

This study aims to answer its main question: what is the impact of the organizational development (OD) on performance from the perspective of staff at the UNRWA's Relief and Social Services Department (RSSD) in the West Bank? It also identify the extent to which OD influences the performance of the West Bank UNRWA's RSSD staff members, as well as to identify the impact of OD in improving performance from the perspective of those staff in each of the following themes: training and development, incentives, procedures and processes, management information systems, quality of the work environment, job description, and Decentralization - delegation of authority. In addition, the study aims to explore the impact of OD on performance from the perspective of the RSSD staff depending on these variables: sex, age, job title, and experience.

The importance of the study lies in the fact that it is the first study of its kind – as far as the researcher knows – to address OD at an international relief agency, particularly at the West Bank UNRWA's RSSD which is working on one of the most important programs provided by UNRWA, the relief and social services program which serves large category of Palestinian refugees .

The study consists of five chapters. Chapter One reviews the study's questions, objectives, significance, hypotheses, limitations and constraints, procedural definitions, and methodology. Chapter Two reviews the theoretical framework of OD and performance. Chapter Three deals with the methodology and procedures of the study. The researcher used the descriptive analytical approach to achieve the objectives of the study. Using the method of the comprehensive survey, the researcher distributed a questionnaire to all staff of the UNRWA's RSSD in the West Bank. The population of the study was 94 male and female staff members, of whom 79 (84%) answered the questionnaire. The study also used the statistical package SPSS to analyze the

collected data. Chapter Four is devoted to data analysis and interpretation. Chapter Five includes the results of the study, conclusions, and recommendations.

The study has produced a number of results, the most important of which are the following. The study instrument, along with its various dimensions, has a very high degree of reliability (0.98). The results have also demonstrated that OD impact level on performance of the West Bank UNRWA's RSSD staff members in all themes was average. This finding agrees with the hypothesis of the study. The only exception was that OD impact on improving performance related to incentives was less than average. The results have also shown statistically significant differences in the participants' responses about OD impact on the West Bank UNRWA's RSSD staff members due to sex and job title, while there have been no statistically significant differences due to age or years of experience.

One of the main recommendations of the study at the level of motivation is that focus should be given to both material and moral incentives at the group and individual levels to promote the positive and effective behavior of the employees. Such incentives can take the form of personal thank-you letters. The best staff can also be nominated and honored by their colleagues. Their positive initiatives can also be disseminated. They can also be involved in training programs which will enrich their knowledge and experience. Some qualified on the profession aspect, staff can also be involved in specialized training and administrative programs held under an overall plan which will help enable the management to invest in their skills and qualifications to the best of the organization.