

Advancing Public Organizations in Palestine through Collaborative Public Management Programs: An Empirical Investigation

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Abstract

Enhancing public institutions in Palestine requires collaboration, wherein collaborative public management programs play a pivotal role in implementing high-performance planning models within each organization. This article thoroughly explores the approach, elucidating its beneficiaries and its influence on institutions. The study draws on a comprehensive review of existing literature and evaluates previous studies to provide a nuanced understanding of the subject. This study seeks to evaluate the effectiveness of collaborative public management programs in fostering the development of public organizations in Palestine. Employing a qualitative approach in the research methodology, we aim to clarify the research framework and design, offering insights into rebuilding and reforming the infrastructure of public institutions in Palestine for advancement and development, as well as enhancing service delivery. The findings underscore the advantages of reforming and developing the public sector in Palestine, with the objective of achieving efficiency, reliability, transparency, and improved services, all while eliminating corruption and nepotism. The value of this research lies in the necessity for researchers to address the gaps that impede the establishment of restoration and reform programs for Palestinian public institutions. Support should be extended to bolster their efforts in creating an institutional sector characterized by credibility, reliability, efficiency, transparency, and appropriate services, while concurrently minimizing bribery and exploitation.

Keywords: *Organizational Leadership, Organizational Culture, Public Organizations, Developing Organizations, Palestine.*

Abstrak

Meningkatkan institusi publik di Palestina memerlukan kolaborasi, dimana program manajemen publik kolaboratif memainkan peran penting dalam menerapkan model perencanaan berkinerja tinggi di setiap organisasi. Artikel ini mengeksplorasi pendekatan ini secara menyeluruh, menjelaskan penerima manfaat dan pengaruhnya terhadap institusi. Studi ini mengacu pada tinjauan komprehensif literatur yang ada dan mengevaluasi studi sebelumnya untuk memberikan pemahaman yang berbeda tentang subjek tersebut. Penelitian ini berupaya mengevaluasi efektivitas program manajemen publik kolaboratif dalam mendorong perkembangan organisasi publik di Palestina. Dengan menggunakan pendekatan kualitatif dalam metodologi penelitian, kami bertujuan untuk memperjelas kerangka dan desain penelitian, menawarkan wawasan dalam membangun kembali dan mereformasi infrastruktur lembaga-lembaga publik di Palestina untuk kemajuan dan pembangunan, serta meningkatkan pemberian layanan. Temuan ini menggarisbawahi manfaat reformasi dan pengembangan sektor publik di Palestina, dengan tujuan mencapai efisiensi, keandalan, transparansi, dan peningkatan layanan, sekaligus menghilangkan korupsi dan nepotisme. Nilai penelitian ini terletak pada perlunya para peneliti mengatasi kesenjangan yang menghambat pembentukan program restorasi dan reformasi lembaga-lembaga publik Palestina. Dukungan harus diperluas untuk mendukung upaya mereka dalam menciptakan sektor kelembagaan yang bercirikan kredibilitas, keandalan, efisiensi, transparansi, dan layanan yang tepat, sekaligus meminimalkan penyuapan dan eksploitasi.

Kata kunci: *Kepemimpinan Organisasi, Budaya Organisasi, Organisasi Publik, Organisasi Berkembang, Palestina.*



INTRODUCTION

Organizations are significantly impacted by culture and leadership. Furthermore, they must collaborate to improve the organization. As well as how they create and put into practice a creative plan of action to enhance and change public institutions in particular. Especially in Palestine, using collaborative public management programs—departments—with high-performance planning models inside each organization. This article will go into greater detail regarding the approach and how to use it. Specify who should use it and when to use it. Describe how the program will benefit the organization and the people it can change. To get to its conclusion and gauge how much of an influence it will have on the institution. The study relies on studying prior literature and evaluating previous studies.

Academics have paid increased amount of attention to the subject of leadership and organizational development within non-profit organizations (NPOs), which can be described as the adoption and implementation of new and innovative ideas, services, or methodologies at the organizational level and has received little attention in past decades (do Adro & Leitão, 2020).

Organizational leadership is defined as a management strategy in which administrators assist in creating the organization's strategic goals and excite team members. As a result, accomplish tasks in support of those aims successfully. It places a strong emphasis on fostering leadership competencies that are applicable across organizations, which increases people's capacity to weather tough economic times and continue to advance their careers. It clearly distinguishes between managers and leaders. Recognizing a leader's ethical leadership style as well as other organizational factors is crucial for leader development and can be useful in an organizational system.

Leadership is the process of influencing the members of an organization in order to achieve organizational goals, and it can impact the attitudes and behaviors of its members as well as their relationships (Lee et al., 2018). Early research based on the "great man" theory of leadership found that context has a substantial impact on a leader's effectiveness and that strong leaders must respond differently in different settings. The leader's behaviors have a significant impact on an organization's culture as well as how individuals react to change and innovation. If mergers are to be successful and corporate goals are to be accomplished, organizational change leaders must be skilled and trained in the process of organizational transformation (Kavanagh & Ashkanasy, 2006)

Some researchers define leadership as the exercising of authority without the use of force (noncoercive) to forward the goals and objectives of an organization, to inspire cooperation among the members of the organization, and to assist in establishing and fostering a positive organizational culture. Others defined leadership as the ability to influence and manage others in order to achieve the best possible result with the least amount of conflict and labor, as well as creative and planned strength, spirit, and morals (Lolowang et al., 2019)

Leadership is the process of establishing or providing a model for one's followers through a communication strategy in an effort to attain the organization's goals. To guide, direct, and influence the thoughts, feelings, behavior, and actions of others, one must advise, direct, and influence their personal opinions, emotional responses, behavioral patterns, and attitudes (Dewi & Wibowo, 2020). Without appropriate and competent leadership, the company will be unable to accomplish its goals and even adjust to developments that take place within and outside of the organization. Leadership is the foundation of any successful organization. Because of the effects it

plays on employees' attitudes and behaviors, as well as their emotions and opinions, leadership is a vital concept for organizations (Yildiz, n.d.)

Through a collaborative partnership and open communication, leadership can provide employees with the tools or abilities to redefine their own visions and missions. It can also transform other employees into real leaders. However, there are still many issues that managers must address with workers to increase their commitment to the success of the company (Chansatitporn & Pobkeeree, 2020). From these scholars' definitions of leadership style; a person's leadership style is the approach they adopt when exercising their leadership. Authoritarian, democratic, and free leadership principles can all be used to describe a certain leadership style.

The shared values, beliefs, and ideologies of an organization's members are referred to as its organizational culture. It is a significant component that affects both the behavior of the organization as a whole and the conduct of its individual members (Lee et al., 2018) According to Luthan, organizational culture is a set of standards and principles that a company uses to guide and govern its personnel. To be accepted by the other members of the company, each person must act and behave in accordance with the organizational culture that is in place. Organizational culture, according to Mangkunegara, is a set of presumptions or a system of beliefs, values, and conventions that are fostered in an organization and are used by its members as behavioral guidelines and as a means of resolving issues with external adaptation and internal integration (Lolowang et al., 2019)

According to definitions, organizational culture is a set of common values and characteristics that influence employees' behaviors (Samad et al., 2018). While Oldham & Cummings, defined corporate culture as a way to encourage the development of employee intrinsic motivation, which will promote initiative and enable workers to handle the complexity of the work at hand on their own (Hasan et al., 2020)

Therefore, A company's organizational culture is its collection of values that have developed over time and keep it together. It is also a method of operation that inherently controls employees' rational conduct while they are employed there. The framework in which an organization develops its strategy is determined by its organizational culture, which also produces the climate and context necessary for implementing CSR activities (Castro-González & Bande, 2019). The shared cognitive framework or shared values of the members of an organization are referred to as organizational culture. One organization differs from another based on the collective understanding of how organizational members conceive and carry out their responsibilities. It is among the most crucial social traits that make up an organization. The value system that affects how employees think, act, and differ dramatically both inside and between firms is referred to as organizational culture. It is closely related to the performance and outcomes that are wanted in the workplace (Nguyen et al., 2019)

As a framework for the behavioral guidelines contained inside the company, values and norms of behavior that are accepted and understood by all members of the organization are also considered to be a part of organizational culture. Employee performance will be regarded as the foundation of the organization because it promotes efficient growth. Employee loyalty is influenced by cultural awareness and understanding, which improves organizational behavior. The word "performance" is derived from the English word "performance."(Wasiman, 2020)

The research shows, however, that there are numerous models and suggested dimensions to evaluate the idea of organizational culture, which are conceptually and

theoretically distinct yet fundamentally connected to one another. According to some experts' understanding/definition of organizational culture, what is meant by organizational culture is the organizational value system that is supported by members of the organization, which in turn determines how organizations operate and how members of the organization behave.

Rethinking the proper balance between organizational culture, leadership, and the output of public organizations has been one of the key challenges in developing new models of reform organizations. Many organizations are implementing a new model of management structure where managers from the public sector collaborate in complicated organizational structures, responsibilities, and work practices, frequently with competing goals, rewards, and consequences, in order to increase performance and efficiency (Caperchione et al., 2017)

The OECD claims that "reforms need to be pushed further" despite the fact that "there is a widely held belief, supported by available information, that a results-oriented culture is evolving and that public sector performance has improved." It asserts that despite the fact that "there is no one approach to human resource management reform" and that "reform activities fall across a wide spectrum with a few countries on either end showing either fundamental reforms or very little change and the majority of countries at various points in-between," the reasons for changing how people are managed in the public sector have been "very similar across OECD countries." (Martin, n.d.). Over the years, governmental bureaucracies have been questioned for their inability to handle complicated topics and public activities. Given the advent of complex issues like climate change, it is becoming more and more obvious that the public sector is not capable of dealing with such drivers of change (Bawole & Langnel, 2022)

This article will discuss innovative bureaucratic styles by developing a program model for improving and reforming public organizations in Palestine. The paper will explore the benefits of developing new types of management that will assist in improving organizational performance through organizational culture and leadership.

LITERATURE REVIEW

Numerous new public management-supported changes to public administration have been implemented over the past 30 years. These reforms, which involve modifications to numerous political structures, have extended to many nations (Brusca et al., n.d.) The reform, preparation, and redevelopment of public organizations and institutions in various sectors and its structure are considered the cornerstones of the process of establishing a good society whose goal is growth, independence, and the provision of all services without favoritism. This is what makes it have positive effects on accountability and public decision-making and enhances administrative efficiency, effectiveness, and economy in accordance with the new public administration. By demonstrating how public organizations can organize policy change and reform by (re)designing organizational choice structures, this article provides an organization theory approach to reforming public organizations.

Through the use of institutional theory, various researchers have examined the implementation of reforms and innovation in public sector organizations as well as its practical consequences. Constant concerns about quality, responsiveness, efficiency, and other issues were part of this core organizational challenge (Brusca et al., n.d.) The methods of managing human resources in administration; emphasizing the fundamental aspects of the new public management (NPM). The new sectors of public management reform; corruption in government; a conceptual approach to performance

and human resource evaluation; and performance measurement in organization; essentially outlining the significance of evaluating human resources. To highlight the impact that politics has on the evolution of a particle analytic framework is required for the public sector's human resource management process. Rosembloom argues that the absorption of values from the private to the political spotlight has long been pursued in the management process in general, and in human resources in particular (Negrea et al., n.d.)

The New Public Management Paradigm advocates for a limited public organization and a smaller role for it, bureaucratic reduction, decentralization, privatization, and the application of market principles to the provision of public services, and a focus on accountability and performance. There are concepts that are opposed to the aspects of traditional administration that are unfavorable for attaining performance, such as the terms of employment and advancement, their uncertainty, excessive bureaucracy, and traditional forms of accountability. A number of practices, which are an expression and result of the New Public Management's characteristics, promote the execution of its reforms (Popa, n.d.)

The development and implementation of an effective operating system that assures a good organization at the local level is given top priority inside public institutions because their primary goal is to secure social, economic, and political order and security. When it comes to the implementation and development of new ideas, multi-actor collaboration is unquestionably superior to the other two approaches. This is because the search for innovative solutions for the public sector raises a delicate issue regarding the maximum potential offered by the application of hierarchical, competitive, and collaborative strategies. A limited group of decision-makers, typically those at the top of the business, who are attempting to discover a pertinent answer to the issue they are now confronting are empowered by hierarchical methods (CLAUDIU FLORIN, 2020)

Transparency is one of the most important topics on the minds of accounting, finance, and economics specialists, as well as those in law, administration, and all other disciplines and departments included in public institutions and organizations in Palestine and the Gaza Strip, as they work to protect funds and call for the use of the best available economic resources to achieve growth and stability. Ascertain that the financial activity meets its aims. Many scholars from various fields of knowledge have been drawn to the administrative transparency to investigate its many perspectives and shed light on its diverse elements in order to propose practices that stand within the institution to attain the aims that communities desire. Transparency is important because it benefits both the public and private sectors. It contributes to a variety of benefits, including improved employee loyalty and increased productivity. Developing administrative unit functions and reinforcing the values of cooperation and teamwork (al Shobaki et al., 2017). For that reason, it is very important to work on a program that improves organizational transparency within the organization's components.

The Palestinian service sector has structural weaknesses that are not being addressed by relevant public policy. This policy chasm, which was obvious during the occupation, has not been bridged since the Oslo Accords. Following the foundation of the Palestinian Authority, which hired thousands of workers in ministries, public agencies, and security forces to carry out the tasks delegated to it by the Israeli government, the public sector in Palestine grew dramatically. As a result, the absorptive capacity of employment in the service sector (mostly in the public sector) expanded by 5% per year between 1995 and 2000, reaching 61% of the total labor

force in 2000. This process resulted primarily in an increase of disguised unemployment, primarily in public services, and put huge burden on the budgetary system (Morrar & Gallouj, 2016)

The primary purpose of strategic management and innovative strategy implementation is to achieve institutional excellence. In practice, business excellence strengthens an organization's ability to accept and deal with change. Furthermore, Auckland Consulting stated that business excellence necessitates managers having a clear vision that will guide the corporation to its goals by delivering value and managing organizations for clients and stakeholders. It is crucial to recognize that the highest degree of performance and perfection is excellent. As a result, any business should be more concerned with its performance. To put it another way, for the time being, in order to establish a high-performance record, many organizations struggled to achieve organizational excellence by developing various programs and databases that assist organizations in developing in order to differentiate themselves; many of them failed to do so (al Shobaki et al., 2017)

The Palestinian economy and institutions face numerous obstacles. Firstly, it is heavily reliant on the Israeli economy; in 2010, more than 73% of Palestinian imports of goods and services originated in Israel (Shanti, 2012), Second, Israel's restrictions on it impede the creation of functional Palestinian organizations. Third, both the public and private sectors lack competencies and financial resources in the production sector. The Palestinian Authority relies heavily on international donations to fund its budget. The last problem stems from the technology revolution and rapid expansion of ICTs over the last two decades, which have expedited economic openness and trade liberalization, putting the Palestinian economy's fragile organizations under intense competitive pressure. As a result, the dynamics of the Palestinian service sector can be divided into two separate periods. The first of these is Israel's occupation of Palestinian areas (from 1970 to 1993). The second began in the mid-1990s, with the signing of the Oslo Accords between Israel and the Palestinian Authority (Morrar & Gallouj, 2016)

In Palestine, as in all other nations, the Palestinian citizen relies on the Authority (PNA) to embrace public institutions and their varied actions, bring them under scrutiny, provide information, and deliver effective, clear, and dependable services in the best way possible. There are numerous criteria for the Public Institutions Redevelopment Initiative's success. Furthermore, there are a number of challenges and risks that could stymie and delay efforts to establish and modify public institution programs in Palestine (Abu et al., 2011)

The proposed program that can be implemented to reform and develop the public institutions and organizations sector in Palestine is primarily dependent on the presence of ethical organizational leadership and a high-quality institutional culture that adheres to the foundations of business and management ethics in all its dealings.

Collaborative processes, as broadly stated, are activities and continuing interactions that offer structure and meaning to collective action. Scholars identify these interactive elements of cooperation, and while there is dispute over the composition, most models take into account trust and communication, shared decision-making, shared goals or vision, and power (Sedgwick, 2017). Collaboration is used throughout government to address social concerns that fall under the purview of the inter-organizational domain. Nonetheless, research conducted over the previous several decades shows that collaborations are difficult, extremely slow to produce outputs, and far from sure to deliver synergies and advantages. While a variety of reasons contribute to the difficulty of collaboration, research is increasingly emphasizing

inherent contradictions and associated governance, leadership, and management challenges (Vangen, 2017). Reformers take on the problem of developing new policy ideas and enacting them into legislation.

Although management reform provided new performance measuring techniques, it resembled "old public management" more than "new." By standardizing lower-level practice and restricting discretion, reforms were intended to reinforce hierarchy and establish management control (Brodkin, 2007). The concept that collaborative environments are fundamentally paradoxical, with "continuous conflict between interdependent aspects," is acknowledged both implicitly and explicitly in existing literature. For example, research reveals that both similarities and differences in the goals of member organizations influence the success of a collaboration (Vangen, 2017). The choice of policy design is only partially determined by social technology. More importantly, it is a social-political issue. When there is strong political support behind the programs, policymakers are more inclined to make social benefits easily available, simple, and clear (Brodkin, 2007).

Public–public program collaboration (PPPC) is the interaction of two or more publicly financed program service providers in order to address a specific problem domain and increase public value. What is debated is whether the entities interacting with one another collaborate just by engaging with one another or whether they collaborate when they achieve (or strive toward) mutually defined goals (Sedgwick, 2017). Identifying differences in organizational structures sheds light on the numerous ways in which public programs collaborate; equally essential is defining the underlying dimensions that define collaboration. These characteristics help differentiate collaboration from other sorts of interactions.

The cooperative public administration program's theory is founded on several essential aspects, including:

- a) Modifying general law in the institution to allow participation and ideas connected to common and related points between institutions with one service or category.
- b) Changing and lowering working hours to allow and facilitate work flexibility and the development of competencies and skills.
- c) Developing incentive programs and monthly awards to motivate employees, urge them to work, and increase job attachment.
- d) Determine the number of personnel needed to fill vacancies in each department, with a diverse range of skills and abilities corresponding with the job item.
- e) Stimulating cooperation among employees from different divisions within the same organization by designating a day for skill exchange and social communication.
- f) Diversity in the distribution and division of labor with a wide range of experiences and skills, as well as trainee engagement to improve experience and work capacity.

Reform, development, and construction of public institutions within these steps and points will be challenging at first for each institution's executive and administrative sectors. Following the reform stages in the presence of ethical institutional leadership and a clear institutional culture, on the other hand, will assist in the growth and advancement of the institution and produce a work system with high efficiency and superior performance. It will enable the institution's capabilities, knowledge, and services to be developed to a degree of transparency, dependability, clarity,

responsibility, and efficiency, as well as to generate and provide services of high efficiency and quality.

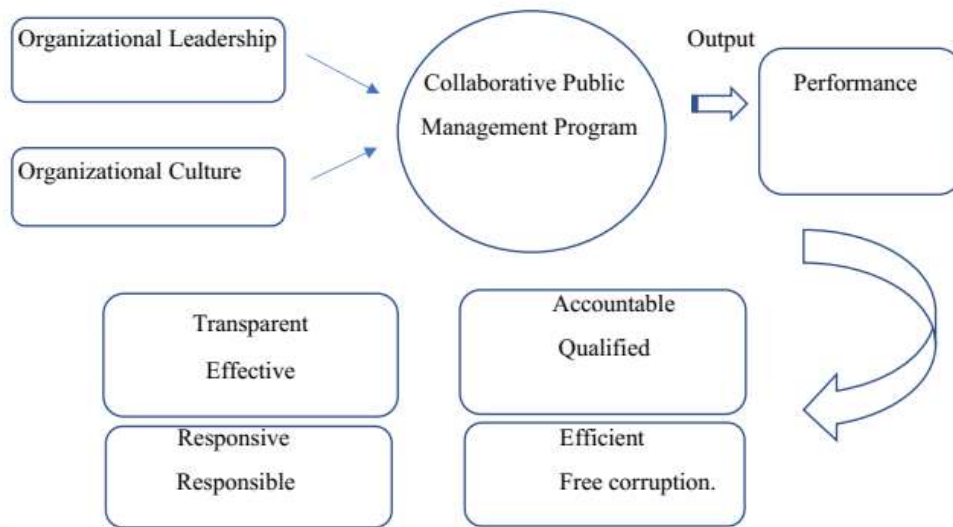


Figure1. Collaborative Public Management Program Model

The figure above shows the relationship and impact of organizational culture and leadership within the new model of public sector reform. The improvements are going to have an impact on how well organizations work; as a result, a new type of organization will be established that is responsive, accountable, qualified, transparent, effective, and free from corruption.

METHOD

Based on what has been clarified by reviewing previous theories and literature, as well as what was included in the research questions, it is clear that the research framework aims to adopt the establishment of a new program or base that works to rebuild and reform the infrastructure of public organizations in Palestine.

Type of Method: This study adopts a qualitative approach to comprehensively explore and understand the research framework and design, facilitating a thorough examination of the development of public organizations in Palestine through collaborative public management programs.

Samples and Sampling Techniques: A purposive sampling technique was utilized in the study to select participants possessing relevant knowledge and experience in public management programs in Palestine. The sample includes individuals from diverse public institutions, such as government agencies, non-governmental organizations, and other stakeholders involved in public sector reform and development.

Data Collection Techniques: To gain comprehensive insights into the research topic, a combination of methods was employed, including:

1. In-depth Interviews: Conducted semi-structured interviews with key stakeholders, program managers, and individuals involved in public management programs. The aim was to capture their perspectives,

- experiences, and insights regarding the effectiveness and impact of collaborative programs on public organization development.
2. Document Analysis: Analyzed relevant documents, reports, and publications related to public management programs in Palestine to gain a comprehensive understanding of the context, challenges, and achievements in the field.
 3. Observations: Made observations during program implementation, workshops, and meetings to gather firsthand information about the processes, interactions, and dynamics within the collaborative programs.

Data Analysis Technique: Thematic analysis was employed to analyze the collected data, involving the identification of recurring themes, patterns, and categories within the data. Qualitative data was coded and organized into meaningful units, allowing for the interpretation and synthesis of the findings. Through this process, key themes and insights regarding the effectiveness of collaborative public management programs in developing public organizations in Palestine were derived.

In summary, the qualitative methodology, combined with purposive sampling, in-depth interviews, document analysis, and observations, offers a holistic and in-depth understanding of the research topic and provides rich insights into the development of public organizations in Palestine through collaborative public management programs.

The variables of the study were examined, and the conclusions were derived by comparing the findings with those of some institutions and industries that have launched a reform program for the public sector. The study utilized a qualitative approach by conducting a thorough analysis and comprehensive evaluation of the state of Palestine's public institutions and sectors during various periods of occupation, which may have had a minimally significant impact on how some public sectors behave and carry out their duties. The variables were divided into two main categories that influence the development of an environment and a new construction program based on the institutional culture and leadership's leadership, which promote and support the formation and reconstruction of the public sectors in accordance with the program's recommended and approved results. By moving the public sector's outputs into alignment with the efficiency and performance necessary as a result, this has an impact on them. Aside from instances of corrupt practices, this has a favorable impact on the overall picture of the public sector's outputs in terms of efficiency, effectiveness, transparency, and responsibility.

RESULTS AND DISCUSSION

Results

The association between public sector development and performance growth is more obvious in developed countries. Both organizational leadership and organizational culture are working together to improve organizational performance and employee satisfaction. Some characteristics of organizational culture, such as clan culture, adhocracy culture, market culture, hierarchy culture, and job satisfaction or performance, have a strong positive correlation (Lee et al., 2018). Organizational performance is related to organizational culture and strategic management separately.

The concept of organizational performance is multifaceted. It comprises business performance and organizational effectiveness in both public and private companies. Many factors influence organizational performance, which is important for meeting the needs of stakeholders and guaranteeing the survival of organizations. Venkatraman and Ramanujam believe that financial and non-financial performance, such as operational performance, should be measured. Meanwhile, Boyne proposes five

organizational performance characteristics: outputs, efficiency, service outcomes, responsiveness, and democratic results. Swindell and Kelly defined public-sector performance in terms of citizen satisfaction. Based on financial and value creation views, Kaplan and Norton established the Balance Scorecard (BSC) performance measures (Samad et al., 2018). A worker's performance can also be defined as an action or implementation of a task that is done within a specific and measurable time frame (Hasan et al., 2020). In general, organizational strategy management and reform refer to an organization's mission, objectives, strategies, goals, policies, and guidelines.

There are various leadership styles, and most studies indicate the effect of transformational and change leadership on employees' readiness for change (Engida et al., 2022), hence, change and enhanced performance. Leadership has been shown to be useful in inspiring proactivity from subordinates. According to some theoretical rationales, moral leadership should result in favorable work behaviors among followers. First, moral leaders encourage their followers to speak up and recognize their contributions. This open approach can inspire followers to take action. Second, moral leaders make principled decisions that promote a fair and just work environment. Because followers are less concerned, fair, honest, and respectful treatment from the supervisor is associated with proactivity (Bao & Li, 2019)

Strategic behavior, also known as organizational leadership, is especially important in companies since it is linked to results and takes into account the future reactions of others. Strategic conduct, according to Mintzberg, is setting goals, choosing actions, and mobilizing resources to attain these goals. As a result, it also entails planning and carrying out actions that enable those goals to be accomplished (Drago et al., 2022). Developing countries have implemented a number of techniques to stimulate the expansion of the public sector and improve overall performance. Many developing countries, in particular, have implemented regulatory reforms in order to facilitate in organizations over the previous two decades. Significant changes in laws and regulations have occurred in the Middle East's public sector, with the goal of increasing the public sector's contribution to growth and productivity (Morrar & Gallouj, 2016)

Discussion

As previously mentioned, the existence of a cooperative program inside the same institution across its many departments is founded on the institution's ethical leadership and adhering to the institution's culture and the ethics of institutional work. This encourages the development and production of an institutional work environment that prioritizes employee pleasure, job performance, and efficiency. The presence of this cooperative program within each public institution individually, with one function or working to provide a specific service, and linking it between different institutions that provide the same service, works on equal opportunities and the availability of suitable job opportunities, which stimulates the work environment. As a result, it creates a work environment and a service sector that are characterized by efficiency, effectiveness, obtaining public satisfaction and reliability, and transparency, as well as an institution and an institutional society that are free of corruption, bribery, and nepotism and are founded on clarity and trust.

By referencing relevant theories, expert opinions, and previous research, we can enrich the findings of this study on the effectiveness of collaborative public management programs in developing public organizations in Palestine, throughout some theories and research such as:

Institutional Theory which highlights how external pressures and institutional environments shape organizational behavior and development. When applied to public organizations in Palestine, it is crucial to examine the institutional factors influencing the effectiveness of collaborative programs. Insights from prior research on institutional theory in the public sector can illuminate the dynamics of institutional pressures and their consequences for organizational development (Dimaggio & Powell, 1983). According to Emerson et al. (2012) Collaborative Governance offers a theoretical framework to comprehend the dynamics and results of public management programs that involve collaboration. Research in this field underscores that positive outcomes in public sector collaborations are achieved through the significance of relationships, trust, and shared decision-making processes. In addition to that, public Sector Reform analyzing the outcomes of successful reform programs can provide insights into the potential advantages and challenges of introducing collaborative public management programs in Palestine. Research focusing on public sector reform initiatives, such as case studies or comparative analyses, can enhance our understanding of reform processes and their influence on organizational development (HOOD, 1991; Pollitt, 2004)

It is beneficial to reform and develop the public sectors in Palestine so that we can have effective public sectors that are efficient, reliable, and transparent. However, we believe that such programs will be difficult to implement; firstly, because of general unemployment and the high unemployment rate among youth and graduates. Secondly, because of the Israeli occupation, which controls the fate and decisions of most public institutions and directs them through a veiled policy. Thirdly, Palestine has been divided into two independent parts, the West Bank and Gaza, and each follows different institutions with different judgments. Furthermore, some institutions have a policy of nominating and hiring first-class relatives.

CONCLUSION

As a summary of the aforementioned, the establishment of a cooperative reform program to reform public institutions in general, and public institutions and organizations in Palestine in particular, assistance in the creation of a work environment with efficiency and high performance, and thus the existence of institutions with responsibility, transparency, satisfaction, and quality that is unlike others. However, due to the complexity of implementation, the existence of the occupation, high unemployment rates, population density, and the number of single-service institutions related to population density, the application of these programs remains theoretical. This is what motivates researchers to work from this point forward to fill the gaps that prevent the establishment of restoration and reform programs for Palestinian public institutions, as well as to support them in their efforts to achieve an institutional sector based on responsibility, guarantee, and quality, and free of corruption and nepotism.

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