium
8	.Institution describes mechanisms of the work of the staff	0.76	3.20	Medium
9	I participate with the administration in the development of .the institution plans	0.92	2.61	Medium

10	.Administration contribute to solving the problems of staff	0.99	2.93	Medium
11	I work within a teams to achieve the goals of the .institution	0.90	3.17	Medium
12	.There is devolution of powers within the institution	0.89	3.08	Medium
13	The organizational structure of the institute is .Characterized by flexibility	0.98	3.05	Medium
14	.My powers and responsibilities are clear at work	0.81	3.45	Large
15	Administration allows me to use the means of technology .of institution at work	0.75	3.36	Medium
16	.Laws and regulations of institution are clear to me	0.74	3.63	Large
17	Administration is working to reduce the administrative .apparatus and restructuring it	0.75	2.90	Medium
18	I participate in putting instructions and regulations .governing the work setting	0.72	2.67	Medium
19	I participate in making decisions of the institution .regarding my job	0.79	2.80	Medium
20	.Administration is working to eliminate underemployment	0.85	2.70	Medium
21	There is external control over the organization's .performance	1.02	3.25	Medium
Total		0.84	3.09	Medium

The Administrative Reform: The results of the table (4) show that the focus of the administrative reform, It has obtained Arithmetic Mean (3.09), and Standard Deviation (0.84), that is a medium degree of response of the respondents. And it got paragraph (16) which states that "Laws and regulations of institution are clear to me", the highest Arithmetic Mean Amount (3.63), and Standard Deviation (0.74) that is a large degree. And it got paragraph (9) which states that "I participate with the administration in the development of the institution plans", the less Arithmetic Mean Amount (2.61), and Standard Deviation (0.92) that is a medium degree.

The study examined the hypothesis:

Examine the hypothesis by the variable of gender

Table (5)

Test results (T.TEST) depending on the gender variable

Hypothesis	gender	Repetition	Standard Deviation	Arithmetic Mean	DF	T	Sig
	Male	41	0.45	3.06	82	-2.593	0.761
	Female	43	0.46	3.32			

It is not statistically significant at the significance level (0.05).

Table (7) showed that the meant of faculty degree attainment in males (3.06), and females was (3.32), and from the table it is evident that there were no statistically significant differences between the mean scores of male and female at the first hypothesis, which states "There is no statistically significant difference in the views of respondents between administrative reform in the Palestinian Authority's institutions and the application of the principles of good governance, due to the variable gender", The level of statistical significance is valued at (0.761) a statistically significant at the first hypothesis, which makes us to accept the hypothesis.

Examine the hypothesis by the variable of Qualification

Table (6)

The results (One Way Analysis Of Variance) to measure the significance of differences in the premise due to the variable of Educational Attainment

Hypothesis	Sum Of Squares	Df	Mean Square	F	Sig
Between Groups	3064.212	2	1532.106	2.097	0.129
Within Groups	59181.740	81	730.639		
Total	62245.952	83			

The text of the premise that "There is no statistically significant difference in the views of respondents between administrative reform in the Palestinian Authority's institutions

and the application of the principles of good governance, due to the variable of Educational Attainment”, The results showed in the table that there are no statistically significant differences between the average sample responses at the significance level ($\alpha = 0.05$) toward administrative reform in the Palestinian Authority’s institutions and the application of the principles of good governance, due to the variable of Educational Attainment, As the value of “F” (2.097) statistically in terms of (0.129), that means the respondents agreed with their answers differently depending on their education, This is consistent with what came with the hypothesis that there are no differences at the educational attainment variable in the respondents’ answers, which makes us to accept the hypothesis at this variable.

Examine the hypothesis by the variable of Years Of Experience

Table (7)

The results (One Way Analysis Of Variance) to measure the significance of differences in the premise due to the variable of Years Of Experience Attained

Hypothesis	Sum Of Squares	DF	Mean Square	F	Sig
Between Groups	812.332	2	406.166	0.536	0.587
Within Groups	61433.620	81	758.440		
Total	62245.952	83			

The text of the premise that “There is no statistically significant difference in the views of respondents between administrative reform in the Palestinian Authority’s institutions and the application of the principles of good governance, due to the variable of Years Of Experience Attained”, The results showed in the table that there are no statistically significant differences between the average sample responses at the significance level ($\alpha = 0.05$) toward administrative reform in the Palestinian Authority’s institutions and the application of the principles of good governance, due to the variable Years Of Experience Attained, As the value of “F” (0.536) statistically in terms of (0.587), that means the respondents agreed in their answers differently depending on their Experience, This is consistent with the hypothesis that there are no differences at the Years Of Experience variable in the respondents’ answers, which makes us to accept the hypothesis at this variable.

Examine the hypothesis by the variable of Job Title

Table (8)

The results (One Way Analysis Of Variance) to measure the significance of differences in the premise due to the variable of Job Title Attainment

Hypothesis	Sum Of Squares	DF	Mean Square	F	Sig
Between Groups	14307.349	3	4769.116	2.959	0.062
Within Groups	47938.603	80	599.233		
Total	62245.952	83			

The text of the premise that "There is no statistically significant difference in the views of respondents between administrative reform in the Palestinian Authority's institutions and the application of the principles of good governance, due to the variable of Job Title Attainment", The results showed in the table that there are no statistically significant differences between the average sample responses at the significance level ($\alpha = 0.05$) toward administrative reform in the Palestinian Authority's institutions and the application of the principles of good governance, due to the variable of Job Title Attainment, As the value of "F" (2.959) statistically in terms of (0.062), that means the respondents agreed their answers differently depending on their Job Title Attainment, This is consistent with the hypothesis that there are no differences at the Job Title Attainment variable in the respondents' answers, which makes us to accept the hypothesis at this variable.

Examine the hypothesis by the variable of Number Training Courses

Table (9)

The results (One Way Analysis Of Variance) to measure the significance of differences in the premise due to the variable of Number Of Training Courses Attainment

Hypothesis	Sum Of Squares	Df	Mean Square	F	Sig
Between Groups	1783.925	2	891.962	1.195	0.308
Within Groups	60462.28	81	746.445		
Total	62245.952	83			

The text of the premise that "There is no statistically significant difference in the views of respondents between administrative reform in the Palestinian Authority's institutions and the application of the principles of good governance, due to the variable of Number Training Courses", The results showed in the table that there are no statistically significant differences between the average sample responses at the significance level ($\alpha = 0.05$) toward administrative reform in the Palestinian Authority's institutions and the application of the principles of good governance, due to the variable of Number Training Courses, As the value of "F" (1.195) statistically in terms of (0.308), that means the respondents agreed in their answers differently depending on their Number Training Courses, This is consistent with the hypothesis that there are no differences at the Number Training Courses attainment variable in the respondents' answers, which makes us to accept the hypothesis at this variable.

FINDINGS AND RECOMMENDATIONS:

This section contains the main findings and recommendations of the study that can be summarized as follows:

Findings:

- Results of the study showed that institution instructions are clear and declared, with large degree of consent of the respondents, also the institution establishes clear mechanisms to fight corruption, with medium degree of approval of the respondents.
- From results the study the employees have full powers to accomplish the tasks of citizens without reference to officials, and the institution addresses cases of abuse of power, with medium degree of approval of the respondents
- Results of the study showed that accountability for negligence in senior management is not slogans but measures, and administrative decisions apply to all employees fairly, with medium degree of approval of the respondents
- There is an effective administrative and financial audit in the organization's policies, and there is discrimination between employees on the basis of geographical area to which the employee belongs, , with medium degree of approval of the respondents.

- Employees participate in the administrative decision-making, and the management focuses on improving decision-making processes, with medium degree of approval of the respondents.
- The institution responds quickly to problems and suggestions of citizens, and the employees are interested in achieving the goals of the institution efficiently and effectively, with a large degree of consent of the respondents.
- Employees participate with the administration in the development of the institution plans, and participate in putting instructions and regulations governing the work setting, with medium degree of approval of the respondents.
- The laws and regulations of institution are clear to employees, and powers responsibilities are clear at work, with large degree of consent of the respondents.
- There is no statistically significant difference in the views of respondents between administrative reform in the Palestinian Authority's institutions and the application of the principles of good governance, due to the variables of the study (gender, educational qualification, job title, number of training courses).

RECOMMENDATIONS:

The researcher presented a set of recommendations that can be summarized as follows:

- Full authority should be given to employees in order to complete the transactions of the citizens without reference to officials, and the first official in the organization addresses the abuse of authority by officials.
- The first official public institution should be accountable for negligence of staff in the senior management in their work and the performance of their duties, and that administrative decisions are applied to all employees fairly.
- There is a need for equal treatment between employees by their superiors, and non-discrimination, including that on the basis of political affiliation or gender.

- The staff must participate with their officials in public institutions in the administrative decision-making, and to explore their views on the quality of services provided to citizens.
- There is a need to focus by management to improve the operations of the administrative decision-making, and that the public institutions be the watchdog, neutral with the high efficiency and effectiveness.
- The employees must participate in the development of the senior management of public institution plans, and that the administration contributes to solving the problems of fairness and integrity.
- The department should in public institutions be reduced administrative system, and restructured to eliminate underemployment in the government apparatus.
- The employees must share in the instructions and regulations for the development of the work of the institution. because they are those who will carry out these instructions and regulations

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