

# **Role of Hiring the Strategic Planning In Establishment's Finance of the Public Small Projects at Jordan in Revitalization the Small Projects Sector**

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**ABSTRACT:** *This study aimed to identify the role of hiring of the strategic planning in establishment's finance of the public small projects at Jordan in order to revitalization the small projects sector, and degree of the concept clarity, and degree of its practice in the small public funding projects institutions in Jordan. And availability of the necessary capabilities and facilities, and the obstacles facing it. The results of the data analysis for (88) manager make up the study sample, the vast majority of them believe that the strategic planning dimensions are employing with a high degree in establishment's finance of the public small projects institutions. The study concluded that provision a number of recommendations aim to increase the interest in the strategic planning subject and make it Platform for action and essential part of culture of the public sector institutions in general and establishment's finance of the public small projects institutions in particular.*

**Keywords:** *Strategic planning, Public small projects, Jordanian establishment's finance.*

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## **I. INTRODUCTION**

This era characterized frequently complexity and factors affecting the various activities where she lives organizations today in the political and social environments, economic, technological and cultural increasingly complex by the day and changed the opportunities fully available (As-Shuwaikh, 2007: 2). This proved applied experiments the effectiveness of the strategic planning in dealing with these environments, and based on that consistently establishment's finance of the public small projects to prepare a development strategy plans to be the foundation and directed the efforts of the various actors (both governmental and non-governmental organizations) aimed at achieving the development and rejuvenation down to consolidate the foundations of sustainable development, from that clear that the strategic planning in the establishment's finance of the public small projects is an important tributary of the development, stability and economic growth. Therefore, the existence of a clear future vision translated into a strategic plan creates a motivation to the establishment's finance of the public small projects than in the influence over the perception that the institutions of the value and importance of this work for them (Olson, 2007: 31). From here this research cares about identifying the role of the employment of the strategic planning in the establishment's finance of the public small projects for the purposes of activating the important economic sector, as the public our situation need to review all the interfaces and fronts, particularly in the field of economics, terms of declining the productivity and growth rates be reflected negativity on the average per capita income and its share of real GDP and increasing the poverty rates and poor distribution of wealth and high unemployment.

## **II. METHODOLOGY**

### **2.1. The Study Problem**

Despite the success of small businesses and the intense demand on their production in the domestic and external markets, but the researcher believed that it did not develop or expand due to respectively of the difficult conditions that confronted Jordanian economy because of the negative repercussions for the global financial crisis and the challenges of food security and energy, in addition to the increase in population and posed of pressure on limited resources, in addition to the prevalence of the absence of political and economic stability in the region. This study comes to the researcher's conviction that the strategic planning of the important means and methods that needed our organizations so that they can play a big burdens placed on it. And despite the fact that the Jordanian government has become aware of the importance of these projects in the framework of overall development strategy pursued by, but the reality of the developmental impact of these projects and their role is still without ambition. From here the study problem determined in the following question:  
What the role of hiring the strategic planning in establishment's finance of the public small projects at Jordan in revitalization the small projects?

## **2.2. The Study Importance**

The importance of this study involving on the following:

- a.** Ability of the strategic planning in dealing with the challenges facing the contemporary economies in the light of globalization and economic openness and meet the needs and requirements of the future society.
- b.** Is a tool and the means used by the government in order to achieve the high national objectives consistent with the future vision of the Jordanian society, and to achieve optimal utilization of the financial, material and human resources.
- c.** Is one of the management concepts, which had been popular in recent years in public and private businesses because of its importance in improving its performance and help it to achieve its mission and objectives, which originated from it.
- d.** The study is a serious attempt to bridge the apparent shortage in the field of scientific research, which is one of the pioneering studies that attempt to identify the role of the employment of the strategic planning in the small public-finance institutions at Jordan in the revitalization of the small projects.
- e.** This study may be useful through the study findings - for officials to make decisions to employ the strategic planning and make it an effective tool in achieving sustainable and comprehensive development.

## **2.3. The Study Objectives**

This study aims to achieve the following:

- a.** Identify the strategic planning concept, and explain its importance and the current reality in the Jordanian economy.
- b.** Identify the role of the employment of the strategic planning in the small public-finance institutions at Jordan in the revitalization of small projects.
- c.** Identify the impediments to the employment of the strategic planning in the small public-finance institutions in Jordan.
- d.** Identify the small projects concept and the necessary requirements for the qualify it and development in order to achieve sustainable economic development.
- e.** Detected on the significance differences between the estimates means of the sample study about the role of hiring of the strategic planning dimensions in the revitalization of the small projects sector in Jordan, attributable to some personal and functional characteristics which are (Gender, age, educational qualification, experience years, and institution name).

## **2.4. The Operational Definitions**

The study addressed a set of terminology should be defined, as follows:

- a. Strategic planning:** Is a systematic curriculum explores the prospects and potential development of futures and possible and get ready to face the diagnosis of the possibilities available and expected, and design of alternative strategies and make rational decisions for the investment in small projects, implementation and follow-up to this implementation in order to achieve sustainable development (Hussein, 2002: 169).
- b. Establishment's finance of the small projects:** It means the permanent public entities in order to development the small and micro projects, which created for this purpose.
- c. Small projects:** Is a project that represents the investor capital starting from (1000 up to 3000) JD.

## **2.5. The Study Hypotheses**

To achieve the study objectives, the researcher formulating the following hypothesis, as a null hypothesis ( $H_0$ ) and are as follows:

**$H_0$ :** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to the personal and functional variables which are (Gender, age, academic qualification, experience years, and institution name).

And emanate from the study hypothesis a number of sub-hypotheses are:

**$H_{01}$ :** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (Gender).

**$H_{02}$ :** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (age).

**$H_{03}$ :** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (academic qualification).

**H<sub>04</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (experience years).

**H<sub>05</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (institution name).

### III. THEORETICAL FRAMEWORK & PREVIOUS STUDIES

#### 3.1. Theoretical Framework

##### 3.1.1. The Strategic Planning Concept

Despite the many attempts have been made to define the strategic planning concept, however, that the dispute still exists among students in its definition. (Al-Khafaji, 2004: 32) define this concept as: a process that is determined by which institutional long-term objectives, and the selection of the policies, the strategies and allocate resources and develop long-term plans to achieve them. And (Hafez, and Al-Behairy, 2006: 88) define this concept as: a set of processes begin to draw a picture that you want the organization to be in the future, then determine the strategic objectives that help achieve this picture, and then determine the means and the strategies to achieve these objectives after finding out the challenges in the internal and external environment. And (Zureikat, 2006: 27) made a comprehensive definition of the strategic planning where he defined as: a set of processes including setting objectives and arranged within the priorities and determine the methods and means and appropriate activities to achieve each objective in light of the circumstances of physical, human and technological potential and within a specific time period, a mental process and prior mind visualize to what we want to do and the process of predict the future and work in the light of the facts instead of random and confusion.

##### 3.1.2. The Strategic Planning Stages

The strategic planning stages are summarized to the following:

**First: Preparation stage:** The preparation of the strategic plan and approval stage as the actual beginning of the planning process, as it represents the meaning and essence of the planning, and include a set of the following steps:

**1. Strategic Analysis:** Before start of the organization to formulate strategy, the strategic management and strategic analysis surrounding the organization environmental forces (Al-Durri, 2010: 83) . And relies This method of analysis to determine the internal factors of the strengths and weaknesses within the organization on the one hand, and external factors of the opportunities the current and projected threats surrounding the Organization's work environment (SWOT), in order to take advantage of the strengths and opportunities in achieving the goals, minimizing the impact of weak external threats points, visualize and formulate scenarios, then translate the long-term objectives to the medium and short term objectives, and the development of the policies, plans and schedules and the budgets to achieve them, then the performance evaluation in the light of the objectives and plans.

**2. Formulation of the Strategic Plan:** They express how they will accomplish the strategic objectives and maximize the positive elements of the operational efficiency of the institution. This strategic plan should be practicable and acceptable application key stakeholders and completely agreement with the organization's task (Al-Farra, 2003: 8). The strategic framework determine the following stages of the strategy formulation:

a. Formulate a vision and mission of the institution.

b. Put of the strategic goals and objectives.

**Second: Strategic application stage:** The application of the strategic process of translating of the visions and general objectives into practical reality. The implementation plan is the involvement and cooperation of a large number of employees and officials in the organization of various sectors, and to provide good employment of material and human resources, and development of measuring procedures of the internal feedback, which will indicate how to implement the strategy and extent of knowledge of the individual achievement goals (Ganima, 2005: 452-461). The Strategy is implemented through mode of the practical framework of the operational plans which include the following (Al-Mursi, et al., 2002: 336):\_Short-term goals, put of the executive programs, financial budgets, procedures, strategic alternatives.

**Third: Strategic evaluation and control stage:** The control and evaluation of the strategy start at the beginning of the implementation stage and aims to take action two activities successive, namely: The first, is to assess the organization's performance regarding the effectiveness of implementation, and that a review of the current strategy, and compare the results that have been achieved the expected goals of implementing the strategy, and make sure that the objectives accomplished as planned. The second , is to take the corrective measures in the case of that the results does not match with the objectives (Al-Qatamin, 2002: 68-69). The importance of follow-up in that organization through its control over the application process may prove to have

appearance some issues that may prevent or limit the institution's ability to implement its activities, what is reflected on the achievement of objectives (Al-luoh, 2007: 42). The importance of the assessment with its results help to take corrective action, which occur changes required to improve the institution Position to continue to apply strategies.

### **3.1.3. The Small Enterprises Concept**

The small enterprises definitions varying according to the issuer, the goal of the definition . In the United States small project management defined as: facility owns and is managed independently and have the ability to control in its field, and the size of annual sales are relatively few, and staffed by a small number of workers compared with other companies in the same industry, as the workers number of (250) worker as maximum and the total funds invested no more than (3) million dollars, And that it does not exceed the annual added value of the facility for (4.5) million dollars, and that does not exceed the net profit achieved during the last two years about (450) thousand dollars (Mearaj and Ahmed, 2007: 612). In Japan, the small enterprises defined as: depending on the invested capital less than (50) million yen, and the number of workers less than (300) worker. Also the European Common Market defined the small project as: that every facility is practiced the active economically and fewer employees (100) worker. Also the International Labor Organization (ILO) defined the small industries as: industries, in which it operates less than (10) workers, and medium industries in which it operates between (10-99) workers, and more than (99) is a big industries (International Labor Organization site) ([www.ilo.org](http://www.ilo.org)).

### **3.1.4 The small projects importance and their role in the development process**

The Statistics indicate that the small projects represent about (90%) of the total companies in most of the world economies, providing between (40%-80%) of total employment, and employ (50%-60%) of the world workforce, and contribute about (46%) of the world gross domestic product (GDP), and by large in the gross domestic product of many countries. This is evidenced the role of small projects and their importance in the development process through several points, the most important (Kaseb, and Kamal Eldin, 2007: 7), (Al-Aradi , 2012: 7-9 ):

**a. Contribute to increase the national output:** The small projects lead to achieve the participation of all segments of society through the processes of saving and investment at the direction of capital from individuals, associations and non-governmental bodies, and other sources of self-financing towards investment instead of be directed towards consumption (Al-Sahlawi, 2002: 6).

**b. Contribute to reduction of the unemployment problem:** The small projects alike are the main source of secure employment and assistance in solving the unemployment through youth employment problem, and a relatively low cost when compared to the cost of job creation, the big projects that use a dense production methods capital versus a small percentage of the workforce (Badawi, 2004, 16).

**c. Role in fighting poverty and development less privileged areas in the growth and development:** The small projects can be considered as an effective mechanism to combat poverty, destitution, and unemployment through access to small investors of men and women, and capacity of its spread especially in remote regions less privileged in the growth or most in need of development (Haikal, 2003: 14).

**d. Expanding the ownership base and its diversity:** The small projects concerned with a wide of individuals, especially those who suffer from poverty, unemployment, and therefore the types of direct support for those achieve expanding the ownership base and its diversity.

**e. Contribute of the complementary industries for large industries of pre-requisites of production:** As contribute to meeting some of the needs of large industries of the primary or backup materials, and adopts the international companies currently take advantage of the small industries in the production of key components for its production lines, which in some industries more than (75%) of the main ingredient which enhances the case of industrial integration between small and large-sized enterprises and to diversify and expand the production structure (Mearaj and Majdal, 2007: 42).

**f. Contribute to the talent and innovation development:** The small projects from the fertile fields to promote and encourage the talent and new ideas, and an opportunity for creativity and innovation to the owners of the inimitable and distinctive initiatives of entrepreneurs qualified and ambition and activity by employing their skills and abilities of technical and practical experience and scientific service of their projects (Al-Mahrouq, 2006: 4).

**g. Ability to cover domestic demand for products,** that are difficult to establish big industries to produce them to narrow the scope of the domestic market a result of low per capita national income or to the limited size of capital accumulation, especially in developing countries. In addition to it in the production of effective mechanisms and providing low-cost goods and services and the price of the private sectors of the citizens with low incomes.

## **2.6. Previous Studies**

- Study of (**Rippon, 2012**): This study aimed to recognize the strategic approach of NGOs in South Africa, which aims to provide the managers and decision makers in the civil institutions with a tool to transform the principles and elements of the strategic management to the application for the successful management of NGOs, and manage their organizations more effectively adopted. Researcher in the study to review and analyze the content of each what can be obtained from studies and working papers and plans and strategic plans for programs and projects related to the subject of study. The study concluded that the civil institutions in many cases managed by individuals exploit it for their personal interests, making them ill-managed. The study also pointed out the need for a framework to help the managers and decision makers to those institutions with a tool to convert the principles and process of the strategic management to practical application, and provided management model to help them do so.

- Study of (**Rudd & et al, 2007**): This study aimed to examine the relationship between strategic planning and performance in the medium-sized and large organizations in UK, they are looking at the effects on the four types of flexibility in strategic planning which are (operational flexibility, financial flexibility, technological flexibility, and structural flexibility), and their relationship to performance on the grounds that the flexible decisions and alternatives new generated by the strategic planning that allow or lead to positive changes at the level of the enterprise. The study concluded that the strategic planning has a direct and positive impact on the operational flexibility and financial flexibility and that the two types of flexibility to have a direct positive impact on the financial performance, and that has a direct and positive impact on the structural flexibility effect, technological flexibility, financial and that the two types of flexibility to have a positive effect directly on the non-financial performance. This means that two types of flexibility mediates the relationship between the strategic planning and financial performance, and the other two mediates the relationship between strategic planning and non-financial performance.

- study of (**Nusseirat and Al-Khatieb, 2005**): This study aimed to recognize on the reality of the strategic planning in the Jordanian pharmaceutical industry public shareholding companies, in terms of degree of the concept clarity and degree of practice and sources of information and the parties involved in process of the strategic planning and the environmental factors, which are taken into account when doing strategic planning process, also addressed the relationship between the reality of the strategic planning and corporate performance in Jordanian pharmaceutical industry as measured by return on assets and market value-added. The results of the data analysis that (52%) of the pharmaceutical industry managers do not realize the true concept of strategic planning, and (56%) of them believe that the strategic planning process is done through the senior management only, while not prove the existence of statistically significant relationship between the independent variables (degree of strategic planning, degree of clarity of the concept, elements of strategic planning, strategic analysis of the internal and external environment) and the institutional performance of these companies as measured by return on assets and market value-added.

- Study of (**Attallah, 2005**): This study aimed to explore the reality of strategic planning in the construction companies in the Gaza Strip in light of the concept clarity and its importance and degree of use in those companies, and degree of the participation in development of the strategic plans and the ability to adapt of the internal and external environmental variables, which are taken into account when developing these plans. The results showed that (64.5%) of the construction companies managers, do not realize the scientific concept of integrated the strategic planning, but they have positive attitudes about its advantages. The results of the hypotheses tests that there were no statistically significant differences about the concept and importance of using of the strategic planning and extent of control the management of the resources available due to some personal and organizational variables, at the significant level ( $\alpha = 0.05$ ), except for some elements. As well as there were no statistically significant relationship between the concept of the strategic planning and its use, and there exist statistically significant differences between the use of the strategic planning and awareness of its importance, and the company's ability to adapt with the internal and external corporate environment variables, and the achievement of the interaction and dialogue between different levels of management relationship, between control of the management on the resources available, and all previous relations is a positive significant.

- Study of (**As-Salem and An-Najjar, 2002**): This study aimed to explore the reality of strategic planning in the small industrial organizations in Jordan in terms of its clarity extent and level of exercise. The study concluded that (37.5%) of the managers in small industrial organizations to have a clear understanding for the scientific concept of the strategic planning, and that these organizations do not actually practiced the strategic planning as integrated form, and that there exist statistically significant positive correlation relationship between the scientific level for the manager and degree of the concept clarity of the strategic planning, and the organizational characteristics (type of industry, legal form of organization) have statistically significant positive correlation relationship with clarity degree of the strategic planning concept at the manager, and there exist statistically significant differences in most of the practice steps of the strategic planning in favor of the organizations that have a clear concept for the strategic planning.

#### **IV. METHOD AND PROCEDURES**

To carry out the study and test its hypotheses, it has been taking the following actions:

##### **4.1. The Study Approach**

The study used the descriptive and analytical approach to accomplish this study, and was used the descriptive method to describe the role of hiring of the strategic planning in establishment's finance of the public small projects at Jordan in order to revitalization the small projects sector.

##### **4.2. The Study Sources**

**a. Theory:** Represented by the manners and references and previous studies specialized in the study field and some other related references, where was doing research study literature references in the office of the strategic planning and small projects in order to understand the situation and reach to some conclusions and suggestions as acceptable.

**b. Empirical:** Represented by a survey to study population by designing special questionnaire include a variety of questions and correlated with each other, and was distributed to a random sample of middle and senior management staff.

##### **4.2. The Study Population and its Sample**

The study population consists of the small public-finance institutions in Jordan of (5) institutions, namely (Agricultural Credit Corporation, Jordan Enterprise Development Project, Women's Fund, Development and Employment Fund, Ministry of Planning). The study sample was selected from the senior and middle management staff whit size (100) employees, and thus the number of valid questionnaires for the statistical analysis (88) questionnaire.

##### **4.3. The Study Tool**

After seeing on the administrative literature and previous studies related to the study problem, and a view sample survey of specialists in administrative and statistical science through personal interviews with the informal nature, the researcher using a questionnaire as a suitable tool for the study problem the and its objectives, according to the following steps:

**a.** Determine the main dimensions of the questionnaire, and the drafting of the items of each dimension (clarity extent of the strategic planning concept, senior management's commitment to support the strategic planning process, practice degree of the administration for the strategic planning process, and availability of appropriate the capabilities and facilities).

**b.** Display the questionnaire on a group of arbitrators of the faculty members at Zarqa University.

**c.** Display the questionnaire on exploratory sample in order to test its suitability for data collection, and adjusted primarily at the discretion of the sample.

**d.** Been modified the questionnaire based on the remarks of arbitrators, where he became finalized (55) items, and gave each item weight listed on Likert scale as (very high, high, medium, low, very low), where he was given the weights (5,4,1,2,3) respectively.

**e.** Distribution of the questionnaire to all among respondents in order to collect the necessary data for the study.

**f.** After completion of design the study tool was measured the tool sincerity and its reliability, as follows:

##### **a. Tool Sincerity**

Has been verified the Face Validity of the study tool (questionnaire), and through the presentation on arbitrators with expertise and knowledge from teaching faculty members at Zarqa University, in the terms of reference of administrative sciences, and was the aim of the arbitration verify the extent of items belonging to the study variables, an appropriate degree of drafting items Linguistically, where been modification reworded drafting some of items, becoming the items number of the questionnaire in its final form (55) items instead of (67) items.

##### **b. Tool Reliability**

Having been assured of the study tool validity and the readiness of its application, on the study sample of (88) employees, and for the purpose of verifying of the internal consistency of the questionnaire items of the study variables, the researcher used for this purpose (Cronbach's alpha) coefficient to measure the (internal consistency of the questionnaire items), which equals to the total tool (0.94), and this value is very good for the administrative and humanitarian researches in statistical custom and indicate to acceptance.

##### **3.4. Statistical methods**

The researcher used the statistical package (SPSS) in order to statistical processing of data as required by the study of (means, standard deviations, percentages to estimate the sample responses to the reality of the strategic planning, and t-test, analysis of variance (ANOVA) to examine the differences between the study sample responses.

## V. RESULTS AND DISCUSSION

This section devoted to present the results of the statistical analysis of the data subjects' responses of the study sample, which was reached through the use of the Statistical Package for Social Sciences (SPSS), in order to answer the study question and test their hypotheses.

### 5.1. Results related to the study question

What the employing degree of the strategic planning in establishment's finance of the public small projects at Jordan to the revitalization of the small projects from the perspective of the study sample? For the purpose of answering on the study question, were account the means and standard deviations in order to stand on estimates of the senior and middle management staff about of their assessment level for employing degree the strategic planning in establishment's finance of the public small projects at Jordan to the revitalization of the small projects. As shown in the following Table (1):

**Table 1.** Results of means, standard deviations for the strategic planning process

No.	Strategic Planning Dimensions	Mean	Std. Dev.	Rank	Employing degree
1	Clarity extent of the strategic planning concept	4.24	0.63	1	High
2	Senior management's commitment to support the strategic planning process	3.83	0.86	4	High
3	Practice degree of the administration for the strategic planning process	3.99	0.78	2	High
4	Availability of appropriate the capabilities and facilities	3.97	0.79	3	High

Evident from the results in Table (1), that the (clarity extent of the strategic planning concept) dimension get on the (first) rank in terms of its importance for the study sample, with mean was (4.24) and standard deviation (0.63), and (practice degree of the administration for the strategic planning process) dimension get on the (second) rank, with mean was (3.99) and standard deviation (0.78), while the (availability of appropriate the capabilities and facilities) dimension get on the (third) rank, with mean was (3.97) and standard deviation (0.79), and finally (senior management's commitment to support the strategic planning process) dimension came in (forth) rank and the last on the ladder of priorities of the study sample estimates, with mean was (3.83) and standard deviation (0.86).

The results indicate that all dimensions means as the largest of the test standard (3) of (5) degrees. These results indicate that the assessment level of the sample study for importance of the mention dimensions was (positive), and this means that the managers in establishment's finance of the public small projects in Jordan have fully convinced of importance of employing the strategic planning dimensions of (high) degree from their perspective.

### 5.2. Results of Testing the Study Hypothesis

**H<sub>0</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to the personal and functional variables which are (Gender, age, academic qualification, experience years, and institution name).

To test validity of the study hypothesis or not validity, was used the Independent Samples (t-Test), and One-way analysis of variance (ANOVA). And to achieve this, it should make sure validity of the sub-hypotheses emanating from it or not, as follows:

#### 5.2.1. Test the 1<sup>st</sup> Sub-hypothesis

**H<sub>01</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (Gender).

In order to test validity of the 1<sup>st</sup> sub-hypothesis of not validity, was used the Independent Samples (t-Test). It is evident from the means values contained in the Table (2), there existence morphological differences between the means of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, according to (Gender). To detection of the significance of differences between the means of the study sample estimates about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, due to (Gender), was used (t-test) for two independent samples.

**Table 2.** Results of (t-Test), to measure the differences between the study sample responses about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan attributable to (Gender)

Variables	Gender	Mean	Std. Dev.	t-value	Sig.
Clarity extent of the strategic planning concept	Male	4.15	0.81	- 1.355	0.179
	Female	4.34	0.33		
Senior management's commitment to support the strategic planning process	Male	3.68	1.05	- 1.648	0.103
	Female	3.98	0.54		
Practice degree of the administration for the strategic planning process	Male	3.79	1.01	- 2.596	0.011
	Female	4.21	0.33		
Availability of appropriate the capabilities and facilities	Male	3.73	0.92	- 3.071	0.003
	Female	4.22	0.49		

It is evident from the results listed in the Table (2), the following:

**a.** There were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about two dimensions (clarity extent of the strategic planning concept, and senior management's commitment to support the strategic planning process) attributable to (Gender), which is supported by the calculated value of (t-value) for the mentioned dimensions which are (-1.355, -1.648) respectively, and that the statistical significance values (Sig.) for these dimensions are greater than the significance level ( $\alpha = 0.05$ ). So, will be **accept** the null sub-hypothesis ( $H_{01}$ ) partially. This means that there were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the mentioned two dimensions in revitalization of the small public projects in Jordan, attributable to (Gender).

**b.** There exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about two dimensions (practice degree of the administration for the strategic planning process, and availability of appropriate the capabilities and facilities) attributable to (Gender), which is supported by the calculated value of (t-value) for the mentioned dimensions which are (-2.596, -3.071) respectively, and that the statistical significance values (Sig.) for these dimensions are less than the significance level ( $\alpha = 0.05$ ). So, will be **reject** the null sub-hypothesis ( $H_{01}$ ) partially. This means that there exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the mentioned two dimensions in revitalization of the small public projects in Jordan, attributable to (Gender) in favor of females.

### 5.2.2. Test the 2<sup>nd</sup> Sub-hypothesis

**H<sub>02</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (age).

In order to test validity of the 2<sup>nd</sup> sub-hypothesis of not validity, was used One-way analysis of variance (ANOVA). It is evident from the means values contained in the Table (3), there existence morphological differences between the means of the study sample responses about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, according to (age). To detection of the significance of differences between the means of the study sample estimates about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, due to (age), was used One-way (ANOVA).

**Table 3.** Results of (ANOVA), to measure the differences between the study sample responses about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan attributable to (age)

Variables	Age	Mean	Std. Dev.	F <sub>ratio</sub>	Sig.
Clarity extent of the strategic planning concept	Less than 30 years	4.50	0.01	5.707	0.001
	30 - 40	4.18	0.83		
	40 - 50	4.34	0.34		
	50 year and more	2.65	0.07		
Senior management's commitment to support the strategic planning process	Less than 30 years	4.00	0.01	2.434	0.071
	30 - 40	3.84	0.99		
	40 - 50	3.87	0.74		
	50 year and more	2.25	0.01		
Practice degree of the administration for the strategic	Less than 30 years	4.70	0.01	6.401	0.001
	30 - 40	4.16	0.85		
	40 - 50	3.90	0.64		



planning process	50 year and more	2.10	0.14		
Availability of appropriate the capabilities and facilities	Less than 30 years	4.58	0.29	3.037	0.034
	30 - 40	4.09	0.94		
	40 - 50	3.89	0.61		
	50 year and more	2.69	0.97		

It is evident from the results listed in Table (3), the following:

- a. There was no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the dimension (senior management's commitment to support the strategic planning process) attributable to (age), which is supported by the calculated value of (F-ratio) for the mentioned dimension which is equal to (2.434), and that the statistical significance value (Sig.) for this dimension is greater than the significance level ( $\alpha = 0.05$ ). So, will be **accept** the null sub-hypothesis ( $H_{02}$ ) partially. This means that there was no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the mentioned dimension in revitalization of the small public projects in Jordan, attributable to (age).
- b. There exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about three dimensions (clarity extent of the strategic planning concept, practice degree of the administration for the strategic planning process, and availability of appropriate the capabilities and facilities) attributable to (age), which is supported by the calculated value of (F-ratio) for the mentioned dimensions which are (5.707, 6.401, 3.037) respectively, and that the statistical significance values (Sig.) for these dimensions are less than the significance level ( $\alpha = 0.05$ ). So, will be **reject** the null sub-hypothesis ( $H_{02}$ ) partially with percentage (75%). This means that there exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the mentioned three dimensions in revitalization of the small public projects in Jordan, attributable to (age) in favor of the age group (less than 30 years).

**5.2.3. Test the 3<sup>rd</sup> Sub-hypothesis**

**H<sub>03</sub>:** There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (academic qualification).

In order to test validity of the 3<sup>rd</sup> sub-hypothesis of not validity, was used One-way analysis of variance (ANOVA). It is evident from the means values contained in the Table (4), there existence morphological differences between the means of the study sample responses about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, according to (academic qualification). To detection of the significance of differences between the means of the study sample estimates about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, due to (academic qualification), was used One-way (ANOVA).

**Table 4.** Results of (ANOVA), to measure the differences between the study sample responses about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan attributable to (academic qualification)

Variables	Qualification	Mean	Std. Dev.	F ratio	Sig.
Clarity extent of the strategic planning concept	Bachelor of	4.31	0.41	1.043	0.357
	Master	4.12	0.81		
	Ph.D.	4.36	0.78		
Senior management's commitment to support the strategic planning process	Bachelor of	3.88	0.72	0.154	0.858
	Master	3.78	0.98		
	Ph.D.	3.75	1.14		
Practice degree of the administration for the strategic planning process	Bachelor of	3.99	0.71	0.137	0.872
	Master	4.03	0.82		
	Ph.D.	3.86	1.14		
Availability of appropriate the capabilities and facilities	Bachelor of	4.03	0.61	0.342	0.711
	Master	3.92	0.89		
	Ph.D.	3.81	1.18		

It is evident from the results listed in Table (4), that there were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about all the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (academic qualification) attributable to (age), which are supported by the calculated value of (F-ratio) for the mentioned

dimensions which range between (0.137-1.043), and that the statistical significance values (Sig.) for these dimensions are greater than the significance level ( $\alpha = 0.05$ ). So, will be **accept** the null sub-hypothesis ( $H_{03}$ ) totally. This means that there were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan attributable to (academic qualification).

**5.2.4. Test the 4<sup>th</sup> Sub-hypothesis**

$H_{04}$ : There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (experience years).

In order to test validity of the 4<sup>th</sup> sub-hypothesis of not validity, was used One-way analysis of variance (ANOVA). It is evident from the means values contained in the Table (5), there existence morphological differences between the means of the study sample responses about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, according to (experience years). To detection of the significance of differences between the means of the study sample estimates about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, due to (experience years), was used One-way (ANOVA).

**Table 5.** Results of (ANOVA), to measure the differences between the study sample responses about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan attributable to (experience years)

Variables	Experience years	Mean	Std. Dev.	F <sub>ratio</sub>	Sig.
Clarity extent of the strategic planning concept	Less than 10 years	4.25	0.41	1.198	0.307
	10 - 15	4.36	0.27		
	15 year and more	4.14	0.86		
Senior management's commitment to support the strategic planning process	Less than 10 years	3.88	0.67	0.443	0.644
	10 - 15	3.92	0.69		
	15 year and more	3.73	1.04		
Practice degree of the administration for the strategic planning process	Less than 10 years	4.33	0.26	6.533	0.002
	10 - 15	4.22	0.46		
	15 year and more	3.68	1.00		
Availability of appropriate the capabilities and facilities	Less than 10 years	4.00	0.61	4.600	0.013
	10 - 15	4.25	0.52		
	15 year and more	3.71	0.94		

It is evident from the results listed in the Table (5), the following:

- a. There were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about two dimensions (clarity extent of the strategic planning concept, and senior management's commitment to support the strategic planning process) attributable to (experience years), which is supported by the calculated value of (F-ratio) for the mentioned dimensions which are (1.198, 0.443) respectively, and that the statistical significance values (Sig.) for these dimensions are greater than the significance level ( $\alpha = 0.05$ ). So, will be **accept** the null sub-hypothesis ( $H_{04}$ ) partially. This means that there were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the mentioned two dimensions in revitalization of the small public projects in Jordan, attributable to (experience years).
- b. There exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about two dimensions (practice degree of the administration for the strategic planning process, and availability of appropriate the capabilities and facilities) attributable to (experience years), which is supported by the calculated value of (F-ratio) for the mentioned dimensions which are (6.533, 4.600) respectively, and that the statistical significance values (Sig.) for these dimensions are less than the significance level ( $\alpha = 0.05$ ). So, will be **reject** the null sub-hypothesis ( $H_{04}$ ) partially. This means that there exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the mentioned two dimensions in revitalization of the small public projects in Jordan, attributable to (experience years) in favor of the study sample individuals which range their experience in the function between (10-15) years.

**5.2.5. Test the 5<sup>th</sup> Sub-hypothesis**

$H_{05}$ : There is no statistically significant differences at the significance level ( $\alpha \leq 0.05$ ), between means responses of the study sample about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, attributable to (institution name).

In order to test validity of the 5<sup>th</sup> sub-hypothesis of not validity, was used One-way analysis of variance (ANOVA). It is evident from the means values contained in the Table (6), there existence morphological differences between the means of the study sample responses about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, according to (institution name). To detection of the significance of differences between the means of the study sample estimates about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan, due to (institution name), was used One-way (ANOVA).

**Table 6.** Results of (ANOVA), to measure the differences between the study sample responses about role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan attributable to (institution name)

Variables	Institution name	Mean	Std. Dev.	F <sub>ratio</sub>	Sig.
Clarity extent of the strategic planning concept	Ministry of Planning	4.13	0.21	2.413	0.055
	Agricultural Credit Corporation	4.12	0.57		
	Lend Women's Fund	4.24	0.35		
	Development Fund	4.09	1.17		
	Small Projects Development Corporation	4.64	0.15		
Senior management's commitment to support the strategic planning process	Ministry of Planning	3.92	0.12	7.151	0.000
	Agricultural Credit Corporation	3.26	0.95		
	Lend Women's Fund	3.63	0.78		
	Development Fund	3.80	1.16		
	Small Projects Development Corporation	4.58	0.09		
Practice degree of the administration for the strategic planning process	Ministry of Planning	4.03	0.13	7.980	0.000
	Agricultural Credit Corporation	3.35	0.95		
	Lend Women's Fund	4.32	0.24		
	Development Fund	3.82	1.16		
	Small Projects Development Corporation	4.52	0.13		
Availability of appropriate the capabilities and facilities	Ministry of Planning	4.00	0.28	6.938	0.000
	Agricultural Credit Corporation	3.38	0.76		
	Lend Women's Fund	4.14	0.65		
	Development Fund	3.82	1.16		
	Small Projects Development Corporation	4.56	0.14		

It is evident from the results listed in Table (6), the following:

- a. There were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the dimension (clarity extent of the strategic planning concept) attributable to (institution name), which is supported by the calculated value of (F-ratio) for the mentioned dimension which is equal to (2.413), and that the statistical significance value (Sig.) for this dimension is greater than the significance level ( $\alpha = 0.05$ ). So, will be **accept** the null sub-hypothesis ( $H_{05}$ ) partially. This means that there was no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the mentioned dimension in revitalization of the small public projects in Jordan, attributable to (institution name).
- b. There exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about three dimensions (senior management's commitment to support the strategic planning process, practice degree of the administration for the strategic planning process, and availability of appropriate the capabilities and facilities) attributable to (institution name), which is supported by the calculated value of (F-ratio) for the mentioned dimensions which are (7.151, 7.980, 6.938) respectively, and that the statistical significance values (Sig.) for these dimensions are less than the significance level ( $\alpha = 0.05$ ). So, will be **reject** the null sub-hypothesis ( $H_{05}$ ) partially with percantage (75%). This means that there exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the mentioned three dimensions in revitalization of the small public projects in Jordan, attributable to (institution name) in favor of the study sample individuals which are working in the (Jordanian small projects development corporation).

## VI. CONCLUSIONS AND RECOMMENDATIONS

### 6.1. Conclusions

The study concluded a number of conclusions in light of its results, among them the following:

- a. The results indicated that (clarity extent of the strategic planning concept) dimension get on the (first) rank in terms of its importance for members of the study sample, and the dimension (practice degree of the administration for the strategic planning process) came in the (second) rank, and the dimension (availability of appropriate the capabilities and facilities) came in the (third) rank and finally the dimension (senior

management's commitment to support the strategic planning process) came in the (forth) rank on the priorities of the employees estimates.

- b.** The results indicated that the assessment level of the sample study for the role of hiring of the strategic planning in establishment's finance of the public small projects in revitalization of the small public projects in Jordan was (positive), and with (high) degree from their perspective, such that the strategic planning has led to find the innovative solutions for investors in small businesses.
- c.** There is fully convinced among the managers in establishment's finance of the public small projects in Jordan about the importance of employing the strategic planning dimensions of (high) degree.
- d.** There were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about two dimensions (clarity extent of the strategic planning concept, and senior management's commitment to support the strategic planning process) attributable to (Gender). And there exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about two dimensions (practice degree of the administration for the strategic planning process, and availability of appropriate the capabilities and facilities) in revitalization of the small public projects in Jordan, attributable to (Gender) in favor of females.
- e.** There was no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the dimension (senior management's commitment to support the strategic planning process) attributable to (age). And there exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about three dimensions (clarity extent of the strategic planning concept, practice degree of the administration for the strategic planning process, and availability of appropriate the capabilities and facilities) in revitalization of the small public projects in Jordan, attributable to (age) in favor of the age group (less than 30 years).
- f.** There were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the role of employing the strategic planning dimensions in revitalization of the small public projects in Jordan attributable to (academic qualification).
- g.** There were no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about two dimensions (clarity extent of the strategic planning concept, and senior management's commitment to support the strategic planning process) attributable to (experience years). And there exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about two dimensions (practice degree of the administration for the strategic planning process, and availability of appropriate the capabilities and facilities) attributable to (experience years) in revitalization of the small public projects in Jordan, attributable to (experience years) in favor of the study sample individuals which range their experience in the function between (10-15) years.
- h.** There was no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about the mentioned dimension in revitalization of the small public projects in Jordan, attributable to (institution name). And there exist statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the means responses of the study sample about three dimensions (senior management's commitment to support the strategic planning process, practice degree of the administration for the strategic planning process, and availability of appropriate the capabilities and facilities) attributable to (institution name), in favor of the study sample individuals which are working in the (Jordanian small projects development corporation).

## **6.2. Recommendations**

The study reached a number of recommendations in light of its results, among them the following:

- a.** Design a strategy plans aimed at linking between the investment in small projects and the sustainable development.
- b.** Necessity provide of the government through its competent bodies whatever can of supporting the material and moral and legislative for small projects funding to help them implement their plans, being as play a key role in achieving sustainable development.
- c.** Necessity establish the business incubators in order to support the initiators of the new projects owners, and they lack to the physical and administrative fundamentals to establish their projects.
- d.** Emphasize on the importance of providing assistance by the sponsor to carry out the economic feasibility studies for all projects, so as to ease the burden of the completion of the project cost and to enable the owner to identify himself and all his assessment of the expected results based on realistic its estimates.
- e.** Support the public marketing activities for small projects under supervision of the sponsor through several measures, including: organizing special exhibits by products of these projects, and to encourage internet marketing, through the creation of a special site for small projects and their products to the electronic network.
- f.** Encourage to build the small projects in rural areas and the most needy, and processing of appropriate infrastructure for the stability of these projects and the stability of their owners, as a way to enable the

unemployed youth to find a real job opportunities for them, and installed in their areas, including possession of these projects from the recipe of continuity and permanency.

**g.** Establishment of a committee or body permanent follow-up of establishment's finance of the small projects, bankers, legals and the owners of small projects, to discuss ways of improving and support the financing of small projects.

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