

# A Governance Perspective on Contract Operation Policies in Palestine within the Framework of Human Resources: A Study on the Impact of Accountability, Transparency, and Integrity on the Public Sector

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## Abstract

*The study aimed to identify the level of implementation of governance principles—namely accountability, Integrity, and transparency—in the Palestinian public sector from the perspective of employees in the study sample. It also aimed to assess the respondents' level of awareness regarding the contract operation policy in the Palestinian public sector, and to investigate whether there is a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) between the application of governance principles in their various dimensions (accountability, transparency, and integrity) and the contract operation policy in the Palestinian public sector. The practical significance of this study lies in the potential application of its results to enhance contract-based employment policies and strengthen governance practices within Palestinian public institutions, thereby improving transparency, accountability, and institutional efficiency. Using a descriptive-analytical methodology and drawing on previous literature, a questionnaire was developed consisting of 22 items distributed across four domains: accountability, transparency, Integrity, and contract operation policy. After verifying its validity and reliability, the researcher adopted a quantitative approach. The study population consisted of employees from three ministries, ensuring representation of the Palestinian public sector, comprising a total of 250 employees. Purposive sampling was used in this study to specifically target contract-based employees, as they are the group most closely related to the study's subject on governance and contract operation policies. This method was chosen for several methodological reasons, most notably: focusing on a specific group that represents the core of the phenomenon under investigation, enabling the collection of more accurate and in-depth data from individuals with direct experience, as well as considerations related to ease of access and prioritizing data quality over quantity. A total of 121 questionnaires were collected, and two responses were later excluded as outliers. The data were analyzed using the Statistical Package for the Social Sciences (SPSS) and structural equation modeling via SmartPLS 4 to test the study's hypotheses and extract results. The study concluded that the level of implementation of governance principles was high, the level of contract operation policy was also high, and there was a statistically significant effect at the ( $\alpha \leq 0.05$ ) level between the application of governance principles and the contract operation policy.*

**Keywords:** Governance, Governance Principles, Contract Operation Policy, Palestinian Public Sector.

## Introduction:

Many institutions, ministries, governmental bodies, universities, and private sector organizations today find themselves unable to achieve development and progress. This can be attributed to several reasons, including the inefficient utilization of human resources due to unprofessional operation policies, improper selection of operations without adherence to professional standards, or the failure to implement sound administrative practices due to confusion in responsibilities and conflicts in authorities across various departments. These issues result in weak services, leading to dissatisfaction among service beneficiaries on the one hand, and a diminished capacity for development at social, economic, and administrative levels on the other (Karajah & Arikat, 2025). In response, the concept of good governance has emerged as a contemporary administrative approach that governments seek to adopt in light of global advancements. Governments, driven by sustainable development principles and anti-corruption efforts, aim to implement good governance by adhering to principles of transparency, participation, the rule of law, and accountability across all public institutions. Consequently, applying governance principles in the public sector has become an essential requirement for

regulating and enhancing government performance, as well as ensuring the optimal provision of public services. To achieve this, competent authorities responsible for appointing individuals to administrative positions must consider transparency, competence, and strategic vision, aligning with national strategies and ultimately serving the public interest in the government sector (Matar, 2020).

Accordingly, most governments, in pursuit of executing their policies and achieving their objectives amidst the digital transformation and artificial intelligence era, have turned to governance principles that enhance public interest, accountability, leadership, Integrity, and transparency in governmental decision-making in general, and in contract operation policies in particular. Governance encompasses a set of legislations, policies, organizational structures, procedures, and controls that shape how a government institution or ministry operates professionally, ensuring Integrity and transparency through strict monitoring mechanisms and an accountability system that guarantees efficiency and effectiveness in performance.

To implement these principles effectively, a sustainable mechanism for processing operational applications must be established by linking government sectors with human resources applicants. This is particularly crucial in the era of digital transformation, which has become a strategic objective for governments and a key goal in the public sector. Good governance has long been regarded as a fundamental framework for human resource development and performance evaluation. As a concept and practice, governance aims at sustainable development through the application of specific principles and standards—sometimes referred to as governance fundamentals—which include transparency, participation, accountability, Integrity, the rule of law, efficiency, and effectiveness. The application of these principles plays a crucial role in enhancing institutional performance across public, private, and civil society organizations, as well as in promoting human resource development at both the governmental and civil society levels. (Al-Aqra', 2017).

A uniquely Palestinian challenge, perhaps one of the most significant, is the substantial and probably increasing demand for government jobs in the civil service sector. This circumstance is primarily caused by Palestine's ongoing politically unstable environment, resulting in a weak private sector, limited economic resources, contracting aid funding from donor countries, and a large number of graduates relative to available government jobs. Throughout these difficulties, the Palestinian Civil Service Bureau has maintained good governance principles as outlined in public administration legislation, including Integrity, transparency, accountability, the rule of law, and the provision of equal opportunities within the civil service. All of these principles are vital in order to serve citizens, who are the enduring concern of the Palestinian government. In pursuit of these objectives, the government has implemented new technologies and digital solutions that align with the best practices of public administration worldwide. (Abu Shanab, 2020). Therefore, it is crucial to assess the extent to which governance principles are applied in Palestinian public sector institutions, identify the key challenges hindering their implementation from an operational perspective, and analyze their impact on contract operation policies (Ubaid & Raba'iah, 2020).

**The Concept of Governance** Governance refers to the system and processes by which organizations are directed, managed, and held accountable. While originally associated with the private sector, promoting transparency, accountability, and performance has become essential in the public sector (Ghanem, 2021; Mostafa, 2022). The OECD defines governance as a framework that allocates rights and responsibilities among stakeholders and regulates decision-making procedures. The IMF notes that governance encompasses performance metrics and control mechanisms to prevent the misuse of influence (Sari, 2023). Governance-related terms—such as good governance, effective governance, and public administration—all aim to ensure efficient, transparent, and accountable systems that serve the public interest (Al-Aqra', 2017). In the private sector, governance is profit-oriented and led by boards of directors. In the public sector, it is influenced by political structures and executed through legislative and governmental bodies, with a primary focus on prioritizing public welfare (Ghanem, 2021). Thus, good governance is a set of laws and practices designed to improve administrative quality through principles such as Integrity, transparency, participation, accountability, fairness, and the rule of law.

## Objectives of Governance in the Public Sector:

There is no doubt that governance in the public sector plays a vital role in achieving multiple objectives, most notably the establishment of legislative and regulatory frameworks within public institutions. This contributes to the efficient delivery of services and systematic program management, enabling government entities to achieve high institutional performance. The core goal of governance is to strengthen citizens' trust in state institutions through objectives such as:

- Raising citizens' satisfaction with public services. (e.g., improving the quality of e-services provided by the Palestinian Ministry of Telecommunications and Information Technology.)
- Ensuring the accountability of government entities and their compliance with laws and regulations. (e.g., implementing audit reports issued by the Palestinian State Audit and Administrative Control Bureau.)
- Promoting Integrity and transparency in the use of authority and public resources, and limiting the misuse of public power. (as seen in the transparency initiative on the public budget by the Ministry of Finance.)
- Achieving justice and equal opportunities for all citizens. (such as recruitment through the General Personnel Council's vacancy system.)
- Enhancing the performance of public institutions through regular monitoring and evaluation. (Bouslimani & Zarifi, 2019)

**The Importance of Governance in the Public Sector:** Many studies have emphasized the importance of governance. For instance, Madi (2019) highlights:

- Reducing administrative corruption across public institutions. (e.g., reporting mechanisms provided by the Palestinian Anti-Corruption Commission.)
- Supporting ministries and public bodies in achieving their goals by helping develop regulatory frameworks.
- Enhancing the efficiency and effectiveness of ministries and public institutions. (e.g., the administrative reform plan implemented by the Ministry of Local Government.)
- Establishing an administrative hierarchy and coordination across levels to facilitate oversight and goal attainment.
- Ensuring full disclosure of information to strengthen transparency in government operations. (e.g., publishing annual budget data on the Ministry of Finance's official website.)

Governance is crucial in enhancing service quality and promoting accountability through clear standards. Oversight systems support performance, combat unethical behavior, and turn governance principles into actionable practice, leading to improved decision-making at all levels. (Ubaid & Raba'iah, 2020)

**Principles of Governance in the Public Sector (with Illustrative Examples):** Governance clarifies how public institutions function, covering decision-making processes, organizational structure, and resource management to achieve strategic objectives. Based on international standards and academic literature, core principles for evaluating governance include: rule of law, Integrity, transparency, participation, justice, effectiveness, efficiency, sustainability, and accountability. In this study, three governance principles were emphasized due to their relevance to the research variables:

1. **Accountability:** Accountability is crucial for establishing effective oversight systems that empower civil society and citizens to monitor government performance and ensure the efficient use of public resources. (such as the Palestinian State Audit and Administrative Control Bureau issues periodic performance audit reports to ensure ministerial accountability.)

This principle involves:

- - Holding officials and institutions accountable for their decisions and actions;
  - Implementing disciplinary mechanisms to address violations of legal and ethical standards;
  - Defining roles and responsibilities clearly to separate administrative and executive functions. (Aridah, 2021)

2. Transparency: Transparency entails openness and clarity in the decision-making and operational activities of government institutions, particularly regarding public service delivery. (such as the Palestinian Ministry of Finance publicly discloses the national budget through its official website, ensuring access to fiscal data. Transparency includes:

- Publicizing equitable service access criteria and processes;
- Providing accessible, understandable policy and decision information;
- Maintaining accurate, timely, and complete data dissemination;
- Defining citizen rights and responsibilities in service delivery;
- Establishing comprehensive documentation protocols;
- Ensuring legal access to information, with safeguards for sensitive data.

(Ubaid & Raba'iah, 2020)

3. Integrity: Integrity refers to adherence to moral and ethical standards, preventing conflicts of interest, and ensuring decisions prioritize the public good. (Senior Palestinian public officials are required to declare their financial disclosures to mitigate conflicts of interest. Integrity encompasses:

- Promoting ethical behavior throughout institutional culture;
- Ensuring equal treatment and non-discrimination;
- Upholding professionalism and impartiality;
- Avoiding misuse of authority or public assets for private gain;
- Requiring senior leadership to model lawful and ethical conduct. (Aridah, 2021)

### **The Concept of Operation Policies in Human Resource Management in the Public Sector:**

Human Resource Management (HRM) in the public sector is a strategic approach to managing an organization's most valuable asset its operations. HRM practices help shape institutional culture, enhance operational efficiency, and ensure the effective delivery of public services, thereby reinforcing public trust (Armstrong, 2020; Osborne et al., 2021). Key practices include recruitment, training, performance evaluation, compensation, and labor relations, all of which must align with institutional goals, especially under the demands of governance and public accountability (Valerio, 2024). The concept of operational policies has been defined differently across the literature, depending on the researchers' perspectives. It is generally viewed as a set of regulatory and administrative procedures designed to ensure effective employment and align human resources with institutional needs (Matar, 2020).

According to the Organization for Economic Cooperation and Development (OECD), operational policy is "a set of measures adopted to ensure the right to work for every individual and to align the workforce with labor market demands" (Abdel Latif, 2021). The International Labour Office (ILO) defines it as "a vision and an integrated framework of multidimensional interventions to achieve both quantitative and qualitative employment goals, involving all stakeholders." Jabari (2015) adds that operational policy encompasses government decisions, legislation, and agreements between employers and workers to regulate labor market standards. Olivier Marc further emphasizes the importance of ensuring workers' access to training and professional development within a fair legal framework (Rabhi & Dawod, 2019).

**Objectives of Operation Policy in the Public Sector:** Every country aims to achieve a set of economic, social, and security objectives through the formulation and implementation of operation policies. Economically, these policies focus on economic indicators and living standards, while socially, they aim to address issues such as crime and behavioral deviation. Therefore, governments adopt specific operation policies to achieve their desired goals (Abdel Latif, 2021).

**The main objectives of the operation policy can be summarized as follows:**

- Regulating labor relations through a legal framework, as defined by each country's labor laws.
- Organizing the introduction of technological advancements in a way that does not negatively impact the workforce after the operation.
- Engaging operations in decision-making processes within organizations.
- Ensuring the participation of all stakeholders in operation policy development, including the Legislative Council (Presidency Office), political parties, and the private sector.
- Reducing unoperation and its negative impacts as much as possible.

- Ensuring that skilled workers are placed in appropriate positions and verifying their competence and suitability for the job.

**Operation Policy in Palestinian Government Sectors:** According to Al-Akhras (2017), the public sector in Palestine is categorized into several types based on the nature of its activities. The government sector is classified as follows:

1. Financial sectors: Ministries whose activities are primarily financial in nature.
2. Economic sectors: Ministries engaged in commercial, industrial, or agricultural activities.
3. Administrative advisory sectors: Ministries focused on providing technical services, such as research and scientific consulting.
4. Social sectors: Ministries dedicated to social services that benefit the broader society.
5. Educational sectors: Institutions responsible for educational services, including public schools and universities, such as Palestine Technical University – Kadoorie and Al-Istiqlal University.

According to Matar (2020), the Palestinian government sector manages public facilities through operations who are selected and appointed based on merit and equality, as mandated by the Civil Service Law and the Basic Law. The General Personnel Council (GPC), legally authorized under the Civil Service Law and its executive regulations, announces job vacancies through official channels.

Every individual who meets the job eligibility criteria has the right to apply for the announced position within the specified time frame. If the number of applicants exceeds the required number of vacancies, a written examination and competitive process are conducted. Candidates who pass the initial selection process proceed to the next stage, which ultimately determines the final appointment decision.

The following provides a broader overview of operation policies in the public sector (Balousha & Mazhar, 2020):

- Freedom of Administration in Selection: Government administration has full discretion in selecting an individual for a specific position based on personal trust. However, this discretionary power is limited by legal requirements that the selected candidate must meet. This approach is not suitable for administrative positions in the public sector.
- Technical Preparation and Training Policy: Under this policy, the government establishes specialized institutes and vocational centers to train candidates for public sector jobs. This is considered one of the most effective strategies for selecting operations and personnel for government positions.
- Merit-Based Selection Policy (Competitive Examinations): This is the primary policy for hiring operations under most legislative frameworks, including Palestinian law. It involves conducting written and oral competitive examinations among candidates based on clearly defined legal principles that ensure equality and fairness. The process includes publicly announcing job vacancies. Written exams for applicants. Oral interviews are conducted for those who pass the written stage. Ranking candidates based on their examination results.
- Election-Based Selection Policy: This approach involves electing candidates for vacant government positions. While this method aligns with democratic principles, it is not suitable for selecting public operations. Voters may lack the expertise to choose the best-qualified candidates, and this approach does not guarantee the professionalism or Integrity of the selected operations. Elected operations may prioritize fulfilling their voters' interests over the public good.

In conclusion, the intersection between human resource management (HRM) and good governance is a highly significant area of study, as HRM practices have a substantial impact on governance outcomes in public sector institutions. Strategic HRM practices, such as merit-based recruitment, continuous training and development, and transparent performance management, can strengthen good governance principles. For instance, performance management systems can enhance accountability by establishing clear performance expectations and providing regular feedback (Giauque et al., 2019). Example from Palestine: The Palestinian Ministry of Education implements annual performance evaluations for teachers and administrative staff. These evaluations identify training needs and serve as a basis for promotions and incentives. Transparent recruitment processes ensure that hiring decisions are based on merit, which can reduce corruption and increase public trust (Patton, 2019). Example from Palestine: The Palestinian General Personnel Council announces vacancies through its official online platform and conducts competitive testing to ensure fairness and transparency in the recruitment process. Additionally, ongoing training and development programs can enhance the skills and competencies of public sector operations, resulting in more efficient and responsive service delivery (Farazmand, 2018). Example from Palestine: The Training Department at the Ministry of Interior offers continuous professional development programs for administrative and security personnel to reinforce ethical conduct and operational performance.

**Review of Previous Studies: This section presents an overview of the most relevant Arabic and international studies related to the research topic: Studies on Governance and Contract operation policy.**

1. Study by Karajah & Arikat (2025): This study aimed to define the governance of ministries, its principles, significance, and objectives, and to examine its role in enhancing operation performance in Palestinian ministries. Key findings revealed that the application of governance principles (accountability, justice, transparency, Integrity, the rule of law, and participation) significantly improves operation performance in Palestinian ministries.
  2. Study by Sanjayyana et al. (2024): This study aimed to identify and analyze effective strategies for human resource development in the digital era, supporting operational policies. Findings highlighted that HR development strategies should not only enhance technical skills but also focus on soft skills, which are crucial for adaptability in a dynamic work environment. The study emphasized that integrating technology in training and development, fostering a culture of innovation, and implementing digital performance management systems are among the most effective strategies for operation policy success. Additionally, visionary and adaptive leadership was identified as a critical factor for successful HR development in the digital era.
  3. Study by Valerio (2024): This study explored the role of strategic HRM in enhancing good governance among senior government officials and public sector operations in municipal institutions.  
Using a purposeful sampling approach, the study selected experienced participants in HRM and governance. Findings indicated that strategic HRM practices, such as performance management, capacity building, and transparent recruitment processes, significantly contributed to governance principles, including accountability, transparency, and efficiency. Departments with strong HRM systems reported higher operation satisfaction and better public service delivery.
  4. Study by Nazeer & Al-Tuwaijri (2024): This study examined the impact of governance implementation on achieving strategic objectives. Key findings revealed that applying governance principles, particularly participation, evaluation, and effectiveness, had a positive impact on strategic goals in profit-driven organizations. A statistically significant relationship was found between strategic objectives (vision, goal-setting, planning, and effective communication) and governance principles.
  5. Study by Sari (2023): This study examined the impact of good governance on the quality of decision-making in public administration, with a focus on recruitment and operational policies. Findings demonstrated that good governance has a positive influence on decision-making quality by ensuring transparency, public participation, accountability, the rule of law, professional competency, and technological adoption.
  6. Study by Hammoum & Bounoua (2022): This study focused on the role of HR governance in enhancing operation standards within healthcare institutions. Findings indicated a moderate positive relationship between HR governance and operation policy in healthcare institutions in Tlemcen province. The study also found that bureaucratic recruitment practices negatively impacted equal access to public sector operation.
  7. Study by Abdullah & Anoud (2021): This research aimed to determine whether applying HR governance principles reduces administrative corruption in the studied institution. Findings revealed that some HR governance principles effectively curbed corruption, while others had little to no impact in practice.
  8. Study by Abu Shanab (2020): This study examined the level of implementation of electronic recruitment systems and their role in enhancing Integrity, transparency, and equal operation opportunities in Palestine. Findings showed that the overall evaluation of electronic recruitment systems was high, and these systems played a significant role in promoting governance principles. A statistically significant relationship was found between the implementation of electronic recruitment systems and their role in fostering Integrity, transparency, and fairness.
  9. Study by Helou (2020): This research analyzed the state of electronic HR management in Palestinian public sector institutions and its relationship with administrative empowerment, using the General Personnel Council as a case study. Findings showed that the implementation of electronic HR systems was at a high level and was positively perceived in public sector institutions.
  10. Study by Ubaid & Raba'iah (2020): This study investigated the degree of governance implementation in public sector institutions in the West Bank and the key obstacles to its application. Findings indicated a moderate level of governance implementation in the Palestinian public sector. Major challenges included weak coordination between the public and private sectors, limited media influence, and the dominance of single-person decision-making in public institutions, which hindered the effective application of governance.
- Commentary on Previous Studies: The current study differs from previous research in its unique focus on examining the degree of governance implementation and Contract operation policy practices in the Palestinian public sector, particularly from an operational perspective.

Additionally, this study seeks to determine whether there is a statistically significant relationship (at  $\alpha \leq 0.05$ ) between:

- The degree of governance implementation, and
- The level of contract operation policies in the Palestinian public sector.

The aim is to develop practical recommendations to strengthen governance dimensions and assess their impact on contract operation policies.

Despite its differences from previous research, the current study benefited from past studies in several ways:

- Formulating the research idea,
- Supporting the theoretical framework,
- Defining the research methodology, and
- Incorporating previous findings and analyses to refine its approach.

"This study explicitly seeks to address a identified gap in the literature by establishing a direct link between governance principles and contract operation policy within the Palestinian context—an area that has not been comprehensively explored in prior research."

### Research Problem

The application of good governance dimensions is one of the fundamental pillars for enhancing institutional performance and ensuring sustainable development in the public sector. It relies on the principles of accountability, transparency, and Integrity as key tools for combating corruption and achieving workplace justice (OECD, 2022).

Despite Palestinian efforts to implement governance principles in the public sector through various laws and regulations, aimed at promoting governance indicators, combating corruption, and administrative reform in public institutions—such as Article 23 of the Palestinian Financial and Administrative Audit Bureau Law, which ensures financial and administrative stability across executive, legislative, and judicial authorities—challenges remain. These efforts align with the government's vision to achieve the United Nations' Sustainable Development Goals (SDGs) by 2030.

Several studies, including Karajah & Arikat (2025), Aridah (2021), Ubaid & Raba'iah (2020), Matar (2020), Madi (2020), and Al-Kubaiji (2019), emphasize the necessity of applying governance principles across all dimensions in the public sector to enhance Palestinian governmental performance.

However, Palestine faces significant challenges in applying governance standards, particularly within the administrative systems of public service and development institutions, including various ministries. There is an urgent need to transition from relationship-based systems to law-based systems governed by governance principles. The challenge lies in achieving a better understanding of governance's significance and its impact on development processes, particularly human resource development policies.

The commitment to governance principles has become crucial for Palestine, as governance helps coordinate roles and integrate efforts between the government and civil society institutions. Governance ensures Integrity, transparency, accountability, and participation in policy-making and decision-making while reinforcing the rule of law. Beyond its role as a tool for sustainable development, governance serves as a strategic approach to performance evaluation and improvement at both the national level and within government-affiliated institutions, such as ministries and civil society organizations (Al-Aqra', 2017).

**Research Questions:** Building on the aforementioned problem statement, this study addresses the multifaceted challenges facing the Palestinian public sector, which require academic inquiry to propose evidence-based recommendations for enhancing ministerial performance. The researcher emphasizes the importance of adopting modern governance frameworks and contract operation policies to address these challenges. Accordingly, the study is guided by the following questions:

1. To what extent are governance principles (accountability, transparency, and Integrity) implemented in the Palestinian public sector, as perceived by employees included in the study sample?
2. How do respondents perceive the application of contract operation policies in the Palestinian public sector?
3. Is there a statistically significant impact (at  $\alpha \leq 0.05$ ) of governance principles (accountability, transparency, and Integrity) on contract operation policies in the Palestinian public sector? This overarching question gives rise to the following sub-questions:
  - Is there a statistically significant impact (at  $\alpha \leq 0.05$ ) of accountability on contract operation policies?
  - Is there a statistically significant impact (at  $\alpha \leq 0.05$ ) of transparency on contract operation policies?
  - Is there a statistically significant impact (at  $\alpha \leq 0.05$ ) of Integrity on contract operation policies?

4. What are the recommended procedural strategies for reinforcing governance principles to improve contract operation policies in Palestinian public sector institutions?

Research Objectives: This study aims to:

1. Examine the extent to which governance principles (accountability, transparency, Integrity) are applied in contract operation policies within the Palestinian public sector.
2. Assess respondents' perceptions of contract operation policies in the Palestinian public sector from the perspective of operations in the study sample.
3. Determine whether there is a statistically significant impact ( $\alpha \leq 0.05$ ) between the degree of governance principles (accountability, transparency, Integrity) and contract operation policies in the Palestinian public sector.
4. Develop procedural recommendations to enhance the role of governance principles in strengthening contract operation policies in the Palestinian public sector.

Research Significance

The significance of this research stems from both its scientific contribution and its practical application from a governance perspective on contract operation policies in the Palestinian public sector. This study sheds light on a critical strategic issue affecting operation efficiency and effectiveness in ministries. The research's significance can be outlined as follows:

1. Novelty of the Research Topic
  - The study examines contemporary variables related to the application of governance principles and contract operation policies.
  - It presents an empirical analysis of how governance principles impact contract operation policies in the Palestinian public sector.
  - To the researcher's knowledge, this topic has not been extensively studied in the Palestinian context, especially at the ministerial level.
2. Filling a Research Gap
  - This study contributes to human resource management (HRM) research in Palestinian public institutions.
  - It specifically explores the relationship between governance principles and contract operation policies, addressing contemporary challenges in the digital transformation era.
3. Policy and Decision-Making Relevance
  - The study offers insights for decision-makers in the Palestinian public sector on enhancing contract operation policies in line with governance principles.
  - The study's findings will offer practical recommendations that can be implemented in public administration.

Research Scope:

This study was conducted within institutions of the Palestinian public sector, where three government ministries were purposively selected to represent diverse administrative environments that reflect the range of public services and governmental functions. These ministries are: the Ministry of Health, representing the healthcare sector; the Ministry of Social Development, representing the social welfare sector; and the Ministry of Transport and Communications, representing the regulatory and infrastructure sectors. This diversity was intended to ensure a comprehensive view of how governance principles and contract operation policies are applied across ministries with different structural and functional characteristics.

The study adopted a purposive sampling approach as part of its methodology, specifically targeting employees working under contract-based systems. This group was selected due to its direct relevance to the research topic, as they are most affected by the policies under examination. This sampling strategy also enabled the collection of more accurate and in-depth data from individuals with firsthand experience in the practical application of contract operation policies and governance practices within the public sector.

### Research Hypotheses

In alignment with the research problem and questions, and based on the study model, the following hypotheses were formulated:

1. The average perceptions of the sample regarding the level of governance principles applied in the Palestinian public sector exceed the hypothetical average (3).
2. The average perceptions of the sample regarding the level of contract operation policies in the Palestinian public sector exceed the hypothetical average (3).



3. There is a statistically significant impact ( $\alpha \leq 0.05$ ) of governance principles (accountability, transparency, Integrity) on contract operation policies in the Palestinian public sector.
  - This hypothesis leads to the following sub-hypotheses:
    - Is there a statistically significant impact ( $\alpha \leq 0.05$ ) of accountability on contract operation policies in the Palestinian public sector?
    - Is there a statistically significant impact ( $\alpha \leq 0.05$ ) of transparency on contract operation policies in the Palestinian public sector?
    - Is there a statistically significant impact ( $\alpha \leq 0.05$ ) of Integrity on contract operation policies in the Palestinian public sector?

### Methodology and Procedures

This section outlines the methodological steps, including the study approach, sample selection, and statistical methods used (data analysis techniques), as detailed below:

1. Study Approach: The study employed a descriptive/analytical approach, as it is well-suited to the study objectives, allowing for the analysis of the current reality, examination of the relationships between variables, and provision of quantitative descriptions of the phenomena under investigation.
2. Study Population and Sample: Based on the research problem and objectives, the target population comprises all Palestinian government ministries and agencies, which are estimated to be 22 ministries and governmental bodies. Given the large number of ministries and the difficulty in accessing all of them, the researcher selected 7 ministries to ensure adequate representation of the Palestinian public sector. The total number of operations in these selected ministries was 250, according to statistics from the General Personnel Council for 2024. The sample was chosen using a purposive random sampling method. A total of 121 questionnaires were collected. Later, 2 responses were excluded as outliers. For data analysis, the study employed: The Statistical Package for the Social Sciences (SPSS) and Structural Equation Modeling (SEM) using SmartPLS 4. These tools were used to test the research hypotheses, extract results, and determine the validity of the study's proposed hypotheses.

Table 1: Demographic Characteristics of the Study Sample

Demographic Variable	Frequency	Percentage (%)
Gender		
Female	69	57%
Male	52	43%
Age	121	%100
Under 30 years	25	20.7%
30 – 39 years	43	35.5%
40 – 49 years	46	38%
50 years and above	7	5.8%
Workplace	121	%100
Ministry	112	92.6%
Government Agency	3	2.5%
Other	6	4.9%
Type of Contract	121	%100
General Personnel Council Contract	47	38.8%
Ministry of Finance Contract	10	8.3%
Operational Contract	3	2.5%
Private Contract (Ministry of Education)	4	3.3%
Other	57	47.1%
Job Position	121	%100
HR Manager or Deputy	36	29.8%
IT Manager or Deputy	29	24%
Contract-Based Operation in Organizational Structure	56	46.3%
Educational Qualification	121	%100
Diploma or below	20	16.5%
Bachelor's Degree	72	59.5%

Demographic Variable	Frequency	Percentage (%)
Master's Degree	22	18.2%
Ph.D. or higher	7	5.8%
Years of Experience	121	%100
Less than 3 years	22	18.2%
3 to less than 5 years	16	13.2%
5 to less than 7 years	18	14.9%
7 to less than 10 years	10	8.3%
10 years or more	55	45.5%
Total	121	100%

Source: Prepared by the researcher based on SPSS 26 output.

### Statistical Methods (Data Analysis Techniques)

To achieve the study objectives and analyze the collected data, the procedures were divided into two phases. Phase One involved using SPSS V.26 to conduct the following analyses: arithmetic means, Standard deviations, Relative weights, and Cronbach's Alpha coefficient (to assess the reliability of responses). These analyses were used to evaluate the mean responses of the study sample on different dimensions and items. Phase Two: Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied, as it is an effective tool for identifying complex interrelationships within data. Smart PLS 4 was used as a variance-based method for modeling structural equations (Haque, 2023). SEM (Structural Equation Modeling) incorporates multiple statistical techniques, including: Multivariate regression, Path analysis, Factor analysis, Growth curve modeling. The most common application of SEM methodology is to analyze models that include: The Measurement Model (which assesses the reliability and validity of constructs). The Structural Model (which examines the relationships between variables) (Rosseeel & Loh, 2022).

calculation, the following classification scale was adopted in the current study, as illustrated in Table 2.

**Table 2: Likert Scale Levels**

Arithmetic Mean	Relative Weight	Level
1 - 2.33	20% - 47%	Low
2.34 - 3.66	48% - 74%	Moderate
3.67 - 5	75% - 100%	High

Source: Prepared by the researcher based on SPSS 26 output.

Results of the Questionnaire Application and Discussion: The following section presents the results related to the first research question, which states: "To what extent are governance principles (accountability, transparency, and integrity) applied in the Palestinian public sector from the perspective of operations in the study sample?" To analyze this question, the researcher employed the following statistical methods: arithmetic mean, Standard deviation, Relative weight, Ranking, and Level classification. These methods were applied to describe and interpret the level of implementation of governance principles in the Palestinian public sector. The findings were analyzed separately for each governance principle.

### First: Descriptive Statistical Analysis of the Accountability Dimension.

**Table 3: Descriptive Statistical Analysis of the Accountability Dimension.**

Code	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Rank	Level
acc1	Accountability is an effective means to regulate operation behavior and ensure job performance quality.	3.64	0.94	72.8%	2	Moderate
acc2	Accountability procedures are applied to operations at all levels in	3.70	1.00	74.0%	1	High

Code	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Rank	Level
	cases of legislative violations.					
acc3	Regular meetings are held to monitor workflow and address any professional violations.	3.43	1.01	68.6%	3	Moderate
acc4	The ministry ensures fair and consistent policy implementation across all staff members.	3.27	1.13	65.4%	4	Moderate
<b>Overall Statistical Values for the Accountability Dimension</b>		<b>3.51</b>	<b>0.86</b>	<b>70.2%</b>	<b>-</b>	<b>Moderate</b>

Source: Prepared by the researcher based on SPSS 26 output.

The results in the Table indicate that the level of accountability implementation in the selected Palestinian ministries is moderate, with an overall arithmetic mean of 3.51, a standard deviation of 0.86, and a relative weight of 70.2%. The statement "Accountability procedures are applied to operations at all levels in cases of legislative violations" ranked highest, with a mean of 3.70 and a relative weight of 74.0%, indicating a relatively high level of adherence to this practice. In contrast, the statement "The ministry ensures fair and consistent policy implementation across all staff members" ranked lowest, with a mean of 3.27 and a relative weight of 65.4%, suggesting inconsistencies in the fair application of policies and highlighting a potential area for improvement.

## Second: Descriptive Statistical Analysis of the Transparency Dimension

**Table 4: Descriptive Statistical Analysis of the Transparency Dimension**

Code	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Rank	Level
tr1	Operations are granted access to view their transactions and decisions within the ministry/authority.	3.38	1.15	67.6%	2	Moderate
tr2	Clear and transparent systems and regulations are applied to operations.	3.36	1.00	67.2%	2	Moderate
tr3	Transparency contributes to the flow of information within the ministry/authority.	3.52	0.98	70.4%	1	High
tr4	Information disclosure policies are practiced in alignment with operation needs.	3.28	1.05	65.6%	3	Moderate
tr5	Operations participate in setting approved work procedures within the ministry/authority.	3.22	1.08	64.4%	4	Moderate
<b>Overall Statistical Values for the</b>		<b>3.35</b>	<b>0.89</b>	<b>67.0%</b>	<b>-</b>	<b>Moderate</b>

Code	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Rank	Level
Transparency Dimension						

Source: Prepared by the researcher based on SPSS 26 output.

The results presented in Table (4) indicate that the level of practicing the principle of transparency in the Palestinian public sector is moderate, with a mean score of 3.35 and a standard deviation of 0.89. Item (3) recorded the highest level of practice, with a mean score of 3.52 and a relative weight of 70.4%, indicating a high level of practice. This reflects a positive awareness of the importance of transparency in facilitating the flow of information within the institution. In contrast, item (5) ranked last, with a mean score of 3.22 and a relative weight of 64.4%, reflecting a moderate level of practice and indicating a relative weakness in involving operations in defining work procedures.

### Third: Descriptive Statistical Analysis of the Integrity Dimension

**Table 5: Descriptive Statistical Analysis of the Integrity Dimension**

Code	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Rank	Level
in1	Operations are provided with a clear code of conduct that outlines expected ethical and professional behavior.	3.53	1.16	70.6%	1	High
in2	The ministry/authority conducts training programs to raise operation awareness of integrity and work ethics.	3.30	1.10	66.0%	5	Moderate
in3	Internal control systems are implemented to minimize favoritism and discrimination in service delivery.	3.39	1.00	67.8%	4	Moderate
in4	The ministry/authority is committed to establishing clear accountability mechanisms for regulatory violations.	3.47	0.96	69.4%	2	High
in5	Effective monitoring mechanisms are adopted to detect and transparently disclose conflicts of interest.	3.42	1.03	68.4%	3	High
Overall Statistical Values for the Integrity Dimension		3.42	0.87	68.4%	-	Moderate

Source: Prepared by the researcher based on SPSS 26 output.

The results presented in Table 5 indicate that the level of practicing the principle of Integrity in the Palestinian public sector is moderate, with an overall mean score of 3.42 and a standard deviation of 0.87. Item (1), which states: *"Operations are provided with a clear code of conduct that outlines expected ethical and professional behavior,"* received the highest mean score of 3.53 and a relative weight of 70.6%, indicating a high level of practice. In contrast, item (2), which refers to *"The implementation of training programs to raise operational awareness of integrity and work ethics,"* ranked last with a mean score of 3.30 and a relative weight of 66.0%, reflecting a moderate level of practice.

. Statement (in1) ranked first, with an arithmetic mean of 3.50 and a relative weight of 70%, indicating a high level. Statement (in2) had the lowest Ranking, with an arithmetic mean of 3.26 and a relative weight of 65.2%, categorizing it at a moderate level.

### Results Related to the Second Research Question

The second research question states: **"What is the level of respondents' awareness of contract operation policies in the Palestinian public sector from the perspective of operations in the study sample?"** To analyze this question, the researcher employed the following statistical methods: arithmetic mean, Standard

deviation, Relative weight, Ranking, and Level classification. These methods were applied to describe and interpret respondents' awareness of contract operation policies in the Palestinian public sector. The findings are presented in Table 6 below.

**Table 6: Descriptive Statistical Analysis of the Contract Operation Policy Variable**

Code	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Rank	Level
Policy1	The ministry announces vacant positions based on the budget and organizational structure.	3.86	0.91	77.2%	1	High
Policy2	The results of accepted candidates are published according to vacancies on the official website.	3.76	1.00	75.2%	3	High
Policy3	A mechanism is established to identify job needs based on specialization.	3.64	0.91	72.8%	5	Moderate
Policy4	Reports are issued explaining the contract operation policy.	3.48	0.91	69.6%	7	Moderate
Policy5	Equal opportunities are ensured for all applicants for contract positions.	3.58	0.95	71.6%	6	Moderate
Policy6	Coordination is carried out with the Civil Service Bureau to determine required positions.	3.84	0.96	76.8%	2	High
Policy7	Available positions are announced through the ministry's website.	3.76	1.01	75.2%	3	High
Policy8	Names of candidates are published in accordance with previously announced job postings.	3.65	1.05	73.0%	4	Moderate
Overall Statistical Values for the Contract Operation Policy Variable		<b>3.70</b>	<b>0.78</b>	<b>74.0%</b>	-	High

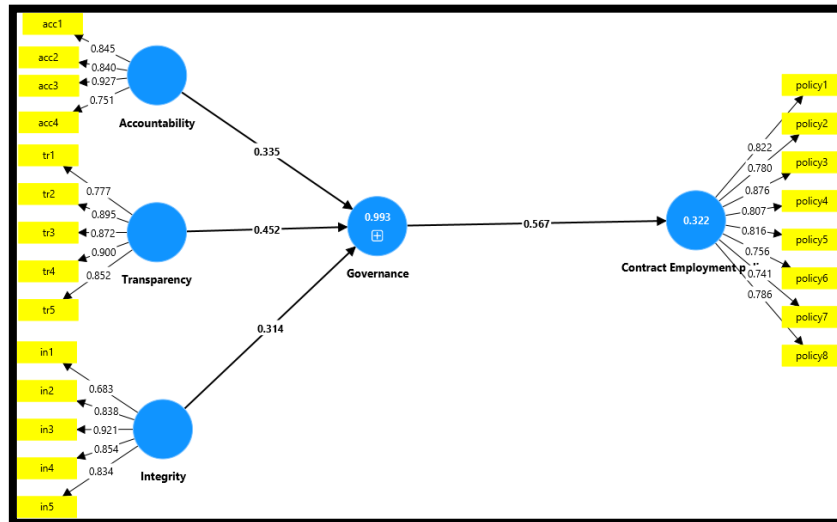
**Source: Prepared by the researcher based on SPSS 26 output.**

The results presented in Table (6) indicate that the level of application of the contract operation policy in the Palestinian public sector is high, with an overall mean score of 3.70 and a standard deviation of 0.78. This reflects a relative institutional commitment to contract-based recruitment procedures. Item (1), which states: *"The ministry announces vacant positions based on the budget and organizational structure,"* received the highest mean score of 3.86 and a relative weight of 77.2%, indicating clarity and transparency in job announcements. In contrast, item (4), *"Reports are issued explaining the contract operation policy,"* ranked last, with a mean score of 3.48 and a relative weight of 69.6%, suggesting a relative weakness in institutional documentation and disclosure related to contract operation practices.

### **Results Related to the Third Research Question**

The third research question states: "Is there a statistically significant effect (at  $\alpha \leq 0.05$ ) of the application of governance principles (accountability, transparency, integrity) on contract operation policies in the Palestinian public sector?" To analyze this, the study model analysis was conducted in two phases: Measurement Model

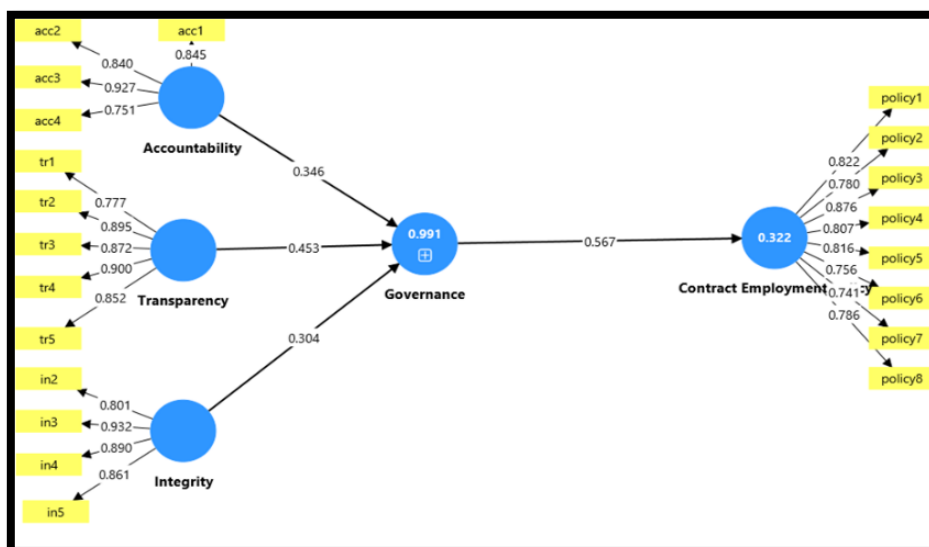
Assessment, the acceptance of the measurement model was evaluated by assessing convergent validity and discriminant validity of the study instrument, following the approach of Joseph F. Hair, Ringle, & Sarstedt (2013). Convergent Validity. To assess convergent validity of the study model, the analysis relied on factor loadings, composite reliability (CR), and average variance extracted (AVE), as illustrated in Figure 1.



**Figure 1: The Measurement Model Before Modification**

Source: Prepared by the researcher based on statistical data analysis results using Smart-PLS software.

To assess the convergent validity of the study model, the model's validity was evaluated through the following measures: Factor Loadings, Composite Reliability (CR), Average Variance Extracted (AVE). According to J. F. Hair, Black, Babin, & Anderson (2010), these measures provide an indication of the model's validity. The AVE values for all study model constructs were greater than 0.5, which meets the recommended threshold of 0.5 as suggested by Joseph F. Hair, Ringle, & Sarstedt (2013). The CR values for all constructs exceeded 0.7, which is the recommended standard for composite reliability according to Hair Jr, Hult, Ringle, & Sarstedt (2016). Based on these results, the study model successfully met the convergent validity criteria, as per the recommended values. The modified measurement model is illustrated in the figure below (after adjustment).



**Figure (2): The Measurement Model After Modification**

Source: Prepared by the researcher based on statistical data analysis results using Smart-PLS software.

The Table below (**Table 7**) demonstrates that the **study model has met the convergent validity criteria** based on the **recommended values**. This reflects the **adjusted measurement model**, which ensures that the constructs maintain **validity and reliability** after refinement.

**Table 7: The Measurement Model After Modification**

Construct	Items	Factor Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
<b>Accountability</b>	acc1	0.845	0.907	0.711
	acc2	0.840		
	acc3	0.927		
	acc4	0.751		
<b>Transparency</b>	tr1	0.777	0.934	0.741
	tr2	0.895		
	tr3	0.872		
	tr4	0.900		
	tr5	0.852		
<b>Integrity</b>	in2	0.801	0.927	0.761
	in3	0.932		
	in4	0.890		
	in5	0.861		
<b>Contract Operation Policy</b>	Policy1	0.822	0.934	0.639
	Policy2	0.780		
	Policy3	0.876		
	Policy4	0.807		
	Policy5	0.816		
	Policy6	0.756		
	Policy7	0.741		
	Policy8	0.786		

**Source:** Prepared by the researcher based on statistical data analysis results using Smart-PLS software.

The results in Table (7) indicate that the factor loadings for the study indicators ranged between (0.741 - 0.932), all of which are above 0.7, demonstrating a strong correlation between constructs and their corresponding indicators. Consequently, all 21 indicators in the study model were retained. To ensure the quality of measurement tools, the following reliability and validity measures were computed:

#### **1. Measurement Reliability:**

Table (7) presents Cronbach's Alpha and Composite Reliability (CR) values, which indicate the internal consistency of each study construct. Cronbach's Alpha values exceeding 0.70 indicate an acceptable level of reliability, while values above 0.80 or 0.90 indicate high reliability (*Hair et al., 2019*). The results show that all variables exceeded the minimum acceptable threshold, with governance dimensions recording a Cronbach's Alpha of 0.970, indicating very high reliability. The Contract Operation Policy construct yielded a reliability score of 0.934, which is also considered excellent. The CR values exceeded 0.87 across all constructs, reinforcing internal consistency.

#### **2. Average Variance Extracted (AVE) - Convergent Validity:**

The Average Variance Extracted (AVE) measures convergent validity, indicating the extent to which the latent construct explains variance in the observed variables. According to statistical standards, AVE values above 0.50 indicate good convergent validity, while values above 0.70 reflect strong relationships between indicators and their corresponding latent constructs (Fornell & Larcker, 1981). The results indicate that all study dimensions exceeded the minimum threshold (0.50), with values ranging from 0.594 to 0.761, confirming a strong level of convergent validity. Among all constructs, Integrity recorded the highest AVE value (0.761), suggesting that the latent construct explains a significant proportion of variance in its indicators. The Transparency and Accountability dimensions achieved AVE values of 0.741 and 0.711, respectively, indicating



strong validity. These findings confirm that the modified measurement model meets the recommended criteria for reliability and validity.

### 3. Adequacy of Statistical Measurements

Based on the results, all indicators meet the necessary requirements in terms of reliability and convergent validity, enhancing the credibility of the measurement tool used in the study. Thus, the measured variables can be reliably used to analyze causal relationships between governance dimensions and contract operation policies in the Palestinian public sector. Accordingly, the results of the adjusted measurement model can be derived and are presented in Table (8):

Results of the Adjusted Measurement Model below.

**Table 8: Results of the Adjusted Measurement Model**

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Accountability	0.862	0.871	0.907	0.711
Contract Operation policy	0.920	0.931	0.934	0.639
Governance	0.936	0.941	0.946	0.594
Integrity	0.894	0.903	0.927	0.761
Transparency	0.912	0.916	0.934	0.741

Source: Prepared by the researcher based on statistical data analysis results using Smart-PLS software.

**Table 9: Results of the Adjusted Measurement Model**

Variables	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Governance	0.936	0.941	0.946	0.594
Accountability	0.862	0.871	0.907	0.711
Integrity	0.894	0.903	0.927	0.761
Transparency	0.912	0.916	0.934	0.741
Contract Operation Policy	0.920	0.931	0.934	0.639

Source: Prepared by the researcher based on statistical data analysis results using Smart-PLS software.

### Second: Discriminant Validity

Discriminant validity refers to the ability of measurements or instruments to distinguish between different constructs, ensuring that there are clear differences between measurements targeting distinct constructs (Kline, 2016). This validity is crucial because the lack of discriminant validity can lead to biased estimates of structural model parameters, rendering the model unable to differentiate between constructs properly. Such issues may result in incorrect formulations or analyses that do not align with the study's hypotheses regarding the relationships among the studied constructs.

To assess discriminant validity, the following criteria are examined: the Fornell-Larcker criterion and cross-loadings. Heterotrait-Monotrait Ratio (HTMT) Criterion (Henseler et al., 2014). The Fornell-Larcker criterion (Fornell & Cha, 1994) is used in this study to measure discriminant validity, as presented in Table (10).

**Table 10: Fornell-Larcker Criterion Results**

Variables	Accountability	Contract Operation Policy	Governance	Integrity	Transparency
Accountability	0.843				
Contract Operation Policy	0.524	0.799			
Integrity	0.692	0.562	0.863	0.872	
Transparency	0.752	0.424	0.927	0.707	0.861

Source: Prepared by the researcher based on statistical data analysis results using Smart-PLS software.



### Third: Structural Model Assessment

The structural model involves establishing relationships between different constructs through a set of pathways (hypotheses). These relationships include Moderating pathways and direct pathways. Indirect (mediating) pathways (Ringle et al., 2018). The structural model assessment is conducted by examining the following assumptions: Multi-collinearity Issues (Collinearity Issues), Explanatory Power, Predictive Power, Evaluation of the Significance and Accuracy of Relationships

#### 1. Multi-collinearity Issues (Collinearity Issues)

Multi-collinearity occurs when high correlations exist between explanatory variables in a predictive model, making it difficult to estimate model coefficients and determine the contribution of each variable in explaining the variance in the dependent variable (Atoyebe & Obilade, 2024).

A Variance Inflation Factor (VIF) value below 3 ( $VIF < 3$ ) indicates the absence of multi-collinearity among the study variables (Legate et al., 2021).

**Table 11: Variance Inflation Factor (VIF) Values**

Variables	VIF
Governance → Contract Operation Policy	1.000
Accountability → Governance	2.610
Integrity → Governance	2.270
Transparency → Governance	2.723

**Source:** Prepared by the researcher based on statistical data analysis results using Smart-PLS software.

The results in Table (11) show that all VIF values are below 3, confirming that there is no multi-collinearity issue among the study variables. This ensures that the relationships among the variables in the structural model can be interpreted accurately.

#### 3. Explanatory Power (R-Square Analysis)

The R-squared ( $R^2$ ) estimation for endogenous variables represents the proportion of variance (change) in the dependent variables that can be explained by the independent or causal variables in the model. In other words, it indicates the extent to which the model explains variations in endogenous variables based on the information provided by the independent variables (Kline, 2016).

To assess the explanatory power of the model, the following classification is used: Weak explanatory power →  $R^2 = 0.25$ , Moderate explanatory power →  $R^2 = 0.50$ , and Strong explanatory power →  $R^2 = 0.75$  (Hair et al., 2011)

**Table 12: Explanatory Power Test ( $R^2$  Values)**

Variables	R-Square ( $R^2$ )	Adjusted R-Square ( $R^2$ Adjusted)
Governance	0.991	0.991
Contract Operation Policy	0.322	0.316

**Source:** Prepared by the researcher based on statistical data analysis results using Smart-PLS software.

**The results show that:** The R-square value for governance is 0.991, indicating that the independent variable (governance) explains 99.1% of the variance in contract operation policy, while the remaining 0.9% is attributed to other factors not included in the model. The R-square value for contract operation policy is 0.322, meaning that governance explains 32.2% of the variance in contract operation policy, while 67.8% of the variance is due to other factors not considered in the model. The adjusted R-square ( $R^2$  Adjusted) for governance remains 0.991, confirming that 99.1% of the variance in contract operation policy is still explained by governance after adjusting for model complexity. The adjusted R-square for contract operation policy is 0.316, meaning that governance explains 31.6% of the variance, with 68.4% attributed to other factors not examined in the model. However, the **Effect Size ( $f^2$ ) Analysis:** To evaluate the precision of effect size estimates, a sample covariance matrix is used to analyze how these effects correlate and vary across different samples (Cheung & Cheung, 2016). Additionally,  $R^2$  values can be used to measure the strength of the structural model relationships through effect size ( $f^2$ ), which assesses how  $R^2$  changes when a specific predictor is removed from the model (Hair et al., 2019). According to Cohen (1988), effect size is classified into three levels: Weak effect →  $f^2 = 0.02$ , Moderate effect →  $f^2 = 0.15$ , and Strong effect →  $f^2 = 0.35$ .

**Table 13: Effect Size Test ( $f^2$ )**

Variables	f-Square ( $f^2$ )
<b>Governance → Contract Operation Policy</b>	0.475
<b>Accountability → Governance</b>	5.321
<b>Integrity → Governance</b>	4.721
<b>Transparency → Governance</b>	8.755

Source: Prepared by the researcher based on statistical analysis results using Smart-PLS.

The results in Table (13) indicate that the effect sizes for the exogenous variables range between 0.475 and 8.755, which suggests a strong effect size in the structural model. This confirms that governance, accountability, Integrity, and transparency have a significant influence on the contract operation policy.

### Structural Model Assessment

The structural model assessment is conducted by testing the hypotheses to examine the relationships and effects between the study variables.

To determine whether the main and sub-hypotheses should be accepted or rejected, the hypotheses were tested in two stages:

1. First Stage – Testing the main hypothesis using a model that examines the primary relationships (Table 13).
2. Second Stage – Testing the sub-hypotheses using a model that assesses detailed relationships (Table 14).

**1. Testing the Main Study Hypothesis:** To provide a precise answer regarding the validity of the first main hypothesis, which states: **"There is a statistically significant effect (at a significance level of  $0.05 \geq \alpha$ ) between the application of governance dimensions (accountability, transparency, and integrity) and its impact on contract operation policy in the Palestinian public sector."**

Table (13) confirms the acceptance of the first main hypothesis, as the hypothesis test results indicate a statistically significant effect (at  $0.05 \geq \alpha$ ) between the application of governance dimensions (accountability, transparency, and Integrity) and its impact on contract operation policy in the Palestinian public sector. Since the p-value (p) is less than 0.05, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_1$ ) is accepted.

**Table 14: Results of the Main Hypothesis Test**

Statement	Sample Original	T-Statistics	P-Values
<b>Governance → Contract Operation Policy</b>	0.555	0.692	0.000

Source: Prepared by the researcher based on statistical analysis results using Smart-PLS.

First: Results of the First Sub-Hypothesis Test ( $H_1$ ): To provide an accurate answer regarding the validity of the first sub-hypothesis, which states:

$H_1$ : "There is a statistically significant effect (at a significance level of  $0.05 \geq \alpha$ ) between the application of governance dimensions (Transparency) and its impact on contract operation policy in the Palestinian public sector."

Table (15) confirms the acceptance of the first sub-hypothesis, as the hypothesis test results indicate a statistically significant effect (at  $0.05 \geq \alpha$ ) between the application of transparency and its impact on contract operation policy in the Palestinian public sector.

Since the p-value (p) is less than 0.05, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_1$ ) is accepted.

**Table 15: Results of the First Sub-Hypothesis Test**

Statement	Sample Original	T-Statistics	P-Values
<b>Transparency → Contract Operation Policy</b>	0.239	6.351	0.000

Source: Prepared by the researcher based on statistical analysis results using Smart-PLS.

Second: Results of the Second Sub-Hypothesis Test ( $H_1$ ): To provide an accurate answer regarding the validity of the second sub-hypothesis, which states:

H1: "There is a statistically significant effect (at a significance level of  $0.05 \geq \alpha$ ) between the application of governance dimensions (Accountability) and its impact on contract operation policy in the Palestinian public sector."

Table (16) confirms the acceptance of the second sub-hypothesis, as the hypothesis test results indicate a statistically significant effect (at  $0.05 \geq \alpha$ ) between the application of accountability and its impact on contract operation policy in the Palestinian public sector. Since the p-value (p) is less than 0.05, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_1$ ) is accepted.

**Table 16: Results of the Second Sub-Hypothesis Test**

Statement	Sample Original	T-Statistics	P-Values
Accountability → Contract Operation Policy	4.750	0.171	0.000

Source: Prepared by the researcher based on statistical analysis results using Smart-PLS.

Third: Results of the Third Sub-Hypothesis Test ( $H_1$ ): To provide an accurate answer regarding the validity of the third sub-hypothesis, which states:

H1: "There is a statistically significant effect (at a significance level of  $0.05 \geq \alpha$ ) between the application of governance dimensions (Integrity) and its impact on contract operation policy in the Palestinian public sector."

Table (17) confirms the acceptance of the third sub-hypothesis, as the hypothesis test results indicate a statistically significant effect (at  $0.05 \geq \alpha$ ) between the application of Integrity and its impact on contract operation policy in the Palestinian public sector. Since the p-value (p) is less than 0.05, the null hypothesis ( $H_0$ ) is rejected, and the alternative hypothesis ( $H_1$ ) is accepted.

**Table 17: Results of the Third Sub-Hypothesis Test**

Statement	Sample Original	T-Statistics	P-Values
Integrity → Contract Operation Policy	0.197	5.019	0.000

Source: Prepared by the researcher based on statistical analysis results using Smart-PLS.

### Results Related to the Fourth Research Question

The fourth research question states: "What are the recommended procedural measures to enhance the role of governance principles in improving contract operation policies in the Palestinian public sector?"

Recommended Procedural Measures:

1. **Establishment of a National Supreme Authority:** A national supreme authority should be established, comprising all ministries and relevant institutions in the Palestinian public sector, to enforce the necessary legislation and regulations that govern governance principles. This authority should monitor governance implementation, create an enabling environment, and ensure compliance with relevant regulations. The General Personnel Council should be responsible for the implementation process by performing the following actions:  
Enhancing Transparency Standards: Develop clear and effective mechanisms to publicly disclose information about contract operation policies in all Palestinian ministries. This information should be regularly published on public platforms and government websites to enhance process transparency, with clear policies ensuring equal access to information for all stakeholders. Establish independent monitoring units or committees, one for each ministry, overseen by the General Personnel Council, to ensure compliance with operational policies and contract regulations. These committees should submit reports to relevant authorities on a regular basis. Encourage transparency compliance by offering rewards or recognition to institutions and operations that demonstrate a clear commitment to transparency standards. Organize training workshops for operations to raise awareness of the importance of transparency and its impact on government performance.

2. **Strengthening Accountability:** Establish independent regulatory committees to monitor, review, and ensure compliance with governance standards in contract implementation. Provide periodic recommendations based on review results to avoid errors and enhance best practices. Implement clear accountability mechanisms, including a disciplinary system for non-compliant parties while offering corrective pathways. Ensure the availability of communication channels to facilitate citizens' complaints and effective follow-up. Develop training programs for operations and relevant ministry departments to raise awareness of accountability principles and their role in improving performance.

3. **Implementing Integrity Standards:** Strengthen governmental work ethics by implementing mandatory codes of conduct for all stakeholders involved in contract operation. Ensure fair selection standards for applicants to guarantee equal opportunities for all. Utilize independent and neutral committees to conduct interviews and evaluate applications. Enhance transparency throughout all stages of the process by publishing

information on selection criteria and procedures. Reduce human intervention and minimize bias by adopting an electronic application system that ensures equal and transparent processing of all applications.

**4. Revising Operation Policies:** Regularly review operational contracts to ensure alignment with governance objectives. Adopt global best practices in drafting and executing operational contracts. By implementing these procedural measures, the Palestinian public sector can effectively integrate governance principles into contract operation policies, leading to enhanced transparency, accountability, and Integrity in government operations.

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