

Appendix 1

List of interviewees:

1. Ayman Labadi, an employee in the administrative department.
2. Bilal Hirzallah, the head of personnel unit.
3. Mahmoud Labadi, the PLC director general.
4. Aisheh Ahmad, the head of planning and development unit.
5. Safaa Hamdan, an employee in the speaker's office.
6. Raedah Qandeel, the records office clerk.
7. Jamal Khatib, the head of legal department.
8. Yazid Inayeh, a director in the technical department.
9. Basem Barhoum, the head of the public information department.
10. Nisreen Oweis, an employee in the protocol and public relations department.
11. Abdel Karim Abu Taha, the head of the financial department.
12. Anan Hamad, the head of Library.
13. Kamal Deibes, the head of training and development unit.
14. Nahed Fraitekh, the head of woman's unit.
15. Mohammad Hamdan, an employee in the information technology unit.
16. Mohammad Abu Bakr, an employee in the buying and supplies department.
17. Husban Nazzal, the head of fiscal unit.
18. Adnan Owda, the head of the parliamentary research unit.
19. Kamal Odwan, the head of the Administrative Affairs.

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Abstract

The organizational structure and design are very important for any organization in achieving its goals. The study aims at examining the organizational structure and design of the public sector institutions taking the Palestinian legislative Council as a case study. It aims also at studying its effects on employees' performance.

The significance of the study lies in studying an important organization as the Palestinian Legislative Council that provides delicate functions on both legislative and oversight levels. This is why we need to build a strong organization whose main assets is people who provide the necessary support for parliament members to perform their missions and serve the people who elected them.

The study consists of six chapters. Chapter one presents research problem, justification, objectives, assumptions, methodology and finally the limitations of the study. Chapter two provides the theoretical framework of the topic of organizational structure and design. Different theories were introduced followed by presenting the building blocks of organizational structure and design and finally different organizational designs were introduced followed by reviewing the importance of organizational structure and design on employees' performance.

Chapter three provides a historical background on the Palestinian Legislative Council's establishment, mission, and work mechanism. It is followed by providing detailed description of the PLC organizational structure. The chapter also includes comparisons with other parliaments. Chapter four presents the methodology adopted in the study. A triangulation approach was used in this thesis. Personal observation method, literature view, interviews and survey methods were adopted in data collection process. Both qualitative and quantitative approaches were used. The data collected based on a survey distributed to a sample of 114 employees at the Palestinian Legislative Council in West Bank.

Chapter five presents the survey analysis and interpretations. Cross tabulation analyses were conducted for some questions. Chapter six presents the findings and recommendations of the study. The results of the study indicate that the PLC failed to meet most issues related to organizational structure and design, which led to unclear contradicted organizational design. The findings also indicate that the Palestinian Legislative Council is in urgent need for restructuring. Most respondents believe that the PLC's administrative performance is weak. This fact led to dissatisfaction among most employees. The main recommendations of the study are:

- Introducing the position of secretary general who should be a civil servant, no elected member and owns the skills

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.....(Cross tabulation)

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Chapter one

Introduction

1.1 Overview

The 20th of January 1996 was a glorious day in the history of Palestine; tens of thousands of Palestinians in west bank and Gaza strip hurried to vote for the first Palestinian parliament ever. There were great hopes to choose a president for the Palestinian authority and members of parliament after long years of Israeli occupation. People were relying much on building a democratic strong institution that works for the benefit of all Palestinians. The newly elected parliament worked heavily on establishing bylaws and committees and started to work on building the institution and make the necessary arrangements.

Studies proved that the organizational structure and design are very important for any organization towards achieving its goals. So many theories evolved over time concerning the subject of organizational structure and design, such theories dealt with the topic from different perspectives starting from the classics and ending with open system theories (Robbins, 1996).

The researcher is interested here in studying and evaluating the organizational structure and design in the Palestinian public sector institutions taking the Palestinian Legislative Council as a case study. The researcher aims at reaching some recommendations that may lead to a more strong well defined organization. The main building blocks of the organization are the work specialization, departmentalization, chain of command, span of control, centralization and decentralization and finally formalization. The way in which these elements are arranged in the most effective way represent the type of structure the organization adopts. There is no one good structure for the organization. Organizations can, for example, move from high formalization to less formalization if this helps in achieving the goals.

With the continuous changes around us, the technological revolution, and the complicated political environment, organizations tend to restructure themselves in a quest to achieve more efficiency and effectiveness.

According to Mullins (2002), restructuring affects not only the productivity of the organization, but can also affect employees' performance and level of satisfaction. People are the assets of any organization. If we have poor structure and unclear goals, we just can't transform such asset into the most efficient power.

1.2 Statement of the problem

As the researcher is an employee at the Palestinian Legislative Council (PLC) for the last seven years, she noticed that there is a feeling of frustration among employees. Groups of employees are discussing all the time issues in relation to the poor administrative performance of PLC. These issues seemed to affect their performance and productivity. Public sector employees in general and PLC ones in particular started to have a reputation of being lazy and inefficient.

Accordingly, the researcher conducted so many face to face informal interviews and read the literature existed on the factors that may lead to such consequences. It was found that problems of employees were related to the topic of organizational structure and design.

It was observed that the organization has no clear official chart and the source of authority is not clear. Employees have no idea about their rights and duties and above all, employees were overwhelmed with the feelings of unjust and dissatisfaction. So the researcher decided to conduct this study to examine and study the structure of the Palestinian Legislative Council and its effect on employees' performance.

1.3 Justification and importance of the study

As important as the Palestinian Legislative Council is as an institution representing the people, it is equally important to have an organizational structure constructed in a way to pour in the main legislative process. The Palestinian Legislative Council is an important institution that was found in an extraordinary situation. It is a new experience and all efforts should be made towards helping in strengthening its performance. Parliament members are the policy makers. They need effective necessary organizational functions and backups that are supposed to be provided by the parliament staff, if the staff and the organization as a whole don't have a clear structure, people will reap the negative effects of such cycle.

Most organizations all over the world had recognized the importance of organizational structure and design "understanding the structure and design of organizations is essential to appreciate their functioning"(Greenberg and Baron, 1999: 517).

According to Buchanan and Huczynski (1997:297) organizational structure is "the system of arrangements, the patterns or network of relations, between the various positions and their holders". Great efforts were devoted to study the topics of organizational structure and design, scientist worked hardly on focusing on the importance of internal strength of organizations in relation with the ever changing world around us. "Research supports the idea that organizational effectiveness relates to how

much an organization's structure matches its environment"(Greenberg and Baron, 1999:534).

The same should apply to the Palestinian Legislative Council which is an institution that operates under uncertain and unpredictable circumstances. The current political situation has great impacts on its performance, but still we have to look back at the goals and evaluate the achievements. PLC needs badly more than ever a strong structure and design to survive the obstacles and deal with challenges.

It is important to conduct such study from national perspective since the parliament is the institution of all people. Conducting studies on parliament can contribute to its improvement, and to increase people's awareness of their representative body. The significance of this study lies in its being the first detailed and specialized one to deal with the organizational structure and design of PLC. Other studies dealt, mostly, with the legislative and monitoring functions of PLC.

1.4 Objectives of the study

The study will aim at looking closely and study the organizational structure and design of the Palestinian Legislative Council (PLC) in an attempt to reach some analysis and recommendations concerning the effectiveness of such institution. The study will also shed the light on the effects of PLC organizational structure on the employees' performance. We aim to stress the point that a well structured organization can lead to more efficiency. Top management should recognize and deal with the need of organizational restructuring when necessary.

The Palestinian Legislative Council is a very important institution that provides delicate functions, the findings of this study could be one step towards the administrative reform of the PLC in particular and the governmental institutions in general. The main research questions are:

1. What are the main characteristics of the PLC's organizational structure and design in comparison to the main building blocks of organizational structure?
2. Is the organization in need for restructuring?
3. How do employees perceive their organization's administrative performance?
4. How does the current organizational structure and design affect employees' performance?
5. To what extent does the current organizational structure and design affect employees' level of satisfaction?
6. Who are the parties involved in weakening the organization?

7. What are the necessary actions to be taken in order to improve the organization's administrative performance?
8. Who are the implementing bodies of improving the organization? Are they qualified?

1.5 Assumptions

The Palestinian Legislative Council's mandate relies on serving people who elect it in the first place, its main job is to represent those people and approve bills for their benefit. Today, if we look back at all the hopes, expectations and achievements, we can't help thinking that the PLC didn't really rise to the expectations in fulfilling its functions (Owda, 2000). The researcher believes that part of this issue is related to the PLC's poor administrative performance. The researcher also believes that the PLC is dysfunctional from an administrative point of view. The PLC failed to reach an effective organizational structure and design for such important institution.

The researcher through her observation as an employee at PLC, noticed that there is no existence of a clear organizational chart, only a shallow foggy one is available. The chain of command and employees' functions and roles are not clear. Such unclearness led to less work and more gossiping. The researcher also believes that there is no separation between both the political and administrative levels in the organization. In addition, the inefficient organizational structure of PLC has negative effects on its employees and may lead to job dissatisfaction. Robbins (2000) focused on the effect of structural relationship on employees' behavior and attitudes.

1.6 Limitations of the study

This research is done on one of the most important organizations and deals with a subject that is in direct relation with top management. The sensitivity of this issue required obtaining a written approval from PLC management. The researcher limited her research to PLC in West Bank since she was banned directly and indirectly from conducting the survey in Gaza by the director general in Gaza despite the fact that she had an open permission letter from the PLC secretary to conduct the study. The fact that this topic is sensitive to PLC top management, some respondents, managers of departments and units in particular, kept postponing handing it under the excuse that they don't have time, and they never filled the questionnaire. Because of the difficulty to reach Hebron because of the political situation, there was a problem with collecting the questionnaires from Hebron district offices. The researcher kept contacting them nearly everyday but they were not supportive or cooperative. 41

questionnaires were distributed to district offices, 31 were received, and the missing ones were those sent to Hebron district office

1.7 Methodology

A triangulation approach was adopted in conducting this research. The researcher used both qualitative and quantitative research approaches in conducting this research. Primary sources, secondary sources, interviews and personal observation were the methods used in collecting data . According to the secondary sources, the researcher relied on the existing literature in relation to research variables and information on other parliaments as a kind of comparison. For the primary sources, the researcher had conducted a questionnaire related to the main issues of the study and several interviews. In order to increase the validity of instrument, the researcher conducted cross tabulation analysis on some questions. Relations among some variables were introduced.

1.8 Organization of thesis

The study consists of six chapters. Chapter one starts by providing an overview concerning the importance of organizational structure and design to the organization in general and to the Palestinian Legislative Council in particular. Then the research problem was presented followed by the justification, objectives and assumptions of the study. Finally, the limitations and methodology of the study were presented. Chapter two provides the theoretical framework and literature view on the topic of organizational structure and design. Different theories were introduced and the main blocks of organizational structure were presented. Finally, several forms of designs were presented followed by the importance of restructuring for organizations and its effect on employees.

Chapter three starts by providing historical background on the Palestinian Legislative Council's establishment followed by presenting the PLC's working mechanism, legislative procedures and major tasks. This is followed by a detailed description of the organizational structure of the PLC. The chapter includes comparisons with other parliaments.

Chapter four presents the followed methodology in the research. It starts by presenting some basic information on the definition of research, research process and approaches. Then questionnaire design, sampling survey implementation and response rate were introduced. Finally, the researcher indicates the limitations and difficulties that were faced.

Chapter five presents the survey analysis and interpretation. The analysis also relies on the researcher's literature view,

personal observation and interviews. Chapter six provides the results and conclusions of the study followed by the recommendations for future studies. In the following chapter, we will present the literature view in relation to organizational structure and design.

Chapter Two

Theoretical framework

2.1 Introduction

There is no doubt that human beings are social in nature; they cannot live in isolation from the rest of the world. People tend to live, act and work together, in groups, reflecting a degree of organization regardless of its nature and complexity. The history of organizations is as old as the history of mankind. This can be traced back to the early Egyptians in constructing the pyramids, which proved a great concept of organizing, “Translations of the written records maintained by the Egyptians supports that their concepts of organizations had reached a high level” (Jackson & Morgan, 1982: 12)

In this chapter, we are going to review the literature related to the main theme of the study, which is restructuring. This will lead us to review the concepts of organization, organization theory. Then, we will introduce theories on organizational structure and design. After that, we will deal with the topic of organizational structure and design in details. Finally, we will review the meaning and importance of restructuring for the organizations and their effect on employees’ performance.

2.2 The organization

Greenberg & Baron (2000) described an organization as being a large jigsaw puzzle with many different pieces. These pieces should be combined carefully to form a logical meaningful frame. There is no one good frame. The pieces can be arranged in so many ways to reach the desired results. Organizations emerge wherever there is a need and shared beliefs about a set of goals or affairs. Therefore, organizations involve people, division of labor and certain mechanism to coordinate the tasks (Galbraith, 1977).

Robbins (1996: 5) defined an organization as “a consciously coordinated social unit, composed of two or more people that functions on a relatively continuous basis and to achieve a common goal or set of goals”. This definition stressed on the planned coordination, which means management, the division of labor, and hierarchy of authority. These factors, among others,

are considered the main elements of organizations.

According to Robbins and Coulter (2003: 16), an organization is "a deliberate arrangement of people to accomplish some specific purpose". Such definition focuses on the common belief among researchers and theorists that there are three main elements for any organization regardless of the degree of its complexity and type. These elements are goal, people, and structure. For any organization to exist, it needs reasons for existence, which are the goals. Goals, in turn, require people if they are to be achieved. People need to have a kind of structure that coordinates and organizes their work effectively and efficiently.

There are differences between organizations, one important difference is the ownership; are the organizations public or private in nature. Public owned organizations refer to those organizations that are "concerned with achieving state purposes" (Macrae and pitt, 1980: 8). Private owned organizations are "organizations which are neither state-owned, nor operating specifically to achieve state goals" (Macrae and pitt, 1980: 8). We can summarize the differences between public and private owned organizations in the following:

- The main beneficiary of the firm in the private owned organizations is the owner/manager in a quest to make a profit. Whereas, the main beneficiary in public sector organizations is the public; they seek to serve the public interest.
- Public owned organizations perform a wide variety of functions; many of them are different from those performed by private organizations.
- Private owned organizations emphasize on profit and it is somehow easy to assess and measure such profitability. Public organizations, on the other hand, have to consider social cost in assessing their profitability.
- Where administration in private owned organizations is concerned with achieving efficiency, administration in public organizations will have to deal with other issues, besides efficiency, such as "public accountability"

(Macrae and pitt, 1980).

2.3 Organizational Theory

It is "the discipline that studies the structure and design of organizations"

(Robbins, 1983: 7). It gives us a clear idea on how organizations are structured and how we can improve or change the

structure to achieve our goals more effectively. Jones (2004: 8) defined organizational theory as "the study of how organizations function and how they affect and are affected by the environment in which they operate". It is very important to study organizational theory because:

- Organizations reflect all aspects of life- society, economy and our personal lives. It is a very dominant form of institutions in our society.
- Theories on organizations had been developed scientifically and systematically, they provide the conceptual framework for the knowledge of organizations
- Managers can benefit from the awareness and past contributions (The University of Western Australia, 2004).

2.4 Theories on organizational structure and design

As important as an organization is, theorists and researchers in organizational behavior devoted great efforts on studying both organizational structure and design for their impact on understanding the functioning of an organization. If we want to understand what is happening today, we have, always, to look back (Robbins, 1996). Looking back at the history of organizations gives us great insight about how organizations behave now. We cannot neglect or forget the efforts of researchers and scientists who worked hard to develop the theories of organization behavior; it is their work, which established the roots of our understanding of organizations today. It is wise to start digging for such roots from the industrial revolution.

2.4.1 The Industrial Revolution

The industrial revolution had an important effect on management and organizations. It was characterized by machine substitution, mass production and technological advances. The Industrial Revolution was also characterized by the accumulation of resources in order to increase the size and productivity of the factory, rather than the adaptation to the environment. The owners of the factories or facilities were pressured by competition, uncertain labor force with no governmental intervention. Accordingly, they adapted the structure of existed older organizations of centralization, specialized division of labor and a clear hierarchy (Dessler, 1980). As a result, more factories evolved with no real experience for managers of how to plan, organize or coordinate their activities and workers. Therefore, the technological changes and machine power during the industrial revolution created the need for a formal theory to guide managers in running their organizations (Development during the industrial

revolution, 2004).

2.4.2 Classical theories

The classical era covered the period about 1900- mid- 1930s. It was the bases and roots of the contemporary organizational theories (Robbins, 1996). It consists of three main approaches:

1. The scientific theory (Taylorism)

The scientific management was the product of its time, where production was labor intensive. When the resource accumulation stage was complete, attention was paid to the administrating, planning, organizing and efficiency. Buchanan & Huczynski (1997:334) defined scientific management as "a systematic method of determining the best way to do a job and specifying the skills needed to perform it". The scientific management focused on "the use of the scientific method to define the "one best way" for a job to be done" (Dessler, 1980:17).

Although Taylorism dealt with productivity issue of the business sector, it had an impact on the development of public administration; scientific management school made technical and philosophical contributions to public administration (Jreisat, 1992).

Frederick Winslow Taylor (1856-1915) USA

Taylor is considered the father of the scientific management. He was concerned about the efficiency of workers; he focused on increasing the efficiency of workers. He also believed that "an organization should be governed by definite, predictable methods, logically determined and written into laws" (Slocum and Hellriegel, 1987: 71).

Taylor dealt with both structure and design in respect of best easy way to divide work at the work place rather than on the overall organization, and how to get each worker to do his/her best. He called for a "mental revolution" that according to Dessler (1980: 17) is based on the following:

- Finding the one best way.
- Scientific selection of personnel.
- Time and motion studies.
- Financial incentives (motivation)
- Functional foremanship: a division of work between manager and worker; managers do all the planning,

inspection, and workers take orders.

2. The administrative theory (principles school)

The concepts that were suggested by the scientific management were not applicable to answer the broad questions of organizational design (except for planning and supervision). These questions were analyzed by the administrative approach. The administrative theory focused on defining common functions and principles that lead to good management (Administrative theory, 2004).

Henri Fayol (1841-1925) France

He was born and educated in France. From 1918 until his death in 1925, he worked hard on his theory of administration. Fayol dealt primarily with the issues of organization structure and employee compliance – how to get each worker to do his or her best. He recommended a more centralized, functional structure. His conclusions stated that all organizations at the same development stage should have the same functional division of work. The differences among organizations then depend on the number of employees (Lucey, 1991).

He dealt with the problem of compliance by suggesting penalties and constant supervision. Fayol introduced his five elements of management which are planning, organizing, commanding, coordinating, and controlling.

Fayol identified the following 14 principles of organization:

1. Specialization.
2. Authority with responsibility.
3. Discipline.
4. Unity of command.
5. Unity of direction.
6. Subordination of individual interests.
7. Remuneration.
8. Centralization.
9. Chain / line of authority.
10. Order.
11. Equity.

12. Stability of tenure.

13. Initiative.

14. Esprit de corps.

Source: (University of Toronto, 1995).

Gulick, Urwick and Mooney had their share and contributions to the principles school; Gulick introduced the principles of planning, organizing, staffing, directing, coordinating, reporting, and budgeting. These functions are identified as POSDCORB (Jerisat, 1992).

3. **Bureaucracy theory**

It is a system “characterized by highly routine operating tasks achieved through specialization, very formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow span of control, and decision making that follows the chain of command” (Robbins, 2000: 423). According to Etzioni (1983: 85) bureaucracy is defined as “a hierarchical organization of officials appointed to carry out certain public objectives”.

Bureaucracy became the example design for almost all of today’s large organizations. It reveals rationality, technical competence, and authorization (Robbins, 1984).

Max Weber (1864-1924) Germany

Weber is a German sociologist. He introduced a theory that based on authority relations. He believed that there was an ideal type for organizations called bureaucracy. Weber described bureaucracy as having:

1. A well-defined hierarchy of authority.
2. A clear division of work.
3. A system of rules covering the rights and duties of positions incumbents.
4. Impersonality of interpersonal relationships.
5. Selection of employment and promotion based on technical competence (Dessler, 1980: 26).

2.4.3 **Human relations theories**

During this era, theorists and researchers realized the negatives outcome of the classical views in the concentration on the

rigid structure neglecting the “human being” factor. Whereas the classical views focused on organizational structure, assuming that employees can only take orders and they only pursue to satisfy their economic needs, the behavior theorists introduced new ideas concerning employees’ compliance; they focused on questions of motivation, control, and compliance (Dessler, 1980).

The Hawthorne studies

It is the most important study undertaken by behavioral approach. The studies were conducted at Western Electric Company’s Hawthorne Works in Chicago between 1927 and 1932. Hawthorne studies were under the direction of Elton Mayo. The main theme of the studies was establishing a relationship between physical environment and productivity. Mayo concluded that behavior and morale are strongly related, and there is great impact and influence of group standards on individual behavior. The studies were the first real attempt to conduct social research in industrial setting. It highlighted need for supervisors to be sensitive for social needs of workers within the group. From 1930s-1950s, these theories were in doubt concerning applicability on everyday life (Organization and Management of healthcare, 2002).

2.4.5 Systems Theory

During the 1960s, the concept of analyzing organizations was very common. This approach treated an organization as a set of interrelated and interdependent factors need to be coordinated to achieve the organization’s goals (The University of Western Australia, 2004). This approach also recognized that organizations are not self-contained; they rely heavily on their environment. According to Mullins (2002: 69) “the systems approach encourages managers to view the organization both as a whole and as part of a larger environment”. The Systems approach succeeded in theory but failed to introduce a clear mechanism for application.

2.4.6 Contingency theory

The most recent approach taken towards integrating management theory is the situational or contingency approach which is defined as "the contemporary approach recognizing that no one approach to organizational design is best, but that the best design is the one that best fits with the existing environmental conditions" (Greenberg and Baron, 1999: 532). This approach allows managers and organizations to clearly specify the internal and external variables that affect managerial actions and organizational performance.

Robbins and Coulter (2003: 15) defined the contingency approach as "An approach that says that organizations are different, face different situations and acquire different ways of managing".

It is only logical to study management in a contingency approach since organizations differ in size, objectives and tasks. It would be naive to study an organization within universal principles that are good for all times. The contingency approach focused on variables that determine the structure, (We will discuss such variables in a following part under the title "determinants of structure").

2.5 The organizational structure

When the organization is established to achieve its goals, organizational structure evolves to increase the organization's effectiveness and to provide the necessary control. Such control will be over activity coordination and the methods of motivation for people to achieve the organization's goals. Organizational structure is "the specification of the jobs to be done within an organization, and the ways in which these jobs related to one another" (Ebert & Griffins, 2000: 130).

Theorists of organizational theory varied in their perspectives towards the definition and importance of organizational structure. The classicists, for example, defined it as the main formal framework for organizations and the basic mean to group activities and define work relationships among different levels. The behaviorists criticized such view arguing that it neglected the human side in defining the concept of organizational structure. They focused on the importance and effect of individuals and groups in the organization (Hmoud and Al-Shamma', 2000).

As the organizational theories developed, we were introduced to the open system theory, which means that the structure is affected by outside environment and it is changeable and growing all the time. The organizational structure is the frame that defines and organizes the interior relationships of the organization. It clarifies the main and sub units of activities and the net of communications (Hmoud and Al-Shamma', 2000). Finally we must add that organizational structure is not an end itself, but a means to achieve the goals of the organization built on the most comprehensive perspective.

2.5.1 Building blocks of organizational structure

The relations among different units or functions in an organization can be illustrated in a diagram known as organizational chart. The chart represents the identity of the organization; it reveals the organizational tasks and the formal lines between them.

Buchanan&Huczynski (1997: 304) defined the chart as “a pictorial record, which shows the formal relations which the company intends should prevail within it”. It constitutes of boxes and lines. The boxes represent the specific jobs and the lines connecting the boxes reflect formal lines of communication between individuals performing the jobs (Greenberg &Baron, 2000; Robbins, 2000). Organizational charts are important because they are used to communicate information, establish reporting relationships, summarize salary costs, and draw inferences about organizational behavior.

The chart reveals the following building blocks of organizational structure:

1. Work Specialization (division of labor)

It was common for managers in the early 20th century to divide jobs into small-standardized tasks, which we call today division of labor. It means that one job can be divided into smaller steps; each individual performs a step and repeats it instead of the same job being done by the same individual. So they became specialized only in part of the job. For managers, work specialization could increase efficiency and productivity, and reduce training time. As a matter of fact, the classicists introduced such element and considered it very important to increase productivity which was the main concern. This was true for quite some time.

During the sixties, managers felt that the term "work specialization" is taken to the extreme; it had negative effects on employees; it lead to fatigue, boredom, absenteeism and low quality of work. As a result, organizations started to realize that involving employees in more jobs, providing them with the necessary training will have great effect on their performance (Robbins, 1996; 2000).

2. Departmentalization

It is "The basis by which jobs are grouped together" (Robbins, 2000:415), when organizations divide jobs according to work specialization, they need next to group the jobs according to their common features. Greenberg& Baron (2000: 524) defined it as "the process of breaking organizations into coherent units".

There are different ways of departmentalization:

- Tasks can be grouped by process; organization by major processes “tend to bring together in single department all of those who are at work making use of a given special skill or technology, or members of a given profession” (Simon, 1946: 113).
- Tasks can be divided on the basis of clients who deal and benefit from the organization. In this case, the clients will

have special needs and problems and will be dealt with accordingly (Mohammad, 2004).

- Tasks can be divided according to specific area; this form can be very effective if the organization wants to reach clients that are scattered over large areas and share common needs (Mohammad, 2004).

3. Chain of command

"It is the continuous line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom" (Robbins & Coulter, 2003: 260). It refers to the number of levels in the organization; few levels indicate a flat structure, many levels indicate a tall one. In discussing the chain of command, we have to refer to the concepts of authority, which is the manager's right to give orders and the concept of accountability which refers to the subordinates' acceptance of this right, and unity of command, which means that one manager is in charge (Hellriegel and Slocum, 1987). According to (Gulick, 1937: 43) "a workman subject to orders from several superiors will be confused, inefficient, and irresponsible).

4. Span of control

It answers the question of how many employees a manager can direct efficiently. Ebert & Griffins (2000: 136) defined it as "Number of people supervised by one manager". We can have either a narrow or a wide span of control depending on the number of subordinates. When the span of control is wide, the organization would be a flat, when the span is narrow, the organization would be a tall one. Each type has its pros and cons. A wide span is less costly but it could reduce effectiveness. Narrow span guarantees more control but it is more expensive, besides, it slows down decision making since its vertical communication is complex (Robins & Coulter, 2003).

In deciding the number of subordinates the director can effectively supervise "one should consider kind of work, organization's size, homogeneity, diversification and dispersion. In a routine, repetitive, homogeneous work existed in one specific area; one man can direct several workers. Whereas when the work is diversified, non measurable and workers are scattered, one man can direct only a few (Gulick, 1937).

5. Centralization and decentralization

Centralization means that most decision-making authority is made by upper level management. Decentralization means that most decision-making authority is in the hand of lower management. It also reveals delegating power from higher to lower levels within the organization. Decentralization helps an organization to respond more effectively to its changing environment, increase efficiency, and improve employees' satisfaction (Ebert and Griffins, 2000).

The trend today is toward increasing decentralization and for the chart to have fewer staff positions. (People who actually do the job and do not have a decision making authority). Decentralization is not always the ideal solution, for example, technical workers may enjoy a degree of centralization, whereas, research and development employees may need decentralization in their work (Robbins, 1999, 2000).

6. Formalization

It is “The use of written rules and procedures to standardize operations” (Jones, 2004: 112). It means that rules specify how people perform their jobs and how decisions are made. All employees should follow these rules. A high level of formalization means a centralized authority. Since top management desires control, organizations are expected to have a high degree of formalization. As managers realize that the environment around them is changing all the time, they tend to substitute the highly sophisticated information technology for procedures and rules as a control device (Robbins, 2000, 1996, 1983).

2.6 The organizational design

Organization design means that we can rearrange the elements of organizational structure in the most effective way. Organizational design “refers to the process of coordinating the structural elements of organizations in the most appropriate manner” (Greenberg and Baron, 2000: 517).

An organization, for example can move from centralization to decentralization or vice versa if this serves the best interest of the organization. Similarly, the span of control could be widened or narrowed.

The design of organizations is not new; you can hardly find an organization without one. It reflects the management side of the organization; it involves continuous planning and monitoring to achieve coherence between the goals for which the organization exists. According to Galbraith (1977: 5) “Organization design is conceived to be a decision process to bring about coherence between the goals or purposes for which the organization exists”. Managers should have the ability to recognize the importance and flexibility of organization design in order to face today’s technological revolution and changing environment.

2.6.1 The determinants of organization design

There are a variety of organizational designs; some are characterized by rigid rules and procedures, clear chain of command, narrow span of control, centralization and formalization, which represent the mechanistic model. Others are adaptive, flexible organizations that rely on participative decision making, wide span of control and free flow of information which represent the organic model. The question now is why do some organizations follow the mechanistic model while others follow the organic one? In other words, what are the determinants of organization design?

There are five basic forces that influence the organization's decision of design choice:

1. Strategy

Thirty years ago, strategy was the only factor causing structure. Since then, there have been a number of variables that determine the organizational structure. Strategy is only one of them.

The relationship between strategy and structure was accepted through the classical assumptions which defined structure as "a means for attaining the objectives and goals of an institution" (Robbins, 1983: 93-94). This means that any work on structure must start with strategy and objectives. The early classic work on the relationship between strategy and structure was done by the Harvard historian, Alfred Chandler in his study on a nearly hundred American large industrial firms. Chandler found that companies started as centralized structures offering limited products. As the demand for their product increased, they expanded; accordingly, they are forced to change structure to cope with the new challenge. Growth and diversification lead organizations to change their structure. Chandler concluded that structure follows strategy. There were arguments against Chandler's conclusion claiming that Chandler's study was not applicable for all types of organizations (Dessler, 1980).

2. Organization size

Organizations varied in their definition of size. In general, the number of employees defines organization size. There is clear evidence that an organization's size has an important effect on structure (Robbins, 1984). Blau and Schoenherr have made one of the strongest arguments on such significant relation. They conducted a study on different organizations and concluded that increased size lead to increased complexity. In another study done by the University of Aston in Britain, it was found that the increased size is associated with more specialization, formalization, decentralization and more extended hierarchies (Robbins and Coulter, 2002).

3. Organization technology

Technology is "the techniques and technical processes an organization uses to change inputs, such as materials,

knowledge, energy, and capital, into outputs, such as products and services” (Jackson and Morgan, 1982:183). Technology is one of the most important factors to shape organizational structure and behavior and it is something external to the organizational efforts themselves, it is a factor that organizations must adapt to (Scott, 1987).

The origin of the view that technology determines structure is associated with John Woodward in a study on manufacturing firms in mid 1950s. Woodward discovered that there is a direct relation between organization structure and the technology the organization employed (Dessler, 1980).

4. Organization environment

It refers to "Those institutions or forces outside the organization that potentially affect the organization's performance" (Robbins, 1996 : 432).

Theorists such as Burns, Stalker, Lawrence, and Lorsch introduced the idea that structure had to fit environment. They disagreed with the classical analysis that held that one suits all organizations and disagreed with Woodward who believed that technology is the key determinant for organization structure (Jackson and Morgan, 1982).

According to Scott (1987) design decisions depend on environmental conditions, and that those organizations whose design and internal arrangements best match the challenges they meet in the environment will be the most successful.

5. Power Control

The terms authority and power are usually confused. Authority is a legitimate right for the authority figure's position in the organization. It is defined by the vertical position in the organization's hierarchy. Power refers to an individual's capacity to influence decisions. It is made up of both one's vertical position and distance from the organization's power center (Dessler, 1980).

Each of the determinants of structure that were mentioned above explained a part of structure variation; by combining them, we can get a clearer picture. It is an interaction among the four variables. Still, we need to add another missing part or variable that needs to be clarified; it is the power-control explanation of organization structure. The power control view of

structure states that an organization's structure is a result of power struggle by internal constituencies who are seeking to expand their interest (Robbins, 1983).

The structure decision is a power struggle between groups of special interests, each trying to place an argument to support the structure that suits their own interests. Strategy, size, technology and environment define the parameters within which choices will be made. As we might all know, structural choices are usually made by those who hold power. It is usually top management (Robbins, 2000).

We turn our attention now to describe the organizational designs that evolved over time. Some of them would be unrealistic and ideal, others would be more common and achievable, bearing in mind that organizations can't have all characteristics of one form; their design is a mixture of different aspects reflecting some of the designs found in use. We must add that our study to organization design will fit some where between the classical approach of designing organizations and the contingency one. The classical approach, which was the product of the early theorist searched for "the one best way" in designing organizations. The classicists argued that all organizations should be high in formalization, centralization and complexity (Robbins, 1984).

The contingency approach is "the contemporary approach recognizing that no one approach to organizational design is best, but that the best design is the one that best fits with the existing environmental conditions" (Greenberg and Baron, 2000: 532).

2.6.2 Common organizational designs

1. The bureaucracy

Bureaucracy is "a structure with highly routine operating tasks achieved through specialization, very formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow spans of control, and decision making that follows the chain of command" (Robbins, 2000: 423).

The key concept for such design is formalization; it is characterized by high routine operating tasks in a stable environment that does not need change. The primary strength of the bureaucracy lies in its effectiveness in performing standardized activities. The weakness lies in the fact that bureaucracy creates conflict among subunits because goals of the functional units become more important than the organization goals. Another weakness is that the obsessive concern with rules, centralization and lack

of innovation. We must add here that despite the rigidity of the bureaucracy model, it is difficult to find any large scale organization that doesn't take some of its characteristics (Jerisat, 1992).

2. The Functional structure

As organizations grow and are faced with complex tasks, different functions emerge. Functional structure is “a design that groups people on the basis of their common expertise and experience or because they use the same resources” (Jones, 2004: 160). The assigning of one role to one person is the starting point of specialization. When this process continues, the result will be a functional structure. An organization tends to use this design to increase its effectiveness to achieve its goals. When people with common skills are gathered into functional groups, they benefit from each other, increase their expertise and learn how to solve problems. As a result, the organization can increase its level of skills and abilities (Price, 1997).

As organizations continue to grow, functional structure creates a control problem. It would be difficult to keep control of all the increasing complex activities. Accordingly, top management will be too busy solving day-to-day problems rather than planning long-term goals. Similarly, communication and coordination problems will develop because of the distance among functions, which will act as subunits that work on the unit's goals rather than the organization ones (Jackson and Morgan, 1982). Managers can solve the control problem by changing the design of the functional groups in an effective manner to guarantee better control and coordination.

3. The divisional structure

The divisional structure groups employees around geographic areas, clients or output. It resolves the problems of control and coordination in which functional structure failed. The divisional design fosters self-contained units; each division or unit is generally autonomous (independent) with a division manager responsible for the strategic planning and decision-making process (Robbins, 1984).

The divisions' managers are to report to a central headquarters that oversees controls and coordinate the various divisions. Divisions' managers are free to manage their divisions anyway they find suitable as long as it is within the overall goals and strategies set by headquarters. Divisions became like little organizations inside a big one (Ebert and Griffin, 2000).

The strength of divisional structure lies in focusing on the results; headquarter staff will focus on strategic planning instead of dealing with day-to-day details. The weakness of divisional structure is the duplication of activities and resources, which will

be costly and reduce efficiency (Jones, 2004).

4. The Matrix structure

The functional structure offers organizations the advantage of specialization. The divisional structure focused on the end results but suffers from duplication of activities and resources. In order to be able to gain the advantages of both structures, the matrix structure was developed. The matrix structure is “organizational structure in which teams are formed and team members report to two or more managers” (Ebert and Griffins, 2000: 140). The matrix breaks the unity-of-command concept, employees have two bosses-functional and service.

It is a design that groups people and resources in two ways simultaneously: by function and by product (or service). The matrix structure is a grid shows a vertical and a horizontal flow of product responsibility. An organization with a matrix structure is very flat, has minimal hierarchical level with decentralized authority and has a dual chain of command (Robbins and Coulter, 2003).

Matrix structures are appropriate under three conditions, first, the existence of outside pressure for a dual focus; that is many clients with unique demand. Second, a pressure for high information processing especially when there is an external changing environment that leads to uncertainty in decision making. Third, pressure for shared resources, especially, when clients' demands are great and the technological requirements are strict (Cummings and Worley, 1997).

The positive side of the Matrix structure is in its multiple orientations; specialized and functional knowledge can be applied to all projects, besides the advantages of consistency and coordination among departments. The negative side is in the lack of a clearly defined hierarchy of authority, which can lead to conflict between functions over roles and the use of resources. Matrix structures should be managed properly if managers want to reap its advantages (Robbins, 2000; Jones, 2004).

5. The team structure

The team structure involves the use of teams to coordinate work activities. It breaks down the barriers of departmentalization and decentralizes decision-making process. It complements a bureaucracy especially in large organizations; by which the organization can benefit from both the efficiency standardization and the flexibility of teams (Robbins, 2000; Robbins and Coulter, 2003).

The advantages of such design are: the intense focus on meeting client needs, the removal of management layers and the

accurate and quick flow of information throughout the organization. The major disadvantage is the difficulty of changing to this form; it requires a radical shift in skills and managerial roles (Robbins, 1996).

2.7 The effects of organizational structure and design on employees' performance

When managers are introduced to the elements of organization structure and different design techniques, they must consider the effect of their choices on employees. Studies proved that there is a direct relation between the way an organization is structured and designed and the results and goals that are expected to be achieved. Accordingly, individuals and groups in any organization will perform better under a well-defined structure and design “Good people in a poor organizational structure will fail, while average people in a healthy structure can succeed. For this reason, structure is often the starting point for building a high-performance organization” (Meyer, 1995).

Managers, in their quest for organizational effectiveness and efficiency, recognized the critical importance of the relation between organizational structure and design and employees’ performance. They perceived it as the primary tool through which they can transform employees into a most efficient power “*Structure is not a panacea, but it is one of the most powerful tools of leadership, and fundamental to an organization’s success*” (Meyer, 1995).

Mullins (2002: 556) stated that “The structure of an organization affects not only productivity and economic efficiency but also the morale and job satisfaction of its members”. There is no one good design, there is a good one that serves best the goals of the organization within its resources and fits with the employees’ attitudes and culture (norms and accepted behavior); The one removes ambiguity and draws the best out of employees (Robbins, 2000).

2.8 The need for restructuring

Restructuring is the change in the design of an organization in order to achieve better results. Although going for restructuring may seem simple on the surface, it is really a hard task that requires effort, very careful planning, and a systematic implementation.

There are several factors that pushed organizations towards implementing structural changes such as:

- Globalization which can affect the organization and increase its complexity.
- Technological advancement.

- The growing size of organizations.
- The increasing of complex legal restrictions.
- The rapid change of political environment.

Source: (Meyer, 1995)

2.9 Conclusion

An organization is a social entity that involves the existence of common goals, a group of people and a well-defined structure. Many theories evolved over time, each was suitable for its own time. Organizations of today are the result of the efforts of so many theorists and researchers. The organizational structure and design is very important for achieving the organization's desired goals. The building blocks of organizational structure are work specialization, departmentalization, chain of command, span of control, centralization and decentralization, and formalization. Those elements can be rearranged to create the design that best suits the organization. What is suitable for one organization may not be ideal for another. Managers can choose among a variety of designs taking into consideration the factors of strategy, organization's size, technology, environment, and power control.

There are many design options from which managers can choose. Among those bureaucracy, functional, divisional, matrix and team structure.

Finally, organizational structure and design have a great impact on employees' performance. Managers should be careful in the design option they adopt. We can conclude that it is only logical to say that restructuring is a need for organizations since they are working within turbulent environment.

After we covered the theoretical framework of the topic of organizational structure and design, we will move next to examine the organizational structure and design of the Palestinian Legislative Council as a case study of the governmental sector.

Chapter Three

The Palestinian Legislative Council

3.1 Introduction:

A parliament is a legislative body. The name is derived from the French Parliament, the action of parler (to speak): a parliament is a talk, a discussion, or a meeting. All parliaments are legislatures, but not all legislatures are parliaments (The free dictionary, 2004).

A legislature is “a governmental deliberative body with the power to adopt laws. Legislatures are known by many names, including: parliament, congress, diet and national assembly” (The free dictionary, 2004). Althingi, established in 930, claims to be the oldest functioning parliament in the world, although this is disputed by Tynwald in the Isle of Man (The world fact book, 2004).

In this chapter, we are going to have a close look at the Palestinian Legislative Council (PLC). This will include historical background, working mechanism, speaker’s office commission elections, parliamentary committees, district offices, legislative procedures, major tasks, and the organizational structure. The study will also include examples of some parliaments as a means of comparison.

3.2 The Palestinian Legislative Council

3.2.1 Historical background

On the 20th of January 1996, the Palestinian people in West Bank, Gaza Strip and occupied Jerusalem cast their votes for the first time in the history of Palestine to elect their Palestinian National Authority president and their representatives in parliament. The elections were the result and according to Oslo agreement which was signed in 1993. It was also according to Oslo11 agreement that was signed in 1995 and to the election law issued on December 7th, 1995 (Palestine. Palestinian Legislative Council, 2001).

The elections were the first Palestinian experience towards democracy and parliamentary life. The number of candidates that ran the elections was 552 including 25 women. The number of council seats was 88. People reacted strongly to the process

and the elector turnout in both West Bank and Gaza Strip was 79.9%. Such high level of participation reflected the strong desire among Palestinians to participate in the decision making process, and establish state institutions based on the rule of law and protection of human rights (Palestine. Palestinian Legislative Council, 2001).

The election process occurred under the International supervision. Two thousand observers from 40 countries and 10 International organizations monitored the process, besides tens of NGO representatives and hundreds of journalists and local observers. The Palestinian Legislative Council (PLC) inaugurated its work on the seventh of March 1996. This day was marked as “the democracy day” in Palestine and it is celebrated every year (Palestine. Palestinian Legislative Council, 2001). The Palestinian Legislative Council (PLC) was a newly elected one faced with many obstacles due to the Israeli occupation and the lack of the necessary experience. It had so many challenges to meet and so much work to be done within the available human and financial resources.

3.2.2 The Palestinian Legislative Council working mechanism

PLC was engaged in executing the first Palestinian Bylaws in 1996. The bylaws regulated and controlled PLC work mechanism in so many fields such as: elections of its different bodies, mechanism of draft laws introduction, committee formation, questioning, members’ immunity, claims and personnel issues (Owda, 2000). The bylaws defined the working mechanism of PLC as follows:

Article 16 of the Palestinian parliament bylaws (1996) stated that upon the request of PNA president, the PLC will hold an annual normal term to be divided in two sessions of four months each. The first one starts the first week of March, the second starts the first week of September.

PLC sessions are open and conducted every two weeks, unless PLC decided other wise. PLC committee meetings will be held the week before PLC session (Palestine. Palestinian Legislative Council, 2001).

For the PLC sessions to be conducted, the majority attendance of PLC members is a must (Palestine, Palestinian Legislative Council, 2001) (the majority is defined in article 1 as half the members +1).

Closed sessions can be held upon the request of PNA president or the speaker or one quarter of the PLC members (Palestine. Palestinian Legislative Council, 2001).

3.2.3 The speaker's office commission elections

The parliamentary work depends to a great deal on the existence of different bodies since it has so many legislative and monitoring tasks. Such bodies are considered the main means that enable parliament members to perform their parliamentary work. The bylaws of any parliament, usually, name and organize the formation and responsibilities of the bodies. In Palestine, the case is no different, and in order to implement the bylaws, PLC elects a commission of the speaker's office in its first session and no discussions are legitimate before doing so (Palestine. Palestinian Legislative Council, 2001). This is done at the beginning of each parliamentary term and the commission stays in action for a period of one year. The commission consists of the speaker of the council, two deputies and the secretary of the council; the elections of the commission are conducted by secret ballots (Palestine. Palestinian Legislative Council, 2001).

The formation of the speaker's commission varies from one parliament to another. In Jordan , for example, the commission consists of the speaker, two deputies and two assistants(Jordan. National Assembly, 2004). In Cairo, it consists of the speaker and two deputies(Egypt. People's Assembly, 2000). If we look at Lebanon, we find that the commission consists of a speaker, a deputy, a secretary and three commissioners (Lebanon. Representatives Council, 2000), whereas in Syria, it consists of a speaker, a deputy, two secretaries and two observers (Syria. People's Assembly, 2001).

3.2.3.a The tasks of PLC president (the speaker)

Article 12 of the Palestinian bylaws (1996) defined the tasks of the speaker as:

- Represent the PLC and talk on its behalf
- Ensure the implementation of the bylaws.
- Open the sessions, control and manage the discussions.
- Supervise the well being of the council's functions and relations.

The PLC speaker has roles in committee formation, legislative procedures, monitoring and complains, each is discussed in its own part of the chapter. We must add here that in Palestine and according to the observation of the researcher who is an employee at PLC, the PLC speaker interferes with the responsibilities of the PLC secretary especially in hiring employees.

3.2.3.b Responsibilities of the two deputies

In case of the president's absence, the first deputy will be in charge. In case of the absence of both the president and the first deputy, the second deputy will be in charge of the council's presidency (Palestine. Parliament, 1996). The responsibilities of

the two deputies as mentioned in the bylaws don't clarify whether the deputies would be in charge of all the speaker's responsibilities during his absence or only those related to the management of the sessions. Anyway, the responsibilities of the deputies in other parliaments are more definite and clear. For example, in Poland, the responsibilities of the two deputies are very clear to avoid any overlapping in authorities (D Lukasz 2004, email, 13 July).

3.2.3.c The general secretariat of the council

The main responsibility of the general secretariat in any parliament is to facilitate all parliament work, and a secretary or a secretary general heads it (Sawi, 2002). Article two of the International secretary general organization bylaws defined the term "secretary general as " the person usually in charge of the parliament administration and in particular in charge of providing consultancy to the parliament and its secretary in the performance of their duties and authorities" (Taha, 2000).

Article 1 of the Palestinian legislative council's bylaws (1996) defined the general secretariat to include the secretary and his assistants and employees. The secretary is one of the speaker's commission and he is elected in the same way as the speaker's of the council in secret ballots. He is also a member of parliament. The commission of the speaker's office assigns the general secretariat headed by the secretary who is to supervise all the administrative, financial, legal, press and public relations and protocol functions. The secretary's main mission is to supervise the PLC departments and units and to execute the council's decisions and keep and manage all the documentations related to the PLC sessions (Palestine. Palestinian Legislative Council, 1996). He is supposed to be the only administrative authoritative source in the council. The position of secretary is quite controversial issue. Some argue that he should not be a member of parliament and should be hired in isolation of the parliament to guarantee his objectivity. Others argue that his being a member of parliament will give him more power. In Cairo, Jordan and Israel the secretary or secretary-general is an appointed public officer and not an elected member of parliament, whereas in Palestine, Syria and Lebanon, he is an elected member of parliament (Taha, 2000). We must add that even when the secretary general is not a member and is an elected officer, like the examples we mentioned above, he is mostly appointed by the executive authority, which means that he will follow its policies indirectly. To overcome such complication, the speaker's commission and PLC administration appointed a general manager who is unfortunately within the circle of the secretary (Owda, 2000).

The formation of secretariat or the managerial body of administration differs from one parliament to another. In Mauritius,

for example, the clerk of the assembly heads the secretariat of the assembly. He is the chief administrative permanent officer and works under the control of the speaker. The secretariat consists of the clerk, the deputy clerk, the clerk assistant, the librarian, the parliamentary reporters and supporting staff (Mauritius. National Assembly, 2005).

In France, a bureau organizes and directs the departments of the assembly. The bureau consists of twenty two members- the president of National Assembly, six vice presidents, three quaestors and twelve secretaries (France. Assemblée National, 2005). In Britain, the speaker of the House of Commons delegates power to a board of management headed by the clerk and consists of the heads of departments and the clerk of committees (Britain. House of Commons Commission, 2004).

In Canada, the management of administration is in the hands of the Board of Internal Economy. The clerk is the secretary to the board and the senior official of the administration and reports to the speaker (F Hugh 2004, email, 12 July).

3.2.4 Parliamentary committees

Legislative committees are “units of organization within a legislative chamber that allow groups of legislatures to review policy matters or proposed bills more closely than would be possible by the entire chamber” (Legislative committee system, 2004). Parliamentary committees perform a number of important roles and play important role in increasing the parliament’s effectiveness and experience. The committees enable parliament members to examine the draft laws and supervise the government’s programs (Sawi, 2000). In a comparative study done by Sawi (2002) of a number of parliament members in parliament and the number of permanent committees in it, using eleven parliaments as a base, he found that the sizes of parliaments were between 120-662 member, and the number of committees – in order to perform effectively- was between 3-25.

In Palestine, and after electing the commission of the speaker, the formation of committees takes place and in accordance with the bylaws. The committees of PLC are considered very vital to the work of the council. The effectiveness of their operations is very critical to the PLC goal and mission (Palestine. Palestinian Legislative Council, 2001). Article 48 of the Palestinian bylaws (1996) defined the eleven permanent committees, each has its own mandate. The committees support the work and responsibilities of PLC in the areas of studying, reviewing and suggesting amendments to the draft laws, looking into complaints, and examining the plans and programs remitted by the council or its president. The committees are elected at the beginning of each parliamentary term (Palestine. Palestinian Legislative Council, 1996). Each committee elects a president and a

clerk that have to earn the approval of PLC (Palestine. Palestinian Legislative Council, 1996). Each committee has an administrative clerk who is a PLC employee. The council has the right to form ad and hoc committees whenever is needed (Palestine. Palestinian Legislative Council, 1996). Each committee has to present its report according to the issues of concern (Palestine. Palestinian Legislative Council, 1996), this report should be prepared and presented to PLC president to be distributed to PLC members 24 hours at least before the assigned session (Palestine. parliament, 1996).

Article 48 of the Palestinian bylaws (1996) defined the committees to be established, but it didn't specify the responsibilities and mission of each committee which might create a problem and lead to different interpretations.

3.2.4.a The permanent parliament committees:

The Council consists of 11 parliament committees:

- 1- The Jerusalem Committee.
- 2- The Land and Settlement Confrontation Committee.
- 3- The Refugees Affairs Committee (the Palestinian refugees, displaced and expatriates).
- 4- The Political Committee (negotiations, Arab and international relations).
- 5- The Legal Committee (the basic law, the law and the judiciary).
- 6- The Budget and Financial Affairs Committee.
- 7- The Economic Committee (industry, trade, investment, housing, supplies, tourism, planning, natural resources and energy).
- 8- The Interior Committee (interior, security, local governance).
- 9- The Education and Social Affairs Committee (education, culture, information, religious affairs, archeology, social affairs, health, labor, laborers, prisoners, martyrs, wounded, veteran fighters, childhood, youth, women).
- 10- The Monitoring, Human Rights and Public Freedoms Committee.
- 11- The Council's Affairs Committee. It consists of the speaker's commission and several members with the aim of assisting the speaker's office in running the general affairs of the council.

Source : (Palestine. Palestinian Legislative Council, 2001).

3.2.5 District offices

District offices are considered one means of interaction between the legislature and the constituent, or between the

parliament and the public. Such interaction is mutual; on one hand, the public can turn to their representatives through the district offices to help them in solving their problems, on the other hand, the parliament members can demonstrate their legislative and oversight achievements to the public to gain their future support. As a result, the mutual interaction is considered a form of public (people's) oversight, which enables the constituents to judge their representatives' performance (The Legislative and Constituency relations, 2004).

The idea of establishing district offices in the Palestinian Legislative Council started at early stages from resuming PLC of its work. This was mainly because of the ongoing Intifada that started in 2000, and the Israeli siege over the Palestinian territories. In May 1996, the PLC started establishing a district office in each electoral district to act as a means of communication between the council and the public, to help parliament members to perform their tasks, stay in touch with their constituents and get acquainted with their problems and hopes (Kayed, 2000). The number of district offices is 25; seven of them are in Gaza. Each office has its own staff (Employee no.1 2004, pers. Comm., 29 April).

The issue of district offices in the PLC is quite controversial. Some believe that there are too many offices which could be costly and inefficient; those believe that the offices should be reduced to one office for each district. Others believe that each parliament member should be given a sum of money and it is up to him/her to choose the best way of interaction with the public. Whatever is the case, we should stress the point that a parliament member is working for the benefit of all constituents and not for his/her district only (Kayed, 2001).

In some other parliaments, the case is different from the Palestinian one. In Cairo, for example, the offices of the members are inside the parliament building. The members can work through the committee or political parties' offices, and there is a parliamentary office for the independent members. The committee staff will provide the support and help for parliament members. Still the members can have their own offices outside the parliament on their own account (Kayed, 2001).

In Jordan, each parliament member has an office within the building of the parliament. There are no offices outside the parliament. In Israel, each parliament member has an office inside the Knesset, at the same time, each member has the right to appoint two assistants who are paid by the Knesset, but they are not permanent employees ; their jobs are terminated when the membership of that member comes to an end (Kayed, 2001).

3.2.6 Legislative procedure

The council established mechanism to organize the legislative process from all aspects in its bylaws. It is stated that the executive authority must present draft laws to the legislative council in order to be examined and approved. The bylaws also guaranteed one member or more or a committee the right to introduce legislative proposals. In both cases, the proposal is submitted to PLC president who in turn passes it to the specialized committee that in turn returns it to the council after study to be approved in its various readings. The council has the right to accept, reject, return or postpone any proposal (Palestine. Palestinian Legislative Council, 2001).

The president of PNA issues the laws after the council has approved them within one month of receiving them. The bylaws guarantee the PNA president the right to return the law within the same period with his comments or reasons. Otherwise, the law is considered issued and is published in the official newspaper (Palestine. Palestinian Legislative Council, 1996).

3.2.7 PLC major tasks

In order to be able to build the Palestinian state on the ground and establish Palestinian democratic civil society institutions, the Palestinian Legislative Council (PLC) has five major tasks. These tasks are:

1. The legislative task:

The Palestinian Legislative Council (PLC) set a basic goal in conducting its work; it is focused on establishing and unifying the legal system in Palestine as a mean towards law sovereignty. Regarding this issue, PLC had ratified 129 draft laws, from which 48 were approved by President Arafat covering economic, social, judicial, administrative and public freedoms fields (Palestine. Palestinian Legislative Council, 2001).

2. The monitoring task:

The PLC tried to reinforce modern parliamentary traditions in accountability and transparency. It focused on the principles of authority separation, rule of law, addressing inquiries to ministers and officials and monitoring the performance of

the executive authority (Palestine. Palestinian Legislative Council, 2001).

3. Democracy reinforcement task:

The Palestinian Legislative Council (PLC) devoted efforts to reinforce and establish basis of democracy in the Palestinian society. In this respect, PLC declared 7th March as the “ democracy day” in which the Council organizes in cooperation with governmental and private sectors, wide public political, social, intellectual and informative activities (Palestine. Palestinian Legislative Council, 2001) .

4. Parliamentary diplomacy task:

In its efforts to gain Arab and International support and solidarity for the Palestinian case, the Palestinian Legislative Council launched a parliamentary diplomatic campaign to establish relations with parliaments all over the world. PLC hosted more than 350 foreign governmental and parliamentary delegations. More than 160 PLC delegations visited other parliaments (Palestine. Palestinian Legislative Council, 2001).

5. The political effort task:

The Palestinian Legislative Council exerted political efforts in the internal arena and the peace process and negotiations. The efforts were clear through its specialized political committees, each in its own specialization. The PLC’s political efforts ranged between reinforcing the national unity, confronting Israeli violations and to closely follow up the negotiations (Palestine. Palestinian Legislative Council, 2001).

3.3 The organizational structure of the Palestinian legislative Council

3.3.1 Overview

The Palestinian Legislative Council’s main buildings are in Ramallah in the West Bank. Another building was created in Gaza because of the political situation and difficulty of movement and travel between the two parts. Sessions used to be conducted in both Ramallah and Gaza alternatively. Both buildings or headquarters are considered temporary, the aim is towards creating a parliament in Jerusalem; the capital of Palestine.

Since the eruption of the Intifada, PLC sessions are being held in Ramallah and the members who can’t attend the meetings from Gaza can participate through the videoconference, whereas, the committees meeting are held in both Ramallah and Gaza alternatively by videoconference as well.

As a result, two separate structures and departments were created in both Ramallah (West Bank) and Gaza, which led to

a kind of separation and ambiguity in the source of authority. This also led to duplication in departments and positions, which is indeed against the principle of unity. The number of employees in both West Bank and Gaza is 526 , 267 in WB and 259 in Gaza (Employee no.2 2004, pers. Comm., 29 May) .

3.3.2 PLC chart

As we discussed in the previous chapter, the chart of any organization is its identity and should reflect and reveal the organizational tasks and the formal lines between them. Therefore, it is only logical to start our discussion by looking at and scanning the PLC chart.

Chart 3.3.3

PLC chart

Source: (Palestine, Palestinian legislative Council, 2004)

From the very beginning, the PLC started working on establishing departments and hiring staff. The aim was to meet the

goals of PLC, facilitate, and support the work of the members (PLC structure, 2001. Going back to article 11 of the Palestinian bylaws (1996), it mentioned the creation of administrative affairs, financial, legal, informative, public relations and protocol departments. After that, other departments were added such as the technical department and chief clerk office (Palestine. Palestinian Legislative Council, 2001).

In addition, several units were created such as personnel affairs, training and development, woman, parliamentary research, planning, and IT units (Palestine. Palestinian Legislative Council, 2001). The idea was to add each unit to its most equivalent department (Employee no.3 2004, pers. Comm., 16 September). All these departments and units report to PLC secretary through his office headed by the general manager.

Before discussing the structure in details, the researcher will first shed the light on the history of chart development. In an interview with employee no.2, on 29 May 2004, the researcher inquired about the existence of a chart and structure of PLC, the answer was that “there is no official chart for PLC”, he added, “the work is still in the process of establishing one”.

Working on the establishment of an improved detailed chart consumed the efforts, time and money of the donors for a long time, among these efforts:

1. The European Assistance Team (1997) did the first attempt. They worked on the existing situation and departments. They did few changes but their work lacks the creativity and future planning. Their main achievement was the creation of job description for each position and department; they also provided PLC with draft documents concerning employees' evaluation, committee work, budget planning, and legislative system. All documents, that were created, were followed selectively by departments and it was up to each director to follow or neglect such documents. This attempt could have been followed up and improved.
2. The British team (1999) did the second attempt in 1999. They worked on a development plan to cover the years 2000-2005. They conducted SWOT analysis for the existing situation; they laid down the priorities of PLC and put forward a plan for what should be. The charts they provided were creative, detailed and in accordance with the goals and aims of PLC focusing on the Council unity between West Bank and Gaza. They also provided new job descriptions for each position. A complete action plan draft was handed to PLC administration and members, but it was not put into action.

3. After the year 2000, USAID project worked on establishing manuals for departments, their work overlapped with the work of the British. They worked with some departments and not all of them. Their work was not systematic or completes (Employee no.4 2004, pers. Comm., 29 May).
4. In 2001, and after the completion of the British project, the PLC secretary and the general manager created a chart, which is published on the web site. It was an individual job, very general with no basis (Employee no.4 2004, pers. Comm., 29 May).
5. The current attempt (2005) is now being worked on by the reform committee coordinator Dr. Hanan Ashrawi. Dr. Ashrawi contracted experts from Birzeit University. The results have not been published or known yet.

The big questions here are, if there were all these attempts and money, time and efforts were invested, why until now, there is no official chart for PLC? Why are all the work had been put aside? Is it a matter of ability or is it the lack of willingness to restructure an important institution such as the PLC?

Now, we move to look closely at the PLC chart bearing in mind that the researcher relied on the chart published on the PLC web site, and considered it a starting point of her discussions. This is for two reasons, first, the fact that as the researcher is an employee at PLC, the published chart reflects the structure in practice, second; all the material that is published on the web site is considered official and is approved by the PLC administration. The chart reflects the following:

The secretary general reports directly to the PLC speaker and is in charge of all the departments and units through a general manager who reports to him directly.

The secretary general is in charge directly of the chief clerk whom has an advisory relation with the general manager.

The chart is divided to departments and units and there are too many of them.

The departments and units are created functionally according to the services they provided, although there is overlap between the units and departments.

There is no detailed information on the internal structure of each department or unit.

No clarification for the positions inside the departments and units, number of employees or vacant posts to indicate any future planning.

No indication for the internal structure of the chief clerk office.

The chart should reflect the offices of Gaza as part of one structure to focus on the concept of unity between West Bank

and Gaza.

It reflects a level of centralization since the decision-making process lies in the hand of one or two people only.

The chart doesn't show the span of control, distribution of employees and vacancies.

3.3.3 The speaker's office:

The office of the speaker consists of 11 employees that mainly provide support for the speaker (Employee no.2 2004, pers. Comm., 29 May) .Their work consists of coordinating the relations of the speaker, providing all the clerical work such as dealing with his correspondence, filing and managing his agenda. Most of the staff of the speaker's office are not permanent and change according to the changes that occur on the speaker's election (Employee no. 5 2004, pers. Comm., 28 April). The speaker's office in Gaza consists of 3 employees (Ministry of finance, 2003).

3.3.4 Office of the secretariat of PLC:

The PLC secretary is responsible for all departments and units through the general manager. The secretary's office in Gaza consists of 4 employees. The secretary is also in charge directly to the PLC chief clerk.

- **The general manager:**

He was appointed in 1998, he is a civil servant. His position was established to escape the controversy of the secretary general being a PLC member, but it is noticeable that his authorities didn't escape the circle of the PLC secretary (Owda, 2000). If we look back at the circumstances of his appointment, we can see that he represents the ruling party (Fateh). This means that he, indirectly, holds the views of the management of PLC. If we look at this position in other parliaments, we can see that in Poland, they have the position of general manager who manages the polish parliament (Sejm) with the two deputies of the chief of the Sejm (D Lukasz 2004, email, 13 July).

The main mission statement of the general director is to execute all the policies of the PLC presidency and the secretariat through the staff of PLC. He takes all the necessary day-to-day administrative decisions, presents recommendations to the secretary general concerning the technical and administrative needs. He also submits recommendations regarding budget planning. In theory, the general manager should be in charge of all departments and units of West Bank and Gaza. In practice, and in an interview with the general director on 16 September 2004, he said that there is overlap between his job and authority

and the authority of the secretary general. He explained that the secretary general has the upper hand and the general manager is left with running day to day affairs or solving any problems among the staff, he has no say in the financial issues or hiring procedures. He also added that he suffers from the interference of the members in his work. His office contains four employees including him, an office director, a secretary and a messenger (Employee no.2 2004, pers. Comm., 29 May).

The director general has no authority over the departments in Gaza although he was appointed as a director general for PLC. In Gaza, there is a director general who reports directly to the PLC secretary. He used to be the head of the administrative department. Then he became a director general. His office contains 3 employees including him. In practice, he acts as the director general of Gaza and administers all the departments (Abu Safieh, 2004); this is quite a contradiction with the principle of unity between West bank and Gaza.

3.3.5 The departments and units of PLC

3.3.5.1 The office of chief clerk:

The chief clerk:

The chief clerk position is very important in supporting the legislative process in almost all parliaments of the world. In Canada, for example, the clerk of the House of Commons is the chief executive officer of the House of Commons. The clerk of the House of Commons is the senior permanent official of the House of Commons and is the secretary of the Board of Internal Economy, the governing board of the House of Commons. The clerk of the House of Commons is the chief adviser to the Speaker of the House of Commons and to members of parliament on matters of procedure and administration, and is responsible for procedural and administrative duties relating to the House of Commons and its committees. The clerk of the House of Commons is appointed by governor in council and has the rank equivalent to a deputy minister (F Hugh 2004, email, 12 July). In Poland, the responsibilities of the chief clerk are managed by the deputy chief of the chancellery of the Sejm (D Lukasz 2004, email, 13 July).

The chief clerk in the PLC reports directly to the secretary general with an advisory relation with the general manager. He is a civil servant and not a member. He performs the following tasks (The Palestinian Legislative Council, 1999):

- To supervise the management of PLC sessions.
- To follow up the draft laws that had been issued according to the bylaws from the minute they are issued by the speaker to the minute they are transferred to PNA president.

- To monitor all the missions related to issuing the official journal and to preserve all the legislative documents from loss or damage.
- To manage the chief clerk's office in the most efficient manner.
- To take part in preparing the office's annual budget.
- To help in sessions vote counting when he asked to.
- He is the PLC consultant on parliamentary issues.

The office of the chief clerk in Ramallah consists of 29 employees and is considered central for both WB and Gaza (Employee no.2 2004, pers. Comm., 27 July). The number of staff in GAZA is 22 employees (Ministry of finance, 2003). The chief clerk is in charge of the following:

1. Chief committee coordinator:

He organizes the work of PLC clerks both in Ramallah and Gaza. He also supervises the work of the administrative clerks and organizes the work of all parliamentary committees according to their schedule meetings. There are two coordinators, one in Ramallah and one in Gaza, they both report directly to the chief committee coordinator. Each coordinator is responsible for the work of the committees in his/her area (West Bank or Gaza) (Palestine, Palestinian Legislative Council, 2001).

2. The PLC's journal clerk:

She is in charge of the preparation of PLC agenda, the topics to be discussed, notifying the members, preparing the hall and manages all technical issues. She also prepares the journal and follows up on it. She supervises an administrative assistant, a secretary and a night shift employee (Palestine. Palestinian Legislative Council, 2001).

3. Hansard (official report) editor:

He is in charge of editing the Hansard, issue and keep the official record which includes the actual speeches and discussions of PLC sessions. It is a sort of written record of all PLC sessions as they are delivered. The HANSARD editor is in charge of all the typists (3 people) (Palestine. Palestinian Legislative Council, 2001).

4. The records office clerk:

She is in charge of recording all the parliamentary documents and referring some of them to the parties of concern. She follows up the incoming and outgoing documents and prepares summaries for future retrieval. She is in charge of an assistant

(Palestine. Palestinian Legislative Council, 2001).

In an interview with employee number 6 on 27 December 2004, she said that the chief clerk manages to provide his office with a good system and he was able to produce, with the assistance of one of the donors (ARD), a manual clarifying the mechanism of work for the office and he suggested a structure which is still a draft copy. The researcher asked her about her view of the accountability of the chief clerk which is to the secretary general; she said it is a blessing and a curse at the same time. It is a blessing since the chief's clerk nature of work needs a high authority to facilitate the job. But because the secretary general is in Gaza, this may lead to delaying the work and it puts pressure on employees to consult the speaker who is in Ramallah, this may lead to clashes between them.

3.3.5.2 The legal Department

It was established in 1997, and there is another department in Gaza. They each have a director and a group of lawyers. The main mission of the department is to meet the legal and legislative needs of PLC (Palestine. Palestinian legislative Council, 2001). The department provides two major services:

Legislative services: to draft, follow up, analyze and study the draft laws in the different readings. To accomplish this task, the department's staff conducts studies and workshops (Palestine. Palestinian legislative Council, 2001).

Legal services: to provide the legal assistance, consultancy and analysis of complaints received by PLC (Palestine. Palestinian legislative Council, 2001).

In an interview with employee no.7 on 3 August 2004, he said that the department consists of 13 employees including him; the one in Gaza consists of 22 employees. He added that he reports directly to PLC secretary.

In most parliaments, the legal department is an independent section or office such as the parliaments of Poland (D Lukasz 2004, email, 13 July), South Africa

(South Africa. Parliament, 2005), Estonia (Estonia, Parliament, 2005) and Britain (Britain. House of Commons, 2004). In Kuwait (Kuwait. Parliament, 2004) it is part of studies and research section within the information directorate.

3.3.5.3 Administrative Affairs Department

It is among the first departments to be established in PLC. It used to include all other departments and units. The

department's structure has been developed; new departments and units were created to perform specific functions (Palestine. Palestinian Legislative Council, 2001). The department consists of 27 employees. There is an identical department in Gaza that consists of 32 employees (The ministry of Finance, 2003). The main tasks of the department are:

1. To follow up and provide administrative support for district offices. There is a special section in the department that performs such task. As we mentioned earlier, there is a coordinator for district offices in West Bank and another one in Gaza (Palestine. Palestinian Legislative Council, 2001).

In a study done by Kaye (2001), he stated that there are more than one office in the same district, such as Nablus (3 offices), Hebron (3 offices), Ramallah (3 offices), and Jenin (2 offices). Some members don't have any offices. This matter raises questions around the meaning of a district office, PLC members and the expenses. The number of employees in the district is 97 in West Bank and 57 in Gaza (Ministry of Finance, 2003).

2. To provide the necessary services and support for all PLC departments and units (Palestine. Palestinian Legislative Council, 2001).
3. To oversee the implementation of instructions and administrative regulations within PLC (Palestine. Palestinian Legislative Council, 2001).

This department in some parliaments is attached to the financial and technical affairs and mostly includes the personnel, human resources and training sections. In Britain (Britain. House of Commons, 2004), it is called the administrative and financial department and includes the human resources management section. In South Africa (South Africa. Parliament, 2005), it is part of the corporate services division and called the human resources section. It includes personnel and training sections. In Kuwait (Kuwait. Parliament, 2004), it is titled the administrative and technical affairs directorate and includes administrative affairs, technical affairs, public relations and protocol, and human resources development. The personnel is part of the administrative affairs section. In Jordan (Jordan. National Assembly, 2004), it is called the administrative and financial department and includes the financial section, personnel, data entry, and provisions.

3.3.5.4 Technical Department

It is responsible for the maintenance of the PLC buildings and offices. It consists of 13 employees (Employee no.2 2004, pers. Comm., 29 May). There is another identical department in Gaza that consists of 45 employees (The Ministry of Finance,

2003). The main tasks of the department are:

- Provide technical support for PLC.
- Establish technical specifications for PLC equipment according to the needs and regulations of PLC.
- Control the use of cars and vehicles.
- Supervise and execute PLC technical and constructional projects.

Source: (Palestine. Palestinian Legislative Council, 2001).

In an interview with employee no. 8 on 10 January 2005, he said that the department has a proposed structure but there are no job descriptions for positions.

The technical department in other parliaments can be part of administrative and financial departments such as the parliaments of Kuwait (Kuwait. Parliament, 2004) and Estonia (Estonia. Parliament, 2005). Sometimes it can be an independent department such as the parliaments of Poland (D Lukasz 2004, email, 13 July) and Jordan (Jordan. National Assembly, 2004). In South Africa, it is called the Household Services section within the Institutional support division

(South Africa. Parliament, 2004).

3.3.5.5 Informatics Department

The department was among the first ones to be established according to article 11 of the Palestinian bylaws (1996). The department's mission statement is to enhance the PLC's public image through mass media. The tasks of the department include providing PLC management and departments with the professional support, building relations with mass media, ministries and other bodies of concern and representing the council in different occasions related to work. The department issue and distribute the PLC magazine on regular basis (Palestine. Palestinian Legislative Council, 2001).

The department consists of 16 employees including the director (employee no.2 2004, pers. Comm. 29 May), in Gaza, there are 9 employees (Ministry of Finance, 2003). There is no coordination at all between the two departments because of the lack of communication between the heads of the two departments and all publications are issued by Ramallah offices (Abu Safieh, 2004). In an interview with employee no. 9 on April 26 2004, he said that he initiates a chart for the department but it is not official yet. He added that he reports directly to the PLC secretary administratively and to the speaker in some cases.

This department, in other parliaments, is attached, somehow, to the public or external communications. In Kuwait (Kuwait. parliament, 2004), Estonia (Estonia. parliament, 2005), Poland (D Lukasz 2004, email, 13 July) and Georgia (Georgia. parliament, 2004). It is an independent directorate and includes the public relation section. In South Africa (South Africa. Parliament, 2005), it is part of the external communications section. Sometimes, the informatics department is part of the information services as in Canada (F Hugh 2004, email, 12 July).

3.3.5.6 Protocol and Public Relations Department

It is one of the departments that started at early stages of PLC establishment. The department's mission statement is to enhance the image of PLC (Palestine. Palestinian Legislative Council, 2001). It has roles on both the international and local levels. The staff arranges all the activities of PLC and manage the logistics of hosting guests and delegations visiting PLC. They take care of the diplomatic missions visiting the head of PNA. They establish relations with other parliaments and international and local organizations. The department, also, provides logistic support for PLC members in their travel (Palestine. Palestinian Legislative Council, 2001).

There is an identical department in Gaza; it consists of thirteen employees (The Ministry of Finance, 2003). There is some kind of coordination between the two departments. In an interview with employee no. 10 on 17 January 2005, she said the department in Ramallah consists of six employees including the director, but most of the work is on the shoulder of only two employees. The department in practice reports to the speaker.

In other parliaments, there is a separation between public relations and international relations. In Estonia (Estonia. parliament, 2005), the public relations section is part of the informatics department, and there is a separate department for foreign relations. In South Africa (South Africa. Parliament, 2005), there is a public relations unit that is part of the external communications, and there is another independent section for the international relations. In Georgia (Georgia. parliament, 2004), it is called the department of international relations that includes two divisions; the interparliamentary relation division and protocol division.

3.3.5.7 Financial Department

It is one of the important departments of PLC. Its establishment was stated in article 11 of the Palestinian bylaws (1996). The financial department, as all other departments should report to the PLC secretary through the director general. In practice, the director general has no authority over the financial department (Employee no.3 2004, pers. Comm., 16 September).

The main tasks of the department are:

Make all the decisions related to financial issues.

Maintain the PLC assets and money and increase the production efficiency.

Supervise the preparation and execution of PLC annual budget .

Provide professional consultancy to the PLC presidency, and units

Stay in touch with the ministry of finance, banks and other related institutions.

Taking part in the authorization of PLC expenditures with PLC secretary and speaker.

Follow up all employees' financial affairs.

Source: (Palestine. Palestinian Legislative Council, 2001)

In an interview with employee no. 11 (12 September 2004), he said that the department consists of 9 employees, and there is an identical department in Gaza consists of 13 employees (4 employees in the financial section, 7 in the buying and supplies section and 2 in the fiscal unit). Ramallah offices are the headquarter.

The financial department is so important and in some parliaments it exists as independent body such as the parliaments of Poland (D Lukasz 2004, email, 13 July), South Africa (South Africa. Parliament, 2005) and Kuwait (Kuwait. Parliament, 2004). In Britain (Britain. House of Commons, 2004) and Jordan (Jordan. National Assembly, 2004), it is part of the administrative and financial directorate.

3.3.5.8 The library:

It was established in 1998 and is considered one of the important departments in the PLC. Its mission statement is “ to be in service of the Palestinian legislature to fulfill his/her legislative and monitoring responsibilities by providing all the necessary information to all PLC members and the supporting staff in a timely manner using the most recent technology available”

(Palestine. Palestinian Legislative Council, 2001). The library, also, provides information to the governmental organizations, researchers and university students (Palestine. Palestinian Legislative Council, 2001).

The library is connected to a branch in Gaza; the library in Ramallah is the headquarter. The number of staff is nine, four in Ramallah (including the director) and five in Gaza. The main sections of the library are:

- The technical services.
- The reference services.
- The acquisition services.
- The lending services.

Source: (Palestine. Palestinian Legislative Council, 2001)

In an interview with Employee no. 12, on 25 April 2004, he said that he reports directly to the general manager, there are only two librarians among his staff, and there are not any researchers. He also added that he initiates the library's structure, staff job descriptions, and internal bylaws. He was able to provide the library with the best technological methods assisted by the aid of the British Council. PLC members, staff and the public, easily access the homepage of the library.

3.3.5.9 Planning and development Unit

It is one of the units that were established in 1998. Its main mission is to provide planning to develop the skills and abilities of the units, departments, employees and members of the Palestinian Legislative Council. (Palestine. Palestinian Legislative Council, 2004). Its main missions are:

Working on providing the technical and financial support needed for development.

Conduct evaluation for the units and departments to assess the weaknesses and deal with them professionally.

Provide professional consultancy for the external aids coordination committee to help them reach sound decisions.

(Employee no. 4 2004, pers. Comm.10 September)

According to employee no. 4 on 10 September 2004, she said that the unit is very important for PLC work, and more efforts should be taken to activate its role. It consists of 3 employees including the director. There is no similar unit in Gaza.

The functions of planning and development unit exist in most parliaments for its importance in providing the necessary strategic planning and development. In South Africa, it is called the strategic and business planning (South Africa. Parliament, 2005). In Kuwait, there is an office of the parliamentary development directorate, and there is a human resources development

directorate within the technical and administrative directorate (Kuwait. Parliament, 2004).

3.3.5.10 The Parliamentary Research Unit (PRU)

The Parliamentary Research Unit was established in September 1996 in order to support the Palestinian Legislative Council (PLC) in fulfilling its legislative and oversight mission. In September 1998, the Parliamentary Research Unit started working under the umbrella of the Palestinian Legislative Council (PLC) in Ramallah and Al Beirah. In September 2000, a new office was established in Gaza (Palestine. Palestinian Legislative Council, 2001).

Mission Statement:

PRU works to “strengthen the Palestinian Legislative Council’s ability to exercise its legislative and oversight tasks and, in doing so, strengthening its ability to influence Palestinian policy making”. It works to strengthen the legislative process by increasing the ability of the Council members to make informed decisions and adopt legislation based on objective non- partisan and unbiased data and analysis (Palestine. Palestinian Legislative Council, 2001).

PRU helps Council members evaluate draft legislation and presents essential background materials for events and issues, which enable Council members to evaluate the need for legislative initiatives. PRU also helps members understand and clarify goals of proposed laws and compares them to similar legislation in other countries, evaluate the pros and cons, and suggest alternatives when necessary. The Parliamentary Research Unit works only for the benefit of the Palestinian Legislative Council, and answers the research requests of the PLC members, departments and supporting staff (Palestine. Palestinian Legislative Council, 2001).

The staff of PRU consists of 9 employees including the director, among them five researchers, an acting director and a secretary in Ramallah offices, and a researcher in Gaza office. Ramallah office is the headquarter. As the researcher is the acting director of PRU, the creation of the structure and regulations and website were initiated by PRU management.

If we look at libraries and parliamentary research services in other parliaments, we can see that it is common to find them part of a bigger section called the information services such as in the parliaments of South Africa (South Africa. Parliament, 2005) Kuwait (Kuwait. parliament, 2004) and Jordan (Jordan. National Council, 2004). Sometimes, library would be a dependant body separated from the research services such as in the parliaments of Cairo (Egypt. Peoples’ Assembly, 2000) and Poland (D Lukasz 2004, email, 13 July).

In other cases, the library would be the main section and includes all information and research services such the

parliaments of Australia (Australia. parliament, 2004), Britain (Britain. House of Commons, 2004), Canada (F Hugh 2004, email, 12 July) and USA(USA. Library of Congress, 2003). Sometimes the library is part of the research services directorate as in Georgia (Georgia. parliament, 2004) and Germany (Germany. Bundestag, 2005).

3.3.5.11 Personnel Affairs Unit

It is one of the important units in the council. It was established in 1996. For its importance, it was agreed from the beginning that the unit reports directly to the secretary of PLC, although this fact is not clear on the chart of PLC. During the current presidency period, the newly elected secretary took a decision of joining the personnel unit to the administrative affairs department. This decision was discussed in the meeting of the speaker's office commission and the result was keeping the situation as it is. The secretary refused to execute the decision of the commission and continue to consider the personnel unit part of the administrative department. This led to confusion of work and authoritative source. (Hirzallah, 2004). The main tasks of the unit are:

- Follow up and monitor the employees' attendance, holidays and sick leave.
- Follow up employees' hiring, promotions and sick leaves.
- Follow up the financial issues in relation to PLC staff.
- Provide internal consultation and advice.

In an interview with employee no.2 on 29 May 2004, he said that he reports directly to the council's secretary and the unit consists of 3 employees including him. There is an identical unit in Gaza that consists of 8 employees, the unit in Gaza reports to the director general of PLC in Gaza who is, at the same time, the head of the administrative department, the two units are both separated with no coordination at all. He added that the centrality of one unit over the other one is not clear.

The personnel in other parliaments could be part of the administrative affairs or human resources section like the cases of Kuwait (Kuwait. Parliament, 2004), South Africa (South Africa. Parliament, 2005) and Britain (Britain. House of Commons, 2004). In some parliaments, personnel could be an independent body as in Poland (D Lukasz 2004, email. 13 July) and Estonia (Estonia, Parliament, 2005).

3.3.5.12 Training and Development Unit

It was established in 1999 with the assistant of the British Council. Its main tasks are:

1. Provide and follow up training programs for PLC employees.
2. Increase the quality of performance of the PLC staff.
3. Build professional relations with the training units in PNA and NGOs.

Source: (Palestine. Palestinian Legislative Council, 2001)

In an interview with employee no. 13 on 25 July 2004, he said that he reports directly to the director general, the unit in Ramallah is central and consists of 4 employees. There is another unit in Gaza that consists of six employees, and it is part of the administrative affairs department. He added that there is coordination between the two units. He said that he aims at creating two sections, one for internal training and the other for external training. He also aims at establishing a parliamentary training center for both employees and PLC members. He added that concerning work mechanism, the unit works on determining the training needs for all employees and a plan for internal training will be built accordingly. Concerning the external training, the director general has the upper hand in selecting the candidates, who are usually selected unprofessionally and according to personal relations.

This unit is usually attached to the administrative and human resources sections such as the examples of Kuwait (Kuwait. Parliament, 2004), Britain (British. House of Commons, 2004) and South Africa (South Africa. Parliament, 2005). In Jordan, it is an independent directorate (Jordan. National Assembly, 2004).

3.3.5.13 Women's Unit

The unit was established in 1999 to provide support to PLC legislature to issue legislation concerning women and children's rights in society. The unit works on activating Palestinian women's role in the society (Palestine. Palestinian Legislative Council, 2001). The unit's main tasks are:

- Following up the laws discussed by PLC concerning women and children to provide the necessary recommendations.
- Coordination with other ministries and NGOs that have similar mission.
- Providing the PLC committees with legal consultancy regarding women issues.
- Conducting studies on women status in the Palestinian laws and legislation.
- Conducting workshops to discuss women issues.

Source: (Palestine. Palestinian Legislative Council, 2001).

In an interview with employee no.14 on 2 February 2005, she said that the unit consists of two employees including her,

the unit in Gaza is the headquarter and consists of six employees. The unit in Ramallah reports to the director general of the woman's unit in Gaza and to the PLC director general in Ramallah.

In all the parliaments that mentioned in the previous parts, there was no mention for a separate woman unit. It is not an issue to have a separated section for women in parliaments structure. Other parliaments tend to work on and respond to the equal representation of women and men in public bodies. In the year 2003, elections to the Scottish parliament resulted in an increase in women members to 40%, whereas in the elections to the National Assembly for Wales increased the representation of women to a record of 50% (Women Equality Unit, 2004).

The conclusion is that research services sections in other parliaments do the work on women issues, and legal departments do the work on women laws.

3.3.5.14 Information Technology Unit (ITU)

The Information Technology Unit aims at strengthening the work of the PLC by automating its work in order to facilitate services for PLC members and the various departments and assist the staff to complete their work in the best manner (Palestine. Palestinian Legislative Council, 2001). The unit consists of five employees in Ramallah and five in Gaza. Ramallah office is the headquarter and there is a continuous coordination between the two parts. The ITU main services are:

- Designing the PLC's website and supervising its development in cooperation with the various departments and the PLC's administration.
- Internal networking, and linking the Gaza PLC with Ramallah .
- Following up and maintaining computers on a periodical basis
- Providing internet for all the PLC's departments
- Providing various software to help the departments get their job done in a fast and easy manner.
- Implementing special training courses in coordination with the PLC's training and development unit to help developing the performance of the PLC staff in using computers.

Source :(Palestine. Palestinian Legislative Council, 2001)

In an interview with employee no. 15, on 27 July 2004, he said that they have three sections in the unit, the technical support, programming and networking but this division is not official. The unit has created its own chart that is not official as

well.

The information technology unit in the PLC doesn't have the functions of any ITU in other parliaments. It is mainly a computer department that provides maintenance services for PLC and , sometimes, takes part in the definition of criterion when buying equipments. In other parliaments this unit is very important have major impact on parliamentary and legislative operations (Pare, 2003). It is quite common to find such unit in relation to the information, library and research services to provide them with the necessary support.

In Kuwait (Kuwait. parliament, 2004), Jordan (Jordan. parliament, 2004) and Canada (F Hugh 2004, email, 12 July), it is part of the information department together with the library and research services. In Australia (Australia. parliament, 2004), Britain (Britain. House of Commons, 2004) and USA (USA. Congress, 2003) , it is part of the library.

3.3.5.15 The Liaison and coordination Unit

This unit doesn't exist on the chart of PLC that is published on the web site. It was established upon the request of an employee with an idea to manage a new unit to facilitate the work of PLC members in their travel outside the country and movement between West Bank and Gaza, and to provide the necessary permits in coordination with the Israelis (Yaghi, 2004). This person suggests also helping in hotel registrations, means of travel, the issue of flight tickets, and to help in the distribution of PLC magazine and other publications. The unit took a collection of tasks that are among the responsibilities of the protocol and public relations department, public information department, and the administrative department. Furthermore, he suggests providing PLC members with information regarding the Knesset which is one of the tasks of PRU and Library.

The suggestion was interesting for PLC secretary at the time, and he issued a letter of approval for establishing the unit in October 2003. The employee who suggested the idea became its director and the only employee. The unit, during that period was a body without any clear structure or authoritative source. In 2004, the newly elected PLC secretary issued another letter of appointment for the already existed unit director dedicating the management of the unit, again. The unit was provided with space, furniture, and tools, but stayed without any clear structure (Yaghi, 2004). The researcher tried to conduct an interview with the unit director, but she was informed by his colleagues in other departments that he was on an unpaid leave and is working for another governmental institution. There is no similar unit in Gaza.

The main function, which is issuing travel permits, relates only to the Palestinian situation, so it does not exist in any other

parliament. The other proposed logistic functions to be provided for PLC members in their travel exist mostly as part of public relations or international relations departments such as in South Africa (South Africa. Parliament, 2005) and Georgia (Georgia. Parliament, 2004).

3.3.5.16 Buying and supplies Department

The department is not shown on PLC chart. Its work is so vital in managing the assets of PLC, monitoring the buying system and providing all the necessary needs for the units and departments (Palestine. Palestinian Legislative Council, 2001). In an interview with employee no. 16 on 6 July 2004, he said that the unit consists of ten employees including the director. He said that in practice the department is attached to the financial department, but still, it exists as a separate department that has a director general, its internal structure was initiated by the department.

The department consists of three main sections:

1. Supplies section.
2. Buying section.
3. Assets inventory and monitoring section (Palestinian Legislative Council, 2001).

In Gaza, the department is included in the financial department and consists of 7 employees (Abu Safieh, 2004).

The buying and supplies department is part of the financial affairs directorate in Kuwait (Kuwait. Parliament, 2004). In Jordan, it is part of the administrative and financial directorate (Jordan. National Assembly, 2004). In Canada, it is an independent bureau (F Hugh 2004, email, 12 July) whereas in South Africa, it is part of the provisioning section within the institutional support division (South Africa. Parliament, 2004).

3.3.5.17 The Fiscal Unit

The idea of establishing a fiscal unit started in 1999 from a deep convention of its importance in the PLC budget process and has one of the most important functions for the budget. Its work affects every Palestinian person in one way or another. In 1999, a manual was prepared for the unit by an American consultant upon the request of ARD and for the benefit of PLC (Palestinian Legislative Council, 1999).

The mission of the fiscal unit and its staff is “to provide professional analytical support and recommendations for the committees’ consideration. The work will be done in a non- partisan manner with due consideration for the security and privacy

of the committees' work in progress" (Palestinian Legislative Council, 1999). The unit's main proposed goals are:

- ? To provide non-partisan, accurate and timely analysis and recommendations to the budget committee.
- ? To develop and maintain an information data base that provides a continuing assessment of the Palestinian economy, the social and environmental conditions and well being of the Palestinian people.
- ? To monitor the work of the ministries and local government and make recommendations for potential oversight review of programs by the budget committee and other committees (Palestinian Legislative Council, 1999).

The unit doesn't exist on the current PLC chart. In an interview with employee no. 17 on 26 January 2005, he said that the unit consists of one employee and the director; the only employee is on an unpaid leave. There is another unit in Gaza, but with different functions and it is part of the financial department. He added that the idea and the goals of the unit were not taken seriously, no real structure was built, and the promised staff of professionals does not exist. The unit has no authoritative source and its existence is totally ignored.

The functions of the fiscal unit in other parliaments are extremely important and critical. The functions are usually conducted by auditors and auditors' general offices which are considered "as one of the key accountability mechanism by which parliaments contribute to good governance" (Coghill, 2004:1). The tendency of parliaments today is to consider creating auditor general as an independent officer of the parliament. Furthermore, the post of internal officer or auditor should be used rarely and replace it with an independent body (Coghill, 2004:3).

In the General Assembly of Maryland, they have an office called The Office of Legislative Audits (OLA). Its mission is "to serve the General Assembly and the citizens of Maryland by providing independent, objective, and non partisan audits and evaluation to improve government operations and programs" (Myers, 2005:1). In Western Australia, they have the Audit Office with purpose of serving the public interest. Its mission is "to enable the Auditor General to meet parliament's need for independent and impartial information regarding public sector accountability and performance" (Office of the Auditor general, 2004).

3.4 Conclusion

Parliaments are considered the main tool and symbol of democracy in any country. The Palestinian Legislative Council is the first democratic experience in the history of Palestine. Its offices are scattered between West Bank and Gaza leading to the

existence of geographical departmentalization.

District offices were created to facilitate the members' work especially under the current political situation. The parliament's main functions include both legislative and monitoring forms. The Palestinian bylaws organized the mechanism of work and defined the mechanism of committee formation, personnel issues and elections of different PLC bodies. The bylaws also defined the secretary to be the supervisor of all departments and units and mentioned some of the different bodies to be established. Work had been done on establishing an updated official organizational chart for PLC, but the work is still in the process of issuing an official chart.

After we have studied the organizational and administrative structure of the Palestinian legislative council, and provide a detailed description of all Departments and units reinforced by comparisons with some parliaments, we will move next to the part concerning the methodology of the research.

Chapter 4

Research methodology

4.1 Introduction

This chapter deals with the adopted methodology in this research. The researcher starts by providing some background information on the definition of research and its importance in our lives, research process and approaches. Then the researcher explains the methodology used in the thesis, the results of the pilot study, questionnaire design and validity of the instrument, the sampling process, survey implementation and responses and the difficulties faced the researcher. Finally, the researcher clarifies the methods used in analyzing the data.

4.2 Research background

Every body engages in research of one type or another at some point of their lives in the quest of acquiring facts and knowledge. According to Dominowsk (1980: 2) research is “a fact- finding activity”. There are many different definitions of “research”. It can be defined as “any organized inquiry designed and carried out to provide information for solving a problem” (Emory, 1976: 8). Sekaran (2000: 4) defined research as an “organized, systematic, data based, critical, objective, scientific inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it”.

Research is “systematic, intensive, patient study and investigation in some field of knowledge, usually employing the techniques of hypothesis and experiment, whose purpose is to reveal new facts, theories, or principles” (Definitions of research, 2005). The purpose of research is “to obtain knowledge or information.... It is a systematic method of asking questions” (Drew, 1980: 11). According to Babbie (2002: 83-85), “research can serve three major purposes: the first purpose is exploration which means that the researcher will get familiar with certain topic or problem. The second purpose is description, which means that the researcher will observe and then describe what was observed. The third purpose is explanation which means the researcher has to explain things”. Research is always for something, it is very important since it provides documentation of other’s people work. This makes it easy to learn from one another (Brown, 2004).

Research can be either applied or pure (basic). Applied research deals mainly with finding solutions of problems in

real-life; this type usually requires making an action or a decision. Pure research deals mainly with expanding one's knowledge and mostly for the sake of knowledge (Emory, 1976). Applied research involves solving a current problem, whereas basic research involves dealing with generating knowledge or solving a problem in its broad meaning (Drew, 1980).

4.3 Research process

Research process consists of the following:

- **Broad problem area:** at this stage, the broad problem area is identified through observation. The researcher here is looking at the entire situation. No specific issues of concern are identified at this stage.
- **Preliminary data collection:** at this stage, the researcher tends to collect information that enables him/her to define the problem more specifically. Such data can be either secondary or primary. Secondary data is the data that already exists and the researcher has only to gather them. Primary data is the data that the researcher collects for the research in the actual setting of occurrence such as observation or conducting questionnaires.
- **Problem definition:** after collecting the needed data, the researcher will be able to define specifically the problem in order to be able to conduct a good research that answers the issues of concern.
- **Theoretical framework:** it is considered as the foundation of the research. It consists of documentations of any previous research related to the problem area. At this stage, the variables of the research and the relations among them are identified.
- **Generation of hypothesis:** after identifying the study variables and the relations among them, the researcher at this stage needs to test these relationships scientifically using the suitable statistical analysis.
- **The research design:** it involves a number of decision making choices such as the purpose of the study, the study setting, type of investigation, extent of researcher interference, time horizon and finally unit of analysis.
- **Data collection:** it can take the form of interviews, questionnaires, observation and motivational techniques. Data can be collected or gathered in streets, malls or homes of the respondents. The sources of data can be primary or secondary. If data is obtained from several sources using multi methods of collecting, the goodness of the data collected will increase. The trend is towards using multimethods of data collection (triangulation) to lend rigor to research.

- **Data analysis and interpretation:** after collecting the data from the sample that is representative of research population, the researcher at this stage needs to test the research hypothesis. This can be done through PC software programs such as SPSS, SAS, STATPAK, EXCEL.
- **The research report:** when the data analysis is finished and conclusions are drawn, the researcher at this stage tends to present the research results and makes the necessary recommendations.

Source: (Sekaran, 2000)

4.4 Research approaches:

There are two approaches for research; qualitative and quantitative. The distinction between the two approaches is the distinction between numeric and nonnumeric data. Quantitative data are always numeric, but qualitative data may be either numeric or nonnumeric. We must note that we don't need to choose between the two approaches; both methods are useful and needed in research (Babbie, 2002).

Anderson, Sweeney & Williams (1996: 6) stated "research data collected can be either qualitative or quantitative. Qualitative data are labels or names used to identify an attribute of each element...quantitative data indicate either how much or how many".

4.5 Methodology employed in the thesis

The researcher used a triangulation approach in collecting data. Both qualitative and quantitative approaches were used. In adopting the qualitative approach and as the researcher is an employee at the Palestinian Legislative Council (PLC) for the last seven years, she was able to observe and live the nature of organizational structure and design of the PLC and its effect on employees' performance. In an attempt to increase the validity of this tool, the researcher conducted several face to face constructed interviews with heads of departments and employees.

For the importance of the research and in order to increase the goodness of research, the researcher, also, used the following methods in collecting data:

- Literature survey: information was collected using books and web sites related to the main issues of research.
- Collecting information on other parliaments through mail communications, web sites of parliaments and existing

parliamentary studies as a mean of comparison. The choice of parliaments was based on taking an example or more from almost all parts of the world, i.e. Asia, America, Africa, Europe, Latin America...etc.

- Conducting a questionnaire through adopting a scientific method in choosing the representative sample, and analyzing and interpreting the data using the proper scientific statistical methods.

4.6 Questionnaire design and the validity of the instrument

According to Emory (1976: 199) survey is “the only way to learn many types of information.....questioning is the only way to secure such information”. The researcher started designing the questionnaire in accordance with and after conducting the literature review and the interviews. These methods enabled the researcher to think carefully of questions to support the results reached in the methods mentioned.

The first copy of questionnaire was first designed in English and then was translated to Arabic. The translation was revised and approved by the researcher and other people to make sure that the meaning will not change in both versions. The questionnaire consists of 10 pages including a covering letter to respondents explaining the need of research and asking for their help in filling up the questionnaire promising the secrecy of their answers.

The questionnaire contains three parts. Part one includes 13 demographic questions about respondents. These questions were put at the beginning to be like an introduction for the respondents and to give them a feeling of ease. Part two includes 48 close ended questions related to research issues. These questions include nominal, ordinal and likert scales. In some questions, respondents are provided with a number of choices to indicate their agreement or disagreement. These questions ranged from 3-5 point scale. In other questions, the respondents are provided with several items related to the question of research and they have to choose one or in some cases more than one answer, these items are related somehow to each other.

Part three includes two open ended questions in order to obtain any suggestions and to cover any other possible issues and answers.

When the first copy of questionnaire was finished and in order to test the validity of the instrument, the questions were pre tested through conducting a pilot study. First, the researcher gave the questionnaire to two professionals in two different survey and research centers in order to comment on its structure and design from technical point of view. After receiving some notes, the necessary corrections were made. Then the researcher distributed five questionnaires to her colleagues at the Palestinian

Legislative Council. The aim of the pilot study was to make sure that both the content and design of the questionnaire are in good shape. After the five questionnaires had been filled without any help from the researcher, some changes were made and added to the final version of the questionnaire.

4.7 The sampling process

The total population of the Palestinian Legislative Council is 526 employees; this is according to the statistics of the PLC personnel unit and the ministry of finance. This number includes employees in both West Bank and Gaza Strip. The number of employees in West Bank is 267 and represents a percentage of 51% of the total population. The number of employees in Gaza is 259, which represents a percentage of 49% of the total population. As it is neither practical nor necessary to contact all population, the researcher decided to choose a sample that is representative to the whole population.

The researcher adopted the stratified sampling method which means that “population can be segregated into a number of mutually exclusive sub-populations or strata” (Emory, 1976: 154). There are three reasons why a researcher may choose a stratified sampling: “first, to increase a sample’s statistical efficiency, second, to provide adequate data for analyzing the various sub-populations and third, to enable different research methods and procedures to be used in different strata” (Emory, 1976: 154).

The basis of stratification thought to be the department/unit of the Palestinian Legislative Council because the researcher believed that this base will correlate with the main research variables. In order to avoid any error in representation, the researcher used the proportional sampling in drawing strata sample sizes. It is “more useful to sample from subgroups in the same proportion that they exist in the larger total population” (Drew, 1980:190).

After reaching a decision concerning the sampling method, the researcher was ready to decide on the size of the sample. The researcher has consulted an expert to help on deciding the size of the sample scientifically. The information included the total number of employees in both West Bank and Gaza, the number of employees in each area according to the department/unit, and the chosen method of sampling. The expert suggested that for such type of sampling method, the sample should be large in order to guarantee the representation of all departments/units. After using the appropriate statistical equation and for 90% confidence level and a 6% error margin, a sample of 224 thought to be enough for both West Bank and Gaza. According to Sekaran (2000), among the factors that determine decisions on sample size are the confidence level and margin of

error. The expert prepared a table allocating the sample between both areas, and then allocating it according to the departments/units following the proportional sampling. The table indicates how many questionnaires should be sent to each dept/unit in both WB and Gaza according to their weight to the total number of employees in each area. Sample distribution is presented in table 4.7.

Table 4.7

The distribution of sample to department and units in both West Bank and Gaza

	The population			The sample		
Department/Unit	West Bank	Gaza	Total	West Bank	Gaza	Total
The speaker's office	11	3	14	5	1	6
Secretary's office	0	4	4	0	2	2
The general manager's office	4	3	7	2	1	3
Planning and development unit	3	0	3	1	0	1
The library	4	5	9	2	2	4
Parliamentary Research Unit	8	1	9	3	0	4
IT unit	5	5	10	2	2	4
Technical department	13	45	58	6	19	25
Administrative affairs department	27	32	59	11	14	25
Personnel unit	3	8	11	1	3	5
Training unit	4	6	10	2	3	4
Informatics department	16	9	25	7	4	11
Chief clerk's office	29	22	51	12	9	22
District offices	97	57	154	41	24	65
Legal department	13	22	35	6	9	15
Financial department	9	4	13	4	2	6
Protocol and public relations department	6	13	19	3	6	8
Woman unit	2	6	8	1	3	3
Buying and supplies department	10	7	17	4	3	7
Fiscal unit	2	2	4	1	1	2
Parliamentary affairs	0	1	1	0	0	0
Liaison and coordination unit	1	0	1	0	0	0
Translation unit	0	4	4	0	2	2
Total	267	259	526	114	110	224
Percentage	0.51	0.49	1			
Sample	114	110	224			

Margin of error	%6
level of confidence	%90

4.8 Survey implementation and responses

The distribution of questionnaires for both West Bank and Gaza started on April 14th and within two days the distribution process ended. The whole procedure of collecting the questionnaires ended on April 28th. In West Bank, the researcher herself distributed the questionnaires to the different departments and units. She allocated one week for collecting the questionnaires. The researcher wanted to follow the face to face method in filling the questionnaires in order to help in solving any problems that the respondents may face. This matter was not possible because the researcher sensed feelings of unease by the employees from the presence of the researcher. So the researcher had to respect their privacy and the need for secrecy in filling the questionnaire.

The researcher was personally in charge of the distribution and collection process in West Bank, and she was in a continuous contact with the respondents. Questionnaires were sent to the district offices in West Bank through fax and the researcher kept in contact with them by the telephone. The questionnaires were collected from the district offices by fax. Within one week, all West Bank questionnaires were collected.

In Gaza, the researcher and for her inability to reach Gaza, assigned a coordinator to be in charge of the distribution and collection process. A copy of the questionnaire was emailed to the coordinator attached with a table clarifying the specific numbers to be distributed. The coordinator made copies of the questionnaires and the distribution process started on April 14th. The coordinator gave the first copy to the director general of PLC in Gaza and he gave her the permission to proceed. In the same day, the coordinator was able to distribute most of the copies. On the very same day, the director general in Gaza gave his orders to collect all the questionnaires from employees and he banned any further distribution. When the researcher investigated this issue by contacting the director general, he promised to redistribute them but under the condition of assigning one of his employees to be in charge of the distribution and collection process. The researcher kept contacting both the assigned person and the director general concerning the distribution process, but excuses were made like “the employees don’t want to fill them because they are scared”. So, no questionnaires were received from Gaza.

The response rate in West Bank was 94% which is an excellent rate. The number of questionnaires received was 107. The fact that the researcher is an employee at the Palestinian Legislative Council facilitated her mission and helped in getting a very good rate of response.

Table 4.8 shows the response rate attained in West Bank according to departments/units.

Table 4.8

Distributed and received questionnaires

Name of Department/Unit	Distributed questionnaires	Received questionnaires	Response rate in %
The speaker's office	5	5	100
The general manager's office	2	2	100
Planning and development unit	1	1	100
The library	2	2	100
Parliamentary Research Unit	3	3	100
IT unit	2	2	100
Technical department	6	6	100
Administrative affairs department	11	11	100
Personnel unit	1	1	100
Training unit	2	2	100
Informatics department	7	7	100
Chief clerk's office	12	13	100
District offices	41	33	81
Legal department	6	6	100
Financial department	4	4	100
Protocol and public relations department	3	3	100
Woman unit	1	1	100
Buying and supplies department	4	4	100
Fiscal unit	1	1	100
Liaison and coordination unit	0	0	0
Total	114	107	94

4.9 Limitations and difficulties

The first difficulty that faced the researcher was reaching an exact number of employees in both West Bank and Gaza. This was important for the process of determining the representative sample. The personnel unit in West bank was not ready to provide the researcher with a written list of employees' names or numbers. The unit's head provided the number of employees from memory and by counting them orally. He could give no numbers for Gaza. So, the researcher had to go back to the

records of ministry of finance to compare the numbers, and had to ask each director of dept/unit about the number of his/her staff.

The second difficulty occurred when collecting the questionnaires from the district offices, for example: one of the district offices managers didn't allow his employees to fill the questionnaires, but still the researcher was able to collect 33 questionnaires out of 41 from the district offices which means being able to draw results concerning district offices as a whole. The third difficulty was in collecting the questionnaires from the PLC employees in Ramallah; some employees, the general directors in particular, didn't mind receiving the questionnaires, but they intentionally, didn't fill or hand them. The researcher had to replace him/her with other employee in the same dept/unit. Despite this issue, still we had 13 directors out of 19 who filled the questionnaire which means that the researcher was able to draw some notes and results concerning this particular stratum (the directors).

The fourth difficulty was in the answers of some questions. For example, some employees answered the questions that were designed and specified for directors only. Other employees, when answering the close-ended questions, they put their own comments near the selected answer or created and chose a whole new item. The fifth and most devastating limitation was the inability of the coordinator assigned by the researcher to take care of the distribution and collection process in Gaza. Although the researcher had the permission of the PLC secretary general to conduct the research survey, and the director general in Gaza was informed by the researcher about this process, the questionnaire was banned in Gaza directly and indirectly. The director general excuse was that employees are hesitant to fill the questionnaire. No questionnaires were received from Gaza which means that Gaza is not represented in the sample. Accordingly, the analysis and results will apply to PLC in West Bank only. But since we have some common similarities between West Bank and Gaza, we might be able to make use of some of the results and analysis in Gaza in conducting any future studies there.

4.10 Analysis of data

After collecting the questionnaires from West bank, the researcher analyzed the data using a specially designed program for survey data entry (SPSS). The validity of instrument was tested and basic frequency tables were obtained. Then, the researcher conducted cross tabs and some other analysis for specific questions related to the main issues of the subject.

4.11 Conclusion

The researcher used a triangulation approach in collecting the data. Both qualitative and quantitative approaches were adopted. The researcher used different methods in collecting data such as: literature review, observation, interviews and survey, in addition to comparing with other parliaments where the researcher received information through email and fax too. The questionnaire was distributed to 224 employees in both West Bank and Gaza, but the received ones were only from West Bank. The questionnaire was banned in Gaza. The data were analyzed using SPSS program. The response rate in the West Bank was 94%. The researcher faced some limitations and difficulties. In the next chapter, the researcher will present the findings and interpretations of the questionnaire.

Chapter five

Survey analysis and interpretations

5.1 Introduction:

In this chapter, the data that was collected from 107 respondents will be presented and interpreted. The first part will present the respondents' demographic questions which contain 13 questions; those will be analyzed according to the order of the questionnaire. Then the questions related to the research issue will be analyzed. Frequency tables and Cross tabulation for certain questions are conducted.

5.2 Respondents' demographic factors presentation

5.2.1 Respondents' gender

Table 5.2.1

Q1_1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	70	65.4	65.4	65.4
	Female	37	34.6	34.6	100.0
	Total	107	100.0	100.0	

It was found that (65.4%) of respondents are males and (34.6%) are females. The following table shows the distribution of respondents according to gender

5.2.2 Respondent age: This information is presented in table 5.2.2 .

Table 5.2.2

Q1_2 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years and less	1	.9	.9	.9
	21-30	33	30.8	30.8	31.8
	31-40	51	47.7	47.7	79.4
	41-50	18	16.8	16.8	96.3

	More than 50	4	3.7	3.7	100.0
	Total	107	100.0	100.0	

The analysis indicate that (0.9%) of the respondents are 20 years old or less, (30.8%) are between 21-30 years old, (47.7%) are between 31-40, (16.8%) are between the age of 41-50 years and (3.7%) are more than fifty years old. This shows that the governmental work attracts different age groups especially between 21-40. So there is intendency to work in government among youth who just graduated (21 years old).

5.2.3 Respondent marital status

(20.6%) of respondents are single, (78.5%) are married. More married employees means more financial responsibilities. It means that this sector's performance will be affected mostly by bonuses (if any), salary raise and promotion.

5.2.4 Respondent place of residency: these numbers are shown in table 5.2.4 .

Table 5.2.4

Q1_4 Place of residency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Camp	7	6.5	6.7	6.7
	Village	36	33.6	34.3	41.0
	City	62	57.9	59.0	100.0
	Total	105	98.1	100.0	
Missing	99	2	1.9		
Total		107	100.0		

It was noticed that (6.5%) of respondents live in camps, (33.6%) live in villages and (57.9%) live in cities. This may create different cultures among employees which calls for management awareness to handle this issue.

5.2.5 Respondent place of residency according to districts

The distribution of respondents according to districts is clarified in table 5.2.5

Table 5.2.5

Q1_5 Place of residency (please indicate district)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ramallah	52	48.6	52.0	52.0
	Silfit	4	3.7	4.0	56.0
	Nablus	10	9.3	10.0	66.0
	Qalqiliah	2	1.9	2.0	68.0
	Jenin	10	9.3	10.0	78.0
	Al Birih	3	2.8	3.0	81.0
	Jerusalem	9	8.4	9.0	90.0
	Tulkarm	3	2.8	3.0	93.0
	Beit lahem	3	2.8	3.0	96.0
	Tubas	2	1.9	2.0	98.0
	Hebron	1	.9	1.0	99.0
	Jericho	1	.9	1.0	100.0
	Total	100	93.5	100.0	
Missing	99	7	6.5		
Total		107	100.0		

We notice that respondents are from 12 districts of residency. This means that we have three groups to examine: first, the employees whose Ramallah is their actual district of residency, second, people who actually live and work in the district offices of their residential districts, third, employees who live in other districts but some of them come to Ramallah everyday and the rest have to live in Ramallah and rent houses away from their families. What ever the case is, we have employees who suffer on the road blocks everyday, and others who live away from their families and pay extra money to live near work. The question here is, how the management of PLC deals with such issues bearing in mind that they may affect those employees' performance.

5.2.6 Respondent level of education : this is clarified in table 5.2.6

Table 5.2.6

Q1_6 Level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tawjihi and below	16	15.0	15.0	15.0
	Diploma	26	24.3	24.3	39.3
	BA	40	37.4	37.4	76.6
	MA and above	25	23.4	23.4	100.0
	Total	107	100.0	100.0	

Looking at this question's analysis, the researcher found that (15.0%) of respondents' education level is Tawjihi and below. (24.3%) hold diploma degree, (37.4%) hold bachelor degree (BA), and (23.4%) hold master degree and above.

It was noticed that the PLC has a good percentage of people whom level of education is Tawjihi and less and who hold diploma certificate (39.3%). This might indicate that the PLC management tries to hire people who don't hold a university degree to perform less specialized jobs as a kind of cost cutting technique. This might be true if there are certain ranges for every level of education through which employees can advance through years of work or getting a higher degree. Although the researcher through her observations as an employee at PLC knows for a fact that there is no relation at all between level of education and grades and this was confirmed by interviewees no 12 who said "although I have a master degree but my grade is comparatively low in comparison to those holding twjihi and diploma certificates" and , the researcher will represent a table that contains cross tabulation between the level of education and the grades obtained in the following parts.

5.2.7 Respondent field of specialization

The field of specializations and the percentages are shown in table 5.2.7

Table 5.2.7

Q7 Field of specialization

	Specialization	Percent
Valid	Business administration	10.3
	Economics/accountancy	.9
	Business administration/accountancy	2.8
	Accountancy	1.9
	Business administration/economics	.9
	Secondary level	.9
	Communication engineering	.9
	No specialization (less than secondary level)	3.7
	Maintenance	.9
	Electronic engineering	1.9
	International relations	4.7
	Office management	3.7
	Journalism	5.6
	Social and political development	1.9

	English literature	5.6
	History	.9
	Banking	1.9
	Arab and contemporary studies	2.8
	Political science	1.9
	Computer	6.5
	Institution building	.9
	Public administration	.9
	History and political science	.9
	Economics	1.9
	Business administration and computer	.9
	Law	7.5
	Educational science	.9
	Library management	1.9
	English literature and social science	1.9
	Photography	1.9
	Marketing management	.9
	Elementary education methods	.9
	Land surveying	.9
	Geography	.9
	Sociology	.9
	Secretary	2.8
	Nursing	.9
	Total	88.8
Missing	12	11.2
Total		100.0

We notice that most employees are specialized in business administration, either as a major specialization or a sub major attached to economics and accountancy. A good percentage of specialization was in law. Then we have the specializations of computer, journalism, English literature and international relations. The percentage of office management specialization equals the below secondary education level percentage (with no specialization). Following that, there are some employees with specialization in Arab and contemporary studies and secretary. Only 1.9% were specialized in economics. Small percentages have the specializations of communication engineering, maintenance, secondary level (no specialization), electronic engineering, social and political development, history, banking, political science, institution building, public administration, educational science, library management, photography, marketing, elementary education methods, land surveying, geography, sociology and finally nursing. There was nobody that is specialized in human resources management.

It is obvious that we have so many different specializations in PLC, some of them make sense and some don't, such as the nursing specialization. The question is, are these specializations distributed properly to departments? We will find the relation

between specialization and their distribution to departments in the following parts.

5.2.8 Respondent place of work

All respondents are from west Bank.

5.2.9 Respondent department/unit

The departments and units of PLC according to their weights are presented in table 5.2.9.

Table

5.2.9

Q9 Department/unit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The speaker's office	5	4.7	4.7	4.7
	The general manager's office	2	1.9	1.9	6.5
	Planning and development unit	1	.9	.9	7.5
	The library	2	1.9	1.9	9.3
	Parliamentary Research Unit	3	2.8	2.8	12.1
	IT unit	2	1.9	1.9	14.0
	Technical department	6	5.6	5.6	19.6
	Administrative affairs department	11	10.3	10.3	29.9
	Personnel department	1	.9	.9	30.8
	Training unit	2	1.9	1.9	32.7
	Informatics department	7	6.5	6.5	39.3
	Chief clerk's office	13	12.1	12.1	51.4
	District offices	33	30.8	30.8	82.2
	Legal department	6	5.6	5.6	87.9
	Financial department	4	3.7	3.7	91.6
	Protocol and public relations department	3	2.8	2.8	94.4
	Woman unit	1	.9	.9	95.3
	Buying and supplies department	4	3.7	3.7	99.1
	Fiscal unit	1	.9	.9	100.0
	Total	107	100.0	100.0	

It is noticed that the number of departments and units is big. The researcher was interested in studying the relation between respondent specializations and their distribution on departments and units. The results indicated that in the speaker's office, 40.0% of employees have business administration specialization, 20.0% specialized in computer, 20.0% are specialized in law and 20.0% specialized in marketing. In the general manager's office, 50.0% are office management major and the other 50.0% are journalism major. The planning and development unit, its only employee and manager is English major. In the library, 50.0% are educational science major and the other 50.0% are library management major. In the parliamentary research unit, 33.3% are international relations major, 33.3% are economics major and 33.3% are law major. In the computer (IT) unit,

50.0% are electronics major and the other 50.0% are computer major. In the technical department, 16.7% are communication engineering major, 50.0% are with no specialization (Bellow secondary level), 16.7% are specialized in maintenance, 16.7% are electronics major. In the administrative affairs department, 16.7% are law major, 16.7% are English and social science major, 16.7% are elementary education major, 16.7% are land survey major, 16.7% are geography major and 16.7% are nursing major. In the personnel unit, 100.00% is contemporary Arab studies where there should be a human resources management specialization. In the informatics department, 14.3% are journalism major, 14.3% are English literature major, 14.3% are computer major, 14.3% are office management major, 14.3% are English and social science major, 28.6% are photography major. In the Chief clerk's office, 7.7% are business administration major, 7.7% are political and social development major, 7.7% are English literature major, 7.7% are history major, 7.7% are banking major, 15.4% are contemporary Arab studies major, 7.7% are political science major, 15.4% are computer major, 7.7% are institution building major, 7.7% are public administration major, 7.7% are history and political science major. In the district offices we noticed that 17.2% are business administration major, 6.9% are accounting and business administration major, 3.4% are with no specialization (Tawjihi and below), 10.3% are international relations major, 10.3% are office management major, 13.8% are journalism major, 3.4% are political and social development major, 10.3% are English literature major, 3.4% are banking major, 6.9% are computer major, 3.4% are psychology major, 10.3% are secretary major. In the legal department 16.7% are political science major, 16.7% are business administration and computer major, 66.7% are law major. In the financial department, 50.0% are business administration major, 25.0% are accountancy and economics major, 25.0% are accountancy and business administration major. In the protocol and public relations department, 50.0% are business administration major and the other 50.0% are international relations major. In the woman unit, 100.0% are law major. In the buying and supplies department, 50.0% are accountancy major, 25.0% are management and economics, 25.0% are with no specialization (Tawjihi). In the fiscal unit, the only employee and his manager have economics major.

We notice that in some departments/units, there is a fit between specialization and dept/unit, in other dept/units, we notice that there are unfit qualifications such as the administrative affairs department where one of the employees is nursing major and the personnel unit since its director is not specialized in human resources issues. Human resources management is considered an important and a vital organ of any organization, it has the responsibilities of all issues in relations to human resources planning, security, selection, appraisal, training, compensation, benefits and others. The issue of having unqualified employees to suit the

dept/unit they are working in was stressed on by interviewee number 15 and 16.

5.2.10 Respondents distribution according to district offices

The distribution is presented in table 5.2.10

Table 5.2.10

Q10 District office

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Headquarters	76	71.0	71.0	71.0
	Jenin	6	5.6	5.6	76.6
	Nablus	8	7.5	7.5	84.1
	Beithlahem	3	2.8	2.8	86.9
	Jerusalem	2	1.9	1.9	88.8
	Hebron	1	.9	.9	89.7
	Qalqiliah	1	.9	.9	90.7
	Ramallah and Al Beirah	4	3.7	3.7	94.4
	Jericho	1	.9	.9	95.3
	Silfit	3	2.8	2.8	98.1
	Tulkarm	2	1.9	1.9	100.0
	Total	107	100.0	100.0	

We can see that majority of respondents are in headquarter.

5.2.11 Respondent years of work

This is shown in table 5.2.11

Table 5.2.11

Q1_11 Years of work at PLC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	12	11.2	11.2	11.2
	4-6 years	45	42.1	42.1	53.3
	7-10 years	50	46.7	46.7	100.0
	Total	107	100.0	100.0	

We notice that people tend to last for a long time at the same institution. The reason could be because governmental work is secure in general and there is the temptation of retiring system. Or because the parliament is a prestigious institution to work for,

or it could be simply because some employees are happy with the idea of taking it easy in the institution especially with the absence of rules and monitoring. It could be also that and because of the current deteriorating economic situation there are not many job opportunities to go for.

5.2.12 Respondent grade

Grade is the employees' classification which accordingly specifies his/her salary with no indication to job title, employees grades can start, from higher to lower, with director general, manager A,B,C, and D , 1,2,3...8 . Of course, there are different grading for lawyers which starts from legal consultant with D classification to legal consultant with classifications of 1, 2, or 3. The grades are presented in table 5.2.12 .

Table 5.2.12

		Q1_12 Grade			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General director	5	4.7	4.8	4.8
	Director	7	6.5	6.7	11.5
	A	6	5.6	5.8	17.3
	3	11	10.3	10.6	27.9
	C	6	5.6	5.8	33.7
	7	17	15.9	16.3	50.0
	1	2	1.9	1.9	51.9
	4	9	8.4	8.7	60.6
	D	11	10.3	10.6	71.2
	Acting director	2	1.9	1.9	73.1
	B	13	12.1	12.5	85.6
	5	3	2.8	2.9	88.5
	Head of section	4	3.7	3.8	92.3
	6	2	1.9	1.9	94.2
	2	3	2.8	2.9	97.1
	No grade	1	.9	1.0	98.1
	8	2	1.9	1.9	100.0
	Total	104	97.2	100.0	
Missing	99	3	2.8		
Total		107	100.0		

The researcher next will obtain the relation (if any) between grade and level of education in table 5.2.12.1.

Table 5.2.12.1

Q1_12 Grade*Q1_6 level of education crosstabulation

		Q1_6 Level of education				Total
		Tawjihi and below	Diploma	BA	MA and above	
Q1_12 Grade	General director			2.9%	1.9%	4.8%
	Director		1.0%	3.8%	1.9%	6.7%
	A			1.0%	4.8%	5.8%
	3		4.8%	1.9%	3.8%	10.6%
	C			3.8%	1.9%	5.8%
	7	10.6%	2.9%	2.9%		16.3%
	1		1.0%	1.0%		1.9%
	4		2.9%	3.8%	1.9%	8.7%
	D	1.0%	3.8%	4.8%	1.0%	10.6%
	Acting director		1.0%	1.0%		1.9%
	B			7.7%	4.8%	12.5%
	5			1.9%	1.0%	2.9%
	Head of section		3.8%			3.8%
	6	1.0%	1.0%			1.9%
	2	1.0%	1.0%	1.0%		2.9%
	No grade		1.0%			1.0%
	8	1.0%			1.0%	1.9%
Total		14.4%	24.0%	37.5%	24.0%	100.0%

We can see that the relation between grade and level of education is not clear although some of the variations among the same level of education might be explained by seniority. Still, the variation among the different levels of education is unexplained. For example, one can find a percentage of those holding master degree and above having the same grade of those whom level of education is tawjihi and below. Or we may find people holding bachelor degree having the same grade of those whom level of education is tawjihi and below. Or we might find people who hold diploma and have the same grade of those who have master degree.

This arose the question of the existence of any standards for such variations. Would it be the years of work, bearing in mind that PLC is only 10 years old. To examine this point, we will present the relation between grade and years of work in table 5.2.12.2. Almost all the 19 interviewees stressed on the point that nothing decide your grade or promotion but the

personal relations. Interviewee no. 15 said “Because there is no evaluation system, grades and promotions depend on personal relations”. Interviewee no 2 said “All promotions and appointments occur in the form of decisions and recommendations from upper management or PLC members”.

Table 5.2.12.2

Q1_12 Grade*Q1_11 years of work cross tabulation

	Q1_11 Years of experience			Total	
		1-3	4-6		7-10
Q1_12 Grade	General director			10.2%	4.8
	Director		6.8%	8.2%	5.8%
	A	18.2%	2.3%	6.1%	17.3
	3	9.1%	20.5%	2.0%	27.9
	C	9.1%	4.5%	6.1%	33.7
	7	9.1%	18.2%	16.3%	50.0
	1			4.1%	51.9
	4	18.2%	6.8%	8.2%	60.6
	D	9.1%	9.1%	12.2%	71.2
	Acting director		2.3%	2.0%	73.1
	B		11.4%	16.3%	85.6
	5		2.3%	4.1%	88.5
	Head of section	18.2%	4.5%		92.3
	6	9.1%		2.0%	94.2
	2		6.8%		97.1
	No grade			2.0%	98.1
8		4.5%		100.0	
Total		100.0%	100.0%	100.0%	

We notice that we have employees who spend 7-10 years at work but still have the same grade of those who spent only 1-3 years. As we saw in table 5.2.12.1 there is no relation between grade and level of education.

5.2.13 Respondent job title

Table 5.2.13

Q1_13 Job title

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General director	1	.9	1.0	1.0
	Accountant	1	.9	1.0	1.9
	Auditor	1	.9	1.0	2.9
	Head of department	22	20.6	21.0	23.8

	Acting director	9	8.4	8.6	32.4
	Store keeper	1	.9	1.0	33.3
	A department director	5	4.7	4.8	38.1
	Driver	4	3.7	3.8	41.9
	Maintenance technician	1	.9	1.0	42.9
	A unit director	7	6.5	6.7	49.5
	External relations officer	1	.9	1.0	50.5
	Office manager	14	13.1	13.3	63.8
	Committee reporter	8	7.5	7.6	71.4
	Reporter's assistant	6	5.6	5.7	77.1
	Typist (HANSARD)	1	.9	1.0	78.1
	Committee administrator	1	.9	1.0	79.0
	Researcher	3	2.8	2.9	81.9
	Legal consultant	1	.9	1.0	82.9
	TV programs manager	1	.9	1.0	83.8
	Photographer	2	1.9	1.9	85.7
	Secretary	7	6.5	6.7	92.4
	Typing and communication officer	1	.9	1.0	93.3
	Messenger	5	4.7	4.8	98.1
	Archiving administrator	1	.9	1.0	99.0
	District offices' acting director	1	.9	1.0	100.0
	Total	105	98.1	100.0	
Missing	99	2	1.9		
Total		107	100.0		

The researcher was interested in looking for the relation between job title and grade, so a conduction of crosstabulation analysis between job title and grade indicated that there is no clear relation between grade and job title. For example, we can see that respondents holding grade A can be department/unit directors, committee reporters or office managers. Respondents holding grade D could be a department manager or a typist. Respondents holding grade C could be department/unit managers or office managers. Respondents holding grade B could be head of departments or researchers, at the same time we find that 100.0% of grade 8 are researchers.

5.3 Presentation of questions related to the main issue of research

5.3.1 **Hiring process:** table 5.3.1 presents the respondent hiring process.

Table 5.3.1

Q2_1 Hiring process

		Frequency	Percent
Valid	A competition	31	29.0

	Appointment without competition	53	49.5
	A decision from top level authorities	22	20.6
	Total	106	99.1
Missing	99	1	.9
Total		107	100.0

The researcher started this part by asking respondents about the hiring process since it is an important procedure and is attached to the policy of hiring the right person in the right place. (29.0%) of respondents were hired through a competition, (49.5%) were hired through appointment without competition and (20.6%) were hired through a top level decisions.

This means that 70% of respondents didn't go through any kind of competition. This, in fact, violates the civil service law (1998) in hiring people. Article 19 of the law indicates that vacancies should be advertised for in at least two daily newspapers and then oral and written competitions are held through a special committee. The policy of hiring people without competition may lead to having unqualified employees with (sometimes) high grades. This may enhance the feelings of unjust among those who were hired through a competition. The issue of hiring was mentioned by the 19 interviewees, for example, interviewee no 11 said "There are defects in the hiring process. During the period between 1996-1998, hiring process used to occur systematically and according to laws. After that, hiring is left to the PLC presidency".

Actually these results reflect the poor performance of personnel department which is separated from administrative department. From the researcher's observations, personnel unit has no say in hiring process; actually it did nothing in following up the affairs of employees.

Table 5.3.1.1

Q2_14 In my organization, management tends to hire people first, then to create jobs for them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	26	24.3	24.8	24.8
	Agree	44	41.1	41.9	66.7
	So-so	20	18.7	19.0	85.7
	Disagree	13	12.1	12.4	98.1
	Strongly disagree	2	1.9	1.9	100.0
	Total	105	98.1	100.0	
Missing	99	2	1.9		
Total		107	100.0		

In question 2_14 (In my organization, management tends to hire people first, then to create jobs for them) respondents were

asked to indicate their agreement with such statement. (24.3%) strongly agreed, 41.1% agreed, 18.17% in between and 12.1% disagreed strongly and 1.9% disagreed strongly. This shows that 65.4% of respondents agree that the PLC management hires people not according to the need of jobs but vice versa, they hire them first and then create the jobs. Hiring employees through a competition was practiced during the first year of PLC foundation. (Abu Safieh, 2004).

5.3.2 The organizational chart

In questions 2_2 and 2_4, when respondents were asked if they have ever seen a chart at the organization, (36.4%) answered yes, (53.3%) answered no and (9.3%) said I don't know. The percentage of category "I don't know" might be added to the category of "No" since their answer indicates that they haven't seen one. So the percentage will be (62.6%). It is a quite big percentage for employees not to see a chart in their organization that represents its identity. As a matter of fact, all 19 interviewees stressed on the issue of the nonexistence of an official chart.

When employees whom answer was "Yes" were asked to indicate if this chart exists in the organization, (9.3%) of them said "Yes", (39.3%) said "No" and (9.3%) said "I don't know". So, even though some respondents believe that they saw a chart, still, most of them said the chart doesn't exist in the organization. For those people whose answer was "the chart doesn't exist", they were asked to indicate the reasons behind the nonexistence of a chart. The answers of respondents are presented in table 5.3.2.

Table 5.3.2

Q2_4 The reason behind the nonexistence of an organizational chart is

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The administrative unwillingness to create one	32	29.9	43.2	43.2
	The inability to create one (human and financial resources)	4	3.7	5.4	48.6
	The nonexistence of political willingness	15	14.0	20.3	68.9
	The administrative unwillingness and the inability to create one	5	4.7	6.8	75.7
	The nonexistence of political willingness and the ability to execute the chart	1	.9	1.4	77.0
	The administrative unwillingness to create one due to top level decision	1	.9	1.4	78.4
	The administrative and political unwillingness, due to top level decision	1	.9	1.4	79.7

	The inability to create one and the nonexistence of political willingness	1	.9	1.4	81.1
	The nonexistence administrative and political willingness to create one	12	11.2	16.2	97.3
	The administrative and political unwillingness to create one +The inability to create one	1	.9	1.4	98.6
	The lack of expertise	1	.9	1.4	100.0
	Total	74	69.2	100.0	
Missing	99	8	7.5		
	System	25	23.4		
	Total	33	30.8		
Total		107	100.0		

When we look at the results and reasons, we find the following: (48.5%) of the respondents believe that the reason behind the nonexistence of a chart is the administrative unwillingness to create one, (10.2%) believe that the reason is the inability to create one. (28.8%) believe that the reason is the political unwillingness to create one and (0.9%) believe that the reason is the inability to execute the chart. It means that employees are losing faith in both management and politicians. The researcher sensed a feeling of frustration, despair and the need for change. Interviewee no 18 said “ the nonexistence of a chart is due to the inability to separate between politics and management, and the absence of strong qualified management for PLC, it has an illegitimate status after all, we need to conduct new legislative elections”.

5.3.3 Job rotation and movement among departments/units

When respondents were asked whether they have ever worked in other department/unit other than their current ones, (22.4%) said “Yes” and (77.6%) said “No”. Those who answered “Yes” were asked about the reasons behind their movement. Their answers are clarified in table 5.3.3.

Table 5.3.3

Q2_5_1 Reasons behind working in other dep/unit

		Frequency	Percent
Valid	Administrative reasons	12	11.2
	Reward	4	3.7
	Problems with the direct manager	2	1.9
	Getting courses in TV production	1	.9
	Personal request	1	.9
	The existence of a vacancy	1	.9
	Change in marital status	2	1.9

	I believe that the criteria of movement depends on personal relations	1	.9
	Total	24	22.4
Missing	99	4	3.7
	System	79	73.8
	Total	83	77.6
Total		107	100.0

It is clear that the reasons of employees' movement are not on clear basis to enrich the employees' experience. It is mostly for administrative reasons, punishment, reward or personal relations. Interviewee no 2, for example said "distribution and transferring of employees from one department to another occur as a punishment and not for pure professional reasons".

5.3.4 Work specialization and employee's development and training

Tables 5.3.4.1, 5.3.4.2, 5.3.4.3, 5.3.4.4 and 5.3.4.5 represent the respondent's answers concerning questions related to this issue.

Table 5.3.4.1

Q2_6 My organization has a policy to develop employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	11	10.3	10.6	10.6
	Agree	25	23.4	24.0	34.6
	No opinion	13	12.1	12.5	47.1
	Disagree	33	30.8	31.7	78.8
	Strongly disagree	22	20.6	21.2	100.0
	Total	104	97.2	100.0	
Missing	99	3	2.8		
Total		107	100.0		

It was noticed that 50.0% of respondents believe that PLC doesn't have a policy to develop employees.

Table 5.3.4.2

Q2_7 My work in the department/unit is characterized by:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Variety	66	61.7	64.1	64.1
	Routine	33	30.8	32.0	96.1

	I don't know	4	3.7	3.9	100.0
	Total	103	96.3	100.0	
Missing	99	4	3.7		
Total		107	100.0		

We notice that (61.7%) of respondents said that their jobs within the departments and units are characterized by variety, this is maybe due to the nature of work of parliament.

Table 5.3.4.3

Q2_8 In your opinion, does your organization provide training for employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	6	5.6	5.7	5.7
	Usually	28	26.2	26.7	32.4
	Rarely	61	57.0	58.1	90.5
	Never	10	9.3	9.5	100.0
	Total	105	98.1	100.0	
Missing	99	2	1.9		
Total		107	100.0		

We can see that (66.3%) said that the organization rarely or never provide training for employees.

Table 5.3.4.4

Q2_9 In your opinion, the mechanism of choosing trainees occurs:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Randomly	27	25.2	26.2	26.2
	Scientifically	25	23.4	24.3	50.5
	According to personal relations	50	46.7	48.5	99.0
	According to political relations	1	.9	1.0	100.0
	Total	103	96.3	100.0	
Missing	99	4	3.7		
Total		107	100.0		

According to the mechanism of choosing trainees, 25.0% of the respondents said that this occurs randomly, (23.4%) said it occurs scientifically, (46.7%) said that it occurs according to personal relations, (.9%) said that it occurred according to political relations. It seems that training process in PLC needs attention from top management

Table 5.3.4.5

Q2_10 The training provided by organization is planned and targeted to achieve the goals

		Frequency	Percent
Valid	Always	10	9.3
	Usually	25	23.4
	Rarely	58	54.2
	Never	12	11.2
	Total	105	98.1

As a natural result for such training mechanism, (65.4%) of respondents said that the training provided is rarely or never planned and targeted to achieve the goals. According to interviewee no 13, he said one of the main problems is “the in compliance of top management with code of training that was established in 2000. This led to delay in the process of increasing the efficiency of employees’ training”. Interviewee no 7 said “The training provided for employees is considered top secret and is exclusively for few people”.

5.3.5 Departmentalization

The respondents’ answers are presented in tables 5.3.5.1, 5.3.5.2, 5.3.5.3.

Table 5.3.5.1

Q 2_11 In your opinion, the departments and units of the PLC were established on the basis of

		Percent
Valid	Functions	42.1
	Randomly	8.4
	To please certain individuals	34.6
	I don’t know	13.1

Most employees indicated that departments and units were established based on functions which may represent the beginnings

of PLC establishment. But still, we have a good percentage who indicated that the reason is to please certain individuals. This may indicate the existence of power control in PLC.

Table 5.3.5.2

Q2_12 In your opinion, the number of departments and units in the PLC is

		Percent
Valid	Very large	21.5
	Large	43.9
	Reasonable	29.9
	Small	2.8
	Very small	.9

Most respondents said that the number of department and units is big.

Table 5.3.5.3

Q2_13 In your opinion, the reason behind any addition of a dep./unit to PLC structure is:

		Percent
Valid	To achieve the organization's goals	15.9
	The increased amount of work	2.8
	No clear reason	14.0
	To please certain individuals	43.0
	I don't know	9.3
	The increased amount of work and To please certain individuals	7.5
	To achieve the organization's goals and The increased amount of work	4.7
	To achieve the organization's goals and to please certain individuals	1.9

Again there is a focus on the issue of pleasing individuals. PLC has no specific strategy in establishing the departments and units. Interviewee no 7 said "The dysfunctional PLC structure is deliberated by a political decision. Directors are hired first and then departments are created to suit their needs and interests".

5.3.6 Chain of command

When respondents were asked about the chain of command, (83.2%) said it is not clear, (9.3%) said that it is clear and (7.5%) said "I don't know". Actually, from the researcher's experience as an employee at PLC, the chain of command is one of the most complicated issues facing employees. Those who said that the chain of command is not clear, they were asked to give the reasons. It was found and according to question Q 2_15_1 that the main reason behind the unclear chain of command

is the parliament members' interference in managerial affairs, next is that some employees consider themselves above the organization's laws (authority power), then the nonexistence of organizational chart, then, the carelessness of management and finally the overlap of functions between the PLC in both West Bank and Gaza. The issue of chain of command was raised by interviewees no 12, 9,13,8,7,14,7 and 4. Interviewee no 12 said that "there is overlapping of authority between the general manager and the secretary general". Interviewee no 7 said "the big problem is the fact that the PLC secretary who is supposed to be the top administrative authority is a parliament member". Interviewee no 8 said "The interference of PLC members causes work delay". Interviewee no 7 said "The lines of authority are not clear". According to interviewee no 14 "there is a duplication of management in my section".

The other results of questions related to chain of command are presented in tables 5.3.6.2, 5.3.6.3, 5.3.6.4, 5.3.6.5 and 5.3.6.6.

Table 5.3.6.2

Q2_16 In your opinion, departments and unit should report to

		Percent
Valid	PLC general manager	69.2
	PLC secretary	16.8
	PLC speaker	5.6
	Other(secretary general who is not a member)	6.5
	Total	98.1
Missing	99	1.9
Total		100.0

We can conclude that most of employees feel that they should report to the PLC general director, but still other percentages indicate the existence of other bodies which is not a healthy issue in any organization.

Table 5.3.6.3

Q2_17 In my department, it is clear to me whom I report to

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	70	65.4	66.7	66.7
	No	28	26.2	26.7	93.3
	I don't know	7	6.5	6.7	100.0

Inside the departments/units themselves, the reporting mechanism seems more clear.

Table 5.3.6.4

Q2_18 Is there a clear accountability system in the PLC?

		Percent
Valid	Yes	22.4
	No	65.4
	I don't know	11.2

Most respondents indicate that there is no clear accountability system in PLC.

Table 5.3.6.5

Q2_19 The communication between upper management and lower managerial levels is:

		Percent
Valid	Easy	15.9
	Complicated	18.7
	Has no criterion	64.5

The communication between upper management and lower levels has no criteria or Complicated.

Table 5.3.6.6

Q2_20 When I have a problem concerning work, I, sometimes return to

		Percent
Valid	1. My immediate supervisor	70.1
	2. PLC general manager	12.1
	3. PLC secretary	3.7
	4. PLC speaker	2.8
	5. Political party	1.9
	Other	4.7

Although most respondents said that they will refer to their direct supervisor in case of work problem, it is dangerous that employees tend to refer to top management and to the political party. It indicates the overlap in authority and the bypassing of the direct supervisors. It seems that there is no separation between management and politics at PLC.

5.3.7 Team work and level of communication

When respondents were asked about team work, (45.8%) said that they disagree and strongly disagree with the existence of any kind of team work. (20.5%) agreed and strongly agreed with the existence of team work, (31.8%) said "so so". Concerning coordination and communication among departments and unit, (16.8%) said it is very good and good, (29.0%) said that it is average, (54.2%) said that it is poor and very poor. According to existence of coordination between West Bank and Gaza, (12.1%) agreed and strongly agreed on the existence of coordination, (35.5%) said "so so", and (51.4%)

disagreed and disagreed strongly on any existence of coordination between West Bank and Gaza.. Management should consider this issue carefully because it is against the unity of PLC. According to interviewee no 16 “There is a lack of communication with Gaza”. Interviewee no 19 said “The coordination among departments is moody and there is total separation between PLC in WB and Gaza”. Interviewee no 8 said “Work ethics among employees is absent”.

5.3.8 Managers’ questions and span of control

As the researcher was interested in the answers of both employees and managers of departments and units, she built a section in the questionnaire to be answered by managers only. The researcher found that many employees filled this section although they are not dept/unit managers, maybe the confusion between grade and job title caused this issue since most of employees hold a grade of manager regardless of its classification (A,B,C,D).

When managers were asked about the number of employees under their span of control, the answers were 0,1,2,3,5,8,10,18. Of the 12 managers, 10 answered the question. There are two possible reasons for the two managers, it is either they don’t know or don’t want to state the number intentionally. We notice that the span of control varied in numbers from one department to another. We have managers who have 18 employees under his/her direct control, others have only one employee or none. It is very important to review the human resources needs for the departments/units and their distributions to dept/units, maybe some units or departments need to be joined or even cancelled. Such as the woman unit which has only one employee and the unit’s manager.

The answers of questions are presented in tables 5.3.8, 5.3.8.1 and 5.3.8.2.

Table 5.3.8

Q2_25 The number of your employees is

		Frequency	Percent
Valid	Large	1	8.3
	Suitable	5	41.7
	Small	5	41.7
	Total	11	91.7

When managers were asked whether this number is large, suitable or small, the same ten managers answered the question. One of the two managers mentioned above didn't answer at all and the other one answered it although he didn't state the number of employees under his span of control and he continued to answer the rest of the questions.

Table 5.3.8.1

Q2_26 Does this number obstacle or facilitate your work

		Frequency	Percent
Valid	Obstacle	6	50.0
	Facilitate	4	33.3
	Suitable for my work	1	8.3
	Total	11	91.7
Missing	System	1	8.3
Total		12	100.0

Most managers said the number of their employees obstacle their work.

Table 5.3.8.2

Q2_27 Sometimes, I feel that there is overlap between my functions and the functions of other directors

		Frequency	Percent
Valid	Strongly agree	1	8.3
	Agree	7	58.3
	disagree	4	33.3
	Total	12	100.0

As a matter of fact, managers have major responsibility in organizing the work of their departments/units. They should really work on establishing job description, jobs distribution...etc. Most interviewees were managers and they complained about issues which are their responsibility such as personal relations dominate work in departments, PLC members' interference with departments, the lack of job descriptions and evaluation system. Managers can work more on such issues. The researcher discovered that managers themselves are not happy and satisfied, so how can they motivate their employees.

Mangers of departments and units are supposed to set policies for their territory even if the administrative performance is weak in PLC, there are certain functions that are the managers' responsibility and there is no excuse to abandon them.

5.3.9 Centralization and decentralization

When employees were asked to give opinion about who is actually with the top administrative authority in PLC, the results were amazing and are presented in the table 5.3.9.

Table 5.3.9

Q29 The top administrative authority

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PLC general manager	4	3.7	3.9	3.9
	PLC secretary	34	31.8	33.3	37.3
	PLC speaker	56	52.3	54.9	92.2
	All three	3	2.8	2.9	95.1
	The secretary and the speaker	2	1.9	2.0	97.1
	According to the power of the person	1	.9	1.0	98.0
	PLC members	1	.9	1.0	99.0
	Those with Political authority	1	.9	1.0	100.0
	Total	102	95.3	100.0	
Missing	99	5	4.7		
Total		107	100.0		

These results indicate that respondents although believe that the administrative authority should be in the hands of PLC general director, still actually it is mostly in the PLC speaker who shouldn't have any administrative role. This is quite an obvious interference from a political figure in administrative issues. This reflects also the degree of centralization in the organization. The authority is in the hand of one or two persons. The results also reflect the poor administrative authority of the PLC general director. Interviewee no 12 said "The decision making process is very central".

Other people indicate that the PLC members have an administrative authority; the truth is that PLC members have no legitimate administrative authority. Authority power and personal relations are clear here, it seems that they determine who your top administrative authority is. The interference of PLC members is quite obvious when it comes to the work of district offices. Interviewee no 1 said "There are no clear bylaws or working mechanism for the staff of district offices. The policy and political attitudes of PLC members decide the work mechanism. Members have the upper hand in their districts; they hire and fire employees with (sometimes) no reference to the administrative department in PLC".

In another question, (71.0%) of respondents said that there is no delegation of authority from higher to lower administrative levels.

5.3.10 Formalization

Table 5.3.10 clarifies the respondents' results concerning formalization.

Table 5.3.10

Questions	Yes	No	I don't know
Q2_31 When you were employed, you were shown a written job description for your position	29.9	70.1	-
Q2_32 The organization has clear written policies and procedures	36.4	38.3	24.3
Q2_34 The organization has a code of professional conduct that employees are expected to follow	20.6	43.9	35.5

It seems that the PLC doesn't follow formalization which is very important for the organization. In asking respondents about the mechanism of applying policies and procedures on employees and the monitoring by management to make sure that employees follow them, the respondents' results are clarified in tables 5.3.10.1 and 5.3.10.2.

Table 5.3.10.1

Q 2_33 The policies and procedures of the PLC are applied on employees:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entirely	11	10.3	10.5	10.5
	Selectively	67	62.6	63.8	74.3
	No opinion	27	25.2	25.7	100.0
	Total	105	98.1	100.0	
Missing	99	2	1.9		
Total		107	100.0		

It happened again to have selective people on which policies are applied. It seems that the authority and power of such people exceed the management's. This may lead to a feeling of frustration and unjust by other employees and accordingly to dissatisfaction. Interviewee no 9 focused on the "absence of clear written goals and work policies".

Table 5.3.10.2

Q2_28 Employees are watched closely to assure that rules and procedures are followed

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly agree	7	6.5	6.7	6.7
	Agree	38	35.5	36.5	43.3
	Disagree	46	43.0	44.2	87.5
	Strongly disagree	13	12.1	12.5	100.0
	Total	104	97.2	100.0	
Missing	99	3	2.8		
Total		107	100.0		

(56%) disagreed and strongly disagreed with having a kind of accountability or monitoring over employees, whereas (43%) agreed and strongly agreed on having a monitoring system over employees. The variance in answers on such question is not healthy since the answer really should be clear to everybody; monitoring either exists or doesn't exist. Interviewee no 10 said "Every employee is working according to his/her terms, the accountability is not clear".

5.3.11 Strategy

This is presented in table 5.3.11.1.

Table 5.3.11

Q2_35 Do you think that the PLC has a clear well-defined strategy?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	22.4	22.4	22.4
	No	83	77.6	77.6	100.0
	Total	107	100.0	100.0	

Most respondents believe that the PLC doesn't have a clear well defined strategy. For any organization to succeed there should be a clear strategy to direct the organization towards achieving the goals efficiently. PLC should look into adopting a strategy that should be most efficient for its effect on the organization and on the employees' performance.

5.3.12 Environment

Respondents were asked about the PLC mechanism of dealing with any challenges or negative outside effects. The results are presented in table 5.3.12. and 5.3.12.1 .

Table 5.3. 12

Q2_36 The PLC's management tends to update the organizational structure to cope with any new challenges

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	4.7	4.7	4.7
	Agree	16	15.0	15.1	19.8
	So-So	21	19.6	19.8	39.6
	Disagree	53	49.5	50.0	89.6
	Strongly disagree	11	10.3	10.4	100.0
	Total	106	99.1	100.0	
Missing	99	1	.9		
Total		107	100.0		

Since most respondents believe that there is no clear existing chart, and there are no clear characteristics for the PLC organizational structure, we can't expect to have any attempts in respect of updating the organizational structure. 59.8% disagree and disagree strongly to any attempts by PLC to update its organizational structure although the challenges are huge.

Table 5.3.12.1

Q 2_42 The PLC's management understands any situation that the employees might face that have negative effects on their performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	4.7	4.7	4.7
	Agree	15	14.0	14.2	18.9
	So-So	45	42.1	42.5	61.3
	Disagree	22	20.6	20.8	82.1
	Strongly disagree	19	17.8	17.9	100.0
	Total	106	99.1	100.0	
Missing	99	1	.9		
Total		107	100.0		

There is no existence of a body to understand any situation employees might face or to evaluate their performance to reach the necessary solutions or adopt certain policies. Responses to question 2_42 indicate that there are no clear human resources policies or evaluation.

5.3.13 Authority power / Power control / work attendance

From the researcher's own observations, she noticed that there are certain same people who are on the council's cadre and receive a salary but they don't come to work at all and they even don't have offices at PLC. This issue is in fact under discussion by most employees. The issue is not they have a high rate of absenteeism but it is that they don't come at all, nobody knows them. The number of such persons is unknown to the researcher although she tried to ask about it, she had to back off because she realized that it is a sensitive issue for those in power. The researcher tried to get the extent of approval on such issue from the respondents and she explained to them the idea of the question in order to avoid any interpretations. The results are presented in table 5.3.13.

Table 5.3.13

Q2_ 38 Give your opinion on the following sentence: (Some people believe that there are certain employees who are on the PLC cadre, but they don't attend work).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	51	47.7	48.6	48.6
	Agree	36	33.6	34.3	82.9
	So-so	12	11.2	11.4	94.3
	Disagree	2	1.9	1.9	96.2
	Strongly disagree	4	3.7	3.8	100.0
	Total	105	98.1	100.0	
Missing	99	2	1.9		
Total		107	100.0		

It is clear that most respondents agreed and strongly agreed on the existence of certain employees who are on the PLC cadre, but they don't attend work.

The researcher then asks the respondents if the number of employees between West Bank and Gaza is known to them, (29.0%) said yes, 70.1% said no. This may indicate either the number is really unknown due to the people we mentioned earlier (who don't attend work) or because they lost interest in the organization and they don't really care to know the number of employees. We can add that the poor communication between WB and Gaza helps in the direction of not knowing, at least, the number of employees there. Interviewee no 12 said "There is an existence of informal authority, it lays in the hand of few people related to the governing party". Interviewee no 7 said that "the authority power dominates work relations".

5.3.14 Technology

Table 5.3.14

Q 2_39 Plc employees have an easy access to information which facilitate their work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	27	25.2	25.5	25.5
	No	79	73.8	74.5	100.0
	Total	106	99.1	100.0	
Missing	99	1	.9		
Total		107	100.0		

We conclude that most respondents believe that they don't have access to information to facilitate their work.

Table 5.3.14.1

Q2_40 The web site of the PLC is updated:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	7	6.5	6.5	6.5
	Usually	22	20.6	20.6	27.1
	Rarely	40	37.4	37.4	64.5
	Never	19	17.8	17.8	82.2
	I don't know	19	17.8	17.8	100.0
	Total	107	100.0	100.0	

The web site of PLC is not updated on regular basis. Interviewee no 17 said "The PLC website lacks the continuous updating".

Table 5.3.14.2

Q2_41 To what extent does the PLC rely on technology (Equipment, specialized software, intranet..etc) to facilitate employees' work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	16	15.0	15.1	15.1
	Usually	26	24.3	24.5	39.6
	So-So	39	36.4	36.8	76.4
	Rarely	19	17.8	17.9	94.3
	Never	6	5.6	5.7	100.0
	Total	106	99.1	100.0	
Missing	99	1	.9		
Total		107	100.0		

We can see that, generally, the PLC relies on technology to facilitate work of employees. As a matter of fact and as an observer, PLC received such support (equipment) from the donors but the question is in the maintenance of such equipment

.Interviewee no 12 said “The incompetence of the IT department and the technical department led to contracting outside companies which is costly and time consuming”.

5.3.15 PLC administrative performance

Table 5.3.15

Q2_43 Do you think that the administrative performance of PLC is weak?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	81	75.7	75.7	75.7
	No	26	24.3	24.3	100.0
	Total	107	100.0	100.0	

(75.7%) of respondents indicated that the administrative performance of PLC is weak. For those who said that the administrative performance is weak, they were asked to rank 7 factors according to the extent of their effect on the weak administrative performance of PLC. 1 represents the maximum effect, 7 represents the least effect. The seven factors are: PLC speaker, PLC general manager, The council’s affairs committee, PLC members, Directors and general directors and the occupation. After calculating the means for the seven factors, the results were:

1. PLC speaker is the number one factor which has an effect on the weak performance of PLC.
2. PLC secretary general is the number two factor which has an effect on the weak performance of PLC.
3. The PLC members are the number three factor which has an effect on the weak performance of PLC.
4. PLC general director is the number four factor which has an effect on the weak performance of PLC.
5. Directors and general directors are the number five factor which has an effect on the weak performance of PLC.
6. Council’s affairs committee is the number six factor which has an effect on the weak performance of PLC.
7. The occupation is the number seven factor which has an effect on the weak performance of PLC. This means that respondents believe that although they work under difficult political situation due to the Israeli occupation, still, such situation is no excuse for the PLC poor administrative performance.

5.3.16 Job satisfaction

Table 5.3.16

Q2_45 Are you a satisfied employee?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	11.2	11.2	11.2
	No	72	67.3	67.3	78.5
	To some extent	23	21.5	21.5	100.0
	Total	107	100.0	100.0	

In most studies, people are generally satisfied at work (Greenberg& Baron, 2003). In the PLC 67.3% of respondents are dissatisfied, 11.2% are satisfied and 21.5% are satisfied to some extent. Actions should be taken by PLC management concerning employees' level of satisfaction. For those who said that they are not satisfied, they were asked to give reasons. The results were: the first reason for dissatisfaction is the feeling of injustice, then comes the policy of not hiring the right person in the right position, followed by the nonexistence of organizational chart, then the nonexistence of any vision for future career development and finally the lack of respect and appreciation by management towards employees. When respondents were asked about whether their immediate supervisor makes them feel that they are important in their depts/units, (46.7%) agreed on this, 3.8% said so-so, and 20.5% disagreed and strongly disagreed.

The researcher was interested in making some relations between the process of hiring and job satisfaction. She found that respondents who were hired through top level decision were the most satisfied followed by those who were hired through a competition and finally those who were appointed without competition.

In relating the satisfaction with the degree grade, it was found that only the general directors are satisfied to some extent. The rest of respondents from all other grades, the less the grade is, the least is the satisfaction.

5.3.17 PLC and corruption

Table 5.3.17

Q2_47 In your opinion, is there an administrative corruption in PLC?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	94	87.9	88.7	88.7
	No	12	11.2	11.3	100.0
	Total	106	99.1	100.0	
Missing	99	1	.9		
Total		107	100.0		

Most employees indicated that there is an administrative corruption in PLC.

Table 5.3.17.1

Q2_48 To what extents do you think there is an administrative corruption at PLC?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely	38	35.5	39.2	39.2
	Very much	39	36.4	40.2	79.4
	So-so	18	16.8	18.6	97.9
	Little	1	.9	1.0	99.0
	Scarce	1	.9	1.0	100.0
	Total	97	90.7	100.0	
Missing	99	10	9.3		
Total		107	100.0		

Most employees believed that there is a great deal of administrative corruption in PLC.

The researcher tried to relate between the process of hiring and the existence of administrative corruption at PLC. All the employees indicate that there is corruption regardless of their hiring process but with different degrees. (93.5%) of respondents who were hired through competition said that there is corruption. (90.6%) of respondents who were appointed without competition said there is corruption and finally (76.2%) of the respondents who were hired through top level decisions said there is administrative corruption at PLC.

5.4 PLC structure and design

If we want to see what type of organizational design exists in the PLC, we find that the organization is not totally mechanistic and not organic for sure. There is a need to rethink about the basic six elements that determine organizational structure which are work specialization, departmentalization, chain of command, span of control, centralization and decentralization and formalization.

5.5 Conclusion

In conclusion, we find that the Palestinian Legislative Council needs to work hard on all issues related to restructuring the organization. Work should be done on hiring process, chart, job rotation, employees training and development, departmentalization and formalization. The PLC had so much work on employees' job satisfaction. In the next chapter, the researcher will present the major results and conclusions of the study and accordingly, to make the necessary recommendations.

Chapter six

Results and recommendations

6.1 Preview

When reviewing the literature related to the main topic of the study, which is organizational structure and design, we found that many theorists were interested in this subject for its importance in achieving the organization's goals. The concepts of organization, organizational theory and organizational structure and design were clarified. The main building blocks of organizational structure and the different design approaches were introduced.

There is no doubt that structure, people and goals are the basic factors of any organization (Meyer, 1995). Studies proved that structure of any organization has a direct effect on employees' performance. Accordingly, there is a great need to restructure organizations in the most efficient way that guarantees the achievement of the organization's goals (Mullins, 2002).

As the researcher is an employee at the Palestinian Legislative Council (PLC) for the last seven years, she noticed through her observation that the PLC is in need for restructuring; there is no existence of a clear structure, which led to dissatisfaction among employees. The researcher decided to conduct this study in an attempt to reach conclusions regarding the need for organizational restructuring in the public sector in general taking the Palestinian Legislative Council as a case study.

The researcher used both qualitative and quantitative methods in collecting data. The triangulation approach was adopted. Depending on literature review, personal observation, interviews, and comparison with other parliaments and survey conduction, the researcher was able to reach results upon which she will make the necessary recommendations. The survey was only conducted in West Bank since the researcher was banned from distributing the questionnaire in Gaza. The sample was selected through proportional stratified probability sampling and it was allocated according to departments and units. 114 questionnaires were distributed in West Bank and 107 were received.

6.2 The main findings

Before we start presenting the findings of the research, the researcher would like to point out and as was mentioned in chapter 3 that article 11 of the Palestinian bylaws (1996) granted the PLC secretary administrative supervisory functions over

the departments and units of PLC. A director general for PLC was appointed to overcome the bias of PLC secretary being an elected Member of Parliament. The concept of “supervisory functions” is not clear and may be misinterpreted; the secretary’s extent of administrative authority may be questioned and may overlap with the general manager’s. Still, in the eyes of PLC, he is the legitimate top administrative source or reference and it is up to him to regulate the work through the PLC director general.

The findings of the study indicate that the Palestinian Legislative Council (PLC) has failed in accomplishing most of the elements in relation to organizational structure. Accordingly, and since organizational design is the way in which the elements of organizational structure are arranged (Greenberg & Baron, 1999), the result was that PLC ends with poor, undefined design. Not only the PLC has a poor structure and design, but also, it has failed to establish the three main elements that are the essence of any organization. These three elements are structure, people and goals (Robbins and Coulter, 2003). The most qualified people can’t work under a poor structure and unclear goals. The PLC has the poor structure, unclear goals and people who suffer the contradictions of the institution, the lack of well-planned training and the absence of rules and procedures to guide them in their work. This equation is the recipe of the failure of any organization.

The researcher will present next the main findings in details.

6.2.1 Chain of command

The chain of command is not clear in PLC. There is confusion in the administrative authoritative source in PLC. The PLC speaker interferes in administrative issues. There is overlap in authority between the PLC director general and PLC secretary. There is also overlap in authority between PLC speaker and secretary bearing in mind that the speaker is a political figure and he has no legitimate administrative authority but through the Council’s affairs committee which main function is to create the broad policies of PLC. The result was that the authority of PLC director general is marginalized.

Although most employees believe (in theory) that the PLC director general should be the top administrative reference for all departments and units upon delegations from the secretary, but in practice, PLC speaker is the top administrative authority in PLC, although he has no legitimate administrative authority. There is confusion between politics and management in the Palestinian Legislative Council. There is no separation between the two levels. Accordingly, the unity of command is violated in PLC.

According to some respondents, the authoritative source depends on the situation, it could be the PLC speaker,

secretary, director general , PLC members , the political party or to certain individuals who have the power to affect decisions ; power control dominates the work of PLC. Communication between top management and lower managerial levels has no criterion.

There is no accountability system in PLC. Interviewee no. 10 said “Every employee is working according to his/her terms, the accountability is not clear”.

6.2.2 Organizational Chart

There is no existence of organizational chart in the organization although some respondents said they have seen one. There is neither administrative nor political willingness to create a proper chart for PLC. All previous efforts that were made to create a chart were neglected because of the inability to apply one for issues related to power and authority control. If management wants to apply any chart, this will contradict with certain people’s interests who consider themselves above law. They know for fact that a well planned structure and an organized distribution of functions and positions according to qualifications will deprive them from their authority. The chart that was created by the European Assistance Team suggested reducing the number of departments and joining some departments or units together. This means that there will be a conflict on managing the joint departments. As we don’t have a strong body in PLC to apply the chart regardless of people and because our administration is dominated by the political figures, the best solution was for all beneficial parties to leave the situation as it is. Applying the chart will be in the way of both the current management and political authority. So it is a matter of power.

6.2.3 Departmentalization

Departmentalization, or how jobs are grouped together, has no basis in PLC. Few departments and units were established, during the first years of parliament, according to functions (Abu Safieh, 2004), the rest were established mostly randomly or to please certain individuals. The addition of new departments and units occurs also to please certain individuals and not for strategic reasons. It was noticed that the number of departments and units is large (Respondents no 15, 73).

District offices have no clear structure, policies or functions. There are many offices that are totally separated with no body to organize and monitor their work.

6.2.4 Centralization and span of control

The span of control varies from one department/unit to another. In some departments/units, the director is in charge of one employee or he/she has no employees at all.

PLC is a highly centralized organization. Decision-making is in the hand of one or few people. There is no delegation of authority from higher to lower managerial levels.

6.2.5 Formalization

Formalization hardly exists in the organization. There are no official clear written policies and procedures for employees to follow. Policies are applied on employees selectively. There are no clear written internal bylaws to clarify and control the work of PLC. Although the civil service law (1998) had organized the issues of promotions, evaluation, transfer of employees for temporary duties, unpaid vacations, but PLC administration has not been seriously implementing these laws. It all depends on personal relations and favoritism.

6.2.6 Hiring process

PLC violates the civil service law (1998) when it comes to hiring process. It occurs mostly through appointments without competition or through decisions from top-level management. This resulted in the existence of some unqualified employees with good grades and led to unnecessary increase in the number of employees. The cross tabulation that was conducted by the researcher on the relation between grade and level of education indicated that there is no relation between the grades obtained and level of education. It was also found that in some cases, the employees' specialization or level of education doesn't fit the functions they are performing in their departments/units.

6.2.7 Specialization and employees' development and training

There is no policy of involving employees in more jobs to enrich their experience. The movement among departments and units occurred mainly as punishment or according to personal relations.

The Palestinian Legislative Council doesn't provide enough training for all employees. When it does, the mechanism of

choosing the trainees occurs mostly according to personal relations and randomly. Finally, most respondents indicate that the training provided is not mostly planned and targeted to achieve the goals.

6.2.8 Work relations and coordination

Teamwork and coordination among departments and units is poor.

Concerns do exist among some employees concerning unethical behavior of some employees.

There is no unity between PLC in both West Bank and Gaza. The fact that PLC is scattered over two geographical areas and the difficulty in movement created duplications in departments and units.

6.2.9 Strategy

There is no clear strategy for PLC. Management has no strategy or plan to cope with any challenges or situations that employees might face and that have influence on their performance.

6.2.10 Technology

Access to information to facilitate employees' work is poor.

The PLC web site is not updated most of the time.

In general, PLC relies on technology when it comes to equipment and tools but the problem lies in maintaining them.

Intranet does exist but its is not effective for communication.

6.2.11 Employees' perception of the administrative performance of PLC

The Palestinian Legislative Council's administrative performance is Weak.

There is a great deal of administrative corruption in the Palestinian Legislative Council. Respondent no 2 said "corruption in PLC exceeds, dramatically, the corruption in other institutions in so many ways, what I want to say is that corruption exists in PLC in so many other different types and forms, but, for now, I can say no more??".

Some employees have lost confidence in both PLC management and members. Respondent no 9 said "there is no hope

in reforming PLC management”.

Most employees feel that there is a need for radical changes in the current PLC management. Respondent no 48 said, “We need anybody, under any job title, the important thing is to take care of employees”.

6.2.12 The contributing factors to the PLC’s poor administrative performance

PLC speaker is the number one person to cause the weak performance of the organization. Followed by PLC secretary, then PLC members, director general, directors and general directors, Council’s affairs committee and finally occupation. Occupation is no excuse for weak performance and it has the least effect on causing the weak administrative performance of PLC.

There is a great deal of interference in management by PLC members. They interfere in hiring, promoting, transfer of employees from one department to another and nominating candidates for external training. From the observation of the researcher, PLC members tend to contract some researchers in PLC to conduct studies for their private institutions. The fact that some PLC members have other careers besides their being parliament members contributes to the weak performance of the PLC.(Respondents no 41, 14, 82, 107, 16). They were categorized as number three in causing the weak performance of PLC.

Managers and general managers of departments and units have their share of responsibility in weakening the administrative performance of PLC. There is no excuse for managers not to have internal procedures for their departments and units. They are supposed to be policy makers and should set an example for their employees. 50% of the managers were hired through appointment with no competition and upon decisions from top-level management. This might get in the way of any desire for achievement.

We can add that power control and the fact that there are certain people who can affect decision-making mainly through their closeness to the governing party has great effect on the weak administrative performance of PLC. Most respondents agreed and strongly agreed that there are a number of people on the PLC cadre, who do not attend work.

6.2.13 Employees’ level of satisfaction

There is a high level of dissatisfaction among PLC employees. The most satisfied employees are those who were hired

through top-level decisions. Promotions, grades, injustice, hiring process, grades and low salaries were among the most important issues that led to dissatisfaction.

Personnel unit and administrative department should be the most important bodies in the organization since they should provide support to the staff and the follow up of their affairs; this was indicated in their tasks that we mentioned in chapter 3. Unfortunately, they both failed to perform their functions. The fact that personnel is separated from the administrative department and its attachment to the financial department weakened its role (Abu Safieh, 2004). Most employees' problems are related to the personnel unit. This led to dissatisfaction among employees. The administrative department is exclusive only to managing the cleaners of PLC. There are problems in the structure, management, functions and staffing of the administrative affairs department and the personnel unit. (Respondent no 16).

6.2.14 PLC design

The PLC organizational design is not clear. It is a collection of contradictions. It is not following the bureaucracy design totally since the essence of bureaucracy is formalization, specialization, and clear chain of command which do not exist in PLC. It adapted the centralization, exert of power, unclear span of control. It is not also following totally the functional design.

We conclude that restructuring is a need for the Palestinian Legislative Council.

6.3 Recommendations

6.3.1 Introduction:

In the following part, we will introduce the recommendations related to the findings of the study. The findings indicate that PLC has no clear chain of command and there is overlap in authority between PLC speaker and secretary, there is no existence of organizational chart and there is neither political nor administrative will to create one, the number of departments and units is large and they are formed on no basis or to please certain individuals and formalization hardly exists in the organization. We also find that PLC has no criterion for hiring employees and it is mostly done through appointments without competition or through decisions from top level management. The training provided relies mostly on personal relations or randomly and coordination and teamwork is poor while there is no unity between West Bank and Gaza. The findings also indicate that PLC has no clear strategy, no clear accountability system or monitoring on

employees performance, access to information to facilitate employees' work is poor and the PLC web site is not updated most of the time. Most respondents indicated that the PLC's administrative performance is weak and there is a great deal of administrative corruption. The main contributing factors to PLC's poor administrative performance according to order are the speaker, the secretary, PLC members, PLC director general, managers and general managers of departments and units, council's affairs committee and finally the occupation. All this led to a high level of dissatisfaction among employees.

6.3.2 Recommendations in relation to the legal and political level

It is very urgent to approve the election law as soon as possible in order to be able to conduct new legislative elections. As the results indicate, most respondents focused on the confusion between politics and administration in PLC and the existence of power control of the governing party. This means that making changes on the administrative level will always be attached to political issues unless we have new elections and hopefully new parties entering the legislative life. Employees are suffering the interference of the current PLC members in administrative issues and this causes frustration and affects their performance.

There is an urgent need to make changes on the Palestinian bylaws concerning the position of PLC secretary. This position should be replaced by the position of secretary general that is not an elected parliament member (Respondents 60, 53) like the Egyptian example. Secretary General should be a civil servant, non-partisan, professional with strong personality, highly qualified and specialized in Parliamentary management and preferred to be with a legal background. Such position should be advertised for, open to the public and filled through a competition and a personal interview conducted by an internal and external committee. (Respondents 53, 28, 78, 34). This means canceling the position of director general.

To make changes on the Palestinian bylaws concerning the duties of speaker which should be more clear in the bylaws (including his responsibility in approving the appointment of the secretary general who in turn will report to him directly). This will give the secretary general the legitimate authority needed to run the PLC administrative affairs. The duties of the two deputies should be presented in details in the bylaws.

We recommend that the PLC should be an independent unit administratively and financially. As parliaments are institutions with delicate functions and are characterized by big work load and pressure, independence will facilitate

their missions. This can be applied to PLC. Independence will give employees a sense of privilege. Accordingly, salaries should be raised and handed in dollars taking into consideration the standards level of living cost (Respondents 82, 48, 85, 82). This change requires a legal status which can be solved by adding an article in the civil service law stating that PLC employees are excluded from the civil service law when it comes to regulating employees' financial and administrative affairs. Internal bylaws can be approved by PLC management to regulate the employees financial and administrative affairs.

If the previous recommendation did not work out, there is a necessity to apply both the administrative and financial sections of the civil service law (Respondent no 27). There is no sense in applying only one section, which is the financial one, and it is not totally in practice. We need a more clear comprehensive picture. Both sections complete each other and enable employees to understand their status, and the PLC should respect and comply with the Palestinian bylaw (Respondent 34).

The functions and responsibilities of the Council's affairs committee should be clarified in the bylaws and empowered. The Council's affairs committee will consist of the speaker, his deputies and some heads of committees can have specific responsibilities related to broad strategic decisions and policies. We need to reduce the interference of PLC members as much as possible in administrative affairs.

6.3.3 Recommendations in relation to the administrative level

We recommend and in order to reduce the effects of the secretary general being appointed by the PLC speaker, and in order to overcome any bias of following his policies, the secretary general will appoint and head an assistant board to assist him/her in running the PLC administrative affairs. The board can constitute of the heads of all functional areas. An internal bylaw should be created to organize and clarify the responsibilities of such board.

In this way, decisions can be made in consultancy with the assisting board, which could be a connection between top management and employees.

We recommend strongly reinforcing the concept of unity between West Bank and Gaza. The PLC secretary general is the only managerial source for employees in both WB and Gaza (Respondent no 39). It is up to him/her to look for suitable mechanism of interaction between WB and Gaza.

We recommend that the first mission of the secretary general assisted by his board is to assign a committee to investigate the existing situation. This includes assessing the employees' qualifications, positions, exact number of staff, staff distributions to department and units, vacancies needed and creating mechanism with those over graded or promoted (Respondents 17, 40). Maybe some employees need to be retired, trained, or given no further promotions. We recommend giving the chance for those qualified middle managers to participate in rebuilding the organization.

Respondent no 51 said "Top level management should be changed starting from the general manager and ending with managers of department and units, we need to reevaluate their qualifications and abilities and to keep the suitable ones only" Respondents no (8, 28, 19, 53,20) also stressed this point. This indicates the degree of trust employees hold for managers and general managers of departments and units and the employees' dissatisfaction with their performance.

Work should be done on creating an organizational chart scientifically taking into consideration the needs and goals of PLC, following the strategy of putting the right person in the right position Respondents (2, 3, 4,6,7,56,58, 66, 67, 72, 90).

Work should also be done on applying the chart with no considerations but the benefit and welfare of the organization (Respondents 103, 5, 48, 59).

Departments should be restructured and created according to the functions they perform. Units should be included in such departments each according to its most similar function (Respondents no 15, 73, 18).

The chain of command should be clear; the organization should really start to move towards less managerial levels and to encourage teamwork. Training and good use of technology may facilitate this mission (Respondent 15, 17, 18, 54).

PLC should rely more on technology through activating PLC web site and the intranet for more effective channels of communication and access to information.

We recommend creating internal bylaws for the organization to regulate all employees' issues of concern. Promotions, hiring, attendance, unpaid vacations...etc in accordance with the civil service law (Respondents 60, 2, 15). Hiring process should also comply with the civil service law. This is in case the PLC is not an independent body financially and administratively as we recommended before.

Respondent no 87 said " some employees take the Israeli road blocks as an excuse for not attending work, There should be a firm system to organize and control the employees' attendance".

We recommend the establishment of written job descriptions for employees' positions. Departments also should have clear description according to the goals they are expected to achieve.

The organization should have clear strategy and goals. The direction should be defined. As the PLC staff provides services to a sector that is important and need timely mannered services, the goals should be towards achieving efficiency through technology and training. At the same time, half of employees are in Gaza, the other half; about third of it is working in other districts. This requires adopting more technology and provides more training and move towards less centralization.

We recommend contracting a consultant in human resources development to talk to employees and try to reach results concerning motivation issues in cooperation with the managers. The consultant will work also on investigating the training needs of employees and tailor training courses suitable for each group of employees. The training and development section in PLC has the responsibility to help and follow up and file all programs suggested and make the necessary recommendations. History of all training issues should be kept for future following up. Respondent no 54 suggested the establishment of a permanent administrative development section in PLC.

We recommend focusing on parliamentary training since there is a lack of parliamentary knowledge or specialization or previous experience among employees. We can also work on the idea to teach parliamentary courses in universities. We recommend the establishment of parliamentary training institute for both staff and PLC members.

We recommend looking into the functions, management and performance of both personnel unit and administrative affairs department since they had failed in maintaining their real role. Personnel unit should be part of the human resources department within the administration function. Actually, the training unit should be added to the human resources department since it is attached to human resources issues. We need to add sections for HR development and employees' relations and complaints, respondent no 54 stressed the idea of the establishment of a special section for employees' complaints. A section for research on HR issues will be of great advantage. The technical department should be part of the Administration function.

Respondent no 44 suggested rehabilitating all the cleaners and work on training them since they are working in a prestigious organization and cleanliness is an issue in PLC.

We recommend the establishment of administrative, financial and technical oversight section consists of qualified

professionals to monitor the work of departments, observe any violations and make the necessary reporting and recommendations to management (Respondents no 14, 48, 72, 87).

We recommend the establishment of the position of internal auditor to report directly to the PLC speaker to perform the functions of financial oversight on PLC. Buying section and supply section in the supply and buying department should be separated. Buying section can be part of the financial function, and the supply section and stores can be attached to the administrative function.

Enhance and activate the role of planning and development unit, which should report directly to PLC speaker.

We recommend the dissolve of district offices; they are no more part of the administrative cadre of PLC. Each member can be given his/her own budget to provide his or her own offices and administrative support.

The management of PLC should think more of employees as the main asset of the organization, motivations should be considered. Management should work on establishing and encouraging channels of social communication among employees, creating social events, celebrating occasions, establishing a fund for certain occasions' celebrations, providing positive feedback, encouraging the positive competition among departments and unit and finally to be fair and firm.

Respondents no 54 and 104 raised the issue of gossip and the unethical behavior of some employees and they recommend that management should be rational, fair and wise in dealing with such issues. Respondent no 41 said "management should take courses in crisis management". We recommend the establishment of code of ethics for both PLC members and employees.

Holding PLC management accountable for corruption and being the reason behind deteriorating the PLC administrative performance (Respondent no 18). We recommend retiring all those who are involved in corruption (Respondents 51, 28, 78).

We recommend that PLC will follow the design of high formalization, specialization especially for departments which provide technical and research services. Departments should be according to functions, clear chain of command and unity of command, centralized and narrow span of control for the time being for control issues. Gradually, PLC should move towards less managerial levels, wider span, and decentralization. Teamwork should be encouraged. As PLC work under uncertain circumstances due to political situation and is scattered

geographically, technology and training should be enhanced. Employees and managers should be trained to handle any emergencies and there always should be emergency plans. Women should be more empowered.

There is a great urgency for PLC not only to approve a new organizational structure but to put it in to action.

Finally, we recommend the following chart to be adopted by PLC. In creating the chart, the researcher took into consideration:

As the staff of PLC provides the support needed to PLC members to accomplish their mission and goals, it is necessary to attain an organizational structure that facilitates the staff's mission in doing so. The proposed organizational structure for PLC aims at:

- Meeting the needs and goals of PLC.
- Providing a rational organizational structure, with no duplication of functions.
- Providing clear management and reporting lines.

The researcher looked at other examples such as Estonia and South Africa and tried to use some recommendations included in the PLC development plan (2000) that was conducted by European Assistance team. The researcher adopted the things she found suitable and added other new things. There is no harm to benefit from all previous work that was done on PLC structure. The suggested organizational structure has the following features:

- The establishment of the position of secretary general who is none elected parliament member; he is a civil servant, all heads of functions should report to him/her.
- The establishment of an assisting board to help the secretary general in managing the organization.
- The joining, creation or demolish of some departments/units.
- The establishment of six general directorates according to the function they provide in accordance with the needs of PLC. These directorates are:

1. Administration general directorate: to develop, manage and provide services to the human resources of the organization effectively.
2. Finance general directorate: to develop and manage PLC financial resources.
3. Legal analysis general directorate: to provide PLC members and committees with technical analysis for legislation.

4. Research and information general directorate: to provide PLC members and employees with information and the necessary analysis to enable them to perform their job effectively.
5. Informatics and media general directorate: to enhance the image of PLC and to make sure that the public is well informed about its activities and functions.
6. Committee and plenary sessions' affairs general directorate: to keep all official records of PLC.

Chart 6.3.3.

PLC proposed organizational chart

The speaker's office: It provides the link between the members and secretariat

The speaker's commission will consist of the speaker and his two deputies in case of the secretary general not being an elected member. There are no major recommended changes in his office but the addition of:

- An internal auditor who reports to the speaker directly. He/she provide all financial monitoring over PLC accounts to ensure transparency in PLC's management of public money, plans and activities. It is a new position.
- Activating the role of protocol section. Its mission is to perform all logistics related to parliamentary delegations and the members' visits to other parliaments. There should be complete follow up and filing for all these events. This section existed before but need to be activated and reorganized.
- Planning and development unit report to the speaker directly. It will provide strategic planning, consultancy, and administrative control to make sure that broad plans are met and to monitor any violations. This unit used to report to PLC general director and was dysfunctional.

The secretary general's office:

It has major recommended changes:

- The position of secretary general is new. He is a civil servant.
- The establishment of an assisting board to provide consultancy to the secretary general and will be headed by him and will consist of the general directors of all directorates. It is a new addition.
- The addition of internal oversight, which provide administrative, technical and financial monitoring. It is a new addition.
- The secretary general will have an office director general which provide him with all the necessary administrative support.

- He will be in charge of the following:

1. Research and information general directorate:

It is a new joint department that will be headed by a general director and we recommend including:

- Library. It used to be a separate department.
- Parliamentary Research department. It used to be a separate unit.
- IT department. It used to be a separate department.

2. Administration directorate:

A general director heads this directorate. It used to consist only of administrative affairs (cleaners+ messengers) and district offices management. We recommend the following new structure:

- Administrative affairs department.

Logistical support department (Technical department). It used to be a separate department.

Supply department. It used to be part of the supply and buying department and has a no-clear relation with the financial department.

Human resources department. This department is new and we recommend to include

- Personnel. It is used to be a separate unit.
- Training and HR development section. It used to be a separate unit.
- Employees' relations and complaints section. It is a new addition.

Archive and secretary. It s a new addition, its mission is to put together and keep all documentations in relation to all PLC administrative correspondence and publications, and to provide fax, printing and photocopying services for the PLC general directorates when needed.

Removing district offices management section.

3. Committee and plenary sessions' affairs department:

It is headed by the chief clerk. No major changes on their structure but there is a change in the department title. It consists of:

- Committee clerk department.
- Council clerk department.
- Record keeping clerk department.
- Hansard.

4. Informatics and media general directorate:

It is a new joint directorate. It will be headed by a general director and will consist of:

- Media department. It used to be a separate department.
- Public relations department: this section's mission is to enhance the image of PLC in the eyes of the public and it aims at establishing relations and deals with all sectors of society. It used to be a separate department.

5. Finance general directorate: No major changes will happen on its internal structure but to clarify the addition of buying department.

Accounts department.

District offices finance department.

Budget department.

Treasury department.

Buying department.

6. Legal analysis general directorate:

It will be headed by a general director. No major change on its structure and will still consist of legislative services department and legal services department.

The only change is to be involved more with the laws related to women since we recommend the canceling of woman unit. Any research related to women issues will be the responsibility of the research and information department.

As we saw in chapter three, a full description was provided for all departments and units, goals, number of employees and the problems attached with their work. To apply any new organizational structure, reevaluation of the human resources

distribution, vacancies and qualifications should be in place. This will be accompanied with the existence of clear rules and procedures and the proper training to achieve the needs of PLC and enable the staff to perform their job effectively.

The internal structure of departments and sections of each general directorate will be reorganized and staffed in cooperation with the general directors of each general directorate.

6.4 The implementing bodies of recommendations

We can say that the responsibility of applying all these issues lies on the shoulders of more than one party. For example, the changes to be done on the Palestinian bylaws can be done only by PLC speaker and members. Such issue should be raised for instance by a PLC member and it should be voted at by PLC members and then it has to get the approval of the head of state. Lobbying here can play role in explaining the advantage of this issue. Recommendations might be presented in the form of a comparative study conducted by researchers of PLC and can be distributed to all PLC members.

The issues concerning organizational structure and design can be accomplished by the new secretary general assisted by his board. As managers of departments are members of the board, they have input in all these issues. These implementing bodies should work on establishing long-term strategies and create easy channels with employees. This requires a great deal of commitment, qualifications and training.

6.5 Generalization of results

The results not only can be generalized on all the organization, but also on other public sector institutions. As such institutions have similar environment and culture, this can help them to understand the concept of organizational structure and design and its effect on employees' performance. This may help in improving the performance of public sector institutions.

6.6 Contribution to research

This study is the first detailed study to be conducted on the organizational structure of PLC. There are other studies on PLC but it focused mainly on its monitoring and legislative functions, committee work, and financial aids. Some of them contain a quick mention of the main administrative organs of PLC. Maybe this study will help other organizations to assess their

organizations and understand how structure can affect employees. It will educate people about the body that represents them. Maybe the picture is not a nice one but there is always a glimpse of hope for change. Such change also lies in the hands of all people for a better future.

6.7 Recommendations for other studies

As the researcher was banned from conducting the study in Gaza, we recommend further studies that include the employees of PLC in Gaza. Further studies on the same topic to be conducted on other public sector institutions are recommended. One must say that conducting any study on PLC is the responsibility of all the Palestinian researchers and academics since studying and improving the parliament in all aspects is a national responsibility.

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